RETHINKING MOBILITY

A Transportation Strategic Plan for the City of Walnut Creek

Prepared for
City of Walnut Creek

CITY OF WALNUT CREEK

Adopted October 20, 2020

FEHR & PEERS

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Thank you to the community members whose valuable input has shaped the Rethinking Mobility effort.

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Foreword

When the draft of this Plan was presented in early 2020, the City of Walnut Creek was looking at a much more certain future. Months later, as the impacts of COVID-19 continue to reveal themselves, the ways in which we live, work, and play have dramatically shifted. Economic uncertainty, rapid shifts in how we do business, and insecurity about our individual and collective futures necessitated the need to evaluate the relevance of the strategies included in this Plan in a COVID-19 and post-COVID-19 climate.

More recently, immediate changes have occurred in how we travel and how we use our shared roadways. Across the nation, transit ridership and ridesharing services have decreased dramatically over concerns about shared environments, while walking and bicycling are experiencing unprecedented increases. This has been paired with an immense sense of creativity in how we view and use our transportation infrastructure and public places. Cities, including Walnut Creek, have repurposed roadway space from car parking to outdoor dining, created temporary walkways and bicycle paths to meet a growing need for outdoor recreation, and found ways to reuse the curb space to accommodate a rapid increase in deliveries for food and packages – all of which echo strategies found in the draft Plan.

In this light, the proposed strategies in Rethinking Mobility have become more relevant as a way to support economic recovery, while also still encouraging active transportation and a reduction in vehicle miles traveled. Above all, the pandemic underscores the need for cities to continue to provide equitable transportation options for how people travel. Many essential employees and those unable to work remotely require safe and reliable transportation. Economic uncertainty means ensuring access to employment and services becomes vital so that people can remain gainfully employed. And without transportation options, increased vehicle ownership and miles travelled could quickly cause congestion and gridlock that would stifle any benefits from a recovering economy.

The ability of cities to adapt to the constantly changing conditions will be what allows them to thrive moving forward. Rethinking Mobility gives the City a toolkit to respond and adapt to these uncertainties in a way that supports the residents, businesses, and vitality of Walnut Creek.

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1 Project Background

The City of Walnut Creek is a cultural, commercial, and employment center for Contra Costa County, where residents, employees, and visitors enjoy a wide range of recreational, cultural, and economic opportunities. Walnut Creek has experienced tremendous success over the years and is now the home of 70,000 residents and the employment location for 60,000 workers, as well as being a regional retail hub drawing shoppers from throughout Contra Costa County and the greater East Bay area. Along with that success has come increasing needs for transportation options, as more and more people travel to and from Walnut Creek to take advantage of the great things the city has to offer.

Developing programs and policies to reduce automobile trips and traffic congestion

Improving mobility and access for walking, bicycling, public transit, ridesharing, and other shared mobility services

Improving public transit service and promoting it as a "first choice" mobility option

As Walnut Creek has been growing and evolving, the world of transportation and mobility has been changing rapidly, with new options appearing frequently: ridesharing services such as Uber and Lyft, micro-mobility services such as bike sharing and shared electric scooters, and smart parking technology are just a few examples that have appeared within the past decade.

By adopting a comprehensive Transportation Demand Management (TDM) Strategic Plan, the City can continue its leadership in envisioning new ways to achieve its goals for economic vitality, environmental stewardship, and a high quality of life.

The purpose of this Transportation Strategic Plan for the City of Walnut Creek is provide implementation strategies to reduce automobile trips, manage parking demand, and enhance access for those walking, biking, and using public transit.

What is Transportation Demand Management?

Transportation Demand Management (also known as TDM) looks at the choices people make about how they travel, for work, school, shopping, and recreation. TDM strategies focus on how we can best utilize our existing transportation infrastructure and capitalize on investments already made, by encouraging people to travel through sustainable modes such as walking, biking, transit, and ridesharing. The goal is to make these mobility choices easier and more attractive than driving alone, to reduce congestion and help improve roadway operations, public health, and community vitality.


Bonanza St
BRODERICK

The City's *General Plan 2025* recommends the development and adoption of a comprehensive TDM program to decrease the use of automobiles and reduce peak-period traffic congestion. Since the adoption of the General Plan in 2006, the City has undertaken a number of implementing actions, including an attendant-assisted parking program downtown, implementing the "Purple Poles" parking meters to better manage downtown parking demand, adopting a Bicycle Plan and a Pedestrian Master Plan, offering reduced-cost transit passes for City employees, reducing parking requirements in BART-accessible areas, and continuing to subsidize the two primary bus routes that serve downtown, County Connection Routes 4 (the free Downtown Trolley) and 5 (the Creekside Shuttle).

To pursue further reductions in single-occupant automobile trips and peak-period congestion, the City Council directed staff to develop a citywide TDM program, and in August 2017, the Contra Costa Transportation Authority (CCTA) awarded the City a grant to develop a TDM Strategic Plan, which was rebranded as **"Rethinking Mobility, A Transportation Strategic Plan.**

In December 2018, the City Council directed staff to merge the Downtown Parking Experience outreach effort with the **Rethinking Mobility** program, and to postpone any operational parking changes until the Strategic Plan is approved by the City Council.

Policy Context

The City has been a leader in planning for mobility and accessibility for many years and several important guiding documents offer context for **Rethinking Mobility**. Key elements of other planning efforts are outlined in the following pages.

General Plan

The Transportation Element of *General Plan 2025* guides transportation investments and policy for the City, by establishing long-term goals and a vision for the City's transportation network. The Plan envisions transportation options that allow people to easily move around the region, guided by the principles of circulation and accessibility.

The following General Plan goals are relevant to **Rethinking Mobility** due to their focus on improving mobility and multi-modal access, while reducing the impacts of automobile trips:

Goal 1 Minimize future increases in congestion on regional transportation facilities

Goal 2 Expand and improve regional trail facilities

Goal 3 Maintain a transportation network that provides mobility for all ages and for all areas of the community

Goal 4 Protect residential neighborhoods from through traffic, speeding, and nonresidential parking

Goal 5 Provide a safe and attractive environment for bicycle travel throughout the community

Goal 6 Provide a safe and attractive walking environment accessible to all

Goal 7 Increase transit ridership and service to employment, schools, shopping, and recreation

Goal 8 Serve as a model for other cities by providing a comprehensive TDM program that strives to decrease the use of the automobile and reduce peak-period traffic congestion

Goal 9 Promote a pedestrian friendly downtown

Goal 10 Promote safe bicycling to and through downtown

Goal 11 Develop a comprehensive shuttle system serving downtown residents, shoppers, day and overnight visitors, and employees

Goal 12 Provide convenient and adequate parking

Climate Action Plan

The City approved a Climate Action Plan (CAP) in April 2012 with the goal of reducing greenhouse gas emissions to 15% below 2005 levels by 2020. Several of the CAP's strategies relate to transportation and mobility service.

TLU 1.1 Transportation Demand Management Promote Ridesharing and TDM programs with CMA and 511.org to reduce the use of traditional motor vehicles. Create a citywide car-sharing program to achieve further reductions in vehicle miles traveled (VMT).

TLU 1.3 Traffic Calming Install street design features such as landscaped medians and roundabouts in order to reduce vehicle speeds, volumes and idling.

TLU 2.1 Smart Growth Achieve higher-density, mixed-use, infill development through updated regulations and new incentives.

TLU 3.1 Bicycle Planning Implement the City's Bicycle Master Plan and incorporate bicycle lanes and routes into street systems, new subdivisions, and large developments.

TLU 3.2 Multi-Modal Wayfinding Develop and implement a comprehensive wayfinding system for Walnut Creek's bicycle and pedestrian transportation networks.

TLU 3.3 Bicycle Parking Increase the number and locations of bicycle parking by requiring new development or redevelopment to provide adequate short- and long-term bicycle parking facilities.

TLU 3.4 Transit Incentives Provide public transit incentives such as free or low-cost monthly transit passes to achieve higher use of transportation alternatives, including provision of parking "cash-out" options.

TLU 3.5 BART shuttles Increase the frequency and range of BART shuttles.

TLU 3.6 Safe Routes to School Work with local schools to expand Safe Routes to Schools (SR2S) programs.

TLU 3.7 Parking Management Implement and maintain a comprehensive Parking Management Plan to divert vehicle trips to alternative modes.

SB 743

In 2013, the Governor signed Senate Bill (SB) 743 into law, initiating a process intended to fundamentally change how transportation impacts are analyzed under the California Environmental Quality Act (CEQA). One major change resulting from the statute is the elimination of automobile delay or other similar measures of traffic congestion as a basis for determining significant impacts. The legislature mandated these changes so that CEQA would be more aligned with state goals to reduce greenhouse gas emissions, increase infill development, and improve public health through active transportation.

As of December 2018, the state completed an update to the CEQA Guidelines to implement the requirements of SB 743. The new Guidelines state that Vehicle Miles of Travel (VMT) must be the metric used to determine significant transportation impacts, effective July 1, 2020. Lead agencies (such as the City of Walnut Creek) are currently working toward implementing the requirements of this statute. In October 2020, the Walnut Creek City Council adopted VMT thresholds of significance applicable to land use projects and local criteria for purposes of analyzing transportation impacts under CEQA. The City adopted the thresholds established by the Contra Costa Transportation Authority (CCTA), consistent with the State Office of Planning and Research's Technical Advisory on Evaluating Transportation Impacts in CEQA.

VMT is a measure of the total amount of vehicular travel. One vehicle traveling ten miles would equal 10 VMT; four vehicles each traveling ten miles would equal 40 VMT. Typically, developments located a greater distance from other land uses, or in areas with few transportation options, generate more vehicle trips and trips of greater length (and therefore more VMT) than developments

located in close proximity to other uses, or in areas with many transportation choices. While mitigation measures for vehicle delay impacts often involve widening streets or changing intersection configurations, mitigation measures for projects that have a VMT impact require actions that reduce the number of vehicle trips or the length of those trips. Therefore, in many cities, one of the important methods for mitigating VMT impacts will be to apply TDM strategies that are specifically targeted toward reducing vehicle trips. In order to rely on such strategies to support a CEQA conclusion that a project's VMT impacts will be fully mitigated, the TDM requirements applied to that project would need to be monitored over time and adjusted to ensure that they continue to produce the level of trip reduction anticipated. With Rethinking Mobility, the City of Walnut Creek is taking an important step toward identifying high-priority strategies that could contribute toward the VMT reductions that will be required under SB 743.

> *With* Rethinking Mobility, *the City of Walnut Creek is taking an important step toward identifying high-priority strategies that could contribute toward the VMT reductions that will be required under SB 743.*

Bicycle Master Plan

The Bicycle Master Plan (BMP), adopted by the City Council in August 2011, aims to create a supportive biking environment through comprehensive and coherent implementation of bicycle related improvements. The Plan addresses design, planning, and infrastructure aspects that affect bicycling in Walnut Creek, with the goal of facilitating bicycle use as a healthy alternative for travel to work, school, shopping, recreational activities, and transit stops. Over the years, the City has implemented the BMP by repurposing roadway and parking to bicycle facilities identified in the Plan, including bike lanes, green paint conflict zones, and the installation of bicycle racks.

Pedestrian Master Plan

The Pedestrian Master Plan (PMP), adopted by the City Council in September 2016, presents goals, policies, and a vision for the future of Walnut Creek's pedestrian environment. Goals of the Plan include improving pedestrian safety, providing a citywide walking network to facilitate pedestrian travel, and maintaining the Core Area as a premier walking environment. The City has implemented the PMP by identifying locations for sidewalk installation and repair, particularly downtown and high-travel pedestrian areas. This includes sidewalk leveling, extension, and gap filling.

Specific Plans

The City has been active in planning for growth in both the North Downtown and West Downtown areas, by sponsoring collaborative planning efforts for each area that involve residents, local businesses, landowners, and the broader community. Specific plans recently adopted for both of these areas emphasize the design and implementation of multi-modal complete streets, and ensuring that area residents, employees, and visitors have a range of travel options to choose from. The plans also emphasize the importance of managing parking supply and demand, and periodically adjusting those management strategies in response to changing technologies, in order to support the desired quality of life and mobility outcomes in the plan areas.

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Outreach and Engagement

Public outreach, opinion, and feedback has guided the development of each element of the Rethinking Mobility effort. Leveraging both technology and traditional engagement approaches, comprehensive outreach was conducted in three waves throughout the five phases of the project, as illustrated in the schematic on the next page. The resulting community feedback has strongly shaped the form of this plan, including the Guiding Principles, Plan Targets, and Strategies.

01 PLAN KICK-OFF

- **Introduce project** to community and stakeholders
- **Launch plan website** at www.RethinkingMobilityWC.com
- **Street-level engagement events**

02 TRANSPORTATION NEEDS, OPPORTUNITIES AND CHALLENGES

- **Online interactive report and web map**
- **Public engagement** via social media and community events
- **Stakeholder engagement and feedback**

03 TDM STRATEGIES REPORT

- **Develop goals, objectives and performance measures**
- **Evaluation of potential strategies** with stakeholders and the public
- **Public survey and street-level engagement**
- **Joint workshops with Transportation and Planning Commissions**

04 DRAFT TRANSPORTATION STRATEGIC PLAN

- **Incorporate public and stakeholder feedback**
- **Develop preferred TDM strategies;** implementation and funding recommendations developed
- **Present plan to City Commissions and City Council**

05 FINAL TRANSPORTATION STRATEGIC PLAN

- **City Council adoption of Final Plan**
- **Plan implementation commences**

Phase 1:
Baseline Conditions and Assessment

The goal of Phase 1 was to introduce and raise project awareness as well as obtain feedback on the current experience of transportation in Walnut Creek. The project website, RethinkingMoblilityWC.com, was launched along with an interactive web map tool which participants could use to directly tag locations where challenges, concerns, or opportunities for enhancements existed.

To drive traffic to the interactive web map and build awareness of the project, street-level engagement took place at the Walnut Creek Downtown "First Wednesday" event and Locust Street Sunday Farmer's Market. This coincided with the development of a comprehensive stakeholder list, and initial outreach to the City's Youth Leadership Commission, Planning Commission, Transportation Commission, and City Council.

Phase 2: Needs, Opportunities, and Challenges Report

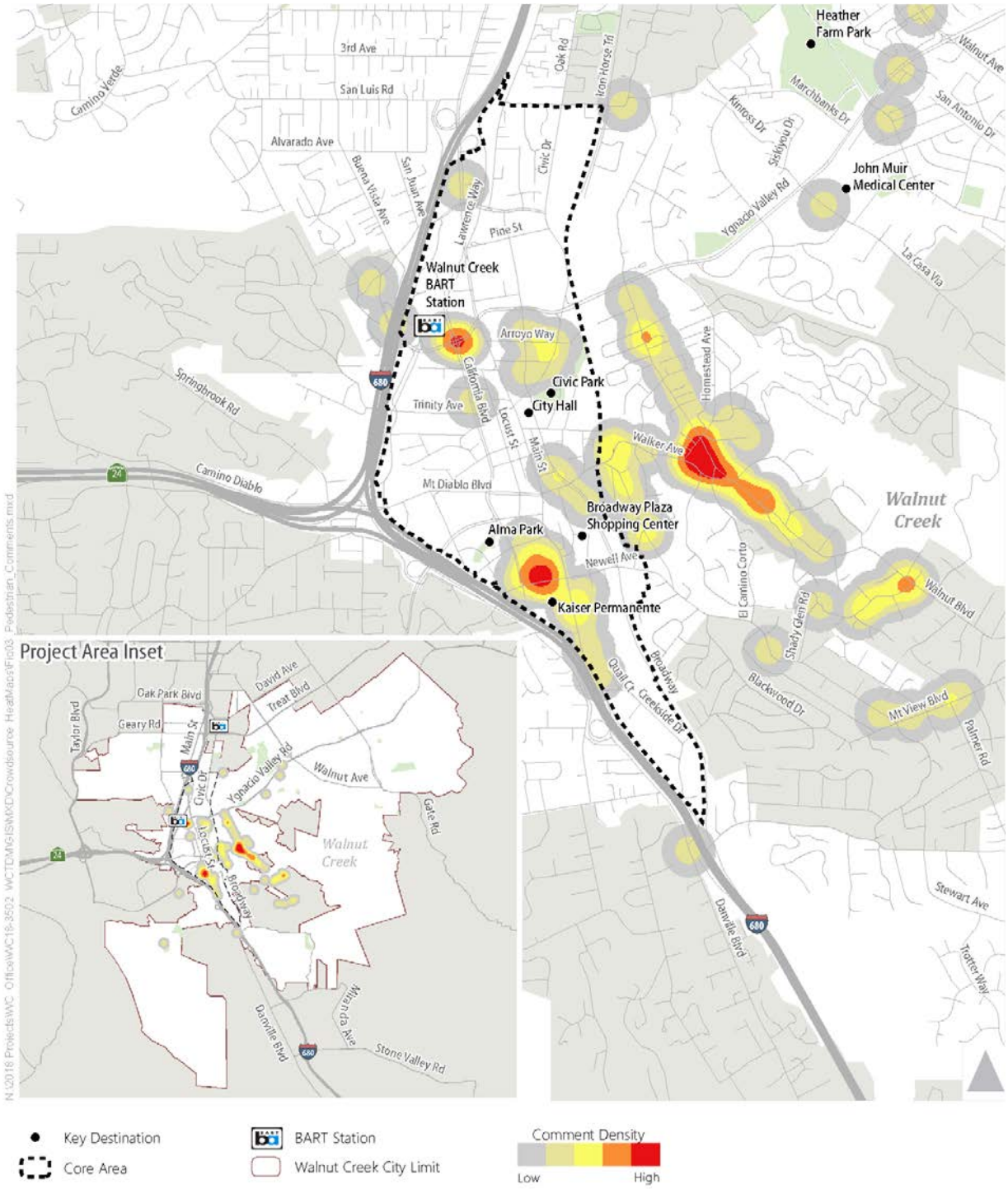
Outreach during Phase 2 focused on presenting the *Needs, Opportunities, and Challenges* Report, which provided an assessment of the city's transportation network and provided a shared understanding of the opportunities and challenges that Rethinking Mobility seeks to address. It also summarized the findings from Phase 1 and laid the groundwork for the development of the guiding framework and subsequent Strategies Report. A summary of findings from this report can be found in Chapter 3 of this document, and the Executive Summary is provided in the appendix.

Feedback on the Needs, Opportunities, and Challenges was collected via a social media campaign, online comments, and in discussion with stakeholder groups such as the Walnut Creek Chamber of Commerce Civic Affairs Committee, the Walnut Creek Downtown Board, and the City's Development Services Forum. The report was also presented to the City's Commissions and City Council.

Through these discussions, two key factors were brought to light. First, the desire to acknowledge Walnut Creek's essential character, while recognizing that the city is changing and modernizing, and secondly, that there is a desire in the community for immediately actionable strategies to address congestion and mobility problems. As a result, a focused five-year time frame was encouraged for the Plan's strategies, with an emphasis on both improving the transportation experience for residents while also increasing choice for travel to Walnut Creek.

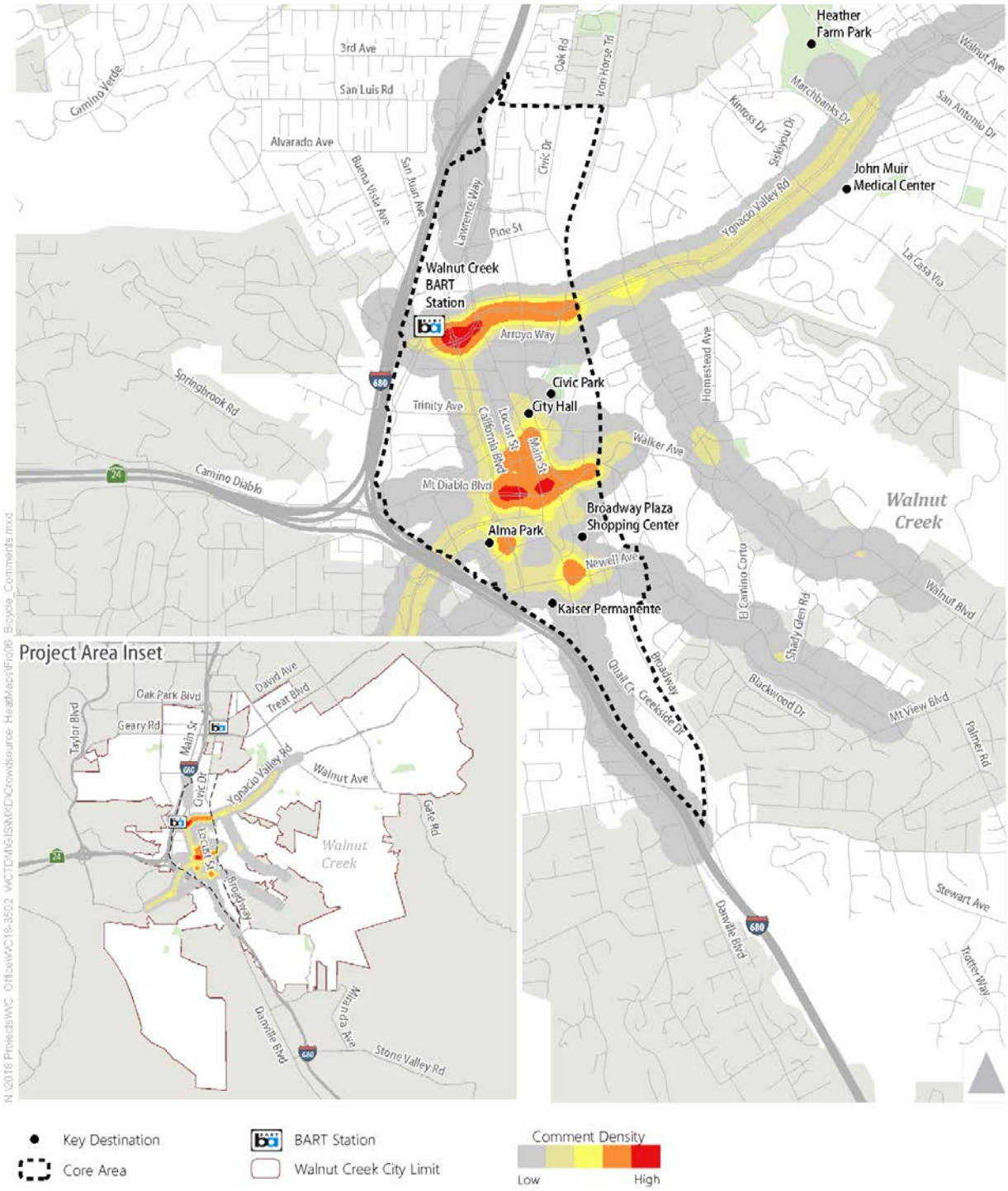
These images were distributed through the City's social media channels to communicate the findings from the Needs, Opportunities, and Challenges *Report.*

Public Comments: Pedestrian-Related



This heat map illustrates the geographic location of comments on walking received on the project through the interactive web map tool deployed in Phase 1. These can help identify community areas of concern and opportunities for future improvements.

Public Comments: Bicycling-Related



This heat map illustrates the geographic location of comments on bicycling received on the project through the interactive web map tool deployed in Phase 1. These can help identify community areas of concern and opportunities for future improvements.

Phase 3: Strategies Report

Building upon the efforts of Phase 2, the third phase of outreach centered around detailed engagement with stakeholders to develop the guiding principles and Plan targets, and the release of the Strategies Report. The report represented an interim step in the development of the strategic plan and its purpose was to identify an initial set of potential strategies.

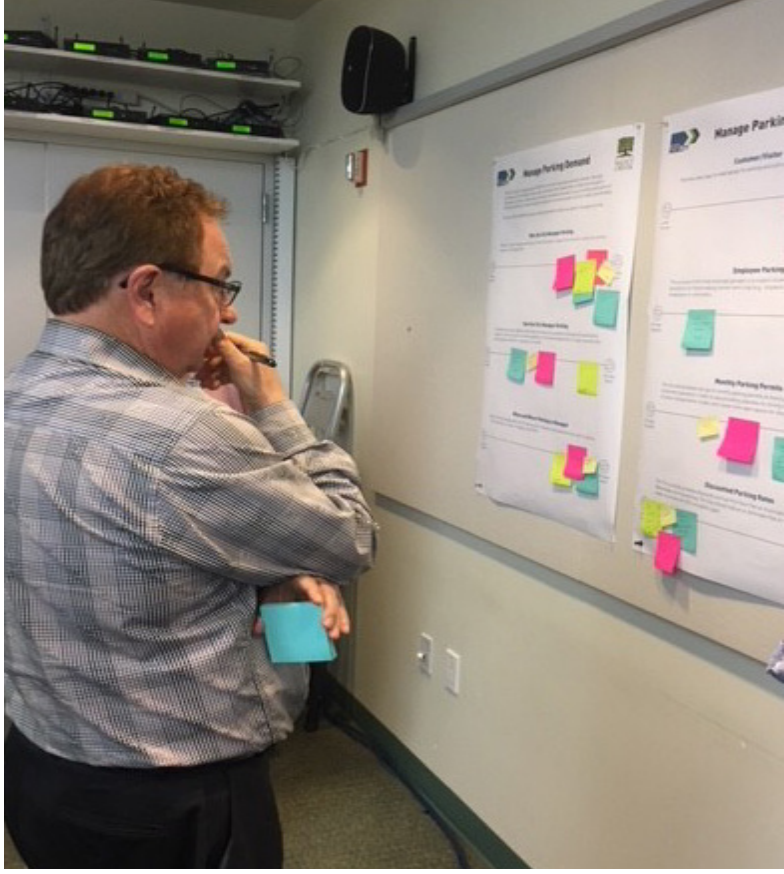
Key to this phase of engagement were two joint workshops conducted with the City's Transportation and Planning Commissions. The first joint workshop focused around refinement of the Plan's targets and guiding principles, while the second involved a round table exercise to develop a list of priorities from the Strategies Report. In addition to these workshops, an online survey asking for feedback on specific strategies was developed and distributed via the City's social media channels and newsletter, and presentations were made to stakeholder groups including the Walnut Creek Downtown Board, Walnut Creek Chamber of Commerce Civic Affairs Committee, and the City's Development Services Forum. Street-level engagement was also conducted around parking priorities and to promote the online survey.

Summary of Findings

Several overall themes emerged as feedback on the Strategies Report was compiled from stakeholder groups and the public survey. These themes included:

- The importance of collecting data for school, bicycle, and pedestrian trips
- Providing access and connection to transit
  - Increasing transit access for students via free passes
  - Considering mobility and TNC pilots for under served areas
- Improving conditions for bicycling and walking
  - Making "small infrastructure improvements" as easily implementable investments for biking and walking
  - Looking comprehensively at the pedestrian experience and safety in relation to connectivity with BART
- Enhancing the transportation experience
  - Investments in technology, curbside management, signage, and information strategies were supported by the public survey
  - Strategies to improve the experience of parking downtown were specifically highlighted by commissioners

Feedback from this phase of outreach, in coordination with staff and City Council direction, had direct bearing on the recommendations that form the Key Strategies section in Chapter 5 of this plan.



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Scenes from the workshop on Plan targets at the Joint Planning and Transportation Commission Meeting

These images were distributed through the City's social media channels to solicit public feedback via the online survey developed for Phase 3.

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Existing Conditions

The Existing Conditions chapter provides an overview of the baseline conditions for multiple modes of travel in Walnut Creek. Residents, employees, and visitors to the city have varied needs when traveling to the city, and as such the opportunity to impact their mode of travel may also vary. These findings and travel patterns present both challenges and opportunities that have informed the strategies presented in this report. The executive summary of the Needs, Opportunities, and Challenges Report is provided in the appendix.

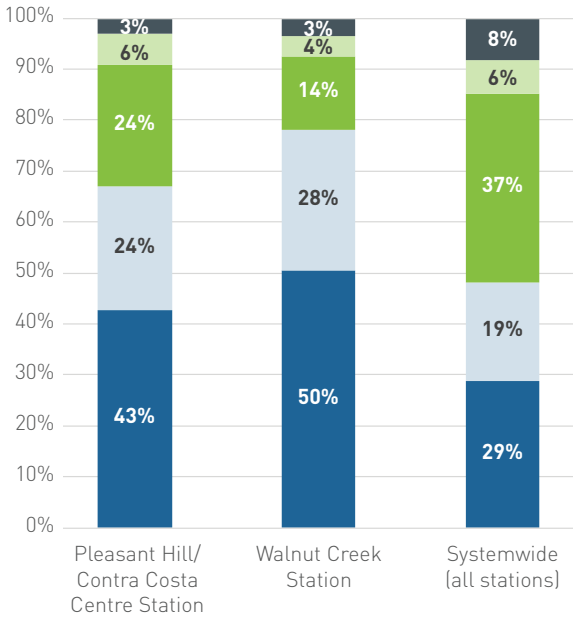
How Walnut Creek Moves Today

Walnut Creek is autocentric. Most people drive when traveling to, from, or within the city. Work-related travel is most often accomplished by driving alone. Non-work travel is still dominated by the private vehicle, although there is often more than one person in the vehicle.

How Walnut Creek residents make their work trips depends on their work destination. Over three-quarters of city residents who work within Contra Costa County drive to work. Conversely, less than 60 percent of residents who work outside of Contra Costa County drive to work, and many of those who commute to other counties use public transit.

Nearly 80 percent of residents using BART to get to work drive to, or get dropped off at, a BART station, thereby contributing to vehicle trips and traffic congestion during peak periods of travel. This presents an opportunity to convert the first leg of these trips to a mode other than driving.

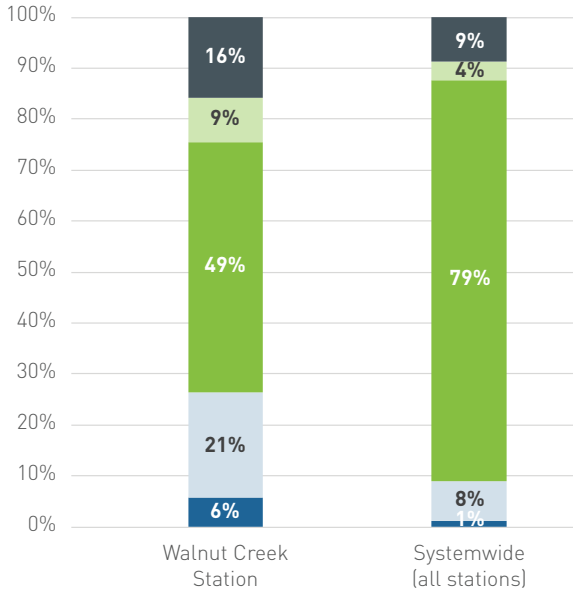
How People Travel from Home to BART



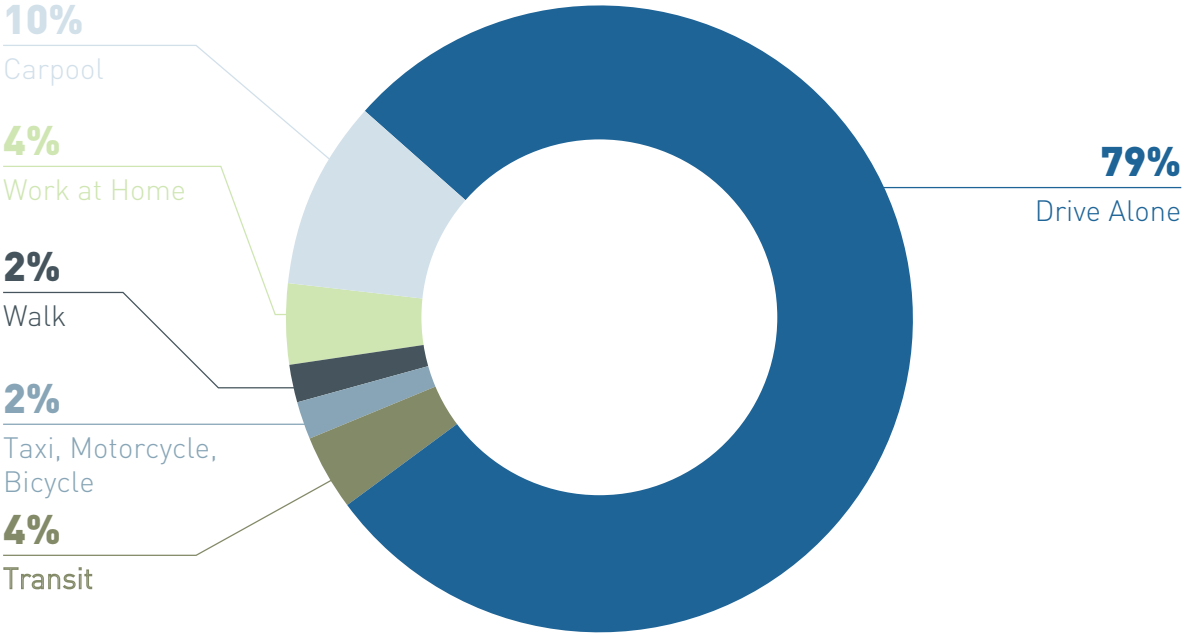
Bus, train, or other transit
Drop off / taxi / other
Bicycle
Drive alone / carpool
Walk

Source: 2015 BART Station Profile Study (weekdays only)

How People Travel from BART to Their Final Destination

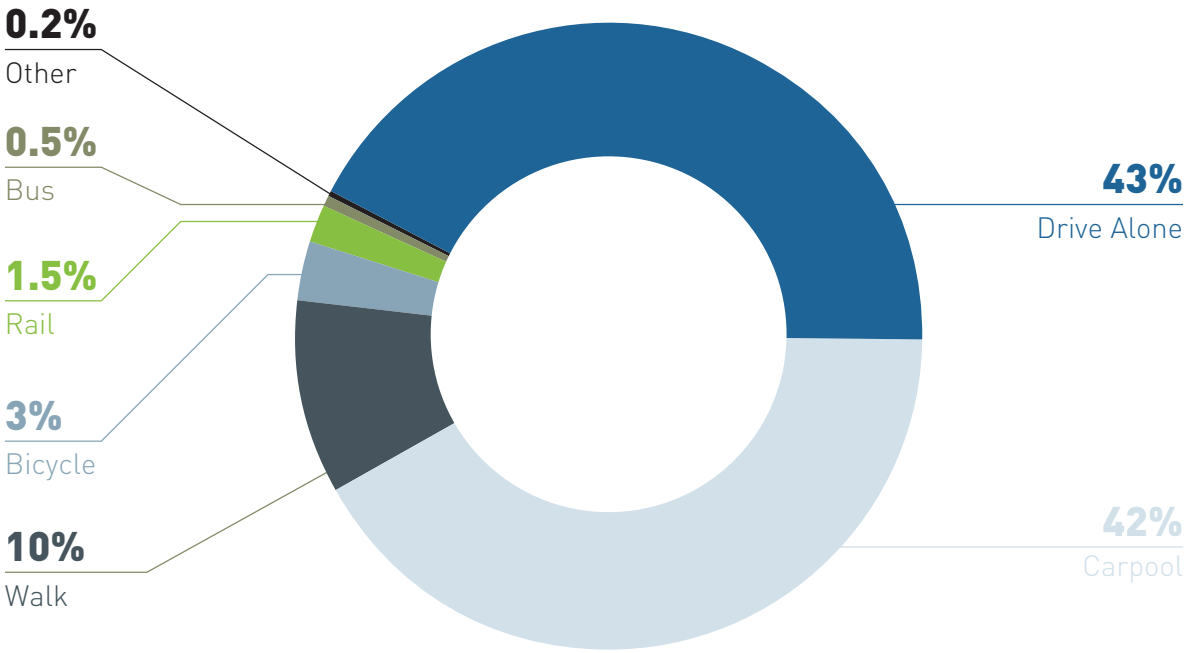


How Do People Who Work in Walnut Creek Travel to Work?



Source: A102106 - Means of transportation (18) (Workers 16 years and over). American Community Survey/Census Transportation Planning Products. 2010: 5-year estimates.

How do Walnut Creek Residents Travel for Non-Work Trips?

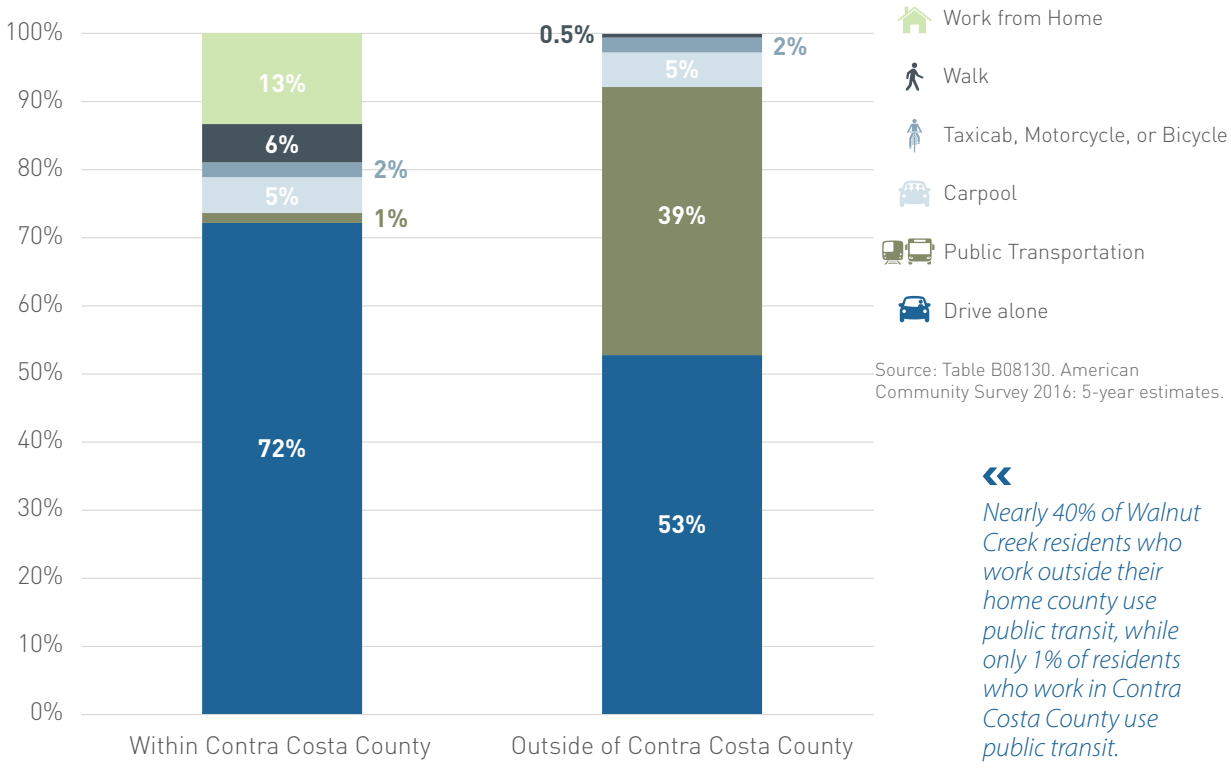


Source: California Household Travel Survey (Caltrans), 2017 Results.

Even though many Walnut Creek residents are using BART to commute to work, most of them are driving to the station.

Most Walnut Creek workers are driving to work. While a greater proportion of non-work trips are made by bicycle or walking, over 80% are made in a car.

How Walnut Creek Residents Travel to Work by Place of Work



Source: Table B08130. American Community Survey 2016: 5-year estimates.

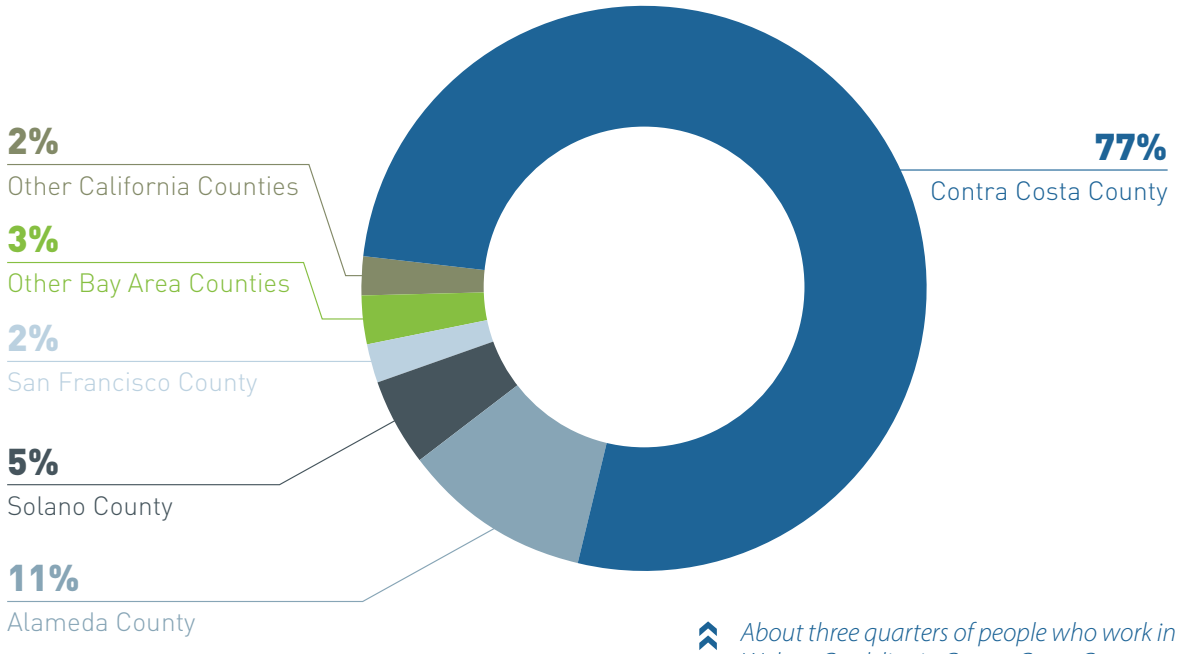
Nearly 40% of Walnut Creek residents who work outside their home county use public transit, while only 1% of residents who work in Contra Costa County use public transit.

Where Walnut Creek Moves Today

Walnut Creek is an employment, retail, and cultural hub for Contra Costa County, with more people commuting into the city than out. More than three-quarters of work trips into Walnut Creek originate in Contra Costa County, while almost 90 percent of non-work trips to Walnut Creek originate within central and eastern Contra Costa County.

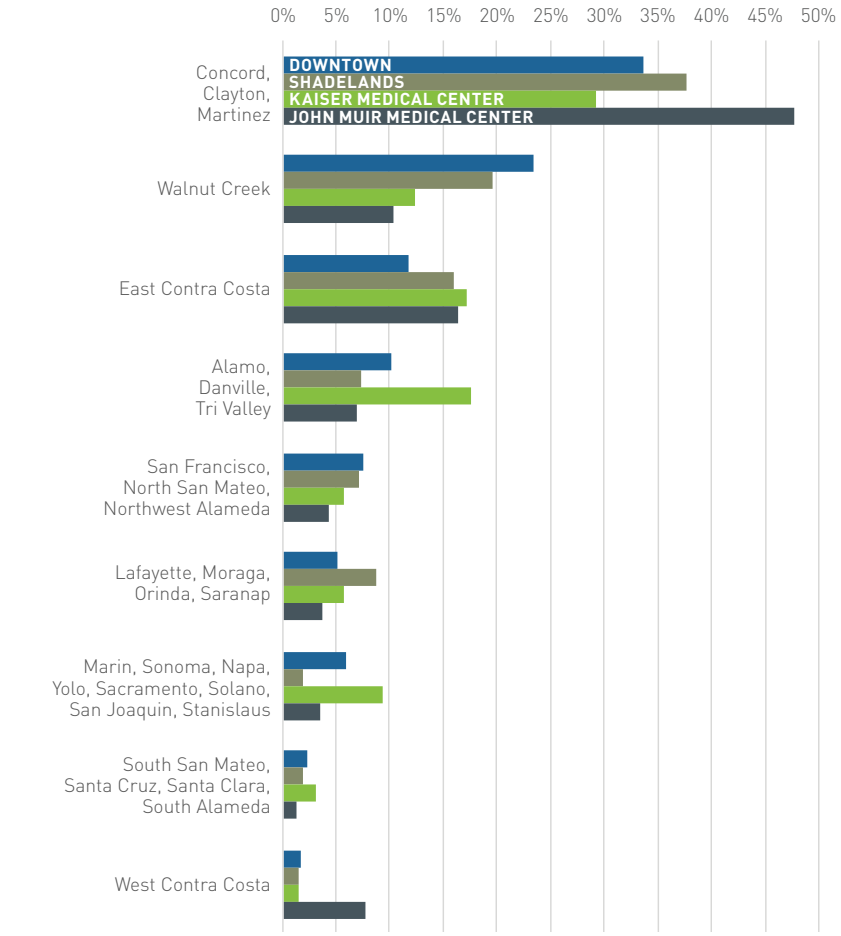
The relative proximity of trips from central and eastern Contra Costa County into Walnut Creek suggests an opportunity to shift driving trips to public transit or other alternative modes. However, the design of the built environment and de-prioritization of modes other than the private automobile encourages more vehicle trips to, from, and within Walnut Creek.

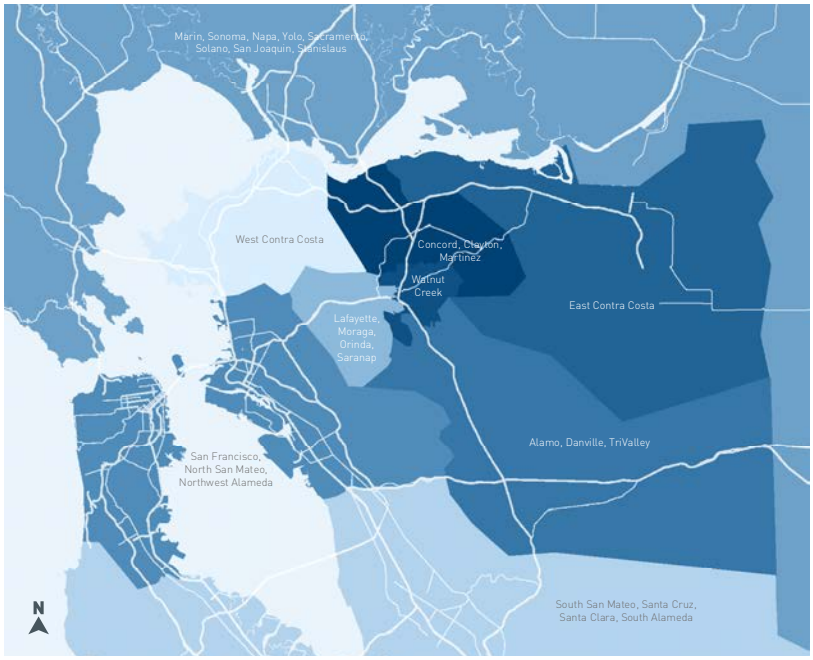
Where Do People Who Work in Walnut Creek Live?



About three quarters of people who work in Walnut Creek live in Contra Costa County. Most others live in nearby Bay Area counties.

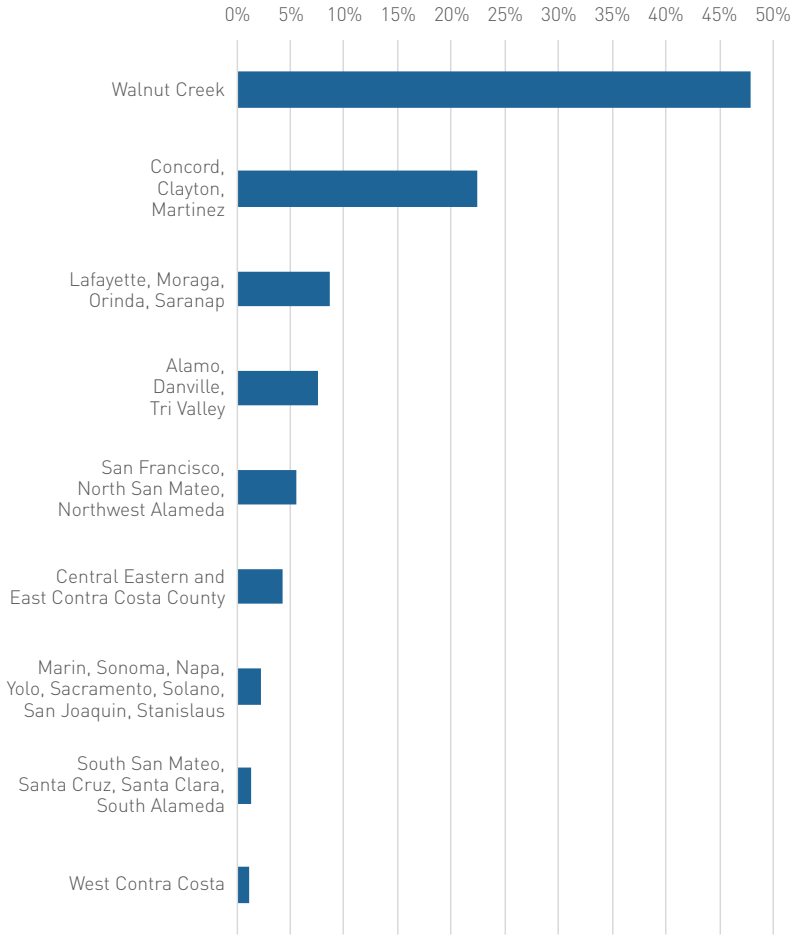
Commute Origins

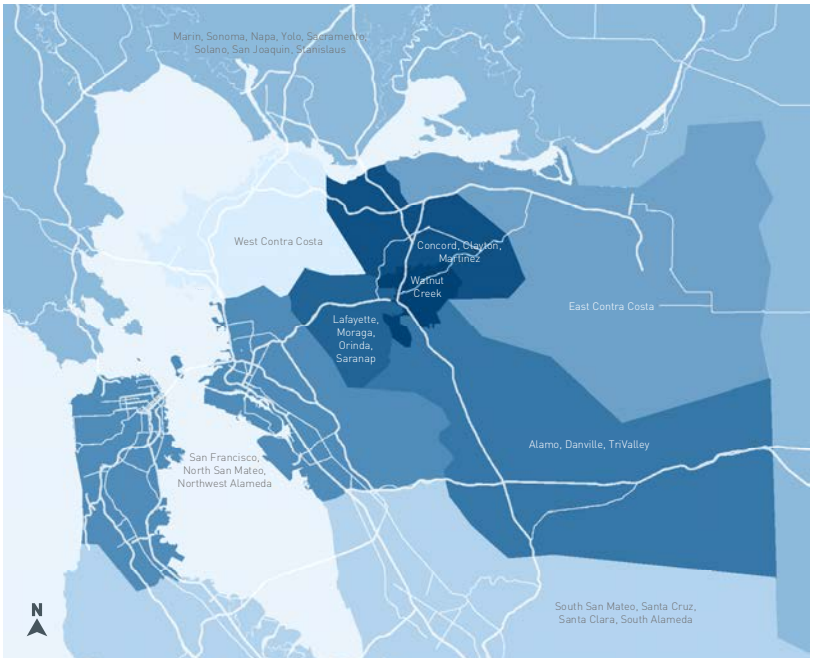




The bar chart shows the proportion of trips destined for each employment center by origin location (shown on the map). For example, over 45% of commute trips to the John Muir Medical Center campus originate in Concord-Clayton-Martinez, whereas just over 10% originate in Walnut Creek.

Non-Commute Origins

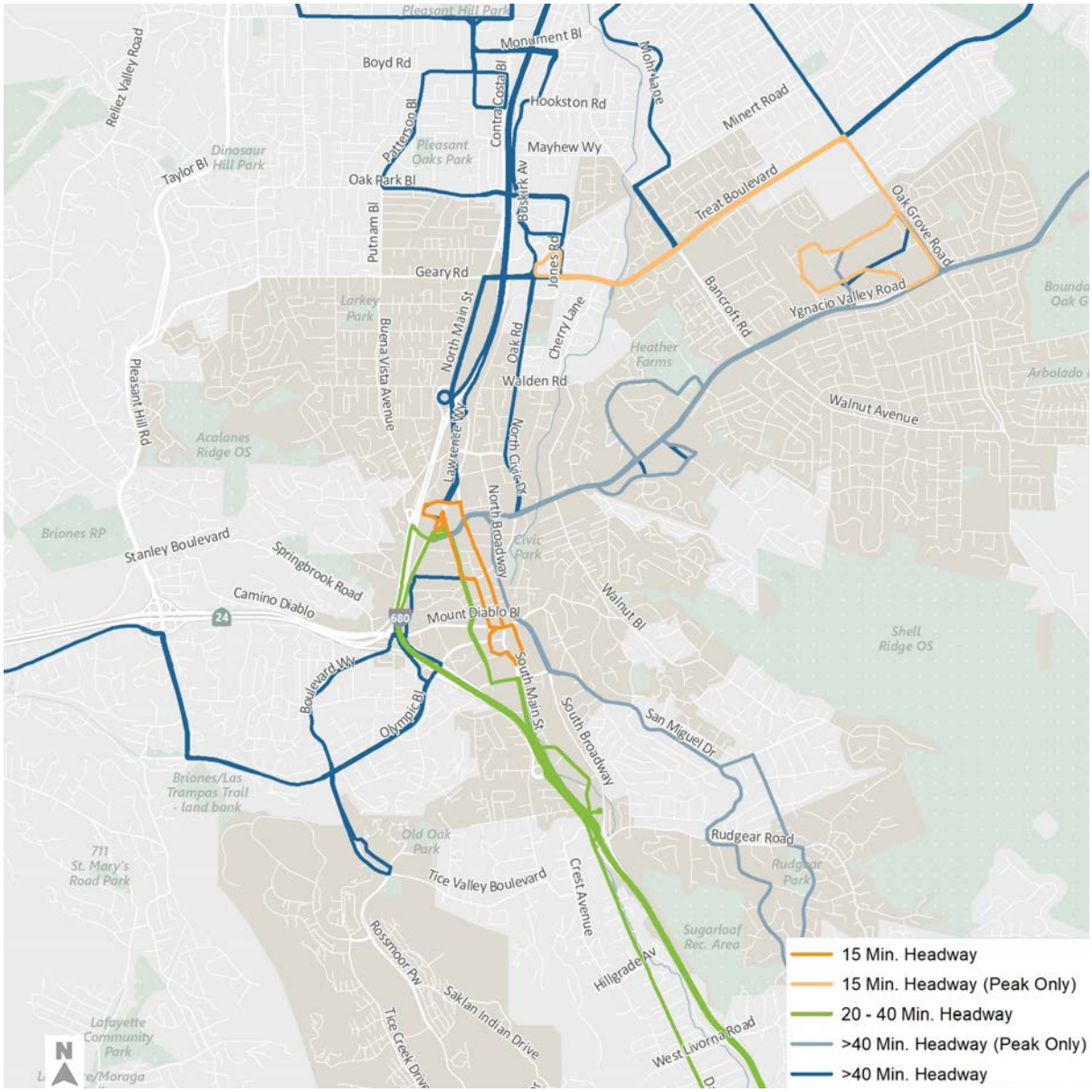




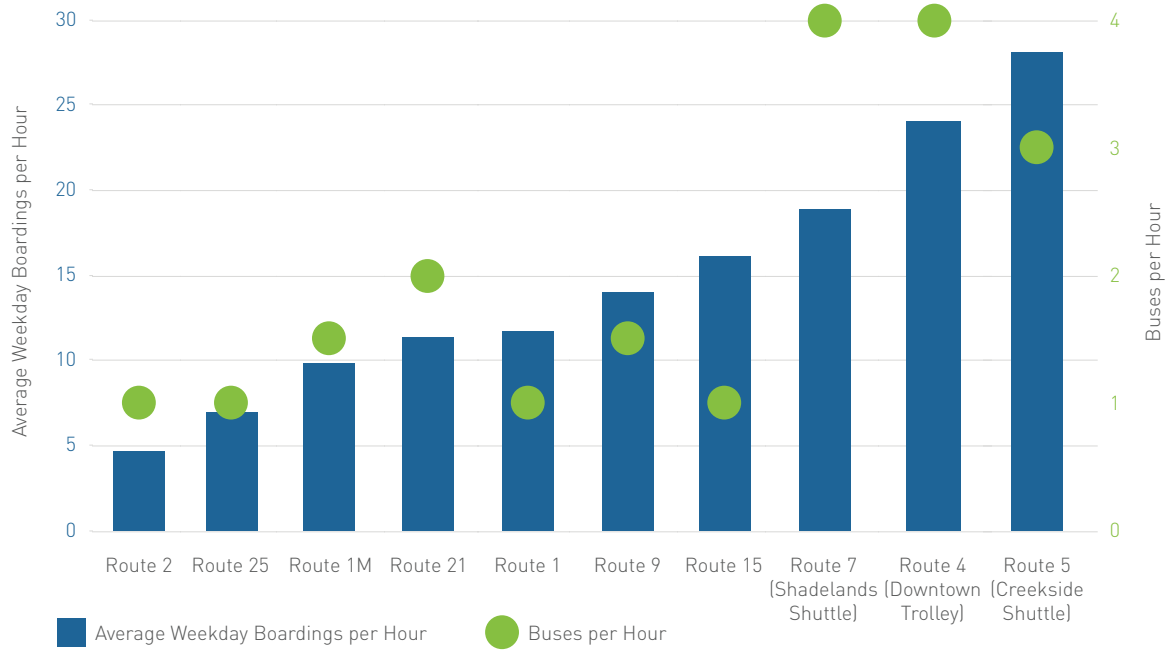
The bar chart shows the percentage of non-commute trips from each origin location (shown on the map). Unlike commute trips, most non-commute trips originate within Walnut Creek, with approximately 50% of trips starting in Walnut Creek.

Public Transit

The backbone of Walnut Creek's transit network is two BART stations (Walnut Creek and Pleasant Hill/Contra Costa Centre), local bus service provided by County Connection, and express bus routes provided by various agencies. Three frequent and direct County Connections bus routes are made free through subsidies from the City and the Shadelands Business Park. These routes provide key links between the BART stations and downtown (Route 4), the Creekside neighborhood (Route 5) and the Shadelands Business Park (Route 7). Local data shows that when transit service is frequent, direct, and low-cost, people use it. The City's highest ridership routes arrive every 12-20 minutes, provide direct service to key destinations, and are free.



Local Bus Service: Average Weekday Boardings and Frequency



Source: Central Costa County Transit Authority Comprehensive Operations Analysis, Fiscal Year 2016/17

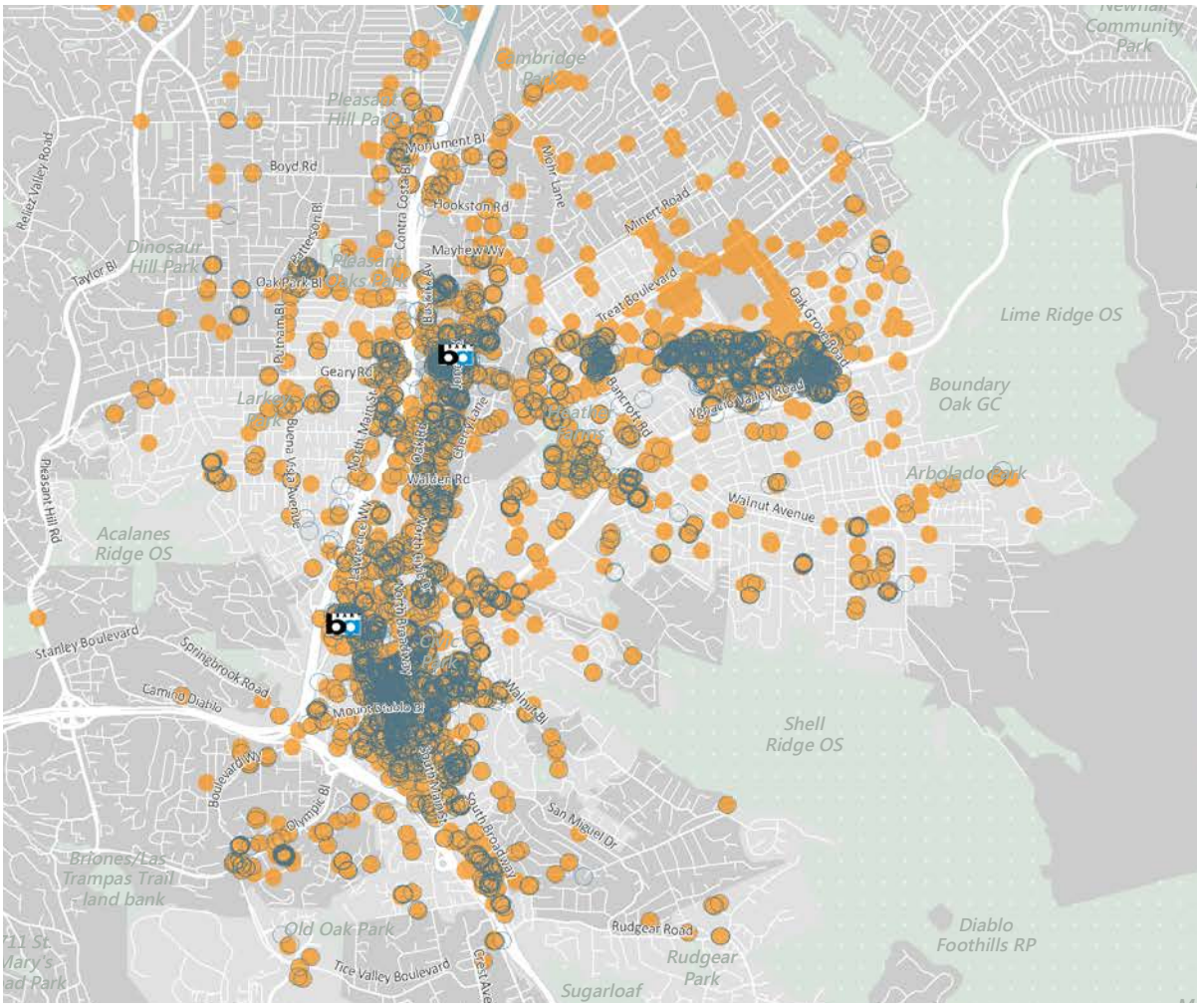
The most frequent bus routes (in terms of buses per hour) have the highest number of average weekday boardings. These routes are also free to ride, and connect popular origins and destinations within the city.


Treat Blvd

Bicycling

Despite a moderate climate and generally flat terrain, relatively few people bicycle for work and non-work trips in Walnut Creek. One missing key element is a well-connected network of low-stress bicycle facilities that people of all ages and abilities feel safe and comfortable using. Another missing key element is the lack of bicycle support facilities, such as secure parking and bicycle repair facilities. Improving bicycle connections between key destinations can significantly increase the number of bicycle trips. Based on available data from the LimeBike pilot program in 2017, there is potentially strong demand for bicycling to major destinations, such as the BART stations. Currently, the lack of low-stress facilities serving downtown and the Walnut Creek BART station, and along general crosstown arterials, makes bicycling inaccessible for all but the most fearless users. However, regional multi-use paths and trails, including the Iron Horse and Contra Costa Canal Trails, provide a backbone of low-stress bicycle facilities that the City can build upon.

Lime Bike Activity in and around Walnut Creek



Data from the City's Lime Bike pilot showed a concentration of trip starts and ends at the BART stations, Shadelands Business Park, and other destinations in the city's Core Area.

Walking

The City has invested significant resources in improving its walking environment, particularly in downtown. However, Walnut Creek's auto-oriented roadway design limits pedestrian connections elsewhere. For instance, pedestrian connectivity between the Walnut Creek BART station and downtown is constrained by the need to cross major roadways with multiple lanes of traffic and high volumes of fast-moving vehicles. Moreover, parts of the city were developed without sidewalks and other pedestrian infrastructure. Prioritizing automobile travel over more active modes of transportation hinders transit use, insufficiently serves the mobility needs of all residents and visitors and contributes to worsening traffic congestion.

New development within the Core Area provides an opportunity for the City to partner with developers to enhance pedestrian connectivity by improving walking infrastructure, and adding to the density and diversity of land uses to facilitate more walking trips, and improve walking infrastructure.

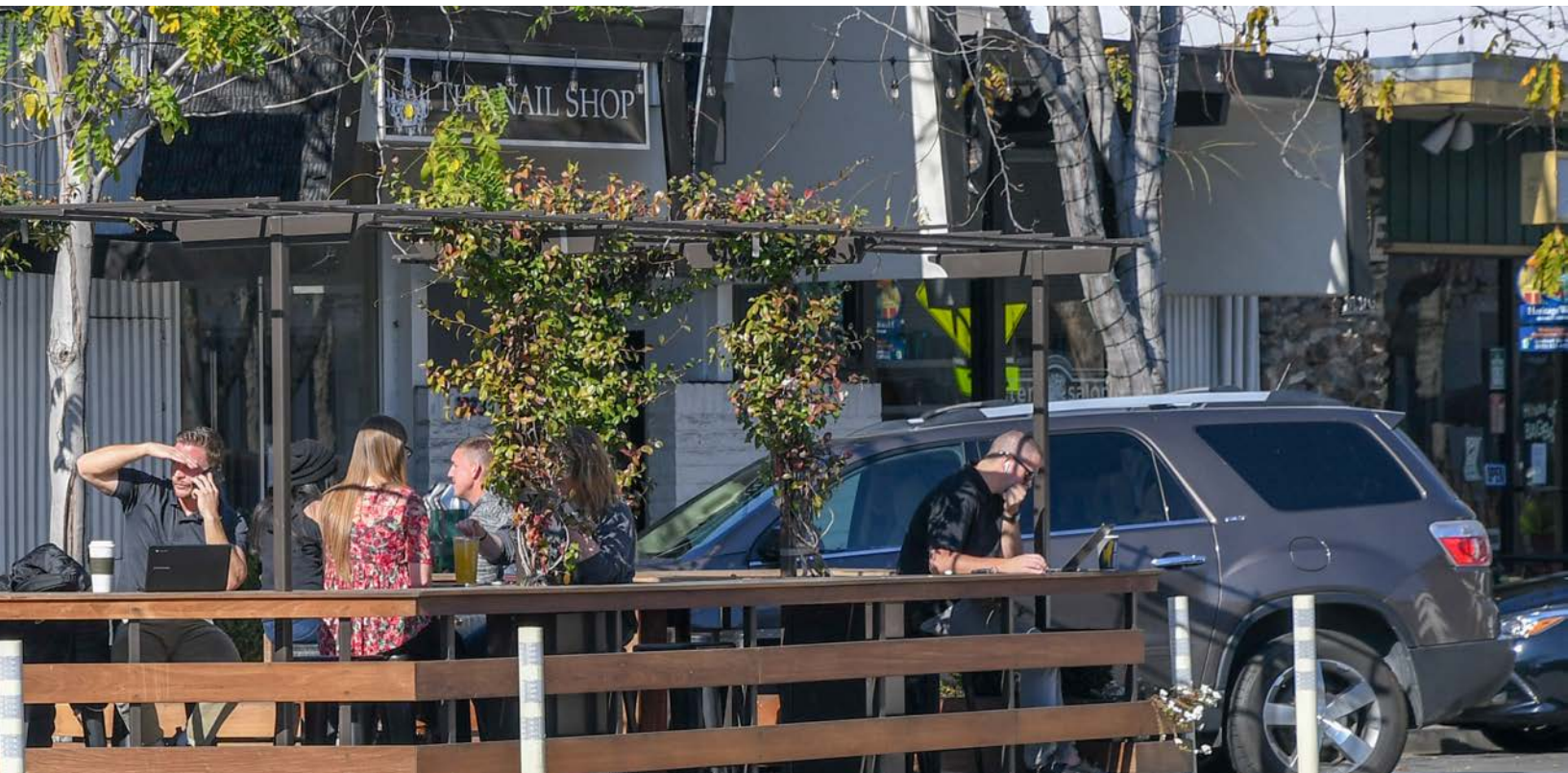
Changing Mobility

The rise of on-demand ride services from transportation network companies (TNCs) such as Uber and Lyft, microtransit companies, and dockless bikeshare and electric scooters is altering the future of mobility. While the outcomes, benefits, and drawbacks of the rising role of these companies is still being evaluated, there has been a large increase in the demand for TNCs and other on-demand services in urbanized areas, including Walnut Creek. Shared mobility innovations in transportation provide new TDM tools that can help cities reduce automobile trips and offers new options for first- and last-mile connections to regional transit services. These benefits may help the City achieve the goals and objectives set forth in this plan. Conversely, shared mobility may potentially increase congestion on the roadway, the curbside, and on pedestrian facilities. Moreover, autonomous vehicles are on the horizon, and will have an even greater effect on the way we travel. It will be important for the City to take steps to ensure that these services are implemented in ways that work toward achieving its goal of reducing single-occupant automobile trips.

Parking

The City of Walnut Creek has already implemented several practices for parking management, including demand-based pricing and the provision of real-time occupancy information in the downtown. However, current infrastructure encourages driving over other modes, and limits the possible impacts of parking management. As the city continues to grow and develop, parking management in tandem with enhancing access to alternative modes is one of the most powerful transportation demand management tools available, and the City can build on its successful parking management policies and program to help further its goals of reducing automobile trips, and supporting travel options other than driving.

> *Parking management in tandem with enhancing access to alternative modes is one of the most powerful transportation demand management tools available.*



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4 Framework

To link the strategies proposed in this Plan to the overall mobility needs and objectives within Walnut Creek, a set of guiding principles and targets were developed. This provides an overall framework for the plan that will help focus the type of trip or travel pattern that will be affected by the strategies outlined in Chapter 5, and creates a way for the City to track the impact of strategies over time.


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Guiding Principles

The guiding principles build upon the three primary objectives for this Plan and the City's mobility goals as outlined in Chapter 1. These principles reflect the feedback and comments received throughout the planning process from the Transportation and Planning Commissions, the Youth Leadership Commission, the City Council, key stakeholders (including Walnut Creek Downtown and the Walnut Creek Chamber of Commerce), and the general public.

1. Strategies should focus on near-term actions (within the next five years).

2. Strategies should have a measurable impact in terms of achieving the stated plan objectives.

3. Strategies should include "big ideas" (those that potentially have greater benefit but may require significantly more time, resources, or funding to implement, or may require a shift or modification of existing City policy) and should recognize that the Core Area of Walnut Creek is becoming more urban in nature.

4. Strategies should focus on providing more robust transportation choices and options so that driving is not the only realistic option in terms of time, cost, safety, and convenience.

5. Strategies should focus on creating incentives and options first before recommending requirements or penalties (i.e., carrots before sticks).

6. Strategies should recognize and address behavioral barriers that affect how people make decisions about transportation modes.

7. Strategies should focus on the following areas of the city:

    - The Core Area
    - Large employment centers outside the Core Area such as the John Muir Medical Center and the Shadelands Business Park
    - Schools

8. Parking strategies should continue to build on the City's leadership in parking management and should focus on better utilizing and managing the existing parking supply, rather than increasing supply. Parking strategies should be closely coordinated with expanded transportation options, so that fewer people are dependent on driving and parking for access.

9. Transit strategies should build on existing transit investments: improving access to stops and stations, improving frequencies, improving connectivity between different transit services, and facilitating faster bus transit travel times.

10. Strategies should recognize certain limitations:

    - Many of the city's auto-dependent suburban neighborhoods will have limited options for improving multi-modal mobility in the near term.
    - The ability to address regional traffic and congestion on regional roadways such as Ygnacio Valley Road is limited and will require longer term strategies and partnerships with other jurisdictions and agencies.

Organizational Framework

In order to more clearly link strategies to the mobility need, challenge, or opportunity to be addressed, an organizing framework was developed that focuses on the type of trip or travel pattern that will be affected. Four main categories have been developed for this plan, based on their intended target area: commute trips, school trips, non-commute trips, and downtown parking. As seen in the graphic on the facing page, each of these categories has specific sub-audiences that may be impacted or affected by the strategy.

Many of these strategies will have an impact across multiple areas in the organizing framework, and will work collectively to have a greater overall impact than if individually considered.

Pass-through trips (those that have neither an origin nor destination in Walnut Creek) are not addressed in this framework, as strategies to address them are likely to be longer-term efforts requiring implementation at the regional or sub-regional level. That said, it is likely that some of the strategies developed in this plan will also affect these types of trips.

Plan Targets

Based on the Guiding Principles and public feedback, a set of targets was developed for the plan's five-year time horizon. The targets are designed to be sensitive to the Walnut Creek context by allowing flexibility in how each is achieved, and to allow monitoring over time. Following each target is an estimate of the change in trips that may be achieved, as well as a benchmark based on recent data.

Category	What's Affected
Commute Trips	• Trips to Walnut Creek • Trips starting in Walnut Creek • Trips within Walnut Creek
Non-Commute Trips	• Trips to the Core Area • Trips to other significant retail areas
School Trips	• Students and family • Teachers and staff
Parking	• Employees/commute trips • Visitors and business patrons

Commute Trips

Target

Reduce drive-alone commute trips made by Walnut Creek residents to **60%** or less within the next 5 years

Benchmark

65% in 2012
64% in 2017

Estimated Impact

Reduce commute trips from about 19,200 to 18,000 (-4%)

1,200 trips

Target

Reduce drive-alone commute trips for people who both live and work in Walnut Creek to **45%** within the next 5 years

Benchmark

59% between 2006-2010
53% between 2012-2016

Estimated Impact

Reduce commute trips by about 700 trips

700 trips

Target

Reduce drive-alone commute trips into Walnut Creek to **80%** or less within the next 5 years

Benchmark

83% between 2006-2010
83% between 2012-2016

Estimated Impact

Reduce commute trips by about 1,100 trips

1,100 trips

Target

Reduce drive-alone commute trips for Walnut Creek residents who work in Concord to **90%** or less, and Concord residents who work in Walnut Creek to **80%** or less

Benchmark

93% between 2012-2016
83% between 2012-2016

Estimated Impact

Reduce commute trips by a total of about 500 trips

500 trips

Parking

Target

Continue working to achieve the city's parking occupancy goal of **85%** for municipal on-street spaces parking lots, and garages (as set forth in the Walnut Creek Municipal Code).

Estimated Impact

Reduce traffic caused by drivers searching for parking. Parking management, through pricing, can help with **improvements** and **incentives** for biking walking, and using public transit

Non-Commute Trips

Target

Achieve a walk/bike mode share of **15%** for non-commute trips (trips to school, shopping, etc) made by Walnut Creek residents

Benchmark

13% between 2010-2012

Estimated Impact

Reduce non-commute trips by about 3,700 trips

3,700 trips


ANTHROPOLOGIE & CO.
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Public Transit Access and Ridership

Target

Achieve a bike/walk mode share of **23%** for people traveling to the Walnut Creek BART station from home

Benchmark

14% in 2008
18% in 2015

Estimated Impact

Addition of about 350 people biking and walking to the Walnut Creek BART station from home

350 bike/walk trips

Target

Increase ridership on local bus routes serving Walnut Creek by **2-5%**, with a focus on those routes that are subsidized by the City of Walnut Creek and Shadelands PBID

Estimated Impact

Increasing average monthly ridership by 2% would result in about **9,100** additional bus trips per month. Increasing ridership by 5% would result in about **22,800** additional bus trips per month. **This would also reduce automobile trips and parking demand.**


SAVE MONEY-RIDE THE BUS
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THE FREE RIDE
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5

5 Key Strategies

The strategies included in this chapter have been identified as top priorities for consideration and implementation. This list reflects community, stakeholder, Commissions, and City Council feedback and preferences obtained through the public outreach process, as well as meeting the intentions of the Guiding Principles.

Each strategy that follows is intended to be implemented in part or in whole over the five year implementation time horizon of the Plan. The prioritized strategies reflect a broad range of approaches to meeting Walnut Creek's needs and opportunities.

The full list of strategies originally considered is included in the appendices. This is intended to serve as a supplemental list for further review and consideration by the City in later years, and following an evaluation of the relative successes and impacts of the Rethinking Mobility effort. In many cases, strategies that were excluded from the priority list were unrealistic to implement in the five-year time frame, too costly to consider at this time, outside of the City's immediate control, or did not adequately reflect community priorities.

Strategies

Each of the priority strategies highlighted in this chapters includes the following components:

- A detailed description of the strategy, including implementation guidelines, operational or capital improvement requirements, and an identification of any unique considerations or challenges
- A high level cost estimate, with detailed information where available.
  $ - up to $100,000
  $$ - $100,000 to $200,000
  $$$ - greater than $200,000
- Case studies from examples of best practices, which may provide valuable reference for the City as they move into implementation
- Icons indicating the trip type (commute, non-commute, schools, or parking) and transportation modes affected

The following page illustrates the plan targets and evaluation metrics met by each strategy.

Strategies at a Glance

Commute Trips	1	TDM Program Reporting
	2	Incentivize BART use for trips to Walnut Creek
	3	Transit Infrastructure Improvements
	4	Commute Alternative Program
Non-Commute Trips	5	Bicycle Amenities
	6	Innovative Mobility Programs
	7	Coordination with East Bay Regional Parks
School Trips	8	Promote Safe Routes to School
	9	School Transit Access
Parking	10	Parking and Curb Signage
	11	Parking Requirements for New Development
	12	Zone- and Demand-Based Parking Pricing
	13	Municipal Garage Pricing

Legend

- Reduction in VMT/ Vehicle Trips
- Enhancement of Transportation Options
- Efficient use of Existing Infrastructure
- Achievement of City's Parking Management Goals

1 TDM Program Reporting

Request annual or bi-annual TDM program reporting from Walnut Creek's largest employers

Trip Category

Commute

Cost

$

Partners

- Walnut Creek Downtown
- Walnut Creek Chamber of Commerce
- Advisory working group proposed as part of this strategy

Voluntary monitoring provides a way to gauge the success of TDM program offerings and progress towards citywide transportation goals. Supported by the City, large employers can be requested to provide regular reports on TDM program implementation and monitoring, including commute mode share among employees. Monitoring is typically required as a part of TDM ordinances or when TDM measures are imposed as conditions of approval for new development; however, in this case, monitoring would be voluntary (but strongly encouraged). This strategy will work in coordination with supportive efforts to develop localized TDM resources, to assist employers with monitoring activities.

The following actions are recommended to initiate this strategy:

- **Establish thresholds for reporting**: employers with fifty or more employees should be used as a starting point, as this is in keeping with the TDM Commute Benefits required by the Bay Area Air Quality Management District (BAAQMD). These thresholds, and potential survey questions, can be established in conjunction with an advisory working group comprised of key employers, small business representatives, and business organizations such as the Walnut Creek Chamber of Commerce.
- **Request available transportation survey data** from participating employers, and assist in survey preparation or provide a survey template if needed. The survey template could be hosted online or physically mailed to businesses.
- **Request that TDM effectiveness is reported in a consistent way citywide**, and that each report should include the following:
  - Percentage of people using each of the following modes: drive alone, carpool, vanpool, bicycle, walk, bus, BART, and Transportation Network Companies (TNCs) such as Lyft and Uber
  - List of TDM programs offered to employees, and which employees are eligible for benefits
  - Documentation of outreach events for the past reporting period, such as Bike to Work Day participation, or carpool promotions
  - Comparison to past reports and discussion of potential trends
- **Consider publicly recognizing companies within Walnut Creek who provide a model for other employers** at City Council meetings or via City communication channels.


Ygnacio Valley Rd 300
BE PREPARED TO STOP
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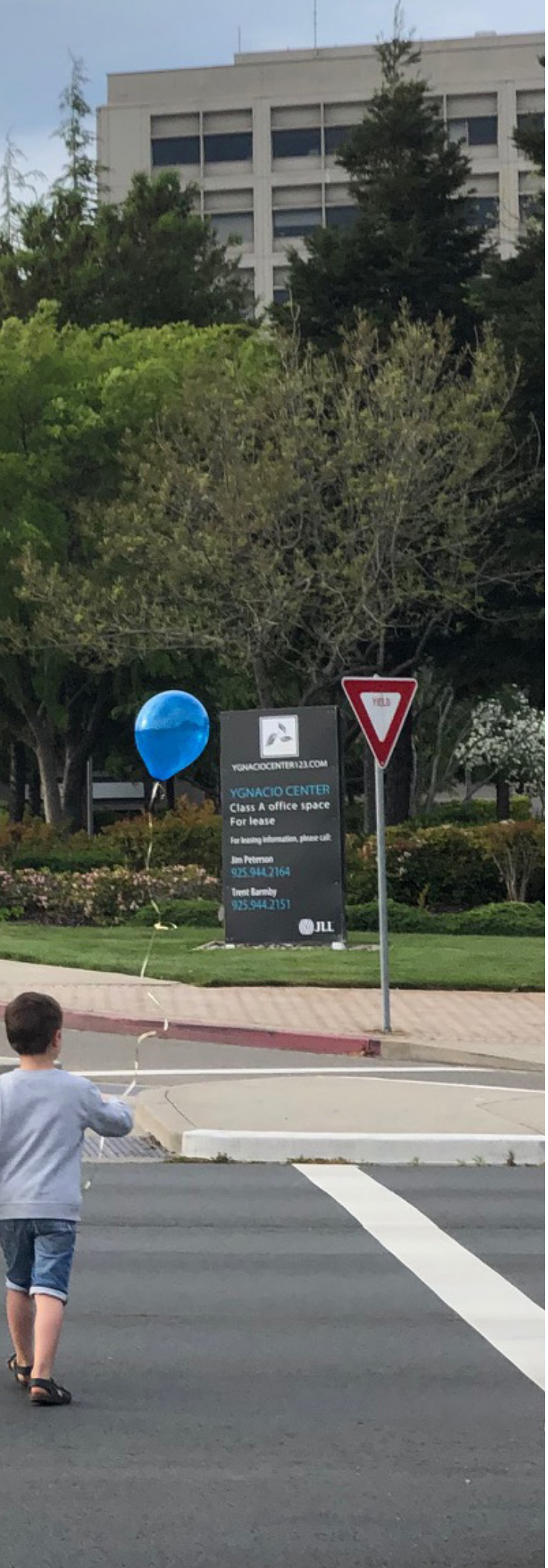


Results from these reports should be used to monitor citywide trends and conduct proactive outreach to support employers. Should the City choose to appoint a TDM Coordinator as outlined in Strategy 4, resources and outreach to employers could be provided by that staff person.

Considerations

Employers may not have current information on how their employees travel, which means a baseline year will need to be established. In addition, the City will need to determine who is responsible for year-over-year tracking. Surveys typically cover regular, full-time employees, so companies with a high number of contract or temporary workers may not be able to accurately document their overall travel impact. Employers may also see this program as burdensome depending on the level of effort involved. This can be offset by offering robust City led resources, as detailed in the supportive strategies section of this plan, or by appointing a staff person to serve as a liaison to businesses, as outlined in Strategy 4. Costs to employers should not be prohibitive, as most costs will be incurred by City staff in conducting survey outreach and collection.

Case Study

TDM monitoring is typically required by a TDM ordinance or when TDM measures are imposed as conditions of approval for new development. Several regional suburban employment centers, such as Sunnyvale, Palo Alto, and Redwood City require large employers to submit annual or bi-annual TDM reports to measure the effectiveness of their TDM strategies. In Seattle, the implementation of a TDM ordinance has been attributed to an 11% reduction in the City's drive-alone rate.

2 Incentivize BART use for trips to Walnut Creek

Develop a coordinated set of strategies to encourage and facilitate BART use from Central and Eastern Contra Costa County to Walnut Creek.

Partners

- CCTA
- Neighboring Cities
- Walnut Creek Chamber of Commerce
- County Connection
- BART
- TNCs (Uber, Lyft, Waze Carpool)

Trip Category

Commute

Modes Affected

Transit

Cost

$$$

A large number of employees travel to work in Walnut Creek from home locations in eastern Contra Costa County. This represents an opportunity to enhance BART use, which in the long term could potentially alleviate congestion while also providing greater mode choice for commuters. Working with partner jurisdictions, the City can develop a coordinated set of strategies with the goal of increasing BART use from central and eastern Contra Costa County to Walnut Creek using transit subsidies, first/last mile programs, and other promotional programs.

This strategy will require working closely with a coalition of partner agencies to clearly define mutually beneficial goals and objectives. A key first step will be in establishing these relationships and from there, to identify a specific strategy or set of coordinated strategies. It is anticipated that this strategy may work well in tandem with others suggested in this Plan, including innovative mobility programs. Suggestions for consideration include:

Transit Subsidies

As part of the outreach described in Strategy 1, encourage large employers to subsidize the maximum monthly amount allowed by the IRS for cost associated with commutes to and from work via public transportation. Employees can request subsidies based on their monthly costs of commuting to and from work, and subsidies will be deposited onto the employees' Clipper Card.

Workplace Promotions

- Work with businesses to offer special discounts for transit users at their business. For instance, a restaurant can offer a lunchtime special once a week for customers who have a Clipper Card.
- Encourage employers to implement a parking cash out program for employees who elect to use transit and relinquish their parking space.

First/Last Mile Programs

- Provide connectivity to employment centers by targeting City-led bike and e-scooter-share efforts to encourage trips from the Walnut Creek BART Station to key destinations. This could include a discounted promotional rate for trips originating or ending at the Walnut Creek BART Station.
- Offer a subsidized ride-share promotion within cities for employees using transit regularly. For example, half of the cost of a TNC trip could be covered by the City, BART, CCTA, or similar, if a trip is taken to/from a BART station in central or eastern Contra Costa County.
- Support and expand existing free shuttle services offered by business parks or employers to and from the BART station.
- Work with County Connection, Solano Express, and Wheels to increase frequencies and overall service to the Walnut Creek and Pleasant Hill BART stations.
- Enhance pedestrian and bicycle connectivity from the Walnut Creek BART station to downtown. Currently, travel between BART and downtown is a challenging experience due to large, high-volume roadways such as California Boulevard, and the relative distance between BART and downtown. Short term investments could include investing in wayfinding signage and lighting improvements. Longer term investments may include sidewalk and crossing enhancements (particularly at intersections with Ygnacio Valley Road), and buildout of low-stress bicycle infrastructure to enhance safety.

Considerations

BART parking facilities are at capacity on workdays, and may present a barrier to individuals who would otherwise ride BART. The most effective ways to encourage transit ridership tend to be higher cost, as they involve more extensive subsidies or partnerships. The promotions recommended here are more likely to be effective if applied to stations further east, such as Antioch and Pittsburg, as auto trips from the Concord area may be too short to be shifted to transit. Many people who work in Walnut Creek may also use the Pleasant Hill BART Station (which is outside the city limits) and should be considered for coverage in incentive programs if funding is available. Costs to offer these programs may increase as participation increases.

Case Study

Several cities and transit agencies are turning to shared-mobility, such as rideshare, carshare, and bikeshare to incentivize transit use. Nearby, the Livermore Amador Valley Transit Authority (LAVTA) is piloting Go Dublin!, where LAVTA will pay half the fare of a pooled rideshare trip starting or ending in Dublin. After the program's inception, LAVTA bus ridership in Dublin increased by 30%. Similarly, Sacramento Regional Transit launched a program that offers a $5 discount for ride-hail trips taken to or from six light rail stations. The program has since received grant funding to expand to neighboring communities with limited transit access.

Data from Walnut Creek's recent Lime Bike pilot indicates that bikeshare is a viable tool for incentivizing BART use in the area. With most trips beginning and ending at the Walnut Creek BART station, bikeshare can provide a vital connection from BART to jobs for eastern County residents.


BART
Walnut Creek

A quick-build transit boarding island, planned for and later deployed in Oakland, CA

3 Transit Infrastructure Improvements

Identify and implement infrastructure improvements on key corridors that will improve bus travel times on congested corridors

Partners

- County Connection
- CCTA
- Neighboring Jurisdictions

Trip Category

Commute

Modes Affected

Transit

Cost

$$$

A large portion of Walnut Creek workers drive alone from home locations in central Contra Costa County, such as Concord and Martinez. This strategy proposes to increase transit use from those areas by making transit travel times more competitive with vehicle travel times, specifically through using targeted infrastructure improvements. Increasing the speed of transit travel and enhancing the passenger experience has the potential to shift vehicle trips to transit trips by making the travel times more competitive and appealing.

This strategy represents a high level of investment in both time and capital for full development. As such, the initial approach should focus on a pilot corridor, both to meet the five-year implementation goal of this Plan, and to evaluate opportunities for expansion to other corridors. Based on ridership and connectivity, the following routes should be considered for the pilot:

- Route 14 (Concord BART – Walnut Creek BART): Monument Blvd., Bancroft Rd., Treat Blvd., Oak Rd., Civic Dr.
- Route 93X (Kirker Pass Express): Kirker Pass Rd., Mitchell Dr., Ygnacio Valley Rd.

The following infrastructure improvements should be considered:

- Queue jump lanes that provide buses with a "head start" at signals, allowing them to bypass waiting lines of cars and enter intersections first.
- Bus boarding islands or bus bulbs that provide dedicated locations for passenger queuing allow for in-lane stops and facilitate quicker passenger loading and unloading.
- Dedicated bus lanes that allow for the priority travel of transit vehicles down congested corridors. A peak hour bus lane would let buses travel more expediently during times of peak congestion, while allowing free movement of trucks and vehicles during off-peak time windows.
- Transit Signal Priority (TSP) tools that allow for transit vehicles to communicate directly with signals to allow for priority passage through intersections. TSP tools require clear or dedicated lanes to work effectively, and so would work in partnership with dedicated queue jump lanes for buses.

If transit ridership and service times improve, and as funding is identified, these enhancements can then be considered for additional corridors with high transit use potential.

Considerations

The initial action to undertake is the selection of a preferred route for the pilot project. Based on that route, a list of first phase improvements should be developed, including looking at opportunities to locate bus stops on the far side of signalized intersections, and location options for bus boarding islands. Bus boarding islands or bus bulbs could be implemented using a "quick build" approach, which would involve using low cost, temporary materials to make improvements on an interim basis. Signal modifications and dedicated lanes will require operations analysis conducted prior to deployment. All implementation should be preceded by public outreach to inform current and potential passengers of improvements, and to notify drivers of proposed changes.

Investments in real time information on transit arrivals and departures can work alongside the recommended infrastructure improvements to improve the passenger experience. It is also worth considering the evolving role that bus stops may hold as mobility hubs become more prevalent, where multiple transportation

assets are concentrated in one area (for example, locating transit stops, bikeshare hubs, and charging stations in proximity to one another). Walnut Creek may have an opportunity to utilize transit stops with high boardings as pilot locations to test mobility hub concepts.

It should be noted that transit prioritization on these corridors may benefit other County Connection routes as well (for example, Routes 1 and 92X along Ygnacio Valley Road). Infrastructure changes may also present an opportunity to consider improvements to bicyclist and pedestrian access points along these corridors.

Case Study

Many agencies have begun moving towards a transit-first approach with transportation infrastructure improvements along targeted corridors. The City of Oakland has invested heavily in improving travel times and safety for all modes along Telegraph Avenue, through an ongoing complete streets project. This initially included the installation of temporary bus boarding islands using hard recycled plastic, which reduced transit-vehicle conflicts and provided separation from bicycle lanes. After an initial pilot launch and public feedback, Oakland is now moving forward with installing permanent concrete infrastructure. Similarly, the San Francisco Municipal Transportation Agency's (SFMTA) Muni Forward initiative has identified priority transit corridors along its most heavily used routes. SFMTA is aiming to reduce the root causes of delay and improve transit service frequency and reliability by installing transit-only lanes, transit-priority traffic signals, curb bump-outs for bus stops, queue jumping, and improving pedestrian access to bus stops.

4 Commute Alternative Program

Implement changes to the City's current Commute Alternative Program that will help the City meet its goal of serving as a model employer

Trip Category

Commute

Modes Affected

Transit Bike Walk

Cost

$

The City of Walnut Creek has an opportunity to lead by example by enhancing its current approach to its own employee travel program, and in keeping with the General Plan goal of serving as a model to other employers within Walnut Creek. Currently, City employees are eligible for a transit benefit that provides them with a $48 BART ticket for $20. The city also offers free parking to approximately 150 city employees at the Broadway Garage, which can incentivize driving as parking costs need not be considered when employees choose how they travel to work. To help achieve parity and encourage travel by modes other than driving alone, the City should consider several possible measures to enhance their existing Commute Alternative Program.

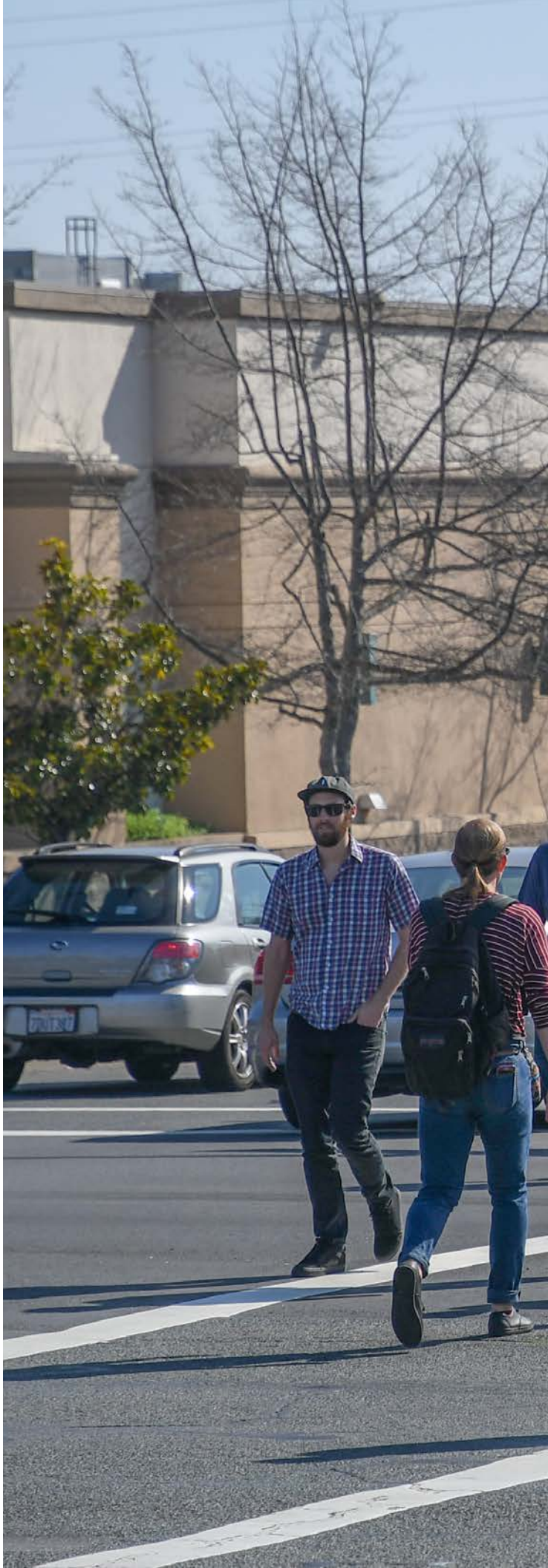
- **Offer a Transportation Benefit** In lieu of free parking, the City could provide a monetary transportation credit which could be used for daily parking costs, transit fares, or as a benefit to those who make most of their trips by bicycling or walking. Free priority parking can be offered to employees who carpool or vanpool. Initially, the benefit amount could be equivalent to the cost of a monthly parking pass at the municipally-owned garages.
- **Designate a Staff Person to Serve as TDM Coordinator** A number of cities have devoted staff resources to working with local employers and partner agencies to facilitate implementation of TDM programs. Identifying a dedicated City employee to be a known resource to other employees for transportation and commute information can increase the likelihood that services are utilized. Ownership for administration of the Commute Alternative Program can potentially belong to this person (particularly if they are in the Human Resources department). This person could coordinate efforts with 511 Contra Costa, liaise with the business community for the purposes of implementing Strategy 1, and spearhead City staff involvement in Bike to Work Day, Rideshare Week, and other similar promotional activities.
- **Include commute information and options in employee new-hire packets and orientation** As part of the hiring process, include information on how employees can get to work through means other than driving. Transit schedules, bicycle route maps, and information on carpooling should be included.

Transportation on-boarding sessions could be led by the TDM Coordinator.

- **Create a formal Guaranteed Ride Home program** Guaranteed Ride Home programs provide peace of mind to employees who may choose to drive alone on the off chance that they or a family member may experience an emergency. The program should be easy to use and access to the program should be readily available to all employees. This service could provide a paid-in-advance or reimbursable ride on a service like Lyft or Uber, or the use of a City vehicle for those eligible.
- **Give an "Active Commuter of the Year" award** Create an annual recognition to acknowledge a City employee who exemplifies dedication to an active or alternative commute mode, or who has encouraged other employees to shift how they travel to work. The award can be presented at the annual Employee Awards Ceremony.

Considerations

This strategy has the potential to increase the amount the City currently spends on employee transportation benefits, but no capital improvements should be required. Creating a TDM Coordinator position will also have associated administrative and staffing costs but will be necessary for the long-term success of this strategy. The TDM Coordinator may also be a way to aid in implementation and administration of several other strategies in this Plan, including providing support to businesses that wish to emulate or adapt the City's approach.




Ygnacio Valley Rd 300

5 Bicycle Amenities

Provide secure bicycle parking and public bicycle repair stations at key destinations within downtown and transit stops/stations

Partners

- Chamber of Commerce
- Walnut Creek Downtown
- BART
- EBRPD

Trip Category

Commute

Modes Affected

Bike

Cost

$

A lack of bicycle amenities, such as secure parking, can provide a significant barrier to people interested in bicycling, both for work and for recreation. Enhancing bicycle amenities throughout key areas of the City by providing secure bicycle parking, and locating bicycle repair stations in high bicycle traffic areas, can offer riders a greater level of ease, access, and security in their trips. Bicycle parking types fall into two key categories, short and long term. Both should be considered as a way to encourage ridership for recreational trips and commute trips to work.

Bicycle Racks

Short term bicycle parking is usually provisioned through a typical "bike rack", such as a hitching post or inverted-u style.

- Racks should be installed in areas where stops are made for up to a couple hours, and for activities like shopping, patronizing restaurants, or running errands.
- Opportunities could also be developed to treat bicycle racks in the Core Area as a public art project, and provide an opportunity for creative placemaking and branding. This would require a minor amendment to the City's Public Art Ordinance.

Bicycle Lockers and Cages

Long-term Bicycle Parking is typically sought by people bicycling for work or as a connection to transit, such as BART, who need to park their bicycles for longer periods of time.

- Bicycle lockers or bicycle cages with limited access (such as by a key card or pass code) provide a greater level of security by reducing easy access to the bicycle once it is secured and locked.
- Lockers currently exist at the Walnut Creek BART station, but may be inadequate in quantity for current demand. As the City enhances bicycle and pedestrian access to BART, and as adjacent development occurs, additional lockers should be installed so that demand does not exceed the existing supply.

Repair Stations

To further increase the ease with which people can bicycle in Walnut Creek, the installation of a limited number of public bicycle repair stations should be considered.

- Repair stations provide free access to basic and commonly used tools for bicycles, such as wrenches and tire pumps.
- Pilot locations can be considered in areas of high-bicycle traffic, such as near the Iron Horse Trail or BART Station. This may require cooperation with EBRPD and BART, respectively, to ensure that the repair stations are placed in a highly visible area for greater security.
- Based on the utilization and response to these pilot locations, distribution of the stations can expand as additional bicycle infrastructure, including racks, is built throughout the city.


21 321
21 SAN RAMON TC
MAGNA

Considerations

To ensure that racks are placed where there is need and interest, the City can establish a program for businesses and commercial districts to request bicycle racks. The request process and criteria can be hosted online, and a dedicated annual funding amount should be committed. The webpage should include information on proper site placement for rack installation, criteria around eligible locations, and the types of approved bicycle racks. The City may initially offer one free bike rack per business with an assessed fee for additional bike racks. In addition, the provision of bicycle parking should be required at new commercial and residential developments throughout the city, similar to the requirements of the North and West Downtown Specific Plans.

Average costs per unit include:

- **Bicycle rack:** $660 per unit (can vary depending on type).
- **Bicycle lockers:** $1,300 to $2,700 per unit.
- **Repair stations:** $700-$1,000 per unit, plus installation costs.

Case Study

In 2012, the City of Davis Bicycle Advisory Commission and the Davis Bike Club installed bicycle repair stations at the Davis Amtrak Station and other key destinations throughout the city. The implementation of bicycle repair stations across the city emulates a decades-long program by UC Davis to provide bicycle repair stations across its campus. Since 2012, Whole Foods Market and the Davis Food Co-op have implemented their own commercially sponsored stations at their respective locations in the city. With an estimated 25% of trips in Davis made by bicycle, the repair stations are a vital public good promoting the use of sustainable modes of travel.

6 Innovative Mobility Programs

Pursue innovative partnerships to address first/last mile and gap coverage challenges, such as comprehensive car sharing, Transportation Network Company (TNC) pilot programs, and micromobility solutions

Partners

- CCTA
- Walnut Creek Downtown
- BART
- Additional community and non-profit partners may be valuable depending on the specific service population identified as a target

Trip Category

Commute

Non-Commute

Modes Affected

Transit

Bike

Cost $$

New mobility technologies represent a way to support and bolster the overall transportation network of Walnut Creek, if implemented carefully and thoughtfully. While research is still developing on the overall success and cost-effectiveness of these programs (and new technologies continue to emerge and disappear), programs that target a specific need or population may have a role in increasing mobility and access beyond the use of a private vehicle or drive alone trip.

Car-Sharing Services

Car-sharing services can decrease the reliance on privately owned automobiles, and research has shown that car share users ultimately drive less than when they rely on their own vehicle. Point-to-point as well as conventional car sharing enables households to shed one or more cars and results in a reduction of VMT and vehicle trips. When provided near employment centers, car-sharing services can also help reduce drive-alone commute trips since employees don't need to bring their own cars to run errands or travel to meetings during the workday.

Transportation Network Companies

While TNC trips alone may have a negative impact on overall vehicle miles of travel (VMT), pooled or shared trips can provide an important linkage between major transit stops and stations, or provide connectivity in areas with no or very infrequent transit service.

Pilot Program

The City should pursue development of a pilot program to assess how these partnerships can best fit the Walnut Creek context. Key steps for this would include:

- Identify a specific target area for initial roll-out; for example, trips to the Walnut Creek BART station or the Core Area.
- Establish a partnership with a provider who will agree to bear most of the cost burden for an initial roll out period of six months to a year.
- Evaluate opportunities to subsidize trips for target populations during the initial roll out. This could be based on a specific need (such as the City's existing Senior Lyft program) or geographically targeted to a neighborhood that currently has limited transit service to BART or downtown.
- Require the TNC or carshare service provider to provide data on the trips taken to allow the City to conduct analysis on overall program effectiveness and the possibility of expansion.

Considerations

Micromobility services, such as shared electric bicycles, scooters, or the First/Last Mile Micromobility Pilot currently under the City's consideration, may be utilized to augment this strategy. Cost will be largely dependent on the level of subsidy provided by the City, if any, and the number of trips taken. A very high subsidy applied to a large number of trips could cost as much as providing public transit service. The City should negotiate with the pilot program partner to bear as much of the initial launch cost as possible, and to support with promotional and marketing efforts. There may be opportunities to establish operator, per trip, or per device fees to offset costs associated with the program.

Case Study

In 2018-2019, the City of West Sacramento partnered with Via to pilot a year-long door-to-door, on-demand, fixed-price ($3.50 per trip) microtransit service. The service has exceeded pre-launch expectations by nearly 50%, averaging 325 rides per day. In February 2019, the service provided 60,000 rides, with 63% of rides including two or more passengers. A survey conducted of riders found that most users are part of traditionally elusive transportation market segments: youths and seniors. Younger riders use the service to get to school or work, while seniors use the service to get to medical appointments, the grocery store, and recreational trips. If the service was not available, nearly 35% of riders would have driven alone and another 14% indicated that they would not have taken the trip at all.

7 Coordination with East Bay Regional Parks

Work with the East Bay Regional Park District (EBRPD) to update policies and enhance infrastructure to better enable the city's network of regional trails to become a key component of its active transportation infrastructure

Partners

- EBRPD
- Pleasant Hill
- Concord
- Contra Costa County

Trip Category

Commute | Non-Commute

Modes Affected

Bike | Walk

Cost $$

The regional trails maintained by the East Bay Regional Parks District (EBRPD) are increasingly used for both recreation and commuting within Walnut Creek. These trails provide key linkages between communities and have the potential to form the backbone of a low-stress bicycle network through Walnut Creek. However, these facilities, which are not under the City's control, will need improvements to accommodate increasing demand, and policies will need to be reviewed to ensure that a variety of non-motorized user types have access to trails. This strategy proposes working closely with EBRPD to identify collaborative solutions that meet the needs of both parties.

Infrastructure Improvements

Potential infrastructure improvements focus around the safety and comfort of using EBRPD trail facilities. Tasks under this category may include:

- Identify areas where trail lighting is lacking or could be improved to enhance safety and visibility.
- Evaluate narrow portions of trail for feasibility of widening in order to accommodate increasing demand.
- Examine trail access points and connectivity to City facilities, to ensure that roadway crossings can be made safely, and with the goal of continuous access to low-stress bicycle facilities.
- Determine if additional trail maintenance is needed, and if the City has capacity or permission to provide that service.

Policy Recommendations

Policy recommendations should also be considered to support other City programs, in particular the City's proposed micro-mobility pilot program. While EBRPD has recently allowed electric bicycles to use trails, other types of vehicles, such as scooters, are not currently permitted.

- Collaborate with EBRPD to identify parameters for a pilot test of scooters on trails, similar to what was recently successfully undertaken for electric bicycles.
- Evaluates opportunities to look at geofencing and speed controls or allowed maximums with the selected scooter provider.
- Establish clear communication via signage and notification for trail users about appropriate conduct. This should also encompass enforcement for privately owned scooters that will not be regulated under the pilot program.
- Eliminate the nighttime curfew to facilitate commute travel outside of standard operating hours.

Considerations

This strategy will require close coordination with EBRPD, and may benefit from collaboration with neighboring jurisdictions such as Pleasant Hill, Concord, and Contra Costa County. If shared priorities around infrastructure improvements can be identified, projects may be more competitive for grant funding opportunities. While EBRPD manages and maintains these trails, the City will need to work with the various property owners of each trail to implement any future upgrades.

Case Study

The Ohlone Greenway Trail connects the cities of Richmond, El Cerrito, Albany and Berkeley, along with three BART stations. One thousand people use the trail each day to access BART, school, jobs, community centers, and commercial corridors. Currently, Cities are working collaboratively to improve safety at street crossings along the greenway by installing bulb outs at crossings, pedestrian/bicycle push buttons, and high-visibility crosswalks.

8 Promote Safe Routes to School

Promote the use of sustainable transportation modes and educate students and their families about safe walking, biking, and transit use by building on and expanding the existing Street Smarts Diablo and Contra Costa County Safe Routes to Schools programs in Walnut Creek

Partners

- Street Smarts Diablo
- 511 Contra Costa
- School administrators
- Parent Teacher Associations and Parent Faculty Clubs
- Youth Leadership Commission

Trip Category

School

Modes Affected

Bike

Walk

Cost

$-$$

The City has strong partners in the existing County Safe Routes to School program, as well as the Street Smarts Diablo program offered by 511 Contra Costa. Street Smarts Diablo currently provides many of the traditional programs around safe walking and bicycling that would normally fall under a Safe Routes to School program. The City has a particular ability to affect change and enhance these existing programs through enforcement, infrastructure, and support for parental engagement.

Enforcement

During peak time periods for school traffic, such as the fall back to school window, the City Police Department should continue conducting targeted enforcement around speeding, unsafe turning, and similar traffic behaviors around schools. Using local knowledge from Street Smarts Diablo and the school districts, a list of high-priority schools and locations should be developed. Enforcement actions should be conducted during pick-up and drop-off times, when traffic around school tends to be the highest and most chaotic. Along with this, a positive reinforcement campaign could be conducted for students demonstrating good pedestrian and crossing behavior. This could involve simple rewards like a coupon for ice cream or a ticket to enter a school-wide prize raffle.

Infrastructure

The City should work to identify existing sidewalk and crosswalk deficiencies in the vicinity of schools throughout the city. Walking audits can be conducted with school staff, police, and parents to further identify problem locations and potential solutions. Where warranted, these projects can then be incorporated into the City's Capital Investment Program (CIP) or put forward for grant applications.

Parental Engagement

Parental participation in each of the above categories can greatly help with the third area of need, which is increased parental awareness and engagement with school safety programs. The City can provide leadership through a citywide educational campaign that focuses on school safety, via outreach to parent teacher associations, and through the Youth


Education Foundation
Great Schools Don't Just Happen
Las Lomas High School
cefk12.org

Leadership Commission. The development of a "Train the Trainer" workshop, where parents attend sessions on best practices for walking and bicycling to school, and more awareness around the annual Walk Bike to School Campaign, should also be considered.

Considerations

Success of this strategy is dependent on the formation of a strong relationship between the City, local schools, and parents. To facilitate these efforts and bring them under one umbrella, the City may also consider establishing a Safe Routes to School task force consisting of parents, students, teachers, administrators, law enforcement, City staff, partner organizations and community leaders. This task force may meet monthly or quarterly to discuss pertinent issues, set goals, evaluate data, assist with programming, and implement recommendations.

Case Study

The City of Palo Alto has partnered with the local school district and PTAs to reduce risk to students en route to and from school, and encourage more families to choose healthy, active, and sustainable modes for school commutes. The Safe Routes to School partnership provides educational outreach to students and families on how to safely bike or walk to school, supports special events such as Bike Palo Alto, promotes walk and roll to school routes, and conducts data collection on how students get to school. From these efforts Palo Alto School District has achieved a 56% walk and bike to school rate, as compared to 13% nationally.

9 School Transit Access

Work with 511, CCTA, County Connection, and school districts to develop ways to increase student access to school transit services

Partners

- School districts
- Street Smarts Diablo
- County Connection
- CCTA
- MTC
- TRANSPAC
- Parent Teacher Associations and Parent Faculty Clubs

Trip Category

School

Modes Affected

Transit

Cost

$$$

Increasing access to safe and convenient transit options for students can reduce the traffic caused by parents and caregivers dropping children off at school, while also increasing opportunity and choice for students about how they get to school. There are several existing programs in Contra Costa County that are made up of partnerships between Cities, school districts, County Connection, and CCTA, which could serve as models for this program. A student transit program could be formed in two ways, as outlined below.

Free Transit Pass

The creation of a free student transit pass would enable all students with appropriate identification access to existing public transit services within Walnut Creek, for free. The Student Pass should allow access for all forms of student trips, including those for recreation, errands, or extracurricular activities outside of normal school hours. Eliminating cost can remove barriers to transit access. This program should be considered for students in middle and high school.

School Bus Program

A traditional school bus program could be implemented, in which buses circulate through fixed routes to collect students for a specified school or set of schools. School buses are operated by professional drivers, and use of the bus can be provided either by the purchase of a monthly or annual pass, or the service could be provided for free or at a discounted rate to eligible students based on family income. This service would be appropriate for all ages of students, but the most likely users would be in the K-8 age bracket.

Programmatic Activities

A lack of familiarity with using transit can be a barrier for many students (and their parents). The City should consider offering programming to introduce buses and transit at an early age to help increase ease and comfort with using those services. Possible options include:

- The organization of a field trip within Walnut Creek, where young students take public transportation to an activity, can serve as a gentle and controlled introduction to the public transit system


BART
PARKING
NO ENTRY
ENTER
8'-2" CLEARANCE
Permit
4-10 AM
Fee
10 AM-3 PM
Monday-Friday

for students who may not have used it before.

- The City and County Connection can send a bus to visit local schools for a "show and tell" activity, where students can explore the bus, practice paying fares, and ask questions of a bus driver.
- A competition could be established among schools to encourage students to travel by bus or alternate modes to school, with an award to the school seeing the highest reduction in vehicle trips.

Considerations

Formation of a school bus program may require a greater level of effort and cost, including the creation of a Joint Powers Authority for management of the program, and contractual arrangements with busing companies. The Lamorinda School Bus Program (as detailed in the following case study) is currently overseen by a regional agency. Similarly, TRANSPAC, the Regional Transportation Planning Committee for central Contra Costa County, may be an appropriate lead for this effort should there be cross-jurisdictional interest between Walnut Creek and neighboring cities. For either a bus program or free transit pass program, parental involvement will be critical from the outset to ensure that parents feel comfortable with their children using transit.

Case Study

The Lamorinda School Bus Program (LSBP), established in 1994, is a collaboration between the Lafayette, Moraga, Orinda Union and Acalanes Union High School Districts for the purpose of reducing traffic. The program is funded by Measure J, Contra Costa County's half cent sales tax and is one of the programmatic offerings of the Southwest Area Transportation Committee. During the 2017-2018 school year, the program eliminated 652,860 vehicle trips. In 2019-20, the LSBP will operate nineteen buses serving nearly 1,500 students.

Beginning in 2016, Alameda CTC piloted a free Student Transit Pass Program (STPP) for schools across Alameda County by providing a free youth Clipper card to eligible middle and high school students. In the second year of the program, there were 6,600 participants in the program, and nearly 900,000 transit trips were facilitated by the pass. On average, each participant used transit 12 times per month during the school year from September to May. A majority of program participants reported positive perceptions of transit and indicated that the cost savings provided by STPP were important.

10 Parking and Curb Signage

Improve parking and curb management signage so that it is clear and easy to understand

Trip Category

Parking

Cost

$-$$

Partners

- Walnut Creek Downtown

To improve the experience of parking, Walnut Creek should consider an initiative to systematically rethink its signage for on- and off-street parking, as well as consider how it actively manages curb space. This can support the economic vitality of downtown by allowing for a variety of uses along the curbside, and communicate the expectations around parking more clearly to residents and visitors. This strategy will also provide support for the other parking strategies recommended in this Plan. Several options exist for how the City can begin to manage its curb:

Evaluate Short-Term Parking Needs

Allocating curb space in prime areas to active uses with higher turnover facilitates passenger loading, commercial deliveries, and new services like mobile food pickup and delivery. This can reduce the amount of time spent circling and looking for parking (and the associated congestion and pollution) while supporting quick business trips and transactions.

- Dedicate additional space to 10-minute green zones to facilitate quick retail trips. These spaces should be metered to ensure turnover.
- Create dedicated spaces for passenger loading and unloading, to support pick up and drop off via TNCs, transit, and future shared use modes
- Designate metered commercial loading zones. This will reduce the traffic and safety concerns associated with double parking, while supporting delivery needs of businesses. Metering these spaces will also reduce the likelihood of non-delivery and loading related parking.

Signage and Communication

Clear communication of rules, regulations, and wayfinding can improve the overall experience of parking by making it feel simple and easy to understand.

- Continue to build upon the City's existing parking brand strategy. This will create a recognizable and consistent experience for people traveling to downtown. In addition, thoughtful design of all parking and curb related signage is an opportunity to make a small contribution to Walnut Creek's civic beauty.
- Based on the branding strategy, develop a comprehensive set of signage for parking and the curbside. This may require new types of signage to clearly communicate the priorities for each area, as determined in the section above.
- Add wayfinding signage within municipal garages to point to significant nearby destinations. This will increase customer orientation and comfort with using garages. Signs may include directions to specific streets, shopping centers, public plazas, or cultural features like the Lesher Center. Similarly, ensure clear wayfinding is available on the street to help guide people back to the municipal garages at the end of their visit.

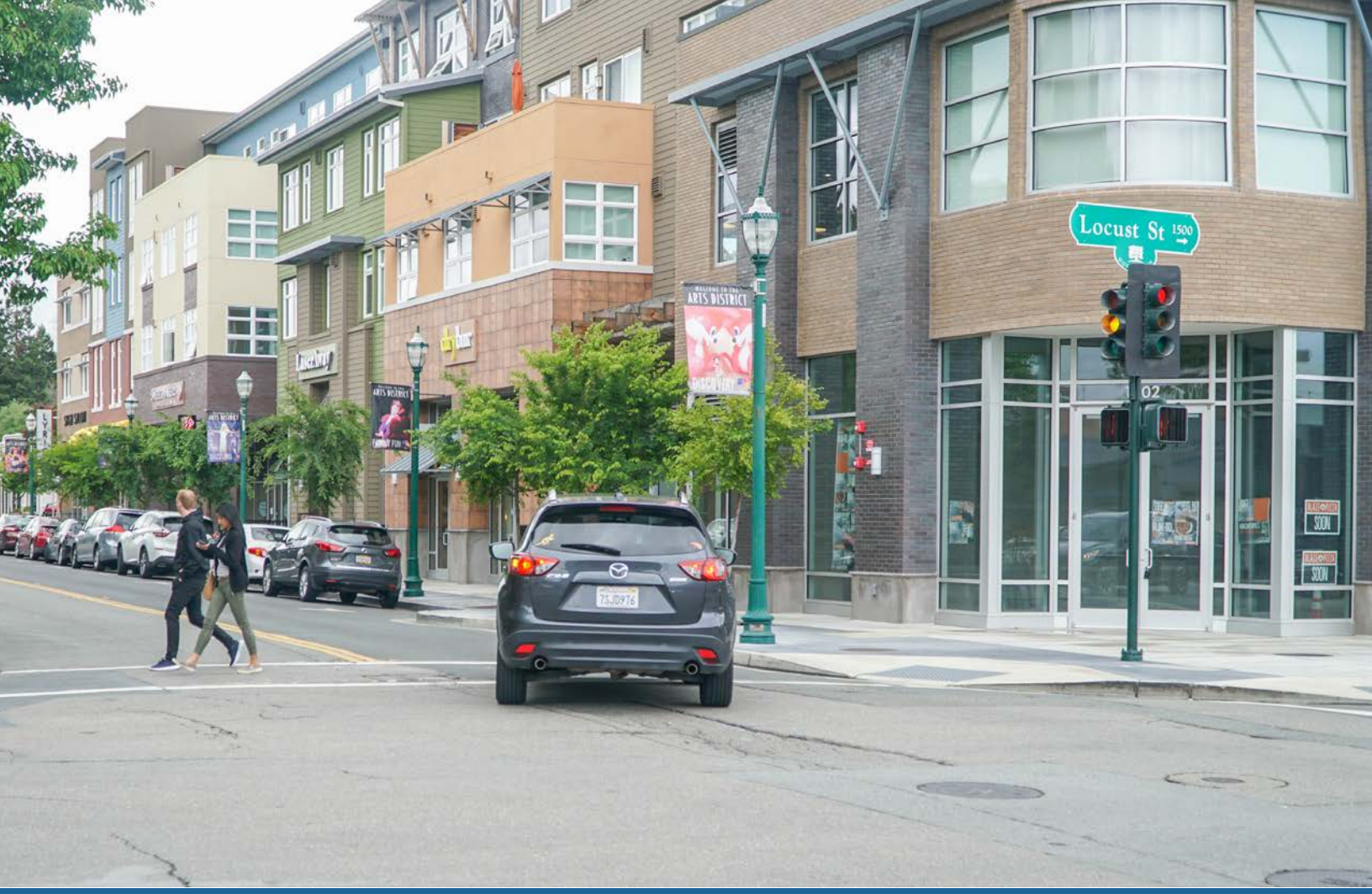
Considerations

The City should work closely with Walnut Creek Downtown to establish priority areas for short term parking needs. As mentioned above, this effort will support Strategies 12 and 13 in this Plan, and as such implementation efforts may require flexibility to adapt to the results of those strategies. The City should be careful to layer this strategy with other enhancements laid out in this Plan, or integrate it along with comprehensive wayfinding for pedestrians and bicyclists to help offset the small but possible impact of increasing vehicle trips. While changes in the on-street parking supply may initially receive some push back, clear communication and appropriate signage should ultimately reduce the amount of tickets issued and may reduce the instances of incorrect or double parking, which will improve the parking and downtown experience.

Case Study

In 2016, the City of Seattle adopted new policies that define the curb lane as a "flex zone," allocating ranked curb use priorities according to street types. On commercial streets—after accommodating key infrastructure outlined in citywide modal plans—the City prioritizes uses like freight and passenger loading over metered parking. Free long-term private vehicle storage is a low priority for curbside space on key streets, and long-term, commute parking is generally not supported. These priorities give project managers assurances of policy support in making the case for localized curbside changes that support transit.


mazda
SPORTS
RX-8



11 Parking Requirements For New Development

Review and modify parking requirements for new development to ensure that they are supportive of the City's parking and TDM goals, policies, and objectives

Trip Category

Parking

Cost

$$

Partners

- Development Services Forum

The City of Walnut Creek's parking management program is strong, especially when compared to peer cities. Walnut Creek has already made several progressive steps, particularly for BART proximate development. The setting of tighter parking minimums and maximums in the North Downtown Specific Plan (NDSP), for example, sets a model for other development standards by capping the amount of parking that can be constructed. To continue this leadership, the City should consider the following:

Parking Study for Multifamily Developments

As a baseline step to inform future efforts, the City should conduct a parking study within the Core Area, which encompasses a variety of residential, commercial, and community uses. The study should examine the parking utilization at new multifamily developments which have been approved with modified parking requirements. Based on the results of the study, the City will be able to calculate a locally calibrated rate of parking generation, appropriate and unique to the Walnut Creek context. This localized data can help support parking reductions and right-sizing for other areas of the city, similar or identical to those found in the NDSP. The review should also examine advanced parking technologies which are already in place at some developments within Walnut Creek, such as tandem and stacked parking.

Parking Policy in the General Plan Update

The upcoming General Plan update provides an opportunity for the City to clarify and formalize its vision for parking management, goals and associated measures, overarching principles, and specific parking-related policies, in one single, concise, coherent policy document. This would ensure alignment between parking and TDM goals, policies, and actions, and would provide clarity for all stakeholders. In addition, it can be informed by the results of the above parking study, and be used to address all parking in downtown and the City's Core Area. This can include parking requirements for residential and commercial development, as well as requirements for active mobility, bicycle parking, and curb management for goods and passenger loading and unloading.


SPEED LIMIT 35
Fed

Considerations

Reductions in the amount of parking required by new developments frees up opportunities for greater land use density. In addition, it can encourage the development of affordable housing by reducing the substantial costs associated with parking lot and garage construction. It will be important to continue pairing these reductions with investments in transit, bicycle, and pedestrian resources and amenities, so that transportation options other than driving are abundant and easy for residents and storing a vehicle can become a second or third choice.

The City should continue to collaborate closely with the development community to identify needs that may arise as part of the review process, and work to educate the broader community about the changes to alleviate potential concerns.

Case Study

The King County Right Size Parking Project has developed a suite of tools to help more accurately calculate parking demand. The study is based on geographic and economic data, as well as vehicle ownership and parking study information, to determine parking demands for specific neighborhoods. Findings showed that parking demand per unit declines with increased transit proximity, local population and employment density, and parking price (the amount that residents must pay extra, if any, for a parking space). The local data gathered has been formed into an easy to use online tool that can calculate parking needs for multifamily developments and inform parking management discussions.

12 Zone- and Demand-Based Parking Pricing

Extend or eliminate time restrictions for on-street meters and price parking by zone, based on demand

Trip Category

Parking

Cost

$$

Partners

- Walnut Creek Downtown

Walnut Creek's current approach to managing demand for a finite number of metered parking spaces on-street and in municipal lots is sound and has served the City well. As the City hones its transportation goals to achieve the 85 percent occupancy rate set in the City's Parking Ordinance, the approach could be refined to more effectively meet these goals while also improving the experience of parking in Walnut Creek. Evaluating the need for additional zones, and exploring opportunities to price parking based on demand, can help the City meet its parking occupancy goal while still maintaining a high level of service. Data collected from over 1,200 parking sensors installed in on-street parking stalls in the Downtown area can be used to inform decisions made as part of this strategy.

Evaluate the Number of Parking Zones

Currently, two price zones are provided for on-street meters, and they are generally aimed at either short-term or long-term parking. This can also be considered equivalent to higher demand and lower demand zones, respectively. The creation of a third "mid zone" could be considered for parking on the outer edges of the Core Area. This zone could offer a slightly discounted rate or offer a longer parking time as compared to the prime spaces on streets like Locust Street and Main Street. To be responsive to the nuances of changing customer and business needs, the City may also be able to define additional higher or lower demand zones in the future.

Determine Pricing per Zone

Adjusting the parking rate by zone will give drivers more choice, allowing some people to walk a little farther if they prefer to pay less. Current on-street pricing can be considered as a baseline, and rates can be modified slightly up or down from there based on the zone. Over time, the City would then adjust rates up or down periodically (consistent with the City's Parking Ordinance and based on parking usage data) to gradually improve parking management performance and find the lowest rate possible that achieves its goal of creating more open parking spaces.

Along with this, the City can also consider special event pricing. Special events represent peak demand periods where customers typically expect to pay slightly more for the convenience of being able to park closely. This can also encourage venues to provide information to attendees about ways to arrive other than driving.

Adjust Time Limits for Meters

As pricing and zone changes are implemented, as a long-term effort the City should also consider the elimination of time limits at on-street meters. Once appropriate pricing is established, these rates will encourage parking turnover, rather than time limits, which can ensure customers are still able to find open spaces. Removing time limits could also reduce anxiety for residents and visitors around the possibility of a parking ticket, ultimately improving the experience and perception of parking in Walnut Creek.

Considerations

To help facilitate responsiveness in pricing, City staff should request authorization to make incremental rate changes based on criteria approved by the City Council and Commissions. These criteria could include limits on the amount and frequency with which City staff can make changes for a set duration of time. As occupancy goals are met (or if they are exceeded), the City can also consider how it defines demand (this approach focuses on geographic demand, but demand also peaks at particular times and day, such as around the lunch hour). A slightly higher rate during those times could encourage trips to be made by modes other than driving. In general, offering a variety of pricing options paired with the distance from destinations gives residents and visitors to downtown greater choice and flexibility in how they park.

Case Study

The District of Columbia's Department of Transportation (DDOT) initiated a demand-based parking pilot in 2014 to test and leverage the effects of pricing and technology on parking occupancy. After several years of iterative implementation, customers parking in the pilot area self-reported a 7-minute decline in the time to find parking, and the amount of time vehicles spent circling for a spot decreased by as much as 15%. In addition, local businesses saw an overall increase in sales and economic benefit following implementation of the demand-based parking structure.


109
108
Meter Hours:
Monday-Sunday
10AM-8PM
Except Meter Holidays

13 Municipal Garage Pricing

Increase the hourly rate and cost of monthly parking permits in municipal garages to help achieve TDM and transportation goals

Trip Category

Parking

Cost

$-$$

Partners

The City should work closely with the business community to ensure that the strategy around pricing is clearly communicated and understood, and does not come as a surprise to those affected.

Walnut Creek should consider improving how it prices parking at municipal parking garages to help achieve TDM goals. Currently, the discount provided by monthly parking may encourage people to commute by car. To help reduce the role of monthly parking for commuters at garages and encourage travel by alternate modes, Walnut Creek can consider the following:

Increase the Monthly Rate in Municipal Garages

Currently, the price for monthly parking at municipal garages provides a significant discount compared to the hourly rate.

- Consider increasing the monthly rate gradually in three to four-month time windows. This can help reduce the number of people on the wait list for monthly permits, reduce the discount provided by monthly rates, and in the long term encourage commuters to consider other modes of travel that may be more cost effective and climate friendly.
- Pair garage pricing with on-street pricing. Municipal garage pricing should offer a slight discount from on-street parking rates, to allow for turnover of spaces in high-demand areas and additional options for long-term parking and employee parking needs.

Consider Moving to All Hourly Pricing

A longer-term strategy could involve eliminating monthly parking and shifting to only offering parking by the hour. If implemented, this can be one of the most effective and lowest cost strategies available to Walnut Creek to achieve its TDM goals.

- Monthly parking passes encourage driving because once someone has paid for a monthly parking pass at the beginning of the month, the cost of parking is no longer part of their decision about how to make each trip.
- Ensuring that everyone pays to park each time they drive allows users to pay for parking only when they need it, which may not be every day or all day.
- Hourly pricing allows for day to day flexibility in mode choice by encouraging carpooling, transit, and cycling and thereby reducing the number of commuters using municipal garages. The purpose of the garages can subsequently be focused on shoppers and other short-term trips, focusing garages on that purpose.
- Travel by carpool and vanpool could be encouraged by continuing to offer a monthly permit only for those purposes. This would, however, require additional monitoring and enforcement to ensure compliance.

Considerations

This change would require the City to more actively manage the garages by carefully tracking occupancy data to inform rate adjustments. Transitioning to daily parking pricing requires reprogramming garage equipment, installing new rate signage, and communicating the change to residents and visitors. Adjusting the pricing at garages should be undertaken at the same time as the changes proposed to on-street meters in Strategy 12, to make it easy for people to compare prices.

The City should work closely with the business community to ensure that the strategy around pricing is clearly communicated and understood, and does not come as a surprise to those affected. It is also important to note that this strategy may have implications for downtown employee parking. The strategy must be paired with other transit and mode choice investments to ensure that viable alternatives to driving and parking exist for employees.

Case Study

The Bill & Melinda Gates Foundation employs 1,200 full time employees at their Seattle headquarters. When the facility opened, nearly 90 percent of employees drove alone to work. To encourage mode shift, parking garage pricing was transitioned from monthly to daily pricing (capped at a market rate) and paired with transit incentives. Over the following two years the number of employees driving alone to work subsequently dropped to 34 percent.


WALNUT CREEK
Public Parking
Enter
Enter
ENTER Clearance 8' Maximum Vehicle Load 6000 Lbs.
ENTER Clearance 8' Maximum Vehicle Load 6000 Lbs.
WINE
ART

Recommendations for Supportive Programs and Policies

In addition to the priority strategies, a second tier of supportive programs has been developed. In many cases, these ideas provide support and backing that will increase the feasibility of implementation of the priority strategies or enable better ongoing monitoring and evaluation in the future.

1. Develop city-specific resources and guidance materials for Walnut Creek employers

There is a rich array of TDM and commute option resources available for employers, through organizations including 511 Contra Costa. However, employers may not be aware of these organizations and resources, or may feel that the information and services they provide is not specific enough to their individual needs.

Building off the existing resources offered by 511 Contra Costa, the City can develop materials and information targeted toward Walnut Creek employers, and then promote and market the information and resources via the Chamber of Commerce and Walnut Creek Downtown. Information could be compiled and distributed electronically through the City's website, social media channels, and email lists. The City should also consider developing a Walnut Creek specific branding for this effort.

The resources developed should take into consideration that both large and small businesses operate in Walnut Creek, and each will have varying needs. Particular consideration should be given to resources useful to smaller businesses located in downtown, as conventional TDM outreach materials tend to focus on large employment centers, which are more likely to have on-site staff capacity to address transportation issues.

To determine what resources would be most useful, the Plan recommends conducting outreach (via questionnaire or direct interview) to large employers such as John Muir Medical Center, employment centers like the Shadelands Business Park, and small businesses in the Core Area which could be accessed via Walnut Creek Downtown. Priorities can then be developed and addressed as funding is available. Should the City choose to create a TDM Coordinator role as outlined in Strategy 4, that person can lead efforts to build a relationship with the business community and aid in distributing resources.

2. Collect data on school trips, including mode split

In order to measure progress and the effectiveness of school-related strategies, it will be necessary to collect better information about how students are traveling to school. At some schools, this is used as a learning opportunity (in coordination with other Safe Routes to Schools activities) to teach students about data collection and analysis. The following methods are commonly used to collect data around school trips:

- Student Surveys Hand tallies can provide a basic point-in-time capture of how students travel to school. These can be conducted by going classroom to classroom, or at school-wide assemblies. Data collected year over year in this manner will provide a view of how transportation choices shift over time.
- Parent Surveys In conjunction with

student surveys, parent surveys can be conducted on an occasional basis (annually or every other year) to help assess concerns or barriers to having their children walk, bike, or trip share. These surveys can be sent home with students and brought back to the classroom or mailed in, or distributed via an online survey tool and emailed to parents when possible.

- Sticker Surveys As a classroom educational activity, students can be asked each morning to place a sticker indicating how they arrived at school that day. This can be done over the course of a week (preferably during a period of good weather), or in conjunction with activities like bike or walk to school days.

Surveying can be conducted as a condition of participation in Safe Routes to School programs. The City should coordinate efforts with the existing Street Smarts Diablo and 511 Safe Routes to School programs currently operating in Walnut Creek.

3. Collect data on bicycle and pedestrian trips at key locations within the city

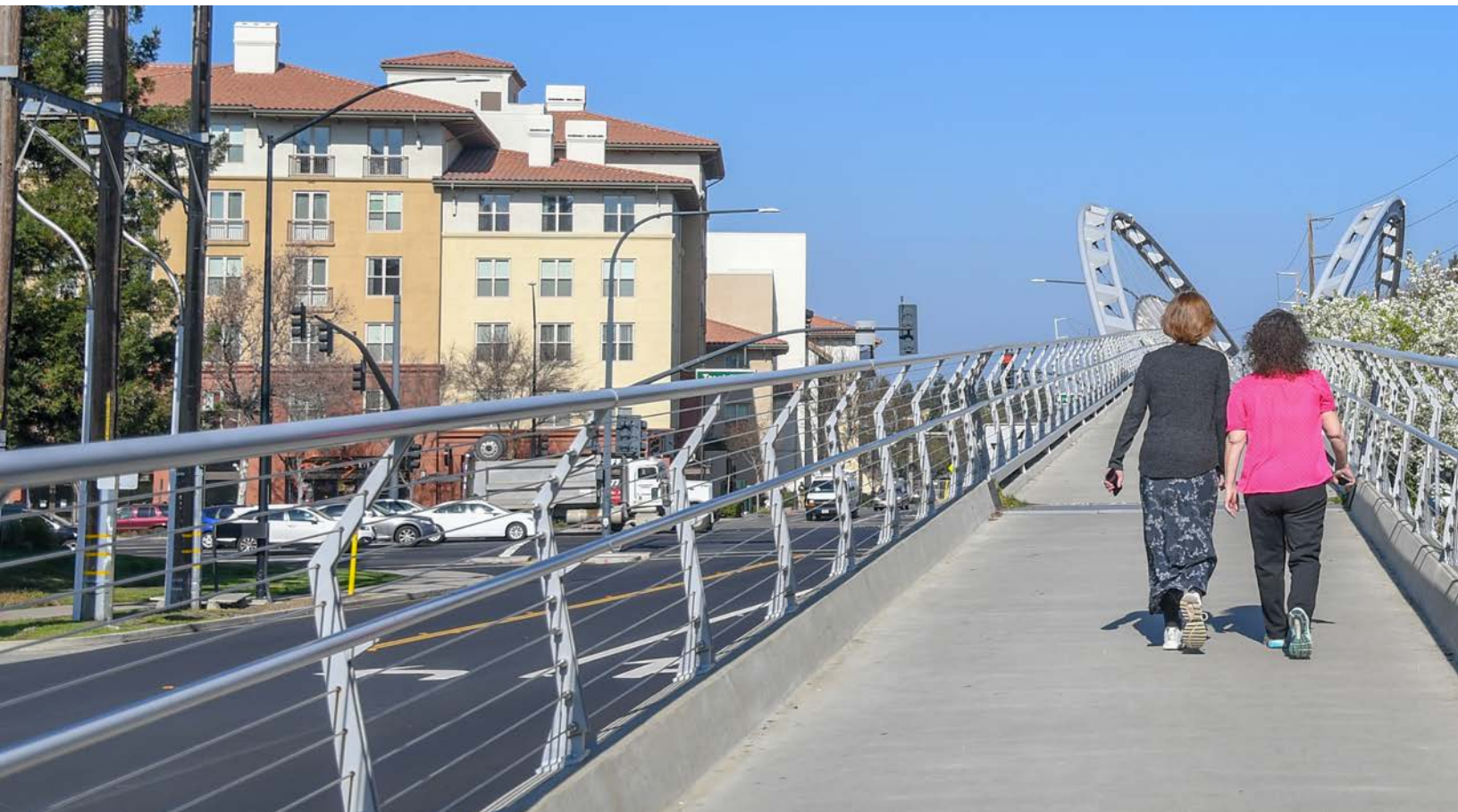
Similar to the previous measure, the collection of local data on bicycle and pedestrian trips will allow the City to better assess the performance of associated strategies. This will allow a greater level of detail, accuracy, and currency of data as opposed to relying on statewide or national sources like the Federal Highway Administration's National Household Travel Survey. A variety of methods are currently utilized by cities to collect data on bicycle and pedestrian trips:

- Permanent Counters Automatic permanent counters collect data by direction and by mode (walking vs bicycling) continuously throughout the year. Counters can provide data by time of day, day of week, and season. These are typically installed on trails or high-traffic

bicycle and pedestrian corridors; the Iron Horse Trail would be a good local example, should the City pursue a partnership with EBRPD as outlined in Strategy 7. In addition, counters could be considered at any planned protected or separated bikeways the City may install.

- **Annual or Seasonal Data Collection** Many cities contract data vendors to conduct counts at key locations on an annual, bi-annual, or seasonal basis. Peak commute period counts may be conducted at the BART stations, while weekend afternoon counts could be collected at various locations downtown.
- **Big Data** The City can use "big data" platforms to collect pedestrian and bicycle volumes and travel flows. Using bluetooth, locational, or cellular data, such platforms use machine learning to differentiate bikes and pedestrians from vehicular traffic to provide volumes, travel patterns, and origin/destination data on bicycle and pedestrian trips.
- **Mobility and Pilot Program Data** As the City implements shared-use and micromobility programs as outlined in this Plan, there will be an opportunity to capture data directly from devices to inform planning efforts. The City should endeavor to request this data as part of any operating agreement pursued with a shared mobility service provider. In addition to overall rate of use information, this data can also create a geographic snapshot of where people are traveling and thus, where opportunities to make further programmatic or infrastructure improvements may be most needed.

These methods can be employed to develop baseline counts at key locations and corridors prior to installing bicycle parking and repair stations. They may then be used to monitor and evaluate the impact of bicycle and pedestrian facility improvements and inform how those resources should be allocated spatially, and whether additional strategies may need to be employed to help the City meet its targets for bicycle and pedestrian trips.



4. As part of the city's General Plan update, develop clear guiding principles and policies for "new mobility" and shared use mobility options, including autonomous vehicles

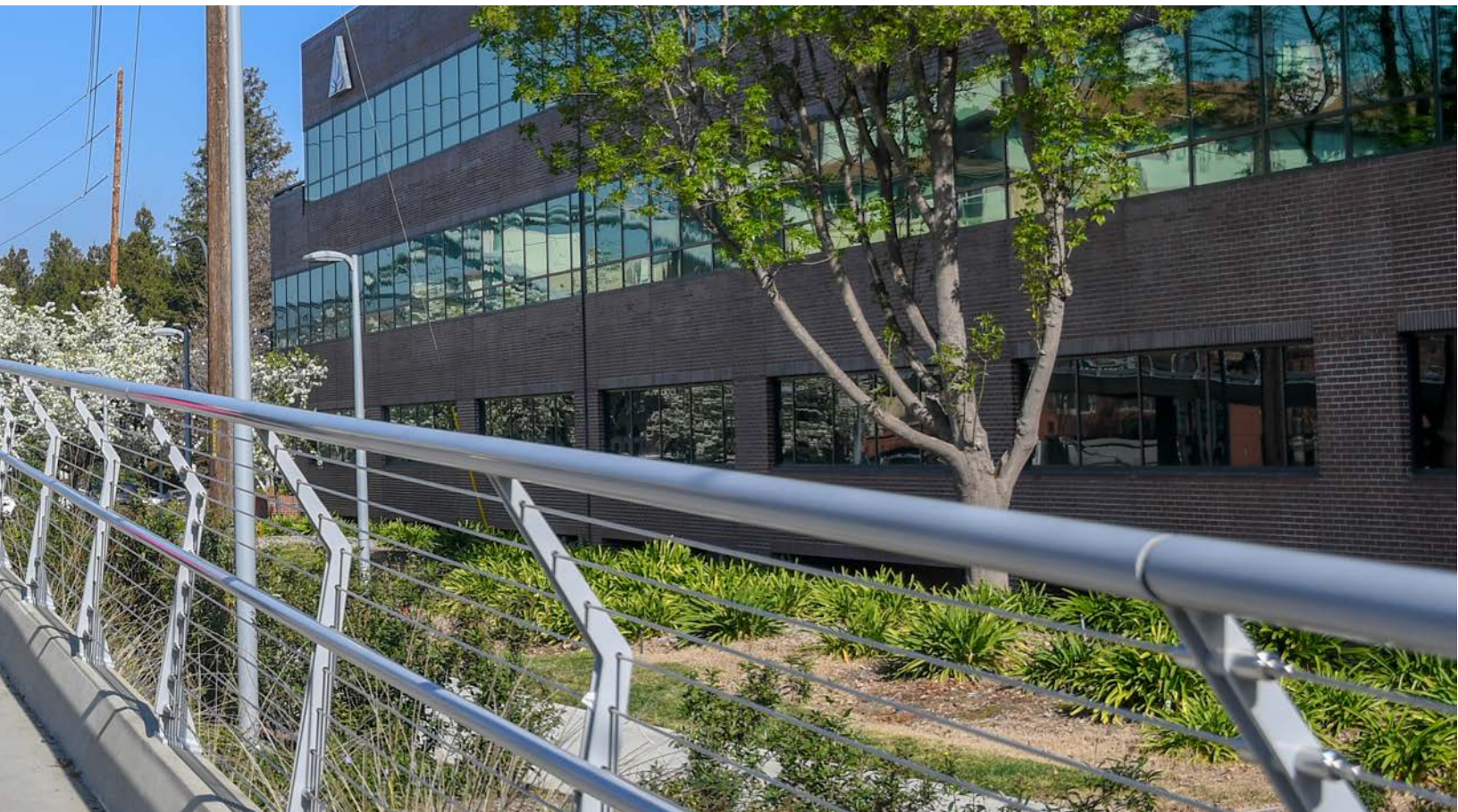
Many cities are grappling with how best to implement new mobility options in ways that support their goals and objectives. As each new technology is introduced, it can be a challenge to react or adapt without direction and guidance from planning and policy documents. By clearly defining policy, strategy, and actions, Cities can foster new shared mobility options in ways that also promote other City goals and objectives.

While language for an exact policy will need to be workshopped as part of the General Plan update process, in general the City should aim to support opportunities to use new mobility technologies to reduce congestion, enhance safety, and improve the overall operations and choice available to users of the city's transportation system, while continuing to reduce single-occupant vehicle trips.

With regards to autonomous vehicles (AVs), the technology is rapidly emerging and constantly shifting, and it is unclear what the ultimate impact may be on how people travel. The presence of AVs will have impacts on the curbside space as well as implications for parking, and offers the double-edged sword of increasing mobility access while also possibly increasing congestion. The City should continue monitoring progress in this field to identify potential opportunities to utilize AVs to meet shared-use mobility goals and the goals of Rethinking Mobility.

5. As an ongoing effort, evaluate the relationship between the City's transportation and economic development goals and strategies

As part of the Rethinking Mobility process, an emerging topic of conversation that



merits ongoing evaluation is the relationship between the City's transportation and mobility goals, and economic development objectives. In many instances, smart investments made to increase transportation choices can enhance economic vitality by improving the experience and increasing the ways people access and relate to businesses, while employer based TDM strategies can serve to improve employee recruitment and retention.

At the same time, there can be an inherent tension between the two. This was particularly evident around the subject of parking through the drafting process of this Plan. Making parking more abundant and easier may seem to support the business community, yet will increase congestion and VMT, running counter to the City's stated transportation goals. A tightening of parking restrictions could lead to an overall mode shift in the long term, yet in the short term may cause challenges for service industry and hourly employees. As such, the parking will likely continue to be a key topic of discussion and interest for the public, and the City's Commissions and Councils.

Opportunities for creative collaboration on how parking assets are used do exist. During times of day when garage usage is low, such as overnight, allowing parking for nearby residential developments could be an option to encourage downtown housing development. This would be particularly appropriate at the Broadway Garage, and if done correctly could in time support greater land use density by reducing the amount of parking developers would need to build.

The City should continue to work in an interdisciplinary and cross-collaborative manner on future projects, and the implementation of this plan, to ensure that the mobility goals and economic development goals for transportation and parking work in tandem.


2

Ongoing Monitoring

Recommendations for monitoring individual strategies are outlined in the table below, along with an estimated timeline for the onset of implementation. Comprehensively, the City should aim to evaluate and measure overall success and progress towards the goals of Rethinking Mobility on a regular and ongoing basis.

As the City continues to grow and strategies are implemented, community needs and the effectiveness of each individual strategy may shift. The City should strike a balance between providing enough time for ideas that may be new or different to the community to take root and succeed, while also striving to be nimble in a changing transportation environment.

The City does not currently have a dedicated TDM commission or task force. As such, the Transportation Commission can provide a level of ongoing oversight for the implementation of this effort. Staff should provide an annual update to the Transportation Commission on progress made towards implementing the strategies outlined in the Rethinking Mobility plan. This should include details on which strategies have been launched or are in consideration, and any available data gathered or results from implementation (including parking monitoring). As possible, an update should be provided on the progress towards meeting the plan's overall mode shift goals and targets, as outlined in Chapter 4. The ability to provide an overall targets update may depend on the availability of data, but should be delivered as information becomes available via the City's collection methods or as updated Census data is released.

Engagement with the stakeholder groups that have been involved in the process of creating this Plan should continue, particularly as key milestones are met. This should include Walnut Creek Downtown, the Walnut Creek Chamber of Commerce, the City's Development Services Forum, and the City's Commissions.

Monitoring and Time Horizons

	Recommendations for Monitoring		Implementation Year 1	2	3	4	5
1	TDM Program Reporting	Monitoring does not provide a direct benefit in terms of VMT or trip reduction, but it does provide critical information to the City and employers regarding the performance of programs and services. Average survey response rates from employers should be tracked to see if greater outreach to is needed to encourage participation. Results from employer reports should be compiled and assessed for trends on an annual basis. This report should examine year over year mode shift and identify programs or ideas that may be of use to other employers.		●	●	●	
2	Incentivize BART use for trips to Walnut Creek	Participation and enrollment numbers for incentive and subsidy programs; TDM surveys from employers may be a metric of mode shift if there is an increase in employees using BART as a commute mode; increase in peak hour BART ridership for trips ending in Walnut Creek.			●	●	●
3	Transit Infrastructure Improvements	Pilot program success can be measured by ridership changes on the pilot route, decreases in route travel time, and passenger satisfaction surveys. Ongoing analysis should be conducted to assess the impact of the improvements on bus travel time overall, and to continue cost-benefit analysis associated with operational trade-offs.			●	●	●
4	Commute Alternatives Program	The City should conduct an annual survey of employees to gauge participation in and satisfaction with the Commute Alternative Program. This survey should follow the guidelines set forward in Strategy 1: TDM Program Reporting. The City should track mode shift over time to determine the effectiveness of programs offered and iterate accordingly to meet employee needs. Updates on program highlights, such as how the City has subsequently reduced GHGs or VMT, should be shared through the City's social media and communication channels.		●	●		

		Recommendations for Monitoring	Implementation Year 1	2	3	4	5
5	Bicycle Amenities	Success can be measured by an increase in bicycle access to Core Area and BART station; an increase in the number of bicycle racks installed or bicycle locker access codes or keys distributed, and the utilization of bicycle repair station tools	●	●	●		
6	Innovative Mobility Programs	Thresholds for success should be established prior to the launch of the pilot program. This could include number of trips taken, and surveys of participants to evaluate how travel behaviors have changed. Agreement on metrics and an arrangement for data-sharing should be confirmed with the provider prior to launch.			●	●	●
7	Coordination with East Bay Regional Parks	An increase in users on targeted trails (as collected by bike/ped data counts), successful grant applications for trail improvements, and the establishment of a strong relationship with EBRPD along with subsequent changes in policy should all be tracked for progress towards implementation of this strategy.		●	●	●	
8	Promote Safe Routes to School	Pilot program success can be measured by ridership changes on the pilot route, decreases in route travel time, and passenger satisfaction surveys. Ongoing analysis should be conducted to assess the impact of the improvements on bus travel time overall, and to continue cost-benefit analysis associated with operational trade-offs.		●	●	●	
9	School Transit Access	The City should track the number of students enrolled in a transit pass program, and ridership on school bus or school-oriented routes. School mode surveys should also show an increase in bus mode counts (as outlined in Supportive Strategy 2).			●	●	●
10	Parking and Curb Signage	A successful signage and curb management program should result in a decrease in parking violations/increase in parking compliance, and an increase in customer/business satisfaction with the parking experience, as obtained by semi-annual on-street intercept surveys. The City should also track the overall number of signs installed.	●	●	●		

	Recommendations for Monitoring		Implementation Year				
			1	2	3	4	5
11	Parking Requirements for New Development	Following the proposed parking study, the City can utilize the occupancy rates at new developments to determine whether supply has been over- or under-built. This will provide a baseline for future development review.	●	●	●	●	
12	Zone- and Demand-Based Parking Pricing	Occupancy counts should be conducted to track progress towards achieving the City's 85% parking occupancy goal. Any decreases in parking violations/increases in parking compliance should also be tracked.		●	●	●	●
13	Municipal Garage Pricing	Occupancy counts should be conducted to track progress towards achieving the City's 85% parking occupancy goal. Any decreases in parking violations/increases in parking compliance should also be tracked.	●	●	●	●	●

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Funding Recommendations

Funding for the strategies in this Plan come from a variety of sources, ranging from the traditional to the new and emerging. It is important to consider that many of the strategies proposed in this document are intended to reduce the number of single occupant vehicles on the roadways, and in doing so, reduce the demand and impact of these vehicles on the roadway. Transportation funding has historically focused on capacity increasing projects, like street widenings. As the mobility space shifts, it will be important to provide funding for projects and programs that reduce demand, and projects that increase overall mobility will be equally important as those that address capacity concerns.


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General Fund

The General Fund is an unrestricted source of funding for Capital Projects within the City of Walnut Creek. At the close of a budget cycle, remaining General Fund monies can be allocated by the City Council. Historically, a high priority has been placed on using these funds for maintenance. An allocation to special projects or programs (including pilots) that would reduce vehicle demands on the roadways should be considered.

Parking Enterprise Funds

The City can consider the reallocation of existing parking revenues to support other TDM programs as proposed in this plan. An increase in parking revenue, as a result of raising rates, could also be directed specifically to TDM efforts. By using parking funds to improve access through other means, such as a subsidy for shared mobility services, infrastructure improvements, or enhancing bike and pedestrian amenities and further funding free public transit, the City may be able to encourage mode shift and increase access to downtown through more cost-effective and sustainable means.

Bay Area Air Quality Management District (BAAQMD) Grants

The BAAQMD offers a variety of grant programs for local municipalities and businesses with outcomes focused on air quality improvements. These include grant programs for bicycle parking/lockers, bicycle facilities, and micro transit pilots, among others.

Of particular applicability to this plan is the BAAQMD's Vehicle Trip Reduction grant program. This program provides potential funding for a broad range of eligible transportation service and bicycle facility projects that reduce single occupant vehicle (SOV) trips, including existing shuttle and ridesharing projects, pilot service projects, and bicycle facility projects that install protected bikeway and/or bicycle parking.

The minimum award available through this program is $50,000, with a minimum of a 10% local match. Additional specific requirements apply and should be investigated further if the City chooses to pursue this funding source.

Gas Tax

The Road Repair and Accountability Act of 2017 (also known as the "Gas Tax" and Senate Bill 1) was passed with a focus on repairing roads, improving traffic safety, and expanding public transit systems across the state. Revenues from this are based on fuel sales. Currently, the City of Walnut Creek primarily uses the funds received from this source for maintenance of the City's roadways.

SB1 funds several additional state programs, including the Active Transportation Program which supports bicycle and pedestrian improvements. The City is unlikely to be competitive for these funds on their own, but may be able to utilize partnerships with neighboring cities, agencies, or the County to increase competitiveness. Safes Routes to School programs are also eligible under this source, and should be pursued.

User Fees

As strategies are implemented, revenues from bicycle lockers, vehicle parking, or micro-mobility services could be utilized to help fund improvements or pay for the cost of providing those services. Revenue from these sources could be earmarked specifically for active mobility programs and projects. Additional funding would likely be required for the long term viability of those services, as it is unlikely that revenue would support ongoing operations.


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