RETHINKING

MOBILITY

A Transportation Strategic Plan for the City of Walnut Creek

Appendices

1. Public Comments on the *Needs, Opportunities, and Challenges* Report
2. *Needs, Opportunities, and Challenges* Report Executive Summary
3. Strategies Report

1. Public Comments received on the **Needs, Opportunities, and Challenges** Report

FEHR PEERS

MEMORANDUM

Date: April 17, 2019

To: Ozzy Arce, City of Walnut Creek

From: Kari McNickle and Kara Vuicich, Fehr & Peers

Subject: Summary of Public Comments on Rethinking Mobility

WC18-3502.00

This memo provides a summary of public comments received to date on *Rethinking Mobility: A Transportation Strategic Plan for the City of Walnut Creek*. Comments were submitted via the project website, www.RethinkingMobilityWC.com, using an interactive mapping tool and the comment feature on the *Needs, Opportunities, and Challenges* report.

As of this report, 382 comments have been received on the interactive mapping tool. Participants provided feedback via pins or lines placed on the map. **Table 1** shows the quantity of comments received in each category. A geographic distribution of the comments, sorted by mode, can be seen in the heatmaps identified as **Figures 1-6** following this report.

In general, connectivity between destinations and safety for all users were key concerns across modalities. Many of the comments can be grouped based on the following general feedback:

- Bicycle network gap closure and improved bicycle connections to downtown, particularly from the Iron Horse Trail and BART Station.
- Pedestrian safety improvements including road diets, additional crosswalks, raised crosswalks, bulb outs, elevated walkways, additional lighting, and curb cuts.
- Enhancements to Ygnacio Valley Road, including protected bikeways, increased bus frequency or dedicated transit lanes, and improved sidewalks and safer walking conditions.
- Safe routes to school and improvements to sidewalks around school areas.
- Improved Pedestrian access to BART, and improvements to the walking experience between BART and Downtown.
- Pedestrian and Bicycle Network Connectivity to the Iron Horse Trail.

- Concerns around safety for pedestrian and bicyclists due to high traffic volumes, speed, and a lack of facilities.

Table 1: Online Web Tool Feedback Comments

Comment Type	Number Received
Map Line Comments	
More frequent bus or shuttle service needed here	1
New bus or shuttle service needed here	2
Bicycle lanes needed here	6
High traffic volumes or speeds along this road	8
Add your own idea	14
Protected bikeway needed here	21
Sidewalk or trail needed here	26
Map Point Comments	
Passenger loading space needed here	3
Repair needed here	3
This transit or bus station needs improved	6
Bike Share / Scooter Share Parking	9
Bike Share/Scooter Share Parking	10
It is often very congested here	10
Add a pedestrian crossing here	19
Add or improve lighting here	21
Bicycle parking needed here	24
Add your own idea	25
Safety related concern here	45
Make it safer to walk here	62
Make it safer to walk or bike across the street here	67

Comments were also provided on the Needs, Opportunities, and Challenges report posted on the project website. Those comments can be found in their entirety in **Table 2.**

Table 2:
Needs, Opportunities, and Challenges Report Comments

Report Section	Comment
Part 1: Please tell us what you think about how Walnut Creek moves today, including any needs, opportunities, and challenges that are not identified above.	The data agrees with my lived experience. Many people including myself take Bart and can get there a # of ways either walk, bike, bus or drive. The pedestrian experience is fine but biking can feel dangerous given the lack of connected bike lanes though downtown and the #4 bus moves quite slowly given the high number of stops. Adding better and more pleasant mobility options is important for promoting alternatives to driving. Scooter and ebike share would be welcome alternatives.
Part 3: Please tell us what you think about parking in Walnut Creek, including any needs, opportunities, and challenges that are not identified above.	It would be nice if there are some "bikeLink" BIKE parking available in Boradway Plaza parking garage. I know there are a few by the city hall, but it is still too far from Down Town.
Part 4: Please tell us what you think about public transit service in Walnut Creek, including any needs, opportunities, and challenges that are not identified above.	Could you start Shadeland Free Bus service from WC BART station instead of Pleasant Hill to reduce the traffic on Ygnacio Valley Rd? The traffic on Ygnacio Valley Rd is getting worse and worse.
	Improve shade and rain cover at the BART stations for bicycles and shuttle services- Increase the availability of free shuttles to both bart stations along Oak Road (not just PHbart). Our next-door neighbor regularly has bicycle parts stolen off of his bike at BART. Meanwhile my husband is already on a waiting list for a monthly BART parking at Walnut Creek and he is not likely to be able to obtain a spot for the next five years when they demolish the current spaces. It's enough to make us want to move out of Walnut Creek. And it's apalling that there is no yellow school bus system for the whole WC schools district and the hundreds of cars that clog the Local Roads during peak traffic time and lunch time and middle of the afternoon. I spend 2 1/2 hours in my car shuttling two kids to and from school Monday through Friday and I live within 2 miles of the schools. You could easily eliminate all of that traffic from the roadways during peak commute times. Another reason I want to move out of Walnut Creek. Stop removing mature trees in and around the city of Walnut Creek and put in more along all walking areas especially the iron horse Trail I cannot even go out of my house with or without my kids in the months of May through September on any of our trails - it is too hot and too sunny and oppressive especially if you have to be in business attire Or have young children with you that need more shade and the ability to stop and take breaks for nursing or snacks. My kids are afraid to use the public bathrooms at Civic Park and Walden Park the fans and the hand dryer's are crazy noisy very dirty and very dark. And I cannot be out and about for more than 20 to 30 minutes myself without having to use the restroom so as a result we are not walking or taking the stroller anywhere on foot in Walnut Creek we get in our car. We used to stop in today one the community center in downtown Walnut Creek when the kids were young to have a clean bathroom and nursing break and when that closed it was devastating to the community. Install a walking and biking trail between Oak Road and the

	Walnut Creek BART station that runs parallel to Ygnacio and crosses over Broadway but me and her is between the industrial and office buildings. It is not safe to be walking and biking along Ygnacio Valley Road to get to Bart especially for the scooters. I have also nearly hit kids biking to school when going across crosswalks on Ygnacio because they don't stop and pay attention to the traffic again not safe. I have also witnessed two kids nearly hit by a car within 2 feet while they try to cross Homestead in an attempt to walk to the intermediate school. I do like the purple parking meters. I appreciate these improve communications and the surveys that you have been doing lately for these types of considerations in Walnut Creek. And please be aware that more people are not using the Walnut Creek BART station because they cannot find a parking space after 7 o'clock in the morning and that is going to get worse they also cannot get a seat on Bart anymore and there's a lot of what's called BART rage out there which makes people want to move out of Walnut Creek. It is no longer considered safe to be riding BART with kids at almost any hour of the day so we have stopped doing that and even my large tall husband does not feel safe on Bart And cannot wear a headset and cannot get a seat. His employer provides a subsidy for transportation and it would be great if they could a lot of money towards other creative modes of transportation such as shuttle buses to and from their corporate office in Walnut Creek which is in downtown Oakland. He can no longer drive into Oakland as an option on any day even if he misses the BART because downtown Oakland has eliminated some other parking decks themselves also and there is not enough parking.
	Because of the incredible amount of vehicle traffic along YVR that extends from Antioch into WC, I'd really like to see more 93X bus service during peak hours.
Part 5: Please tell us what you think about bicycling in Walnut Creek, including any needs, opportunities, and challenges that are not identified above.	It is difficult to make a left turn from S. California Blvd to Newell Ave (in front of Kaiser), because the traffic light does not recognize the bicyclist when no car is behind me. In order for me to make a left turn without relying on the present of cars, I have to cross the right turn lane to press pedestrian crossing button, and have to come back to the middle of the street. Make designated BIKE lane from Olympic Blvd to Newell Ave, and Ion Horse trail. This is the most difficult section to bike, because the car would like to go faster. I am often beeped by cars even through it says share with cyclist. We also need to improve safer access from Ion Horse Train to WC BART station.
	Safe Biking routes from the Iron Horse trail to BART and Downtown Walnut creek need to be a focus/priority
	I bike commute from the east end of Concord to Shadelands in WC. Shadelands business park is a prime location for more bike infra - soon! It's such a great location due to trails, schools, medical offices, shopping, etc. BUT - there are no bike lanes, no speed limit signs. When Lime was introduced there were no warnings to motorists of the new "situation". As you know, the streets are very wide which results in faster speeds and at times drivers double up in the lanes to make their own turn lane or to get around another driver. Shadelands is a prime location for best in class bicycle infrastructure. Thank you for allowing me to submit input.

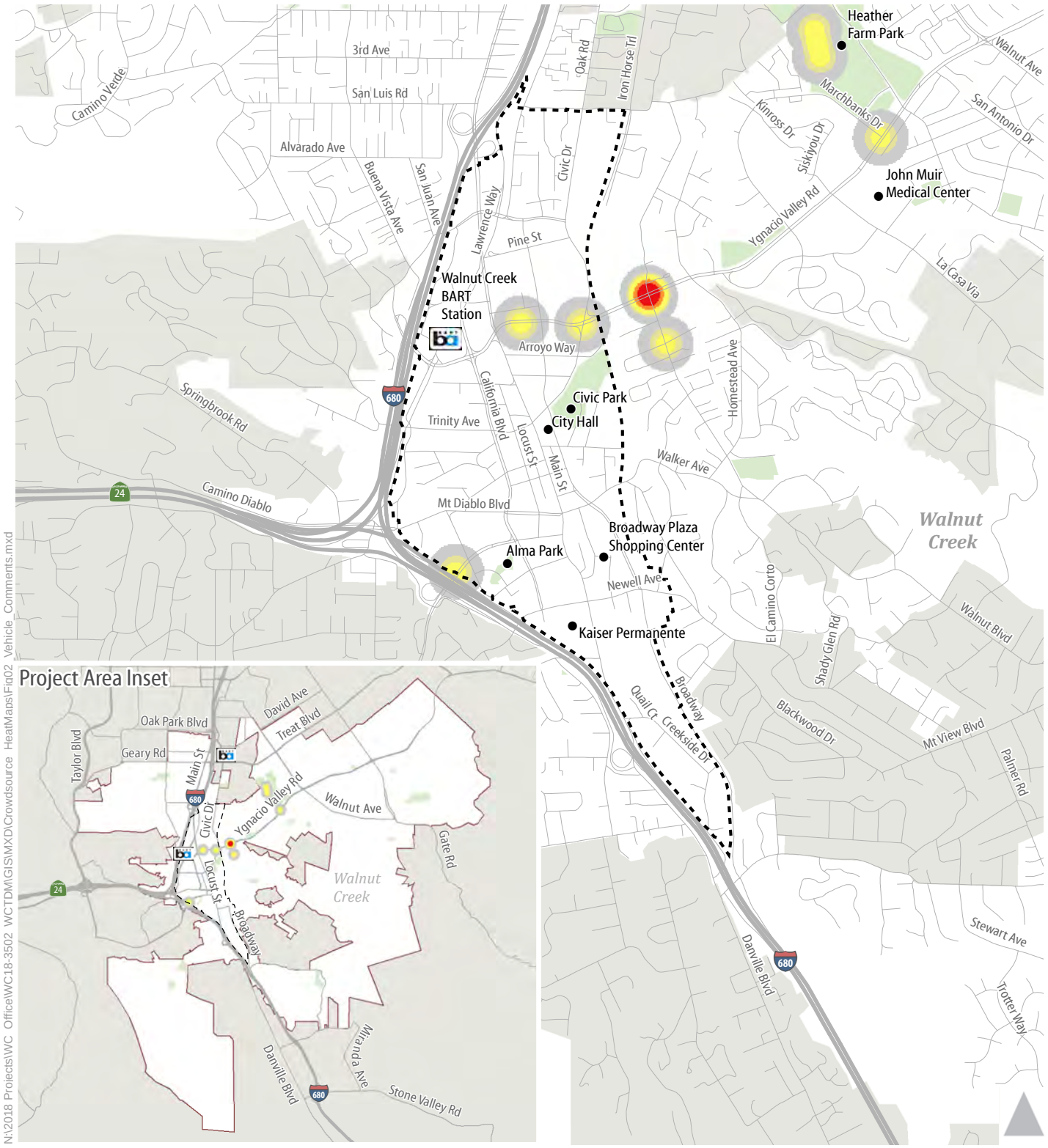
	Wow, this info is super!
	I would love if electric scooters were allowed on the trails. I guess this is currently against trail rules and I was pulled over by a regional park ranger and given a $175 ticket. I prefer an electric scooter over a bike because my commute includes hills.
	I would be interested in bike commuting to the Walnut Creek Bart station but it does not seem safe to bicycle there from where I live (the Buena Vista neighborhood) because the roads close to the Bart station are unsafe for bicyclists. From the Buena Vista area, the main entry to the Bart station is Riveria Avenue. For the past two years, there has been continuous construction on Riviera. Riviera is a very narrow road and when I commute by car, I encounter cars speeding, construction vehicles opening doors that come close to the cars speeding by, construction projects blocking the roadway, people walking across the road without paying attention to their surroundings and general heavy traffic. For these reasons, it seems very unsafe to cycle on Riviera. It also seems unsafe to enter Bart by Ygnacio Valley Road because the traffic to the 24/280 from Parkside is so heavy. It seems much safer to walk to Bart that to cycle due to the heavy traffic and continuous construction.
Part 6: Please tell us what you think about walking in Walnut Creek, including any needs, opportunities, and challenges that are not identified above.	I think walking in WC is a bit of a joke. The signals are designed and timed to give preference to cars. The sidewalks are too narrow and crowded with utility boxes. Increase perceived walking comfort - create more pedestrian scramble crossings. Walking along Olympic is extremely unpleasant due to the high speed and volume of auto travel; a major deterrent to walking so I drive my car when I do go downtown (which is rarely due to the autocentric nature). I head to the theaters and restaurants in Lafayette, Rheem, and Orinda due to the lower auto volumes in those shopping/entertainment areas.
Part 8: Please tell us what you think about Walnut Creek's current mobility goals, including any needs, opportunities, and challenges that are not identified above.	Need for crosswalks on Lennon Ln. Especially by the bus stop By Kaiser Med. and Shadelands Dr and Lennon Ln. Speed limit signs or road markings, may also help.

Note: some comments have been lightly edited to remove personal information.

N:\2018 Projects\WC Office\WC18-3502 WCTDM\GIS\MXD\Crowdsource HeatMaps\Fig01 Transit Comments.mxd

Figure 1

Transit Related Comments



N:\2018 Projects\WC Office\WC18-3502 WCTDM\GIS\MXD\Crowdsource HeatMaps\Fig02 Vehicle Comments.mxd

Figure 2

Vehicle Related Comments

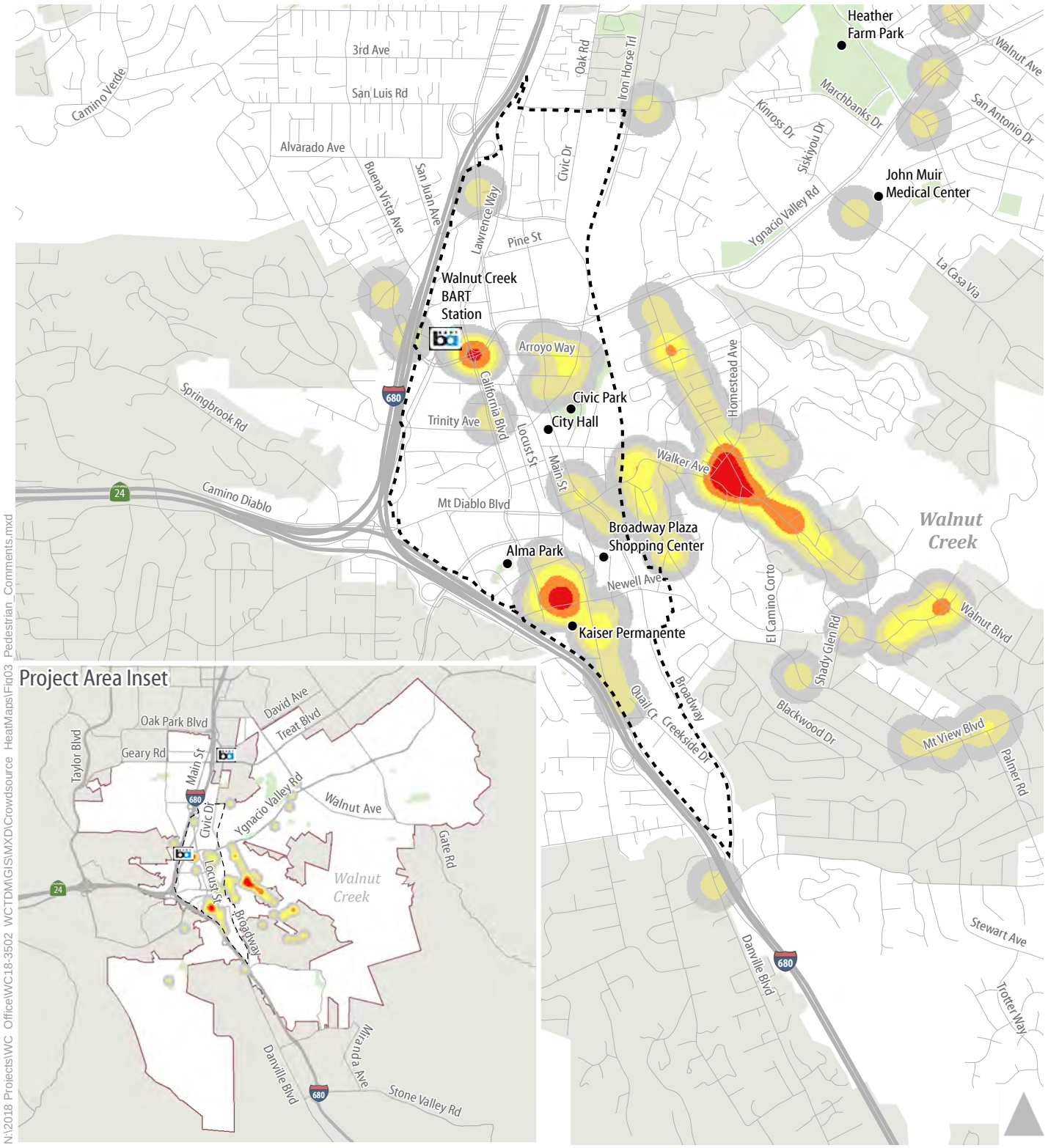


Figure 3

Pedestrian Related Comments

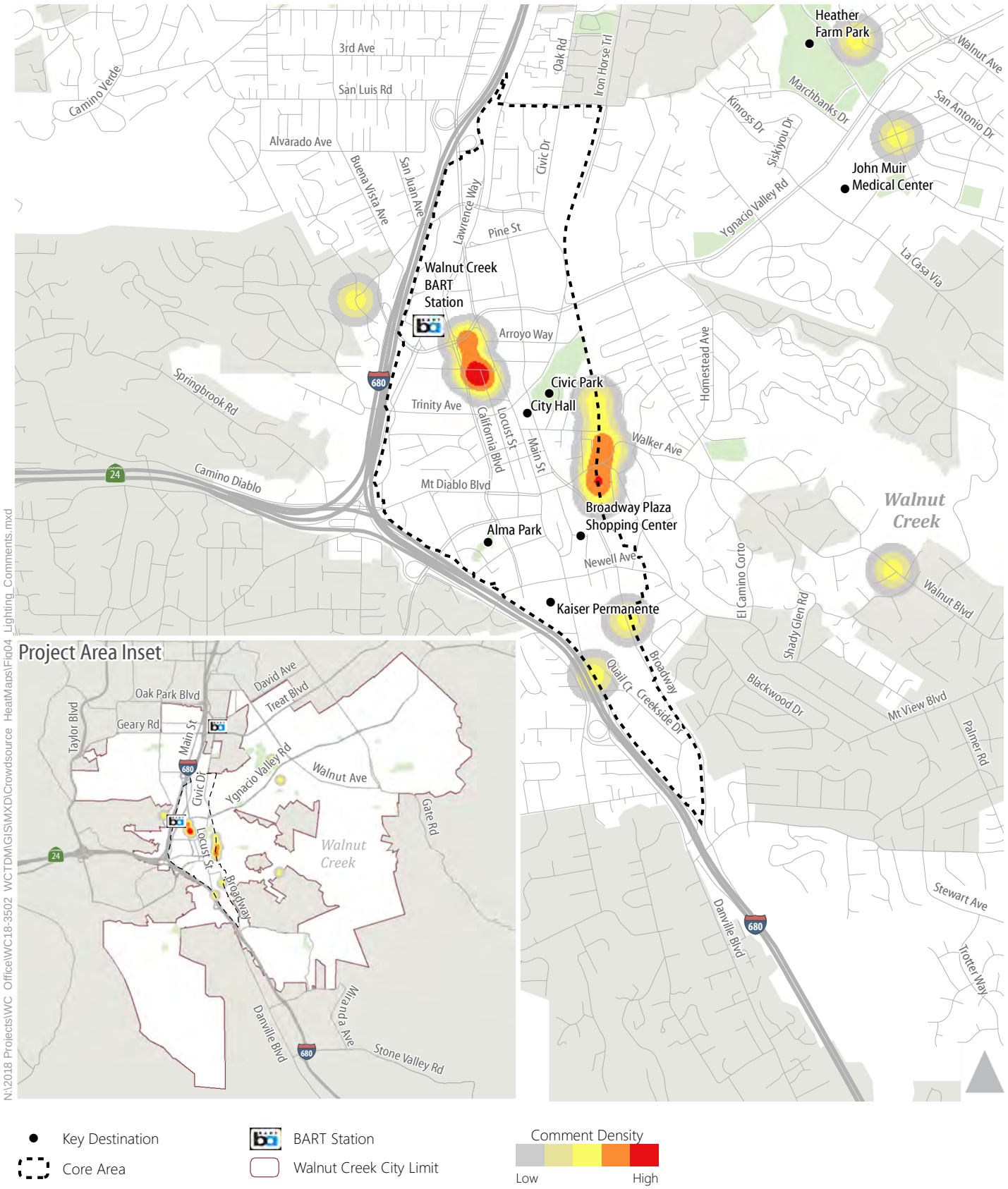


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Figure 4

Lighting Related Comments

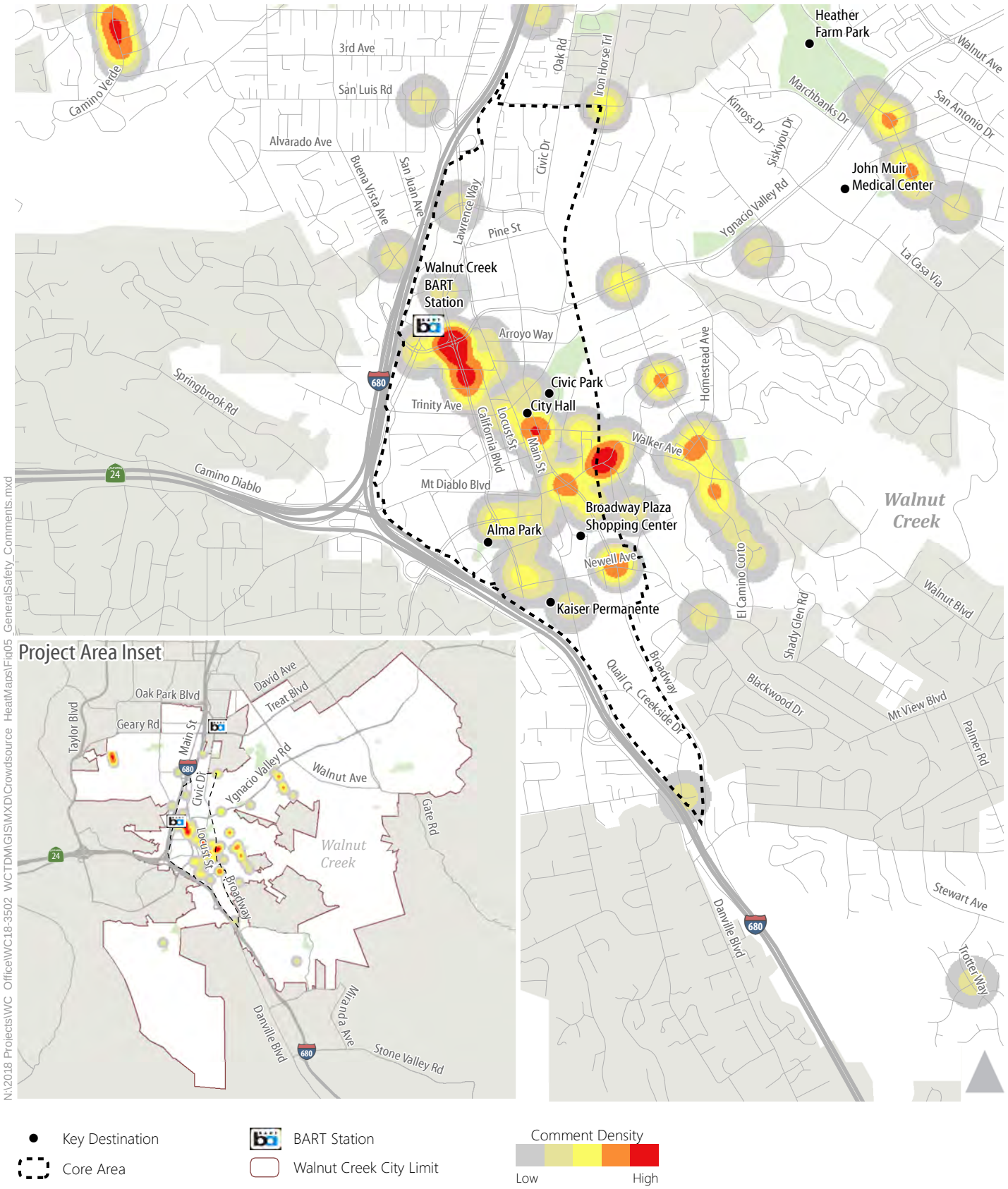

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Figure 5

General Safety Related Comments

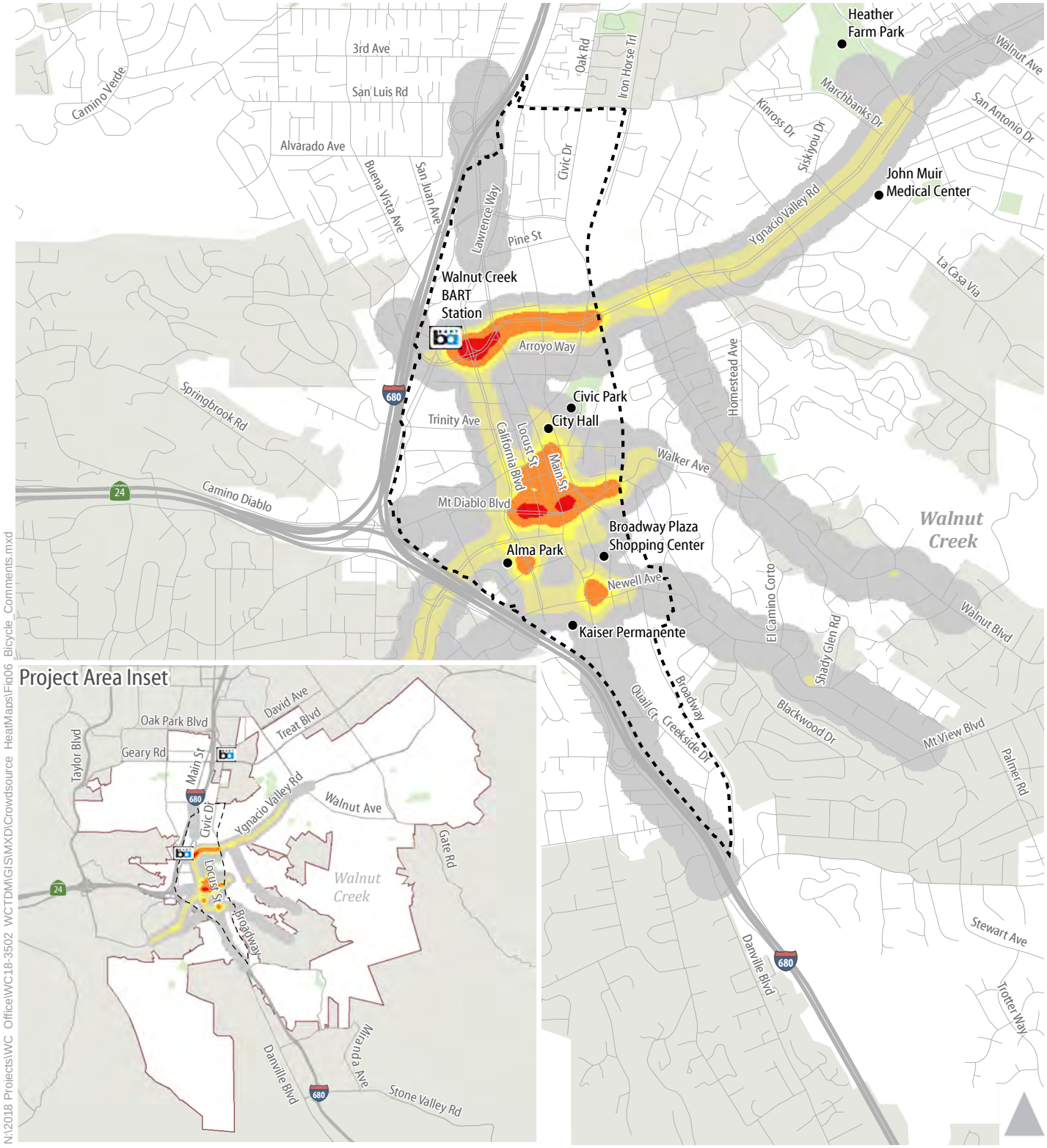


Figure 6

Bicycle Related Comments

2. Executive Summary section of the **Needs, Opportunities, and Challenges** Report

CITY OF WALNUT CREEK

RETHINKING MOBILITY

Transportation Needs, Opportunities, and Challenges

EXECUTIVE SUMMARY JANUARY 2019

TABLE OF CONTENTS

INTRODUCTION

Transportation Needs, Opportunities, and Challenges

The Transportation Needs, Opportunities, and Challenges report provides an assessment of the City of Walnut Creek's transportation network, programs, and policies with respect to the following primary objectives identified for Rethinking Mobility, A Transportation Strategic Plan:

- Reduce single-occupant vehicle trips and peak-period congestion;
- Manage parking demand; and
- Enhance access for those walking, bicycling, and using public transit.

Additionally, the report analyzes current travel behavior and patterns for those traveling to, from, and within Walnut Creek. It also discusses future trends that will affect mobility.

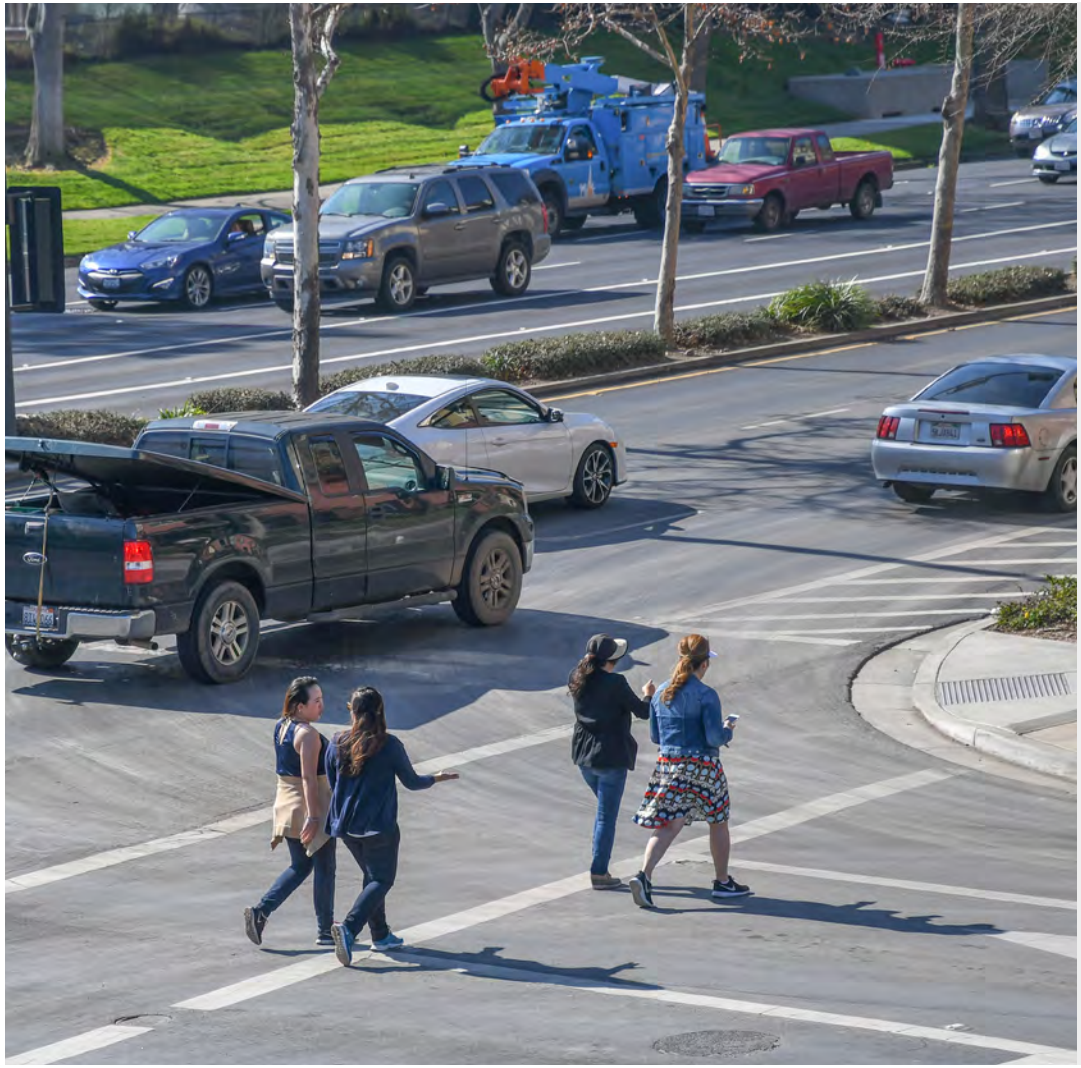
The purpose of this report is to provide the community, stakeholder groups, and policymakers with a shared understanding of the needs, opportunities, and challenges the plan seeks to address. It sets the stage for the next phase of Rethinking Mobility, which is to identify and evaluate potential transportation demand management (TDM), parking management, and mobility strategies.

The Transportation Needs, Opportunities, and Challenges report addresses the following subject areas:

To facilitate access to the information and enable viewers to more easily engage with the content, the full report is available in an online format via the project web site, www.RethinkingMobilityWC.com. Following is a summary of the report's key findings.

PART 1

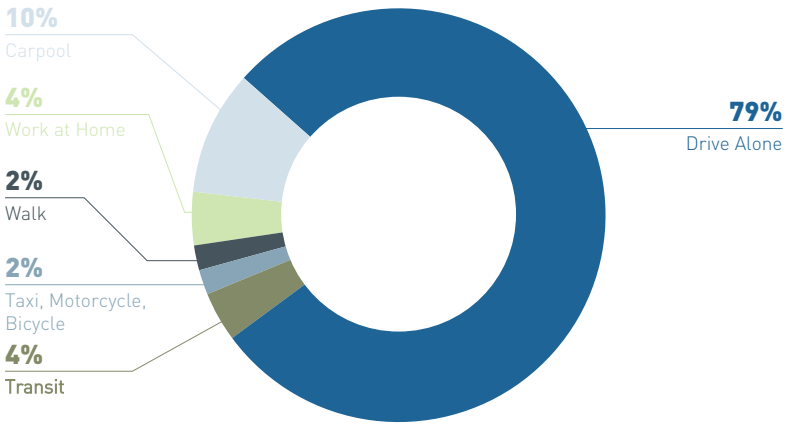
How Walnut Creek Moves Today



At a Glance

Currently, most people traveling to, from, or within Walnut Creek drive for work, shopping, and other types of trips. Driving alone is the primary means of transportation for people traveling to work, both for those who live in Walnut Creek, and for those who work in Walnut Creek and live elsewhere. For other types of trips, Walnut Creek residents are more likely to carpool, walk, or bicycle.

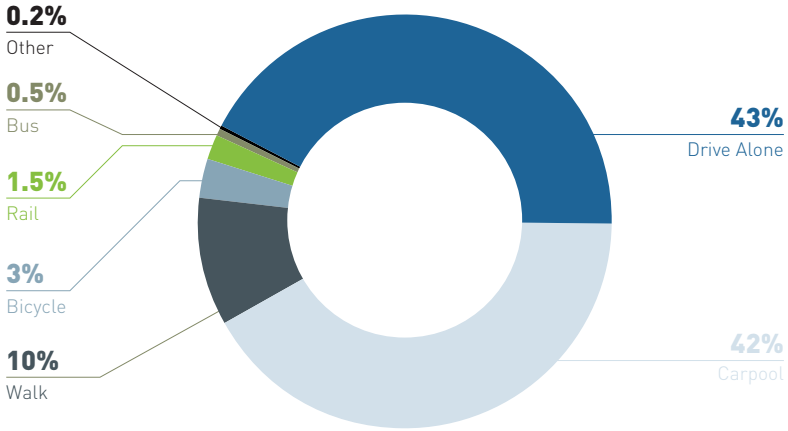
How Do People Who Work in Walnut Creek Travel to Work?



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

▲ Most Walnut Creek workers are driving to work.

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

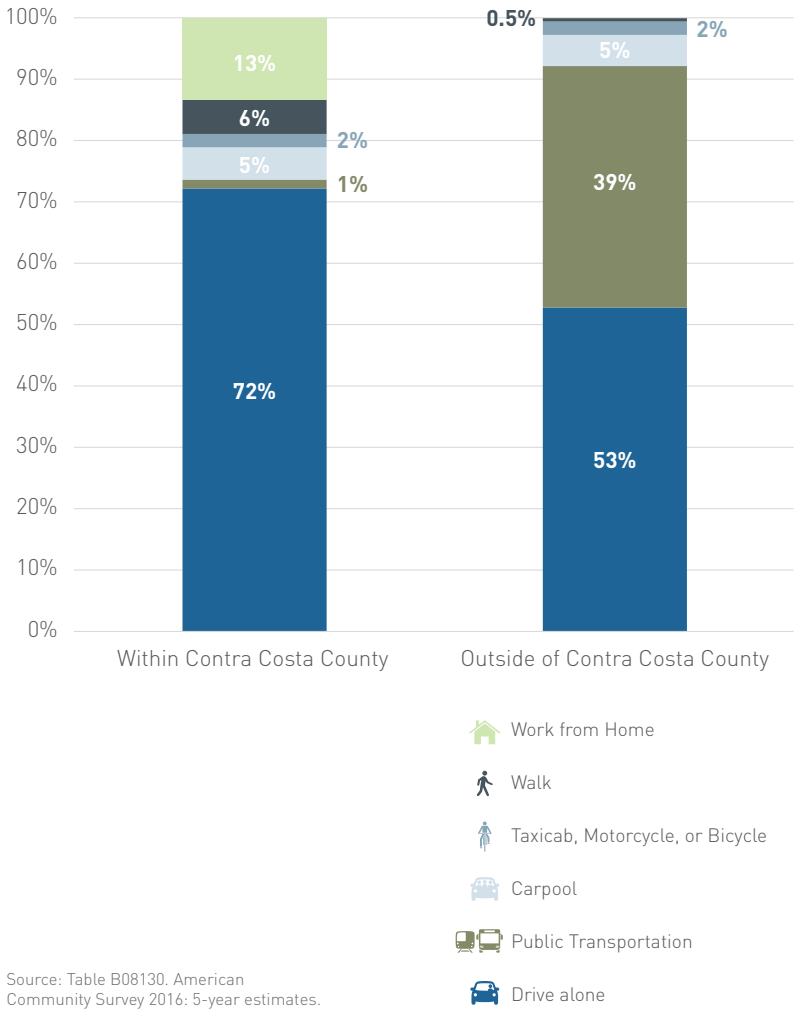


Source: California Household Travel Survey (Caltrans), 2017 Results.

▲ While a greater proportion of non-work trips are made by bicycle or walking, over 80% are made in a car.

▲ Pedestrians cross Mt Diablo Boulevard in Downtown Walnut Creek.

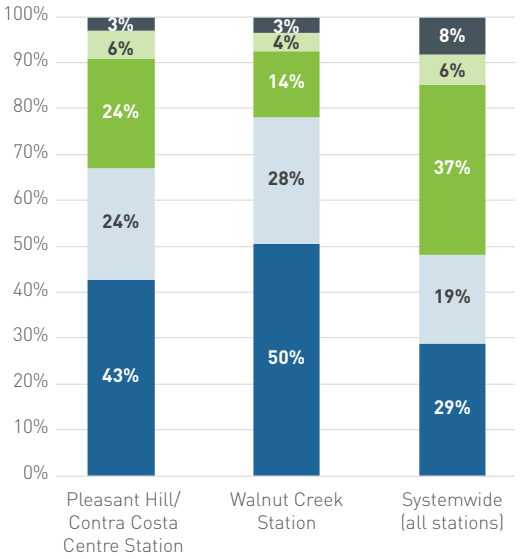
How Walnut Creek Residents Travel to Work by Place of Work



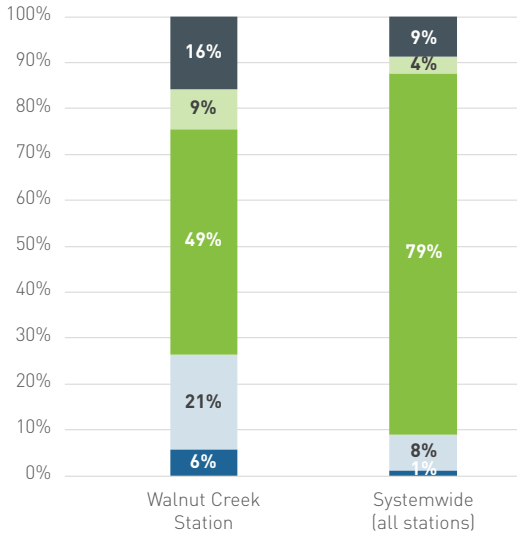
Source: Table B08130. American Community Survey 2016: 5-year estimates.

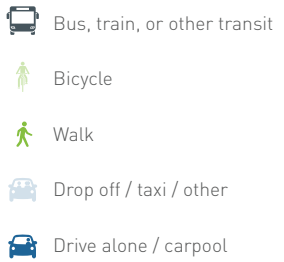
▲ Nearly 40% of Walnut Creek residents who work outside their home county use public transit, while only 1% of residents who work in Contra Costa County use public transit.

How People Travel from Home to BART



How People Travel from BART to Their Final Destination





Source: 2015 BART Station Profile Study (weekdays only)

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

Needs, Opportunities, and Challenges »

NEED Most people are driving alone to work between Walnut Creek and other locations in Contra Costa County. Shifting some of these single-occupant vehicle trips to more sustainable modes of transportation would help reduce vehicle trips, vehicle emissions, and traffic congestion during peak travel periods. There is a need for more robust commute options and programs to serve these work trips.

OPPORTUNITY While a much higher proportion of workers who work outside of Contra Costa County use BART and other forms of public transportation, the majority of BART passengers who are traveling from home to the Walnut Creek BART Station are either driving and parking or are being dropped off. Improving walking, biking, and bus/shuttle access to BART creates an opportunity to reduce work-related vehicle trips.

CHALLENGE Since 80 percent of Walnut Creek workers are employed by private companies, these employers will be important partners in designing and implementing TDM strategies to reduce drive-alone work trips. Ongoing TDM coordination, cooperation, and implementation across multiple employers can be challenging, however. Therefore, it will be important for the City and its partners to develop a framework for ongoing coordination and collaboration.

PART 2

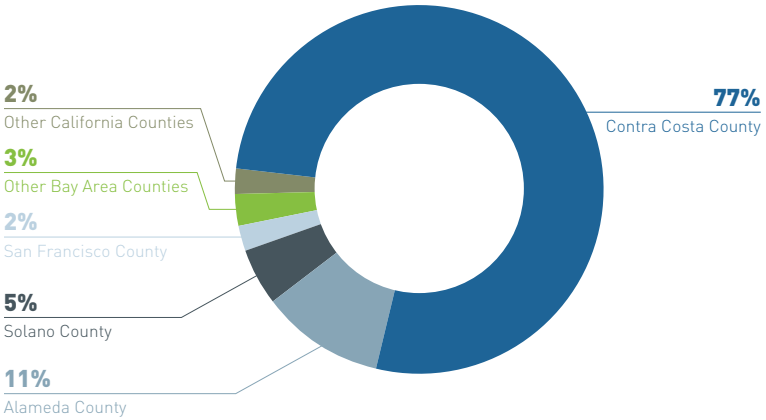
Most People Are Driving; What Do Current Travel Patterns Tell Us about Opportunities for Reducing Automobile Trips?

At a Glance

Walnut Creek is an employment hub in central Contra Costa County, and more workers commute into the city than commute out. Most workers are driving from other parts of Contra Costa County into Walnut Creek. Walnut Creek is also a retail and entertainment center for the region, and many residents and visitors drive to downtown for shopping, dining, and entertainment.

The limited alternatives to driving from some locations, such as eastern Contra Costa County and the Tri-Valley area, is a potential challenge in shifting automobile trips to other more sustainable transportation modes. However, there is an opportunity to shift more local driving trips to public transit (such as buses or shuttles) or bicycling, and to shift longer distance trips from outside Walnut Creek to carpooling, BART, and buses.

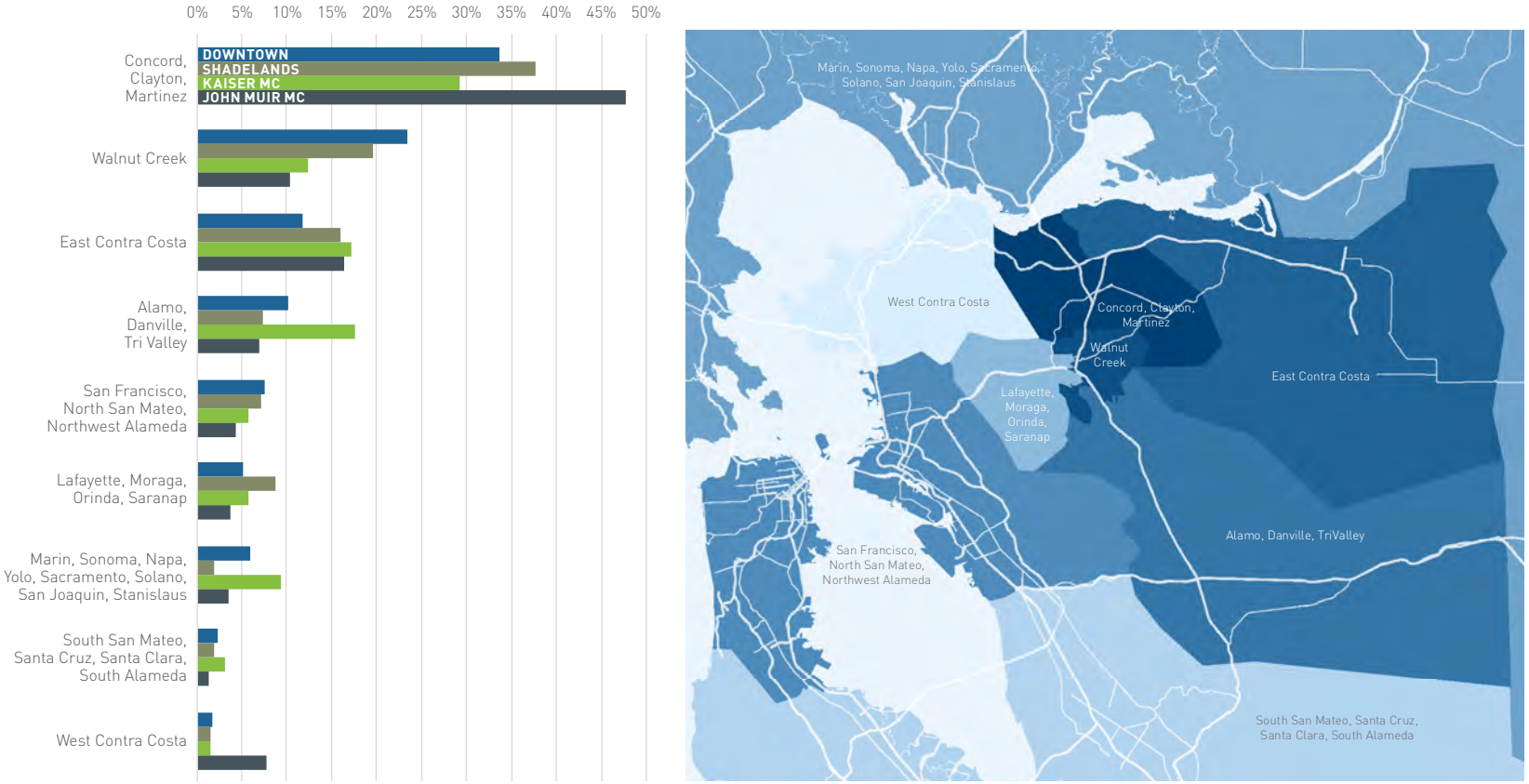
Where Do People Who Work in Walnut Creek Live?



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

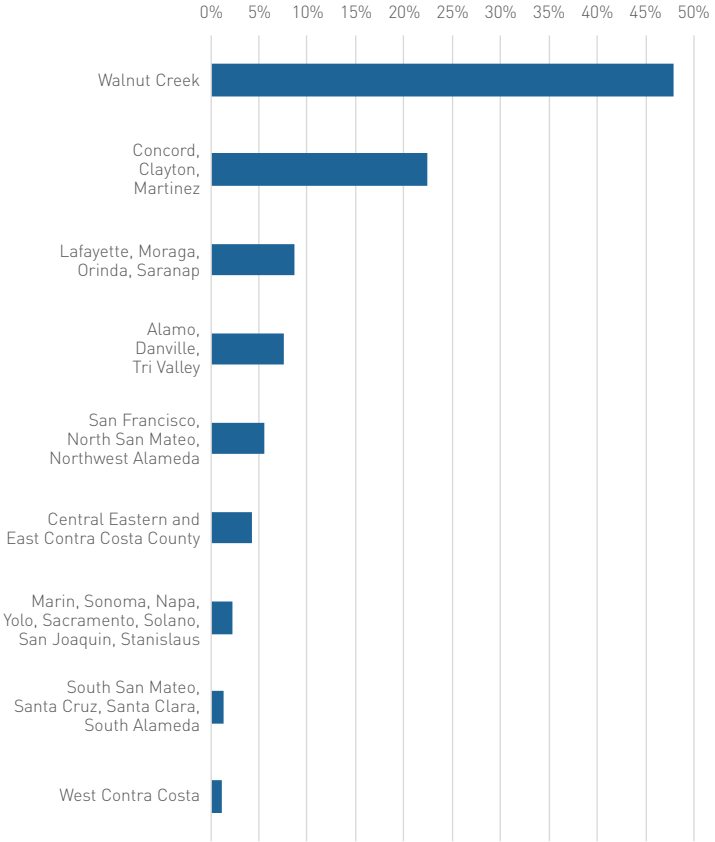
▲ Traffic passes through Downtown Walnut Creek.

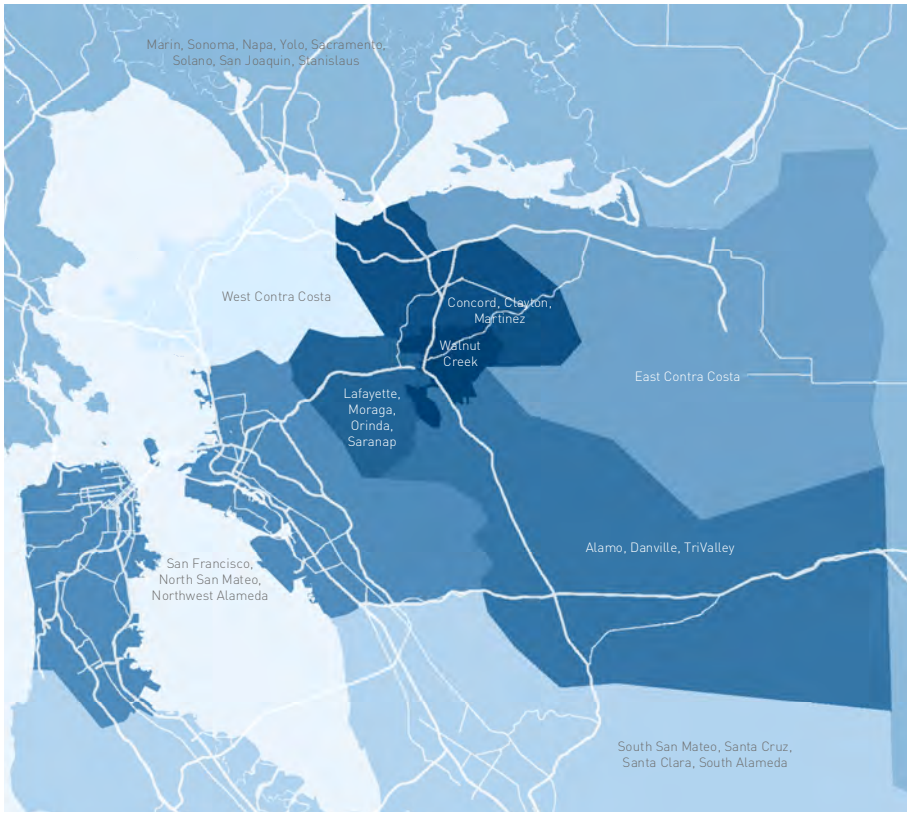
Commute Origins



▲ 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.

Needs, Opportunities, and Challenges »

NEED The need to manage and reduce vehicle trips will only increase. Walnut Creek is an employment, retail, and entertainment hub for central Contra Costa County. While this has helped create a thriving economy for the city, it has also led to a high level of automobile travel into and out of Walnut Creek. Existing infrastructure and development patterns that are oriented around automobile travel have also contributed to the high volume of automobile trips into, out of, and within the city.

Walnut Creek's investment in and support for public transit combined with its adoption of policies aimed at managing automobile trips and parking has helped to manage the growth in vehicle trips. However, as the number of people living, working in, and/or visiting Walnut Creek grows, the City will need to implement additional strategies to manage and reduce automobile traffic.

OPPORTUNITY Walnut Creek can implement programs and prioritize infrastructure improvements that will reduce vehicle trips. Because Walnut Creek is already a well-established regional center, more aggressive TDM measures can be implemented by the City and employers without greatly deterring travel. Furthermore, Walnut Creek's easy access to two BART stations provides alternatives for regional access to housing, jobs, shopping, entertainment, and services. Walnut Creek can focus TDM measures around these regional facilities, including major employment locations, to catalyze their benefits to the community.

While much of the automobile travel on Walnut Creek roadways has a regional origin or destination outside of Walnut Creek, a greater emphasis on employer TDM programs could help reduce commute-related automobile trips originating in both Walnut Creek as well as other parts of Contra Costa County.

▲ Drivers on Pringle Avenue in Walnut Creek.

▲ Drivers approaching Walnut Creek on Treat Boulevard.

Additionally, improving bicycle, pedestrian, and public transit infrastructure and services within the city can facilitate non-auto access to BART stations and shift internal trips currently made by automobile to more sustainable modes of transportation.

The West Downtown and North Downtown Specific Plans also present an opportunity to use future land use changes and infrastructure investments to build on the City's existing investments in public transit and bicycle and pedestrian improvements. Both of these plans focus on creating a greater density and diversity of land uses, and recommend transportation policies and improvements designed to facilitate and encourage travel by public transit and active transportation modes.

CHALLENGE Traffic in Walnut Creek is a regional and local issue. Many more workers commute into Walnut Creek than commute out, and the great majority of them drive. While a greater proportion of Walnut Creek residents make non-commute trips within the city, those who live outside Walnut Creek also drive to the city for shopping, dining, entertainment, and services. These regional automobile trips will be more difficult to shift to other modes given that existing infrastructure and development patterns are oriented around automobile travel, and relatively few viable alternatives to driving exist. Changing these conditions will require regional coordination between multiple jurisdictions and agencies in east Contra Costa County.

PART 3

Is Parking Part of the Problem, a Potential Solution, or Both?

At a Glance

The City of Walnut Creek has already implemented a number of best practices for parking management, including demand-based pricing and the provision of real-time occupancy information. Parking management is one of the most powerful transportation demand management tools available, and the City has the opportunity to build on its successful parking management policies and program to help further its goals of reducing automobile trips and supporting options other than driving, such as the free Downtown Trolley that connects downtown with the Walnut Creek BART Station.

Needs, Opportunities, and Challenges »

NEED Ongoing coordination between parking and TDM strategies is needed. Walnut Creek has already taken a number of important steps to better manage parking in and around downtown. As additional residential and commercial development occurs in the city's Core Area and more people travel to, from, and within this area, it will be necessary to further develop the City's parking management program in coordination with new TDM strategies aimed at reducing vehicle trips.

OPPORTUNITY Walnut Creek has an opportunity to build on its successful parking management program to become a model for municipal smart parking management. Walnut Creek's current approach to parking management reflects years of steady effort to better manage parking to achieve its goals for both economic development and vehicle management. In fact, Walnut Creek stands out among peer cities in the Bay Area for implementing a successful parking management program that incorporates demand-based pricing and extended meter hours.

There are opportunities to build on this success in order to address areas where parking demand is exceeding supply through the use of additional pricing mechanisms and operational approaches. Additionally, some driving trips could shift to other modes of transportation through the use of incentives and additional programs, services, or infrastructure. Walnut Creek has an opportunity to further build on its leadership position among Bay Area cities and become the model for smart parking management in smaller cities.

CHALLENGE Since most people drive to downtown for shopping, dining, entertainment, and work, it may be challenging to implement multimodal transportation improvements in conjunction with greater parking regulation or a reduction in parking supply. To better utilize parking management as a TDM tool, it will be necessary to implement services, infrastructure, and programs that enable and encourage transportation options other than driving alone in addition to parking management strategies.

▲ A Downtown Walnut Creek parking garage displaying available spaces.

▲ A new multi-space parking meter in Downtown Walnut Creek.

PART 4

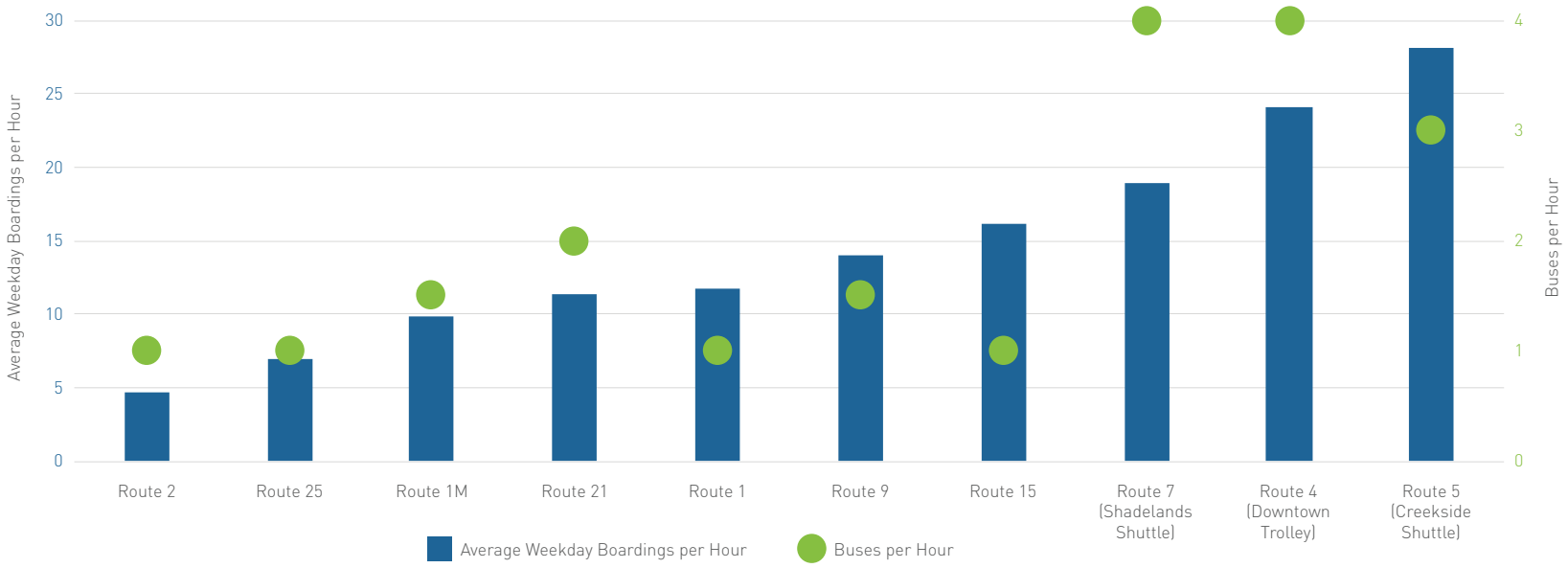
Public Transit Options in Walnut Creek

At a Glance

The city is served by two BART stations (Walnut Creek and Pleasant Hill/Contra Costa Centre) as well as local and express bus routes. Three free bus routes provide key links between the BART stations and downtown, the Creekside neighborhood, and the Shadelands Business Park. The free bus routes in Walnut Creek are also the most frequent buses in the city, and they have the greatest number of passengers per service hour of all County Connection routes.

The popularity of the City's free bus routes demonstrates that public transit can result in shifts away from driving when it provides a free or lower cost option that enables people to travel when and where they want to go. The primary challenge to providing additional bus service, either by increasing frequency on existing routes or expanding service to additional areas, is available funding.

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.

Needs, Opportunities, and Challenges »

NEED When transit service is frequent, direct, and low-cost, people use it. This is particularly apparent with County Connection Routes 4, 5, and 7, all of which are free, frequent, and among the highest-ridership routes in the entire system. Increasing frequency on existing routes or expanding free transit services to other areas could shift some automobile trips to transit. However, additional funding will be needed to accomplish this. In addition, employer-provided transit subsidies or parking cash-out programs for employees who use transit instead of drive and park could further increase transit ridership.

OPPORTUNITY Walnut Creek has strong and successful agency partnerships, including one with County Connection. Both the City and transit agency can continue to build on this relationship to provide bus transit service that meets the needs of the City and County Connection, and to secure additional resources for improved frequencies and/or additional public transit service to new development. Partnering to enhance bus shelters and transit support facilities is another way to improve the transit riding experience and encourage people to use transit.

▲ BART serves Walnut Creek with two stations: Walnut Creek and Pleasant Hill/Contra Costa Centre.

◀ Property owners in the Shadelands Business Park have partnered with County Connection to provide a free shuttle between Shadelands and the Pleasant Hill BART station.

CHALLENGE There is a need to improve bicycling and pedestrian access to BART. More people are walking and bicycling to the Walnut Creek BART station than they were in 2008, when BART last conducted a survey of its passengers. However, there are opportunities to further increase the number of people walking and bicycling to the station by improving bicycle and pedestrian access. Providing direct pedestrian and cycling routes to the BART station that are both safe and inviting will enable more people to walk and bicycle to the station, as well as from the station to downtown and other nearby destinations.

Additionally, shared mobility options such as Lime Bike have the potential to further support access to BART via active transportation modes. Data from the City's pilot with Lime Bike have shown that the BART station is a popular origin/destination. Shared mobility partnerships and improvements to walking and biking infrastructure both hold promise for improving first- and last-mile connections to transit; however, each has its own implementation complexities that require careful planning and balancing of competing needs.

▲ County Connection and the City of Walnut Creek partner to run the free Downtown Trolley seven days a week.

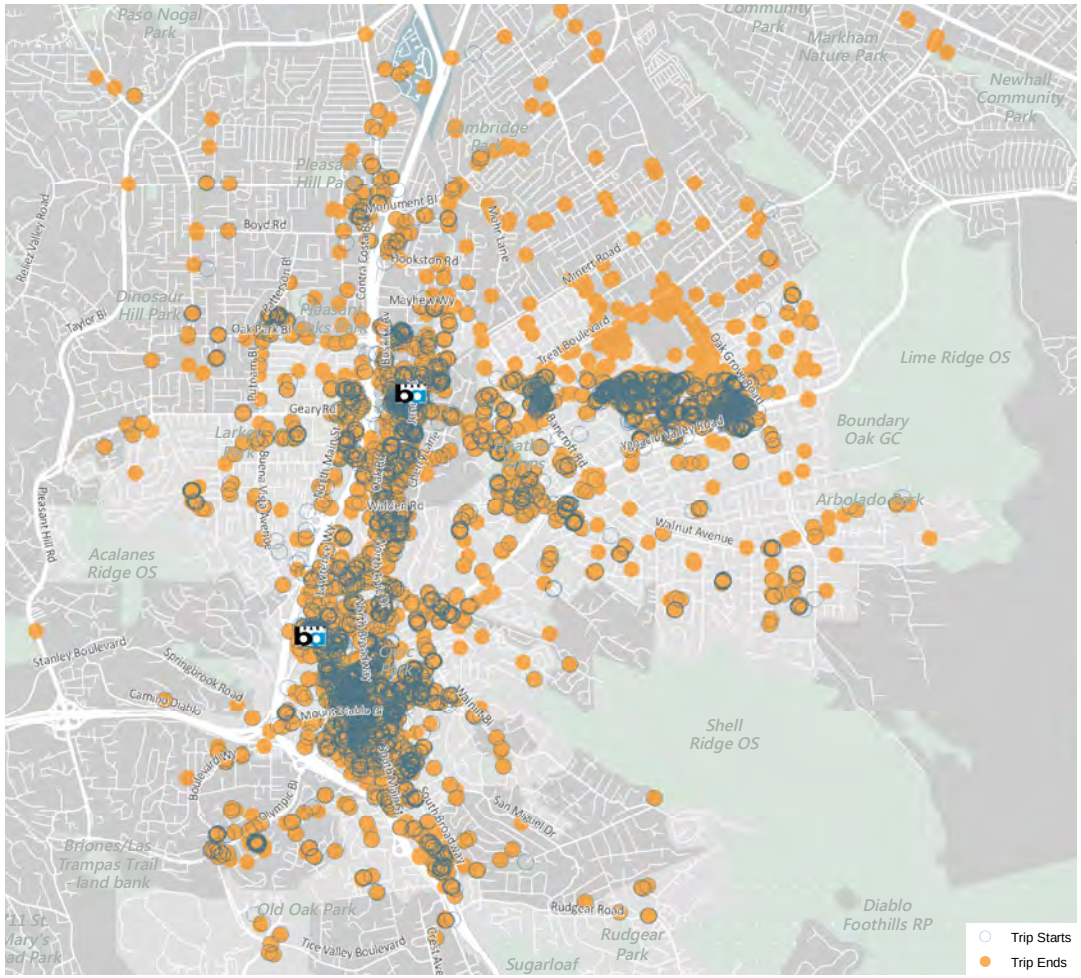
PART 5

Bicycling in Walnut Creek

At a Glance

Despite a moderate climate and generally flat terrain, relatively few people bicycle for work and non-work trips in Walnut Creek. A key missing element is a well-connected network of low-stress bicycle facilities that people of all ages and abilities feel safe and comfortable using. Regional multi-use paths and trails, including the Iron Horse and Canal Trails, provide a backbone of low-stress bicycle facilities that the City can build upon.

Lime Bike Activity in and around Walnut Creek



▲ Lime Bike is a dockless bike share system operating in Walnut Creek as part a City pilot program.

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

Needs, Opportunities, and Challenges »

NEED A comprehensive network of low stress bikeways and additional bicycle support facilities, such as secure parking, are needed to increase bicycle trips in Walnut Creek. Walnut Creek has the potential to significantly increase the share of bicycle trips, but there is a need for a more comprehensive network of low stress bicycle facilities, particularly between key destinations within the city itself and the Walnut Creek and Pleasant Hill BART stations. Available data from the Lime Bike pilot program indicate that there is potentially a strong demand for bicycling as a key transportation mode for local trips. Currently, the lack of low-stress facilities serving downtown Walnut Creek, the Walnut Creek BART station, and general crosstown arterials makes bicycling inaccessible for all but the most fearless users.

▶ A bicyclist rides on one of the trails in the Shadelands Business Park.

OPPORTUNITY By prioritizing investments in bicycle facilities, Walnut Creek has the opportunity to shift a greater proportion of local trips from automobiles to bicycling. Other cities have demonstrated that pursuing policies and actions to improve conditions for bicycling can significantly increase the number of bicycle trips and reduce automobile trips. Increasing the share of local trips made by bicycle is something that is within the City's control. Walnut Creek also has a backbone of low stress bicycle facilities (the Iron Horse, Contra Costa Canal, and Ygnacio Canal trails) it can build upon.

CHALLENGE Strategic action, resources, and partnerships will be needed to improve Walnut Creek's bicycling environment. Improving the bikeway network and providing improved support facilities for bicyclists will require additional resources and trade-offs. The City will also need to work with the East Bay Regional Park District, which owns and manages the regional multi-use trails within the city, to enable these facilities to better serve transportation needs by extending their hours of operation and providing lighting.

▼ BART provides long- (left) and short- (right) term bike parking at the Walnut Creek BART station.

PART 6

Walking in Walnut Creek

At a Glance

The City has invested significant resources in improving its walking environment, particularly downtown. While there is a well-connected network of safe and comfortable walkways in many of the city's neighborhoods and commercial areas, pedestrian connections between these areas and to public transit stops and stations are often limited by the need to cross major roadways with multiple lanes of traffic and high volumes of fast-moving vehicles. Improving pedestrian safety and comfort at key locations may enable more people to make local trips on foot and improve access for those using wheelchairs or other mobility devices.

Needs, Opportunities, and Challenges »

NEED Infrastructure improvements are needed to enhance walkability between locations within the city's Core Area, including the Walnut Creek BART station and downtown. Providing direct, safe, and inviting paths of travel for pedestrians throughout the city's Core Area has the potential to shift some automobile trips to walking and other active travel modes.

OPPORTUNITY Implementation of the West and North Downtown Specific Plans presents an important opportunity to improve pedestrian connectivity, safety, and comfort between destinations in the city's Core Area. New development within the Core Area provides opportunities for the City to work with developers to improve pedestrian connections between new and existing land uses. Adding to the density and diversity of land uses within the Core Area will also facilitate more walking trips.

CHALLENGE Parts of Walnut Creek were developed without sidewalks and other pedestrian infrastructure, and automobile travel is prioritized over other modes in a number of areas. Retrofitting roadways to enable them to better serve the transportation needs of non-automobile drivers can be resource intensive. To make the best use of limited resources, the City will need to coordinate multimodal improvements and develop clear priorities for implementation based on measurable objectives.

◀ The built environment in downtown Walnut Creek (left) creates a comfortable and attractive space for pedestrians. This is not necessarily the case in other parts of the city, however (right).

PART 7

How is Mobility Changing?

At a Glance

The rise of on-demand ride services from transportation network companies (TNCs) such as Uber and Lyft, microtransit companies like Chariot, and dockless bikeshare and electric scooters from companies such as Lime and Bird is altering the future of mobility. While the outcomes, benefits, and drawbacks of the rising role these companies are playing 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. Autonomous vehicles are also 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.

Needs, Opportunities, and Challenges

NEED TDM and mobility strategies need to address a shared mobility future. We are in a time of rapid change and innovation in the transportation industry. While there is still uncertainty as to exactly when and how changes will unfold, it seems increasingly likely that there will be an even greater shift toward shared mobility in the future.

OPPORTUNITY Shared mobility and other innovations in transportation provide new TDM tools that can help cities reduce automobile trips. Shared bicycles, scooters, and cars are providing new options for first- and last-mile connections to regional public transit services. Carpooling apps like Scoop and Waze are enabling commuters to share rides to and from work more easily. In addition to providing additional options for individual mobility, Uber and Lyft also provide the opportunity to increase ride sharing. Lastly, delivery services may reduce the need for individual trips to pick up food and other goods. Walnut Creek has the opportunity to act proactively and develop TDM strategies that leverage these innovations in transportation to reduce vehicle trips and demand for parking.

CHALLENGE Shared mobility and other innovations are putting new pressures on public resources. While shared mobility options may reduce the demand for longer term parking spaces, they are increasing demand for curb space and short-term parking for passenger and goods loading. If the demand for shared bicycles and scooters continues to grow, then there may be additional demands on the public right-of-way to accommodate their safe use and storage.

◀ Lime Bikes are a shared mobility service currently in Walnut Creek.

▶ Electric scooters are not currently an option in Walnut Creek, but they are available in other Bay Area cities. Jurisdictions are beginning to explore infrastructure solutions to manage scooter pick-ups and drop-offs.

PART 8

Walnut Creek's Current Mobility Goals

At a Glance

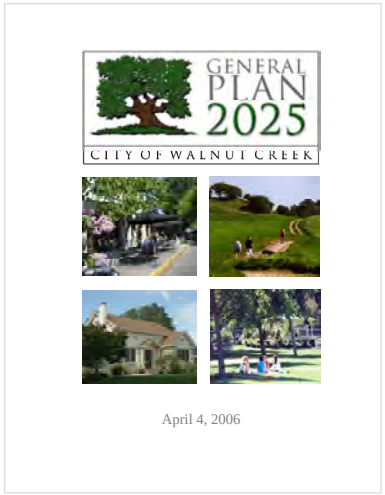
The Walnut Creek General Plan, Climate Action Plan, Bicycle Master Plan, and Pedestrian Master Plan include transportation-related goals, policies, and recommended actions that emphasize the importance of transportation demand management; namely, decreasing the number of trips made by single-occupant automobiles and increasing transit use, ridesharing, walking, and bicycling. These existing city policies provide the basis for the goals, objectives, and performance measures for Rethinking Mobility.

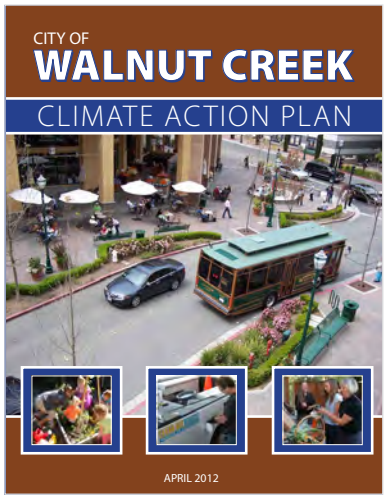
Needs, Opportunities, and Challenges »

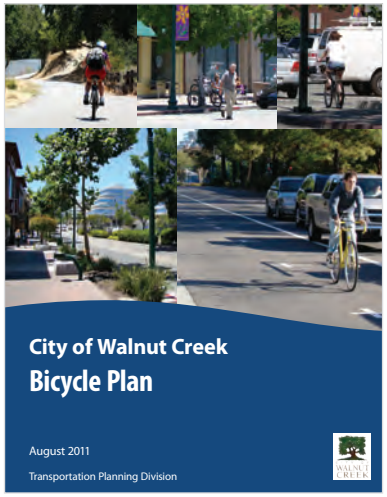
NEED Adopted plans provide a strong policy basis for Rethinking Mobility. Through its existing policies, the City has clearly established that reducing automobile trips, managing parking demand, and supporting a variety of mobility options are important goals for the community. There is still a need to further advance implementation of these goals, however, and to develop clear priorities in order to guide the investment of limited resources.

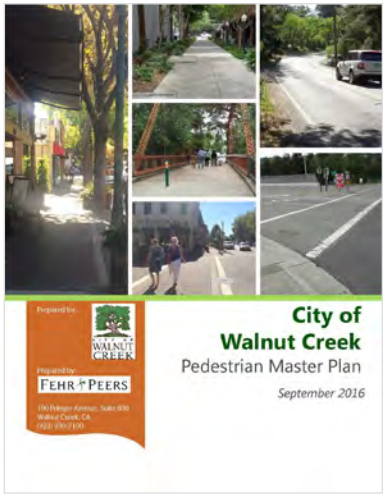
OPPORTUNITY This strategic planning effort provides an opportunity to review existing actions, develop new actions, and identify strategic priorities. Rethinking Mobility provides the City with an opportunity to review implementing actions identified in existing planning documents, identify new actions that may be needed to implement adopted goals and policies, and develop a strategic approach to implementation.

CHALLENGE Competing priorities and limited resources present a challenge. It will be important for Rethinking Mobility to address competing priorities and limited resources. Difficult decisions may need to be made; however, the plan's focus on addressing the city's transportation network in a comprehensive manner should enable decision makers and the public to clearly identify trade-offs associated with particular strategies or actions. Furthermore, a key component of Rethinking Mobility will be a financial strategy that identifies options for additional funding.









"The City is committed to using transportation demand management strategies and actions to decrease dependency on single-occupant automobiles and increase transit use, ridesharing, and walking."

—Walnut Creek General Plan Transportation Chapter

PART 9

What is Walnut Creek Already Doing to Manage Automobile Trips?

At a Glance

All Contra Costa County municipalities and the County are required to have a TDM ordinance or resolution which includes a commitment to promote alternatives to the single-occupant vehicle to reduce vehicle miles traveled. 511 Contra Costa provides TDM programs on behalf of the cities and County and is overseen by the Contra Costa Transportation Authority and its regional transportation planning committees.

Additionally, all Bay Area employers with 50 or more employees are required to provide their workers with one of four commuter benefit options. These include a pre-tax benefit, an employer subsidy, employer-provided transit, or an alternative benefit that is effective in reducing single-occupant vehicle trips. While these programs provide a basic level of support for those who are interested in alternatives to driving, there are opportunities to provide additional incentives for using public transit, bicycling, walking, and shared mobility to further reduce automobile trips.

Needs, Opportunities, and Challenges »

NEED Walnut Creek has adopted clear goals and policies that lay the groundwork for transportation demand management. The City has also undertaken a number of implementing actions in furtherance of these goals. The next step is to develop Rethinking Mobility as a strategic plan that identifies and prioritizes a range of actions across all sectors of the city's transportation system so that the City can move forward more effectively with implementation.

OPPORTUNITY Rethinking Mobility provides an opportunity to establish targets for reducing automobile trips and vehicle miles traveled so that the City can measure progress toward its goals and objectives. Setting specific numeric targets based on data that the City can readily collect and analyze at regular intervals will provide important feedback on how successful a particular action or group of actions is in terms of achieving the City's goals and objectives.

CHALLENGE Achieving further reductions in automobile trips will require a concerted and coordinated effort from the City, employers, and partner agencies. The City of Walnut Creek has already undertaken a number of actions to reduce automobile trips and VMT. Despite these efforts, nearly 80% of people who work in Walnut Creek drive to work, even though the city is served by two BART stations. For many workers, it is still faster and less expensive to drive (particularly if parking at their workplace is free) than to use another mode of transportation.

▲ Although Walnut Creek caters to a variety of travel modes, cars remain a predominate travel choice.

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"The City is committed to using transportation demand management strategies and actions to decrease dependency on single-occupant automobiles and increase transit use, ridesharing, and walking."

—Walnut Creek General Plan Transportation Chapter

3. Strategies Report

RETHINKING
MOBILITY

A Transportation Strategic Plan
for the City of Walnut Creek

Strategies Report

Prepared for:

City of Walnut Creek

CITY OF WALNUT CREEK

June 7, 2019

FEHR & PEERS

WC18-3502.00

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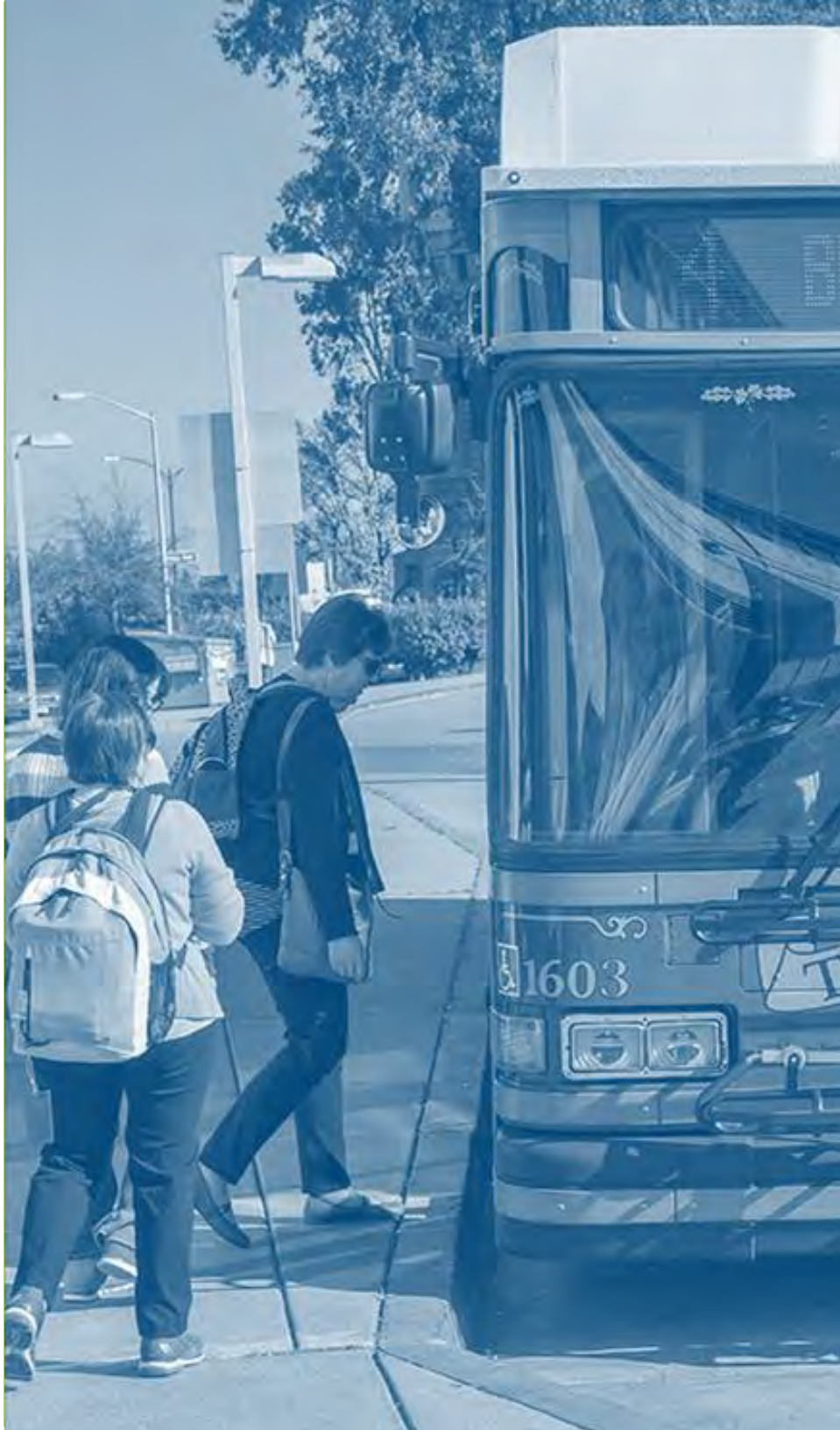
Appendices



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BRODERICK
WELLS FARGO

Introduction

This report represents an interim step in the development of the Rethinking Mobility Transportation Strategic Plan. Its purpose is to identify guiding principles and overall targets for the Strategic Plan, as well an initial set of potential strategies. As a strategic planning effort, Rethinking Mobility is focused on identifying specific actions and investment priorities that will better enable the City of Walnut Creek to achieve its mobility goals and objectives. The proposed guiding principles, targets, and potential strategies presented in this report are intended to help develop consensus on the plan's priorities and focus.

City staff and the consultant team will present this report to the public, stakeholders, city commissioners, and the City Council. This is an important opportunity for the community, key stakeholders, and decision makers to review and comment on the plan's guiding principles and targets, and to prioritize potential strategies. Based on comments and feedback from these groups as well as direction from the City Council, the guiding principles, targets, and strategies will be finalized, and the project team will move forward with development of the Draft Strategic Plan.

Background: Policy Context

The City's General Plan 2025 recommends the development and adoption of a Transportation Demand Management (TDM) program to serve as a model for other cities in the region. 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 Master 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 free County Connection Downtown Trolley (Route 4) and Route 5.

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 the TDM Strategic Plan. In February 2018, the City Council authorized the City Manager to execute consultant agreements for the grant, and the City then hired the local transportation consulting firm Fehr & Peers to help develop the 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 with the Rethinking Mobility effort, and to postpone any operational parking changes until the Strategic Plan is approved by the City Council.

Report Overview

Overall guidance for the development of the Strategies Report (and ultimately the Strategic Plan) are drawn from existing city policies and the following three primary objectives for Rethinking Mobility:

- Reducing single-occupant automobile trips and peak-period traffic congestion, and managing parking demand;
- Improving mobility and access for walking, bicycling, public transit, ridesharing, and other shared mobility services; and
- "Transit First"—improving public transit service and promoting it as a "first choice" mobility option.

The guiding principles and targets presented in this report build on these objectives as well as the city's existing mobility goals that have been adopted as part of the General Plan, Climate Action Plan, Bicycle Master Plan, and Pedestrian Master Plan. They also reflect feedback and comments received to date 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. A summary of the city's existing mobility goals as well as feedback and comments received to date is included in Appendix A.

This report is organized into the following sections:

- **Proposed Strategic Plan Guiding Principles** – this section describes the guiding principles, which serve to clarify what the Strategic Plan will (or will not) focus on, and are derived from the findings of the Needs, Opportunities, and Challenges report and the feedback that was received.
- **Proposed Strategic Plan Targets** – this section describes the general, overall targets for the Strategic Plan, and are intended to be accomplished within the plans expected five-year time horizon. They were developed based on the primary objectives listed above, as well as the key findings from the Needs, Opportunities, and Challenges report.
- **Potential Strategies** – this section lists potential strategies to be considered for inclusion in the draft and final Strategic Plan. Potential strategies are organized by the type of trip or travel pattern that they are most likely to affect. Strategies are also assessed in terms of their estimated benefits (in terms of vehicle trip reduction or furtherance of other plan goals and objectives) and costs of implementation. Given limited resources, it will be necessary to prioritize strategies for implementation, and not all the potential strategies will be included in the draft and final Strategic Plan.

Proposed Strategic Plan Guiding Principles

The following proposed guiding principles for the Strategic Plan were developed after considering the findings from the Needs, Opportunities, and Challenges report along with the feedback that was received from stakeholders, Commissioners, the Council, and the public. Appendix B provides an explanation as to why each of these guiding principles is proposed.

1. Strategies should focus on near-term (within the next five years) actions to be undertaken by the City of Walnut Creek.
2. Strategies should have a measurable impact in terms of achieving the stated plan objectives.
3. Strategies should include "big ideas" (e.g., 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 (e.g., 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:
    a. The Core Area as a key opportunity to build on successes with respect to the *Rethinking Mobility* objectives; and
    b. Large employment centers outside the Core Area (medical centers and Shadelands).
    c. 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 supply, not increasing supply. Parking strategies should be closely coordinated with expanding 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 (seamlessness) between different transit services, facilitating faster bus transit travel times, etc.

10. Strategies should recognize certain limitations:

    a. Many of the city's auto-dependent suburban neighborhoods will have limited options for improving multi-modal mobility in the near term.

    b. The ability to address regional traffic and congestion on regional roadways like Ygnacio Valley Road is limited and will require longer term strategies and partnerships with other jurisdictions and agencies.

Proposed Strategic Plan Targets

Based on the proposed guiding principles and existing city policies, the following Strategic Plan targets are proposed. These are general targets, designed to allow the city flexibility in selecting strategies, and to allow monitoring over time. Each target aims to be achievable within a five-year time horizon. Following each target is a numeric estimate of the change in trips that may be achieved as well as a benchmark based on recent data.

Targets were reviewed at a joint Transportation Commission and Planning Commission meeting on April 25, 2019, and subsequently revised based on commissioner feedback. Strategy-specific metrics will be established as part of the implementation component of the final Rethinking Mobility Strategic Plan.

Focus Area	Target	Estimated Impact	Benchmark
Commute Trips	1. Reduce the percentage of drive-alone commute trips made by Walnut Creek residents to 60% or less within the next 5 years.	Based on data from the American Community Survey (and assuming the same number of employed residents), achieving the 60% drive-alone target would reduce the number of drive-alone commute trips by about 1,200 trips, from about 19,200 (64%) to 18,000 (60%).	The percent of drive-alone commute trips made by Walnut Creek residents was 65.1% in 2012 and was 64.0% in 2017.
	2. Reduce the percentage of drive-alone commute trips into Walnut Creek to 80% or less within the next 5 years.	Achieving the target would reduce the number of drive-alone commute trips into Walnut Creek by approximately 1,100 trips.	The percent of drive-alone commute trips into Walnut Creek was 83.0% and 82.6% for the 2006-2010 and 2012-2016 periods, respectively.
	3. Reduce the percentage of drive-alone commute trips for people who live in Walnut Creek and work in Concord to 90% or less, and reduce the percentage of drive-alone commute trips for people who live in Concord and work in Walnut Creek to 80% or less.	Achieving the target would reduce the number of drive-alone commute trips from Walnut Creek to Concord by about 200 trips and from Concord to Walnut Creek by approximately 300 trips (about 500 trips in total).	The percent of drive-alone commute trips from home locations in Concord to work locations in Walnut Creek was 83.4% for the 2012-2016 period. The percent of drive-alone commute trips from home locations in Walnut Creek to work locations in Concord was 93.4% for the 2012-2016 period.
	4. Reduce the percentage of drive-alone commute trips for people who both live and work in Walnut Creek to 45% within the next 5 years.	Achieving the target would reduce the number of drive-alone commute trips by approximately 700 trips.	The percent of drive-alone commute trips within Walnut Creek was 59.3% and 53.3% for the 2006-2010 and 2012-2016 periods, respectively.
Non-Commute Trips	5. Achieve a bike/walk mode share of 15% for non-commute trips (e.g., trips to school, shopping, recreation, etc.) made by Walnut Creek residents.	Based on data from the American Community Survey and California Household Travel Survey, Walnut Creek residents are estimated to make between 180,000 and 190,000 daily non-commute trips. Increasing the bike/walk mode share from 13% to 15% would result in an additional 3,600 to 3,800 bike/walk trips per day and a reduction in vehicle trips, assuming that some of those bike/walk trips were previously made by car.	The bike/walk mode share for non-commute trips made by Walnut Creek residents was 13% for the 2010-2012 period.

Focus Area	Target	Estimated Impact	Benchmark
Public Transit Access and Ridership	6. Achieve a bike/walk mode share of 23% for people traveling to the Walnut Creek BART station from home.	Based on current average weekday BART ridership of about 7,000 passengers per day, achieving the target would result in approximately 350 additional people biking and walking to the Walnut Creek BART station from home.	In 2015, bike/walk mode share from home origins to the Walnut Creek BART station was 18%. In 2008, bike/walk mode share from home origins to the Walnut Creek BART station was 14%.
	7. 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 (e.g., routes 4, 5, and 7).	Increasing average monthly ridership by 2% (over Fiscal Year 2016-17 ridership) on routes 4, 5, and 7 would result in about 9,100 additional bus trips per month. Increasing ridership by 5% on these routes would result in about 22,800 additional bus trips per month. Assuming that some of these trips might otherwise be made by car, this would also reduce automobile trips and parking demand.	For Fiscal Year 2016-17, the average passengers per revenue hour on Route 4 was 24.1; on Route 5 it was 28.2; and on Route 7 it was 18.9. Measuring passengers per revenue hour allows one to compare ridership across routes with different levels of service (e.g., the number of revenue hours). The average monthly ridership for these routes in Fiscal Year 2016-17 was 219,862 for Route 4; 134,418 for Route 5; and 101,957 for Route 7.
Parking	8. Continue working to achieve the city's parking occupancy goal of 85% for municipal on-street spaces as well as lots and garages. This goal is set forth in Title 3, Chapter 5 of the Walnut Creek Municipal Code.	Achieving the 85% occupancy target would help reduce traffic caused by drivers searching for available parking. Parking management, particularly through pricing, can also serve as a powerful TDM tool when used in combination with improvements in and incentives for biking, walking, and using public transit.	During some days and times, parking occupancy is much higher than the 85% goal. Demand for on-street parking is highest during mid-day and evenings and closer to downtown. Weekdays are the times of highest demand for municipal garages. During times of highest demand, occupancy is at or near 100% for municipal parking facilities.


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Potential Strategies

Potential strategies are presented in **Table 1** through **Table 4** and are generally organized according to the categories shown in the organizing framework presented below. Potential strategies were selected based on the proposed guiding principles and targets discussed previously.

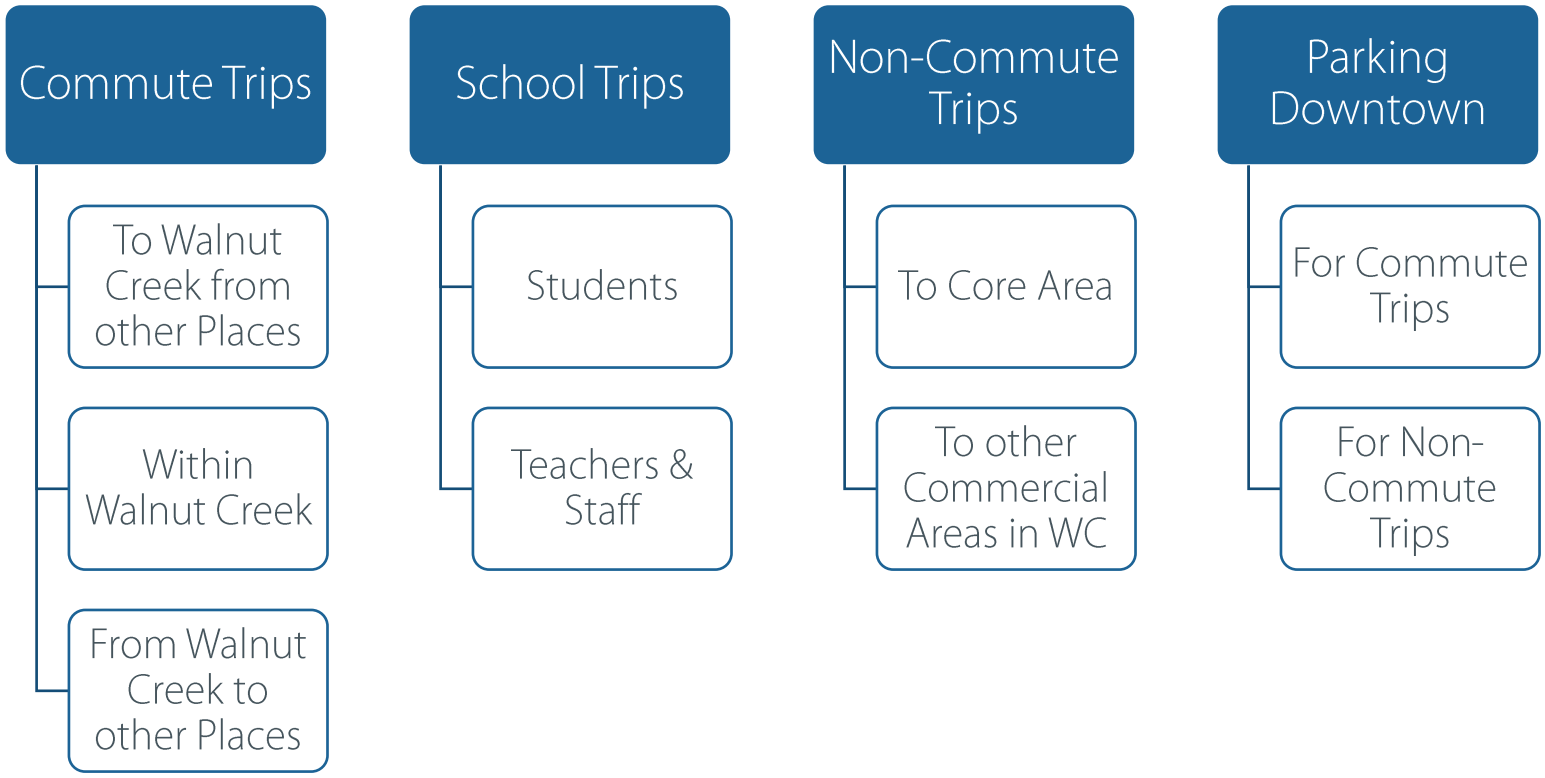
Given limited resources, it will be necessary to prioritize strategies for implementation, and not all the potential strategies listed here will be included in the draft and final Strategic Plan. After receiving feedback from the public and City of Walnut Creek commissions, as well as review and direction from the City Council, a draft final set of strategies will be further developed and detailed in the draft Strategic Plan. This will include specific implementation steps, illustrative examples from other cities that have implemented similar strategies, and more detailed cost and benefit analyses.

Organizing Framework

In order to more clearly link strategies to the mobility need, challenge, or opportunity to be addressed, the proposed organizing framework focuses on the type of trip or travel pattern that will be affected by a strategy or group of strategies. **Figure 1** below illustrates this framework and proposes dividing strategies into four main categories based on their intended target area: commute trips, school trips, non-commute trips, and downtown parking. These four main categories can then be subdivided into more specific characteristics. Commute trips may be further divided into those that are made to Walnut Creek from other places, within Walnut Creek, and from Walnut Creek to other places. For school trips, students and teachers/staff are identified as two specific audiences. For non-commute trips, the focus is on trips made to the city's Core Area, as defined in the City's General Plan (particularly downtown which has the highest concentration of non-work trip destinations), and to other commercial areas. Lastly, downtown parking is divided into parking related to commute trips (particularly for downtown employees), and for those who are visiting downtown for other types of trips. It is expected that many strategies may have an impact across multiple areas in the organizing framework; however, strategies are listed in the category in which they are most likely to affect.

Pass-through trips (those that have neither an origin nor destination in Walnut Creek) are not included in this framework, since 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 to address travel to, from, or within Walnut Creek could also affect these types of trips.

Figure 1: Organizing Framework for Potential Strategies



Evaluation Metrics

To evaluate potential strategies, the following evaluation metrics are used:

- Estimated benefits of strategy implementation in terms of one or more of the following:
  - Reduction in vehicle miles traveled (VMT) and/or vehicle trips;
  - Enhancement of transportation options;
  - Improvement in efficient use of existing transportation infrastructure (in terms of person throughput); this means that more people are able to travel through or on a particular transportation facility due to the use of higher capacity vehicles or through increases in bicycling and walking (or use of electric scooters or bicycles) which require significantly less space than automobiles; and
  - Achievement of the City's parking management goals (e.g., 85% occupancy for municipal on-street spaces as well as lots and garages).
- Estimated costs of implementation (operating and/or capital); at this point in plan development these are presented as a very general, high-level assessment of potential costs. This information will be further developed and refined as part of the development of the draft Strategic Plan.

To the extent possible, existing research and information was used to quantify estimated benefits of potential strategies. In cases where such information was not available, a more qualitative assessment of potential benefits and costs is made.

Overall Assessment

Finally, an overall assessment of the potential strategies is provided as follows:

✓ Strategies denoted with a check mark are generally those that are lower cost, easier to implement, and may provide the groundwork for other improvements.

\+ Strategies denoted with a plus symbol generally have a greater level of benefit but may require additional effort and resources for implementation or require a much greater degree of coordination and collaboration with other entities (e.g., County Connection, school districts, employers, etc.).

⚡ Strategies denoted with a lightning bolt symbol are "big ideas" that will potentially have a greater positive impact but may require significantly more time, resources, or funding to implement, or may require a shift or modification of existing city policy.

Potential Strategies for Commute Trips

Currently, commute trips into Walnut Creek are a significant source of automobile traffic, particularly in the morning and evening weekday peak periods. There are nearly twice as many jobs as employed residents in Walnut Creek, and while just under 65% of Walnut Creek residents drive alone to work, approximately 83% of the people who are commuting to work in Walnut Creek from other cities are driving alone. According to recent data from the U.S. Census Bureau American Community Survey, this is approximately 37,000 drive-alone commute trips on an average weekday.[1] The greatest proportion of these drive-alone commute trips are traveling to Walnut Creek from home locations in other parts of eastern and central Contra Costa County, with the greatest proportion (about 19%) traveling to and from the City of Concord.

In addition to the drive-alone commute trips coming into Walnut Creek from other cities, approximately 53% of Walnut Creek residents who commute to jobs within the City of Walnut Creek drive alone to work. This is equivalent to about 4,500 drive-alone commute trips on an average weekday. For Walnut Creek residents who commute to jobs outside of the city, about 69% drive alone to work, resulting in approximately 14,000 drive-alone commute trips on an average weekday. The greatest proportion of these trips (about 15% or 2,000 trips) are to employment locations in the City of Concord.

Because the majority of Walnut Creek's commute-related traffic is generated by people traveling to employment locations in Walnut Creek, potential strategies focus on working with Walnut Creek employers and partner agencies, including County Connection and 511 Contra Costa, to implement additional transportation demand management (TDM) strategies and commute options for employees. The potential strategies to address commute trips are summarized in **Table 1** below.

[1] U.S. Census Bureau, American Community Survey 2012-2016 5-year estimates. Special Tabulation: Census Transportation Planning Products Program

Table 1: Potential Strategies for Commute Trips

#	Strategy	Description	Benefits	Costs	Assessment
Commute Trips to and within Walnut Creek					
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, including through 511 Contra Costa. However, some employers may not be aware of these organizations and resources, or they may feel that it is not specific enough to their individual needs. The city could work with 511 Contra Costa to develop materials and information targeted toward Walnut Creek employers, and then promote and market the information and resources via BIDs and the Chamber of Commerce. Information could be compiled and distributed electronically through the city's website, social media channels, and email lists.	▪ Reduction in VMT and vehicle trips ▪ Enhancement of transportation options	$	✓
2	Devote additional city resources to working with 511 Contra Costa to provide technical assistance, program development, and implementation services to Walnut Creek employers to enhance employer-based TDM programs and sustainable commute options	A number of cities have devoted staff resources to working with local employers and partner agencies to facilitate implementation of TDM programs and sustainable commute options in their communities. For example, the City of San Ramon has a TDM Program Manager on staff who works with 511 Contra Costa and local employers to facilitate implementation and monitoring of TDM programs and services. The TDM Program Manager also staffs the city's TDM Advisory Committee. While some cities have mandated local employers' implementation of TDM programs through adoption of city ordinances, this approach focuses on providing assistance and outreach to local employers and seeking voluntary implementation of TDM programs and monitoring, which is consistent with the Rethinking Mobility proposed guiding principles.	▪ Reduction in VMT and vehicle trips ▪ Enhancement of transportation options Level of benefit varies depending on level of investment, number of participating employers, and programs and services offered.	$$	✓

Table 1: Potential Strategies for Commute Trips

#	Strategy	Description	Benefits	Costs	Assessment
3	Form a TDM or Sustainable Transportation Advisory Committee	This committee would have primary responsibility for overseeing implementation of the Rethinking Mobility Strategic Plan. Committee members should include representatives from key stakeholders, including employers, schools, and developers, as well as members from the Planning, Transportation, and Youth Commissions. The City of San Ramon has an established TDM Advisory Committee that is staffed by the city and includes employer and school district representatives.	▪ Reduction in VMT and vehicle trips ▪ Enhancement of transportation options	$	✓
4	Form a citywide or district-based Transportation Management Association (TMA)	TMAs are non-profit, member-controlled organizations that provide transportation services in a particular area, such as a commercial district, mall, medical center or industrial park. They can also be citywide. Bay Area cities with active TMAs include the City of Mountain View, the City of Emeryville, the City of San Francisco, the City of Palo Alto, and the City of Alameda. TMAs are generally public-private partnerships, consisting primarily of area businesses with local government support. Transportation Management Coordinators (TMC) are professionals who work for TMAs or individual employers to implement TDM programs, strategies, and services. In some areas, business improvement districts have expanded their services (and in some cases their fees) to create a TMA and provide additional services and resources for their members.	▪ Reduction in VMT and vehicle trips ▪ Enhancement of transportation options Level of benefit varies depending on extent of TMA activities and investments.	$$	✓

Table 1: Potential Strategies for Commute Trips

#	Strategy	Description	Benefits	Costs	Assessment
5	Request annual or bi-annual TDM program reporting from Walnut Creek's largest employers	Voluntary monitoring provides a way to gauge the success of TDM program offerings and progress towards citywide transportation goals. The city could request that large employers 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). The city could work with 511 Contra Costa to provide resources and guidance to assist employers with monitoring activities.	While monitoring does not provide a direct benefit in terms of VMT/trip reduction or enhancement of transportation options, it does provide critical information to the city and employers regarding the success of existing programs and services.	$$	✓
6	Continue to partner with local and regional bicycling groups such as Bike East Bay and Bike Walnut Creek to promote bicycle training programs	Bicycle training programs can be targeted at employers or the general public, and can help improve comfort with using bicycles as a mode of transportation.	▪ Reduction in VMT and vehicle trips	$	✓
7	Review the City of Walnut Creek's current Commute Alternative program and recommend and implement changes that would help the city meet its goal of serving as a model employer	Currently, the city offers free parking to approximately150 city employees at Broadway garage as well as a Commute Alternative Program that offers employees a $48 BART ticket for $20. To help achieve overall mode share goals for the city and serve as a model for other Walnut Creek employers, the city could eliminate the free parking benefit and instead offer all its employees a transportation benefit (e.g., $50 of transportation credit which could be used for parking, transit, or biking), and potentially further increase the discount on transit passes.	▪ Reduction in VMT and vehicle trips ▪ Enhancement of transportation options	$-$$	+

Table 1: Potential Strategies for Commute Trips

#	Strategy	Description	Benefits	Costs	Assessment
8	Require implementation of a TDM program for new commercial development that is estimated to generate over 50 peak hour vehicle trips	Require commercial development to incorporate design features (e.g., transit amenities, bicycle parking, etc.) and/or implement programs (e.g., transit passes, parking cash out, etc.) that will minimize vehicle trips and vehicle miles traveled to the site. Requirements typically apply to developments of a certain size, or those that generate more than a particular number of trips and are implemented through conditions of approval or via municipal ordinance. To facilitate and streamline development and implementation of TDM programs for new development, the city could create a checklist or menu of options that developers would be required to choose from.	▪ Reduction in VMT and vehicle trips ▪ Enhancement of transportation options Level of benefit depends on level and type of programs and services offered.	$	+
9	Improve direct pedestrian access to/from BART	Providing direct, comfortable, and inviting pedestrian access between the BART station and key destinations has the potential to shift some vehicle trips to transit, particularly when combined with other measures to incentivize and promote transit use. Improvements should focus on employment locations, downtown, and the Iron Horse Trail. Both the West and North Downtown Specific Plans have identified several improvements that would enhance direct pedestrian access between the BART station and key residential and commercial areas in these planning areas, as well as the Iron Horse Trail.	▪ Reduction in VMT and vehicle trips ▪ Enhancement of transportation options	$$-$$$	+

Table 1: Potential Strategies for Commute Trips

#	Strategy	Description	Benefits	Costs	Assessment
10	Encourage or require employers to provide bicycle end-of-trip facilities such as showers, secure parking or bicycle lockers, and repair facilities	Work with existing employers to provide supportive bicycle facilities, including secure bicycle parking. Require new development to provide supportive bicycle facilities, such as weather-protected safe bike parking and/or storage facilities and other amenities. Consider expanding existing guidelines Citywide, such as those in the West Downtown Specific Plan. This can also be a potential TDM measure for employers.	▪ Reduction in VMT and vehicle trips – estimated 0-5% reduction in commute-related VMT	$$	+
11	Continue to increase ridership on the Downtown Trolley (County Connection Route 4) by identifying and implementing infrastructure and route improvements that decrease travel time and further improve the passenger experience	Work with County Connection to identify infrastructure improvements and/or route changes that reduce travel times and improve operating efficiencies. Such improvements have the potential to increase ridership, as well as reduce transit operative costs (which can either be realized as cost savings or can be used to increase transit frequencies).	▪ Reduction in VMT and vehicle trips ▪ Enhancement of transportation options ▪ Improvement in efficient use of existing transportation infrastructure (in terms of person throughput)	$-$$	+
12	Work with County Connection to enhance frequency on express routes connecting Walnut Creek with Concord, Clayton, Martinez and East Contra Costa County	A large proportion of Walnut Creek workers are commuting from home locations in Central and Eastern Contra Costa County. Improving transit service frequency from these locations could help shift some vehicle trips to transit.	▪ Reduction in VMT and vehicle trips - estimated 0.02%-2.5% VMT reduction due to reduced headways and increased speed and reliability ▪ Enhancement of transportation options ▪ Improvement in efficient use of existing transportation infrastructure (in terms of person throughput)	$$-$$$	⚡

Table 1: Potential Strategies for Commute Trips

#	Strategy	Description	Benefits	Costs	Assessment
13	Increase BART use from Central/East County to Walnut Creek employers	Work with partner jurisdictions (either individually or through TRANSPAC and/or CCTA) to develop a coordinated set of strategies to promote and facilitate BART use from Central/Eastern Contra Costa County to Walnut Creek through the use of transit subsidies, first/last mile programs, and other promotional programs.	▪ Reduction in VMT and vehicle trips ▪ Enhancement of transportation options ▪ Improvement in efficient use of existing transportation infrastructure (in terms of person throughput)	$-$$	
14	Provide first/last-mile and gap coverage transit/TNC pilot programs	Implement a pilot program that subsidizes pooled or shared TNC (e.g., Lyft, Uber) trips to/from major transit stops and stations or to provide transportation services in areas with no or very infrequent transit service. Similarly, subsidies for micromobility services, such as shared electric scooters or bicycles, could also be provided. If such programs are focused on enhancing access to downtown, the Downtown Parking Enterprise and Enhancement Fund may be a potential source of funding.	▪ Reduction in VMT and vehicle trips ▪ Enhancement of transportation options	$$-$$$	
15	Work with County Connection to implement bulk discounts for employer purchases of transit passes	A number of transit agencies offer discounts for bulk purchases of transit passes. This enables employers to offer large transit subsidies to all employees at a much lower cost and can reduce the number of vehicle trips to work as well as vehicle trips made during the workday (for lunch, running errands, etc.).	▪ Reduction in VMT and vehicle trips	$$	

Table 1: Potential Strategies for Commute Trips

#	Strategy	Description	Benefits	Costs	Assessment
Commute Trips from Walnut Creek					
16	Improve frequencies on transit routes with higher ridership	Continue to work with County Connection to improve frequencies on all high-ridership routes to at least 12-minute headways in the AM and PM peaks. For routes serving downtown, the Downtown Parking Enterprise and Enhancement Fund may be a potential source of funding to provide greater frequencies.	▪ Reduction in VMT and vehicle trips – estimated 0.02%-2.5% VMT reduction due to reduced headways and increased speed and reliability ▪ Enhancement of transportation options ▪ Improvement in efficient use of existing transportation infrastructure (in terms of person throughput)	$$-$$$	
17	Identify and implement infrastructure improvements on key corridors that will improve bus travel times, particularly on routes between Concord and Walnut Creek	Continue to work with County Connections to identify transit infrastructure improvements such as queue jump lanes, bus boarding islands, transit signal priority, and dedicated lanes, that can significantly improve bus travel speeds and lead to increased bus ridership/mode shifts.	▪ Reduction in VMT and vehicle trips – estimated 0.02%-2.5% VMT reduction due to reduced headways and increased speed and reliability ▪ Enhancement of transportation options ▪ Improvement in efficient use of existing transportation infrastructure (in terms of person throughput)	$$$	

Potential Strategies for School Trips

Although existing data on the amount of automobile traffic related to school trips is not currently available, residents have experienced increased congestion on Ygnacio Valley Road during dismissal times at Walnut Creek Intermediate School and have noticed much lighter traffic throughout the city during school holidays. Reducing automobile trips to and from schools not only can reduce VMT and traffic congestion, but can also improve safety for students who are already walking and bicycling to school. When older students are able to transport themselves to school, either by walking, bicycling, or taking the bus, it not only reduces vehicle trips to school, but it can also enable their parents or caregivers to more easily use transit to commute to work or make other types of trips since they no longer have to drive their child to school before heading to work or somewhere else. Lastly, facilitating and encouraging bicycling, walking, and taking transit to school promotes both health and independence, and encourages young people to embrace sustainable transportation from an early age, creating more positive lifelong habits.

Table 2 summarizes potential strategies for school trips, which are primarily focused on student trips to school. For school faculty and staff, many of the employer-focused strategies summarized in **Table 1** would also be applicable for school employees. It is important to note that implementation of all the potential strategies listed in Table 2 will require the city to create a stronger, more deliberate relationship with schools and school districts around improving multimodal access to schools through both infrastructure improvements and programs.

Table 2: Potential Strategies for School Trips

#	Strategy	Description	Benefits	Costs	Assessment
1	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 Contra Costa County Safe Routes to Schools program in Walnut Creek	Schools can provide special instruction on walking and bicycling safety, or can incorporate it into regular lessons. Schools can also sponsor competitions and provide incentives for students and their families to use sustainable transportation modes. Many Safe Routes to Schools programs include an educational component that teaches students how to walk and bike safely. They also promote use of sustainable transportation modes through fun contests as well as general promotion. Contra Costa County has an existing Safe Routes to Schools program that could be expanded in Walnut Creek.	▪ Reduction in VMT and vehicle trips ▪ Improvement in safety	$-$$	✓

Table 2: Potential Strategies for School Trips

#	Strategy	Description	Benefits	Costs	Assessment
2	Collect data on school trips, including mode split	In order to measure progress and the effectiveness of different 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.	While data collection and monitoring does not provide a direct benefit in terms of VMT/trip reduction or enhancement of transportation options, it does provide critical information to the city and schools regarding the success of existing programs and strategies.	$	✓
3	Provide secure and/or weather-protected bicycle parking for students, faculty, and staff at or near school sites	Schools can facilitate biking to school by providing conveniently located, secure and weather-protected bicycle parking for students, faculty, and staff. The city could assist schools in identifying and applying for grant funds, or schools could fundraise within the community for these improvements.	▪ Reduction in VMT and vehicle trips ▪ Enhancement of transportation options	$$-$$$	+
4	Facilitate a "school pool" program: carpool matching and formation for school trips	These programs assist families in finding and establishing carpools to school. Some programs utilize existing rideshare matching services that may also be applicable to teachers/staff.	▪ Reduction in VMT and vehicle trips ▪ Enhancement of transportation options	$$	+
5	Work with 511, CCTA, County Connection, and school districts to develop a school bus program and/or expand school transit services	Provide subsidized or free school bus service to reduce traffic congestion caused by parents and caregivers dropping children off at school. There are several existing programs in Contra Costa County that are made up of partnerships between cities and school districts.	▪ Reduction in VMT and vehicle trips – estimated 38-63% reduction in school VMT ▪ Enhancement of transportation options	$$-$$$	⚡

Table 2: Potential Strategies for School Trips

#	Strategy	Description	Benefits	Costs	Assessment
6	Work with 511, CCTA, County Connection, and school districts to develop a free student transit pass	Providing students with a free transit pass reduces the financial barrier to riding transit for school related trips, making it easier for students to ride transit instead of driving.	▪ Reduction in VMT and vehicle trips ▪ Enhancement of transportation options Level of benefit varies, but is similar to school bus program if transit serves school	$$$	

Potential Strategies for Non-Commute Trips

Non-commute trips tend to be shorter, local trips for shopping, recreation, and errands. Because many of the city's commercial uses are concentrated in the city's Core Area, including downtown Walnut Creek and Broadway Plaza, a key focus of potential strategies for non-commute trips is on helping Walnut Creek residents and visitors access downtown and travel within the Core Area without having to drive. Strategies also address reducing vehicle trips from new, multi-family residential development and improvements to bicycling and walking infrastructure within Walnut Creek.

Table 3: Potential Strategies for Non-Commute Trips

#	Strategy	Description	Benefits	Costs	Assessment
1	Provide secure bicycle parking at key destinations within downtown and transit stops/stations	Adequate, convenient, and secure bicycle parking offers riders a greater level of access and security and reduces barriers to riding a bike. Bicycle parking should be required at all new developments. Parking should also be provided at key locations in downtown near major bicycle routes and facilities. Existing municipal garages, particularly the Library Garage, could provide	▪ Reduction in VMT and vehicle trips – estimated 0-1% reduction in VMT ▪ Enhancement of transportation options	$$	✓
2	Provide public bicycle repair stations	Bike repair stations further reduce the barriers to owning and riding a bike by providing tools and an air pump. Repair stations can consist of simple posts with assorted tools and an air pump. These should be located near bicycle parking facilities and major bicycle routes and trails.	▪ Reduction in VMT and vehicle trips – estimated 0.6% reduction in VMT	$	✓
3	Partner with local and regional bicycling groups such as Bike East Bay and Bike Walnut Creek to promote bicycle training programs	Bicycle training programs can be targeted at employers or the general public, and can help improve comfort with using bicycles as a mode of transportation.	▪ Reduction in VMT and vehicle trips ▪ Improvement in safety	$	✓
4	Enhance active transportation wayfinding signage to/from BART and downtown	Encourage and assist visitors who are biking, walking, or using electric scooters or bicycles in navigating between downtown and the BART station via signs/maps that show distance and travel time to key destinations.	▪ Reduction in VMT and vehicle trips - estimated 1% VMT reduction	$$	✓

Table 3: Potential Strategies for Non-Commute Trips

#	Strategy	Description	Benefits	Costs	Assessment
5	Work with Walnut Creek Downtown, civic organizations, and arts groups to continue promoting the Downtown Trolley and to emphasize transit as the primary way to arrive downtown	The city would work with partners and stakeholders to promote "transit first", particularly for those traveling downtown. Transit should be featured prominently as a means to access downtown, and information about transit options should be readily available and easy to access and understand. Transit promotions for arts and entertainment events could also be organized and supported by a TMA, if one is formed.	▪ Reduction in VMT and vehicle trips	$	✓
6	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	The regional trails owned and maintained by the EBRPD are increasingly used for both recreation and transportation within the City of Walnut Creek. However, these facilities lack lighting in many areas or need to be widened in order to safely accommodate increasing demand. Additionally, while EBRPD has recently allowed electric bicycles to use trails, other types of electric vehicles, such as electric scooters are not allowed. While maintaining safety and usability for all trail users is important, it is also necessary to ensure that these facilities can be utilized by different vehicle types if they conform to certain requirements, such as maximum speeds.	▪ Reduction in VMT and vehicle trips	$-$$	+
7	Collect data on bicycle and pedestrian trips at key locations within the city	Improve counts for bikes/peds. Use automatic counters at key locations.	While data collection and monitoring does not provide a direct benefit in terms of VMT/trip reduction or enhancement of transportation options, it does provide critical information to the city regarding the success of existing programs and strategies.	$-$$	+

Table 3: Potential Strategies for Non-Commute Trips

#	Strategy	Description	Benefits	Costs	Assessment
8	Work with operator(s) to bring comprehensive car sharing services to Walnut Creek/Central Contra Costa County	Research has shown that car share users ultimately drive less than when they had a private 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. Can also help reduce drive-alone commute trips since employees don't need to bring their own cars to run errands during the work day.	▪ Reduction in VMT and vehicle trips – estimated 0.4% - 0.7% VMT reduction due to lower vehicle ownership rates and general shift to non-driving modes ▪ Enhancement of transportation options	$	+
9	Require implementation of a TDM program for new multi-family residential development that is estimated to generate over 50 peak hour vehicle trips	Require new multi-family residential development to incorporate design features (e.g., transit amenities, bicycle parking, etc.) and/or implement programs (e.g., transit passes, parking cash out, etc.) that will minimize vehicle trips to the site. Requirements typically apply to developments of a certain size, or those that generate more than a particular number of trips, and are implemented through conditions of approval or via municipal ordinance. To facilitate and streamline development and implementation of TDM programs for new development, the city could create a checklist or menu of options that developers would be required to choose from.	▪ Reduction in VMT and vehicle trips ▪ Enhancement of transportation options Level of benefit depends on level and type of programs and services offered.	$	+
10	Continue working with private providers to provide electric bicycles and/or scooters in Walnut Creek. Consider utilizing subsidized memberships or pricing as a TDM strategy	The city's initial pilot program with Lime Bike demonstrated that there is a demand for these services in Walnut Creek and that they have the potential to serve local travel and reduce vehicle trips. As providers transition to electric bicycles and scooters, the city has an opportunity to shape how these programs may be implemented and to support TDM goals.	▪ Reduction in VMT and vehicle trips ▪ Enhancement of transportation options	$$	+

Table 3: Potential Strategies for Non-Commute Trips

#	Strategy	Description	Benefits	Costs	Assessment
11	Develop and adopt an Active Transportation Plan (in place of separate Bicycle and Pedestrian Master Plans)	The city currently has both Bicycle and Pedestrian Master Plans; combining these into a single Active Transportation Plan would enable the city to take a more comprehensive approach to these modes of transportation and identity projects and programs that could benefit both modes. The city's bicycle plan is due for an update, and this presents an opportunity to pursue development of a comprehensive Active Transportation Plan that would address policies and priorities for both bicyclists and pedestrians. The city may also want to consider including microbility modes in the planning effort as well, given that these modes use the same facilities and travel at similar speeds to bicyclists. Lastly, a new Active Transportation Plan could also include a Vision Zero policy and strategies focused on reducing crashes and eliminating traffic-related deaths and severe injuries within a specified timeline.	A comprehensive Active Transportation Plan will enable the city to revisit policies and priorities around active transportation modes and identify more specific actions around improving access and mobility for bicyclists and pedestrians within Walnut Creek.	$$	+
12	Provide first/last-mile and gap coverage transit/TNC pilot programs	Implement a pilot program that subsidizes pooled or shared TNC (e.g., Lyft, Uber) trips to/from major transit stops and stations or to provide transportation services in areas with no or very infrequent transit service.	▪ Reduction in VMT and vehicle trips ▪ Enhancement of transportation options	$$-$$$	ϟ
13	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. By clearly defining policy, strategy, and actions, cities can foster new shared mobility options in ways that also promote other city goals and objectives. Autonomous vehicle technology is a rapidly emerging and shifting space. Continue monitoring progress in this field to identify potential opportunities to utilize AVs as a way to meet shared-use mobility goals.	Reduction in VMT and vehicle trips Enhancement of transportation options	$	ϟ

Potential Downtown and Core Area Parking Strategies

As set forth in Title 3, Chapter 5 of the Walnut Creek Municipal Code, the city has a goal of establishing an 85% occupancy rate for municipal parking facilities. This occupancy goal is intended to ensure that a minimum number of parking spaces are available for those who may need to drive to their destination and to

minimize additional vehicle miles traveled caused by drivers circling the block and searching for parking. To achieve this goal, the city has focused on managing its existing parking supply through pricing and time limits.

Table 4: Potential Downtown and Core Area Parking Strategies

#	Strategy	Description	Estimated Benefits	Costs	Assessment
1	Continue to improve the experience of using municipal garages	The city should continue to systematically assess garage users' experience, including safety, navigation/wayfinding, payment, etc. This could also include payment methods that would facilitate garage entries and exits, such as use of FasTrak for payment which is currently used for parking payment at the San Francisco International Airport parking facilities.	▪ Achievement of city's parking management goals	$$-$$$	✓
2	Use parking meters when and where they are needed – identify and fill gaps in metered parking throughout downtown and Core Area	Focus on filling in geographic gaps in parking, including off-street lots (such as the Civic Park and City Hall parking lots) and blocks that may currently be unmetered.	▪ Achievement of city's parking management goals	$-$$	✓
3	Extend meter hours later into the evening	If the 85% occupancy goal is being exceeded in popular areas after 8 PM, then meter hours should be extended until at least 10 PM in those locations. For example, private parking lots in downtown charge for parking until 11 PM; this could be used as a benchmark for establishing meter hours.	▪ Achievement of city's parking management goals	$	✓
4	Extend or eliminate time restrictions for on-street meters and price parking by demand	Stakeholders have expressed support for extending meter time limits to three hours in downtown. In order to achieve the occupancy goal, meter pricing may need to increase, however. The city may also need to designate additional areas for very short-term (10- to 15-minute) parking in order to ensure that there is adequate space for quick retail trips as well.	▪ Achievement of city's parking management goals through further demand-based pricing	$	✓
5	Eliminate free Wednesday evening parking	Stakeholders have identified that it may be necessary to eliminate free Wednesday evening parking in municipal garages in order to help achieve the city's parking occupancy goal.	▪ Achievement of city's parking management goals	$	✓

Table 4: Potential Downtown and Core Area Parking Strategies

#	Strategy	Description	Estimated Benefits	Costs	Assessment
6	Improve parking and curb management signage so that it is clear and easy to understand	Signage that is both clear and easy to understand can facilitate both compliance and customer satisfaction. The City of Seattle has undertaken an effort to simplify and clarify its parking signage, as has the City of Berkeley.	▪ Improve compliance with parking regulations and customer satisfaction	$$	✓
7	Review and adjust the available short-term parking supply and the amount of curb space for passenger and goods loading and unloading to prevent double-parking and facilitate access	Walnut Creek could more actively manage curb space to support the economic vitality of downtown, facilitate visiting downtown by shared vehicle, and meet the growing demand for curb space for passenger loading (e.g., from Uber and Lyft) and commercial deliveries (e.g., Amazon Prime, FedEx, UPS). This could be accomplished by allocating more curb space to active uses with higher turnover (as opposed to longer term parking), including the following: ▪ Dedicate more space to 10-minute (or another consistent short-term time amount) metered green zones to facilitate quick retail trips; ▪ Dedicate more space to unmetered white zones for passenger loading and unloading; and ▪ Dedicate more space to metered commercial loading to reduce double parking and facilitate commercial activity.	▪ Improved safety ▪ Reduced congestion resulting from double parking	$$	✓
8	As part of the city's forthcoming General Plan update, develop a comprehensive set of policies for parking management and data collection that are coordinated with city's other transportation goals and policies	The 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 could be used to address all parking in downtown and the city's Core Area, including parking requirements for residential and commercial development, as well as bicycle parking and curb management for goods and passenger loading and unloading.	▪ Achievement of city's parking management goals	$-$$	+

Table 4: Potential Downtown and Core Area Parking Strategies

#	Strategy	Description	Estimated Benefits	Costs	Assessment
9	Increase the cost of monthly parking permits in municipal garages and consider developing an alternative approach to accommodate employee parking needs that does not incentivize driving and parking	The current price for monthly parking at municipal garages provides a large (54% to 71%) discount compared to the hourly rate. Such significant discounts encourage people to commute by car, which is counter to the city's stated policy goals. Furthermore, 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. This is especially counterproductive because trips to work are typically those most easily served by public transit. Ensuring that everyone must pay to park each time they choose to drive will reduce the number of commuters using municipal garages, freeing spaces for shoppers and other short-term trips. It would also eliminate the significant administrative costs and burden of managing wait lists and administering monthly passes, as well as the negative customer experience related to wait lists.	▪ Achievement of city's parking management goals ▪ Alignment with other transportation goals to reduce automobile trips/VMT	$-$$	+
10	Continue to explore options to expand the use of parking enterprise funds to reduce parking demand, as opposed to increasing parking supply	Constructing new, structured parking is very costly; estimates are generally $50,000 or more per space for construction costs. This may make the construction of new parking cost-prohibitive for the city, and building additional parking would potentially undermine the city's goals of reducing vehicle trips and congestion. By using parking funds to improve access through other means, such as the free Downtown Trolley, bicycle access improvements, or even a subsidy for pooled Lyft or Uber rides, may enable the city to enhance access to downtown through more cost-effective and sustainable means.	▪ Alignment with other transportation goals to reduce automobile trips/VMT	$	+

Table 4: Potential Downtown and Core Area Parking Strategies

#	Strategy	Description	Estimated Benefits	Costs	Assessment
11	Offer off-peak parking discounts in garages as a powerful TDM strategy	Either after or as part of clarifying its approach to pricing in garages, Walnut Creek could choose to provide an off peak discount at its garages. This would mean that drivers would get a discount of, say, $1 for entering and/or exiting a garage before or after a certain time (e.g., before 7am and after 7pm) for a total discount of up to, in this case, $2 (so long as they parked for at least four hours). This offers a significant incentive to reduce driving during peak times and, crucially, does that in the form of a discount rather than peak period surcharge.	▪ Reduced traffic congestion during peak periods, particular in and around downtown	$	
12	Expressly allow or require unbundling of parking in the city's Core Area	"Unbundling" parking from rents provides a monetary benefit to people and businesses who do not wish to utilize a parking space. Parking is priced separately from purchase prices, housing rentals, or office leases. This practice not only creates an incentive for residents to own fewer cars, thereby reducing their vehicle trips, but can help make housing more affordable.	▪ Reduction in VMT and vehicle trips	$	
13	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	Modifications to parking requirements could include the following: ▪ Further reduce parking requirements for BART-proximate development ▪ Greater flexibility for providing parking on-site, including tandem and stacked parking	▪ Reduction in VMT and vehicle trips	$	

Table 4: Potential Downtown and Core Area Parking Strategies

#	Strategy	Description	Estimated Benefits	Costs	Assessment
14	Consider modifying the current requirement for 1:1 parking replacement when downtown lots are redeveloped	The city currently requires 1:1 replacement for parking in redevelopment projects downtown. This is a potential obstacle for redevelopment and economic growth. The city can focus on management of parking demand to ensure that spaces are available for those who need them in order to allow for land to be put to more productive economic use. It should be noted, however, that development can pay parking in-lieu fees (instead of building parking), and that those fees can be used by the city to provide other access improvements (such as the Downtown Trolley) that reduce the need for parking. Other options for modifying this requirement include only requiring new development to provide the required parking per the zoning code as opposed to both the required parking and replacement parking.			
15	Utilize opportunities to share parking resources downtown and within the Core Area – Residential pass program for parking in municipal garages	Establish a program that would enable downtown residents to park at municipal garages overnight.	Could potentially enable greater residential density in and near downtown	$-$$	

Strategies Considered but not Included

The following strategies were considered by the project team, but are not recommended for inclusion in the Rethinking Mobility Strategic Plan since they are not consistent with the proposed Strategic Plan Guiding Principles described previously in this report. These are summarized in Table 5 below along with the rationale for the recommendation that they not be considered for inclusion in the Rethinking Mobility Strategic Plan.

Table 5: Strategies Considered but not Included

#	Strategy	Description	Rationale
1	Establish a TDM ordinance for existing employers	Requires employers of a certain size to implement a plan of specified TDM measures to reduce drive alone trips for employees. This is similar to (and could work in conjunction with) the existing Commuter Benefits mandate through the Bay Area Air District boundaries. Some TDM ordinances also required regular reporting on program implementation and commute mode share.	One of the guiding principles of the Strategic Plan is to employ incentives and encourage voluntary adoption of TDM programs before penalties or requirements. If this approach is unsuccessful in helping the city achieve its goals and objectives, then a TDM ordinance that would require employers to adopt a TDM program may need to be considered.
2	Develop a more complete network of low-stress bicycling facilities	An objective, data-driven approach to evaluating bikeways by matching up roadway design, traffic volumes, and motor vehicle speeds to individual perceptions of bicyclist comfort and a willingness to travel out of ones' way to maintain that level of comfort.	This is now addressed under the strategy to develop and adopt an Active Transportation Plan.
3	Work toward achieving a Bicycle Friendly Community rating of at least Bronze	The Bicycle Friendly Community program was created by the League of American Bicyclists in 1995. The program provides a roadmap for improving bicycling conditions in a community by improving safety and encouraging people to bike for transportation and recreation. Local Bronze ranked cities include Sonoma, Napa, Cupertino, Redwood City, and Alameda	This should be incorporated into a new Active Transportation Plan.
4	Implement Pedestrian Master Plan recommendations	The city's 2016 Pedestrian Master Plan lists a number of specific recommendations to address the needs and issues identified in the plan in order to make walking safer and more attractive throughout the city.	This should be incorporated into a new Active Transportation Plan.

Table 5: Strategies Considered but not Included

#	Strategy	Description	Rationale
5	Consider bus/high-occupancy vehicle (HOV) lanes on Ygnacio Valley Road	This would most likely require conversion of an existing vehicle lane to a dedicated bus/HOV lane either permanently or during AM and PM commute periods. Bus/HOV lanes are designed to increase the throughput of people on existing infrastructure and to facilitate and incentivize HOV and transit use by providing significant travel time savings.	This is a long-term strategy that is beyond the five-year plan horizon and will require coordination with neighboring jurisdictions and regional agencies.

Appendix A: Policy Context and Key Feedback and Comments Received to Date

Policy Context

Table A-1 below summarizes the City of Walnut Creek's existing Mobility Goals which were presented in Part 8 of the Needs, Opportunities and Challenges report (see http://www.rethinkingmobilitywc.com/part8/). These goals provide the overall policy context and guidance for the proposed Strategic Plan guiding principles, targets, and potential strategies.

Table A-1: Summary of Existing Mobility Goals

Transportation Element of the 2025 General Plan	
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 abilities, 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 safe and attractive pedestrian routes along arterials and collectors leading to schools, along arterials or collectors that carry high traffic volumes, on all downtown streets, along major streets leading to the downtown, and on all streets leading to transit facilities.
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.

Table A-1: Summary of Existing Mobility Goals

Climate Action Plan	
TLU 1.1	Transportation Demand Management: Promote ridesharing and TDM programs with the CMA and 511.org to reduce use of traditional motor vehicles. Create a citywide car-sharing program to achieve further reductions in vehicle miles traveled.
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.
Bicycle Master Plan	
Goal	Facilitate bicycle use as a healthy alternative to get to work, school, shopping, recreational facilities, and transit stops.
Goal	Provide a safe and attractive environment for bicycle travel throughout the community.
Pedestrian Master Plan	
PMP 1	Provide a citywide walking network that facilitates pedestrian travel.
PMP 2	Improve pedestrian safety.
PMP 3	Provide programs that encourage walking.
PMP 4	Maintain the Pedestrian Retail District and Core Area as premier walking environments.

Key Feedback and Comments Received to Date

Feedback and comments have been solicited throughout the Strategic Plan development process and provided integral guidance to the project. The following themes summarize comments and feedback that were particularly relevant to development of the proposed Strategic Plan guiding principles, targets, and potential strategies.

- Strategies should be achievable and results oriented, and progress towards their implementation and achievement should be measurable.
- Strategies should include bold and innovative ideas
- Newer and emerging transportation alternatives should be considered, such as autonomous shuttles and micromobility services, as an option to move people around downtown.
- Strategies should be implementable locally, but also consider the importance of working with regional partners.
- It is important to provide people with viable alternatives to driving, and to consider those who have mobility impairments or other needs that may prevent them from walking, bicycling, or using public transit for some or all trips.
- Downtown should remain a key destination within the city. Within downtown, walking should be the primary mode of transportation, and access to downtown via bicycling or public transit should be enhanced.
- Consider revenue sources that would enable the City to self-fund transportation programs.
- The Strategies Report should provide guidance on TDM requirements for new development, and address how individual employers could further develop TDM programs and reduce demand for employee parking.
- It will be important to continue to balance the parking needs for retailers and downtown businesses with transportation choice.

Appendix B: Explanation of Proposed Strategic Plan Guiding Principles

The following proposed guiding principles for the Strategic Plan were developed after considering the findings from the Needs, Opportunities, and Challenges report along with the feedback that was received from stakeholders, Commissioners, the Council, and the public. Following each proposed principle is an explanation for its inclusion.

1. **Strategies should focus on near-term (within the next five years) actions to be undertaken by the City of Walnut Creek.**

   The Strategic Plan is focused on actions and investments the City can undertake within the next five years toward implementing its mobility goals. While it will still be important for the City to coordinate with its neighboring jurisdictions and partner agencies on longer-term mobility improvements, this will not be the focus of the Rethinking Mobility Strategic Plan.

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

   Both Commissioners and Council members expressed a strong desire for this principle.

3. **Strategies should include "big ideas" and should recognize that the Core Area of Walnut Creek is becoming more urban in nature.**

   This principle is included based on feedback from the City Council provided at its April 2, 2019 meeting.

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.**

   Feedback emphasized the importance of expanding mobility options, not constraining them. This principle also recognizes that people make transportation decisions based on key factors such as travel time, cost, safety, convenience, trip origins and destinations, and the need to make other trips (or transport other people) along the way.

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

   The City has strong partnerships with its business community, and has invested significant time, effort, and resources in economic development. Focusing on incentives and options first has the potential to leverage and enhance these partnerships and investments and increases the likelihood of successful and cost-effective strategy implementation.

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

   This principle responds to feedback that was received in response to the Needs, Opportunities and Challenges report. It is also an important component of successful transportation demand management (TDM) programs.

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

   a. **The Core Area as a key opportunity to build on successes with respect to the *Rethinking Mobility* objectives; and**

   b. **Large employment centers outside the Core Area (medical centers and Shadelands).**

   c. **Schools**

      Because both the Core Area and large employment centers are relatively concentrated major trip generators within the city, strategies focused on these areas are more likely to have an impact in terms of their ability to help the City achieve its mobility goals and objectives. Reducing the number of auto trips to or from schools by enabling more students to bicycle, walk or take transit to school may also enable parents/caregivers to use non-auto modes of transportation more frequently if they no longer have to drive students to or from school.

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 supply, not increasing supply. Parking strategies should be closely coordinated with expanding transportation options, so that fewer people are dependent on driving and parking for access.**

   This principle reflects the majority of feedback that was received and is consistent with the city's current parking policy. It also supports other TDM strategies focused on managing the growth in vehicles trips to, from, and within downtown.

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

   This principle reflects the findings of the Needs, Opportunities, and Challenges report, as well as Rethinking Mobility's focus on near-term actions and investments. It also acknowledges the fact that the City has a strong partnership with County Connection and has already made a number of significant investments in public transportation.

10. Strategies should recognize certain limitations:

a. Many of the city's auto-dependent suburban neighborhoods will have limited options for improving multi-modal mobility in the near term.

One of the concerns expressed by Commissioners and one of the key challenges noted in the Needs, Opportunities, and Challenges report is that there are a number of lower density neighborhoods in the city that are auto-dependent due to their location and available infrastructure and services. While potential strategies may provide some mobility benefits to these areas, they are likely to remain auto-dependent in the near term.

b. The ability to address regional traffic and congestion on regional roadways like Ygnacio Valley Road is limited and will require longer term strategies and partnerships with other jurisdictions and agencies.

While regional traffic is certainly a concern for the City, Rethinking Mobility strategies will focus on near-term actions and investments that are primarily within the control of the City of Walnut Creek. The City should continue to pursue other venues and opportunities to address regional traffic issues in partnership with other jurisdictions and regional agencies.