



CITY OF SANTA CRUZ  
809 Center Street  
Santa Cruz, California 95060

## DOWNTOWN COMMISSION (DTC)

### Regular Meeting

January 24, 2019

### 8:30 A.M. GENERAL BUSINESS AND MATTERS OF PUBLIC INTEREST, COUNCIL CHAMBERS

Commission meetings are audio recorded and will be posted to the Advisory Body webpage following the meeting.

Written material for every item listed on the agenda is available for review at the Public Works office, 809 Center Street, Room 201, and online at [www.cityofsantacruz.com](http://www.cityofsantacruz.com).

Time limits set by Commission Policy are guidelines. Unless otherwise specified, procedures for all items, are:

- Oral staff report
- Public comment - 3 minutes each; maximum total time may be established by the Presiding Officer at the beginning of an agenda item
- Commission deliberation and action

No action will be taken on items listed under Oral Communications, Announcements, Presentations, and Information Items

Appeals - Any person who believes that a final action of this advisory body has been taken in error, that decision may or may not be appealable to the City Council. Appeals must be in writing, setting forth the nature of the action and the basis upon which the action is considered to be in error, and addressed to the City Council in care of the City Clerk Administrator. Appeals must be received by the City Clerk Administrator within ten (10) calendar days following the date of the action from which such appeal is being taken. An appeal must be accompanied by a fifty dollar (\$50) filing fee.

#### Additional Information

Visit the City's Web Site at [www.cityofsantacruz.com](http://www.cityofsantacruz.com) with links including City Advisory Body Meeting Agendas and Minutes, Advisory Body Information, and the Santa Cruz Municipal Code.

A copy of the full DTC agenda, agenda reports and attachments which are included in the meeting packet, are available for review at the Central Library on Church Street no later than three (3) days prior to the meeting date.

The City of Santa Cruz does not discriminate against persons with disabilities. Out of consideration for people with chemical sensitivities, we ask that you attend fragrance free. If you wish to attend this public meeting and will require assistance, such as an interpreter for American Sign Language, Spanish, or other special equipment, please call the Public Works Office at (831) 420-5162 or e-mail [sruble@cityofsantacruz.com](mailto:sruble@cityofsantacruz.com) at least five (5) days in advance so that arrangements for such assistance can be accommodated. The Cal-Relay system number: 1-800-735-2922.

Any writing related to an agenda item for the open session of this meeting distributed to the DTC less than 72 hours before this meeting is available for inspection at the Public Works Department at 809 Center Street, Room 201. These writings will also be available for review at the DTC meeting in the Council Chambers.

**Downtown Commission (DTC)**

**8:30 AM**

**Call to Order**

**Roll Call**

**Announcements**

The Chair may announce and set time limits at the beginning of each agenda item.

**Oral Communications**

**Presentations**

**Approval of Minutes**

1. September 27, 2018 Downtown Commission Meeting Draft Minutes

Motion to approve the minutes of the September 27, 2018 Downtown Commission Meeting as submitted.

**General Business**

2. Election of Officers 2019

That the Downtown Commission elect a Chair and a Vice Chair for 2019.

3. 2019 Downtown Commission Meeting Calendar

Motion to approve 2019 calendar for Downtown Commission Meetings.

4. Downtown Employee Commute Survey Results & Transportation Demand Management (TDM) Program Recommendations

That the Downtown Commission consider the results of the Downtown Employee Commute Survey and options for enhancing Transportation Demand Management downtown, and recommend that City Council adopt Scenario 3: Multimodal Program.

5. Updates to Downtown Parking Resolution- Phase 2

That the Downtown Commission provide feedback and guidance on updates to the Downtown Parking Resolution Phase 2 updates and establish an ad-hoc subcommittee related to in-lieu fees.

6. FY 2019-2021 Capital Investment Program (CIP) - Administrative Draft

That the Downtown Commission review the FY2020-2025 Public Works Capital Investment Program and provide input to staff for City Council consideration.

7. Downtown Commission Work Plan for 2019 - Draft

Motion to approve 2019 calendar for Downtown Commission Work Plan for 2019 with comments.

**Information Items**

8. Bike Share Program Update

x

**Written Material**

**Subcommittee/Advisory Body Oral Reports**

**Commissioner Work Plan Updates**

**Ad Hoc Committees**

**Garage Financing - Cube**

**Traffic and Transportation Issues - Davis**

**Commissioner Work Plan Updates**

**Items Initiated by Members for Future Agendas**

**Adjournment**



CITY OF SANTA CRUZ  
809 Center Street  
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## DOWNTOWN COMMISSION (DTC)

Regular Meeting  
**UPDATED 9.20.18**  
September 27, 2018

**8:30 A.M. GENERAL BUSINESS AND MATTERS OF PUBLIC INTEREST, COUNCIL CHAMBERS**

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**Downtown Commission (DTC)**

**Updated 9.20.18**

**The Draft Minutes is an unofficial reflection of meeting actions.**

**8:30 AM**

**Call to Order 8:30 a.m.**

**Roll Call: Chair Casey Coonerty Protti, Vice Chair Deidre Hamilton; Commissioners Dexter Cube, Zach Davis, Matt Farrell, Manu Koenig, and Patrick Prindle**

**Announcements**

Marlin Granlund announced that this meeting is his last one: Marlin is retiring after working for the City for 41 years. His last day is October 5, 2018. He introduced Heather Sawyer, Superintendent of Parking Services, who will take over for Marlin until his position is filled.

Chair Coonerty Protti thanked Vice Chair for chairing the June 19, 2018 special meeting on short notice, when the Chair's air flight had become delayed.

**The Chair may announce and set time limits at the beginning of each agenda item. The Chair set a time limit of 3 minutes per speaker for Oral Communications.**

**Oral Communications**

The Chair opened the Oral Communications period, three minutes per speaker.

Rick Longinotti  
Brett Garrett

The Chair closed the Oral Communications period.

**Presentations**

1. Climate Action Annual Update - Dr. Tiffany Wise West, Sustainability & Climate Action Coordinator  
Dr. Tiffany Wise West presented an update of the Climate Action Plan. The update addressed these main points:
  - a. Best practice to update analyses and at a minimum every five years. There is new climate science to integrate.
  - b. More state focus on adaptation planning.
  - c. Updating concurrent to Local Hazard Mitigating Plan (LHMP) update.
  - d. City Council's strategic two-year work plan (FY18 and FY19) which supports the goals and objectives in the Climate Adaptation Plan Update. Also, the Plan Update is included in the Council workplan as a featured

Programs and Operations Spotlight focus area.

### Approval of Minutes

2. Approval of the June 19, 2018 Downtown Commission Special Meeting Draft Minutes

Motion to approve the minutes of the June 19, 2018 Downtown Commission Special Meeting as submitted.

**MOTION:** Commissioner Farrell moved, seconded by Vice Chair Hamilton to approve the June 19, 2018 Downtown Commission Special Meeting as submitted.

**ACTION:** The motion carried unanimously with the following vote:  
**AYES:** Vice Chair Hamilton; Commissioners Cube, Davis, Farrell, and Prindle.  
**NOES:** None.  
**ABSENT:** None.  
**DISQUALIFIED:** Chair Coonerty Protti and Commissioner Davis (excused absences for June 19, 2018).

### General Business

3. Updates to Downtown Parking Resolution

That the Downtown Commission provide feedback and guidance on updates to the Downtown Parking Resolution.

Feedback:

- a. Sunset Deficiency Fee -starting in 2019 move forward immediately to full sunset by 2023.
- b. Off-Site Parking - allow 100% off-site parking located anywhere in the District with a finding of sufficient supply and/or public benefit. Affordable housing is considered a public benefit for this purpose.
- c. In-Lieu: seek feedback from a variety of groups and bring this back to the Commission for recommendations.
- d. Special Events: work with interested parties to identify opportunities to improve the process and return to the Commission with recommendations.

The Chair opened the public comment period, three minutes per speaker.

Brett Garrett  
Owen Lawlor  
Rick Longinotti

The Chair closed the public comment period.

**The item below was inadvertently left off the agenda.**

4. Pacific/Laurel/Front Streets Proposed Project

That the Downtown Commission, by motion, make a finding that there is adequate capacity in the Downtown Parking District to serve the proposed project at Pacific/Laurel/Front Streets.

Marlin Granlund gave a presentation about the proposed project.

The Chair opened the public comment period, three minutes per speaker.

Owen Lawlor  
Brett Garrett  
Reuben Helick

The Chair closed the public comment period.

**MOTION:** Commissioner Koenig moved, seconded by Commissioner Davis to make a finding that there is adequate capacity in the Downtown Parking District to serve the proposed project at Pacific/Laurel/Front Streets.

**ACTION:** The motion carried unanimously with the following vote:  
AYES: Chair Coonerty Protti, Vice Chair Hamilton; Commissioners Cube, Davis, Farrell, Koenig, and Prindle.  
NOES: None.  
ABSENT: None.  
DISQUALIFIED: None.

**Information Items**

Marlin Granlund informed the Commission that the approved placement of parking meters on Pacific Avenue and in-ground sensors are being installed. There was a glitch causing a postponement in the installation. This postponement will not disrupt parking in the downtown. The City is working Chip, Downtown Association.

**Written Material**

**Subcommittee/Advisory Body Oral Reports**

**Commissioner Work Plan Updates**

**Ad Hoc Committees**

Garage Financing - Cube

Traffic and Transportation Issues - Davis

## Commissioner Work Plan Updates

### Items Initiated by Members for Future Agendas

Commissioner Farrell requested an update in November 2018 regarding these items:

Progress of the Transportation Demand Management (TDM)

Providing give-back to lower-income workers, as suggested by Mr. Longinotti.

Permit pricing strategy as part of a give-back to lower-income workers.

**Adjournment** 10:33 a.m.

**MOTION:** Commissioner Cube moved, seconded by Commissioner Farrell, to adjourn.

**ACTION:** The motion carried unanimously with the following vote:

**AYES:** Chair Coonerty Protti, Vice Chair Hamilton; Commissioners Cube, Davis, Farrell, Koenig, and Prindle.

**NOES:** None.

**ABSENT:** None.

**DISQUALIFIED:** None.

The next Downtown Commission meeting is scheduled for Monday, November 29, 2018, 8:30 a.m. in Council Chambers.





## Downtown Commission AGENDA REPORT

**DATE:** 1/10/2019

**AGENDA OF:** 1/24/2019

**SUBJECT:** Election of Officers 2019

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**RECOMMENDATION:** That the Downtown Commission elect a Chair and a Vice Chair for 2019.

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**BACKGROUND:** The commission's bylaws require that officers be elected at the first meeting in January. The two positions established by the bylaws are Chair and Vice-Chair. Based on the commission's amended bylaws, the Chair and Vice-Chair take office upon their election and the Chair runs the remainder of the meeting.

The Chair and Vice-Chair can only serve in each office for two consecutive years and it has been this commission's tradition to elect officers on two consecutive year terms.

**DISCUSSION:** None.

**FISCAL IMPACT:** None.

Prepared by:  
James Burr  
Transportation Manager

Submitted by:  
James Burr  
Transportation Manager

**ATTACHMENTS:**  
None.



## Downtown Commission AGENDA REPORT

**DATE:** 1/10/2019

**AGENDA OF:** 1/24/2019

**SUBJECT:** 2019 Downtown Commission Meeting Calendar

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**RECOMMENDATION:** Motion to approve 2019 calendar for Downtown Commission Meetings.

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**BACKGROUND:** Article VIII Section 1 of the Downtown Commission Bylaws states that the Advisory Board will hold its regular meetings on the fourth Thursday bi-monthly in January, March, May, July, September and November. If a scheduled date for a regular meeting falls on a holiday, such meeting shall be rescheduled in accordance with Council policy.

**DISCUSSION:** The fourth Thursday of November falls on Thanksgiving Day each year and in the past has regularly been cancelled. Staff recommends that the November 28, 2019 meeting be rescheduled to the first Thursday in December, the 5th.\*

The Calendar for 2019 Downtown Commission meetings will be:

January 24  
March 28  
May 23  
July 25  
September 26  
December 5\*

**FISCAL IMPACT:** None.

Prepared by:  
James Burr  
Transportation Manager

Submitted by:  
James Burr  
Transportation Manager

**ATTACHMENTS:**  
Draft Downtown Commission 2019 Planning Calendar



## Draft Downtown Commission • 2019 Planning Calendar

2019	Request Items (titles)	Items due (titles)	Reports due	Draft Agenda to Chair	Agenda approved by Chair	Agenda mailed and posted	DTC meeting dates ▼
January	3	7	10	11	14	17	24
February							
March	7	11	14	15	18	21	28
April							
May	2	6	9	10	13	16	23
June							
July	3	8	11	12	15	18	25
August							
September	5	9	12	13	16	19	26
October							
November	4	7	14	15	18	21	12/5/19
December					1		5
							▲ DTC meeting dates

DTC Meets	Date change due to holiday
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## DOWNTOWN COMMISSION AGENDA REPORT

DATE: January 10, 2019

AGENDA OF: January 24, 2019

DEPARTMENT: PUBLIC WORKS

SUBJECT: Downtown Employee Commute Survey Results & Transportation Demand Management (TDM) Program Recommendations

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**RECOMMENDATION:** That the Downtown Commission consider the results of the Downtown Employee Commute Survey and options for enhancing Transportation Demand Management downtown, and recommend that City Council adopt Scenario 3: Multimodal Program.

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**BACKGROUND:** At the March 23, 2017 Downtown Commission meeting, staff presented an overview of Transportation Demand Management (TDM). TDM is a term used to describe coordinated strategies that aim to reduce the use of single occupancy vehicles in order to reduce traffic and parking demand, as well as a tool to reduce Greenhouse Gas Emissions. The March presentation included current City TDM strategies, possible additional program components, and challenges and opportunities the City faces in implementing a program.

The goal of the Downtown TDM program is to offer alternative transportation options for the widest variety of commuters. The City of Santa Cruz's aims to "meet people where they are"; in effect, promoting mode shift to sustainable modes of transportation that make the most sense for the individual commuter. Rather than a one-size or one-mode fits all approach, the City aims to provide options that recognize individuals' needs and motivations, and incentivize mode shift based on those individual characteristics. By taking a dynamic approach in promoting alternative transportation modes, the City can maximize the utility of public funds invested in mode shift.

In spring 2017, staff administered a survey of downtown employees to provide data on current commute habits and incentives that could motivate a change in commute mode. The goal of the survey was to provide data that would guide the development of a TDM program. From the survey results, and discussion at the Downtown Commission, the City sought to build a TDM program to "meet people where they are" based upon three primary criteria: top-rated program elements, a focus on a subgroup comprised of all of the office workers within the Downtown Parking District, and top-rated motivations.

The top-rated program element from the 2017 employee commute survey was a high interest in biking, and top motivations were saving time and saving money. This

indicated that a focus on biking as an alternative could yield results, and providing incentives to commuters could influence behavior change. Office employees remain the group most likely to change their behaviors due to their predictable schedules, allowing for the building of routine. A full summary and recommendations from the first Downtown Employee Commute Survey was presented to the Downtown Commission in June 2017 (**Attachment 1**).

In order to implement a TDM program, a sustainable funding source was necessary. At the September 11, 2018 City Council meeting, City Council approved an updated parking rates strategy that established an annual dedicated TDM funding stream. This funding stream will be used to implement strategies that reduce congestion and parking demand downtown and increase the number of trips made by non-single occupant vehicles (SOV). The goals of the TDM program include reducing Greenhouse Gas Emissions (GHG), reducing parking demand, and enhancing mobility alternative transportation options for downtown employees the reduction of SOV trips.

As the result of the recommendations from the 2017 employee commute survey, and the realization of a funding source, staff conducted a second downtown employee commute survey in November-December 2018.

**DISCUSSION:** With the adoption of the updated parking rates strategy, a funding source is now secured for expansion of a Downtown TDM program. In order to develop recommendations, staff conducted a second Downtown Employee Commute survey in November-December 2018 to supplement the data collected in the first survey. Like the survey in 2017, staff made the survey accessible by providing both electronic and paper copies available in English and Spanish. The response rate and by-employment-sector breakdown of the survey are included as **Attachment 2**. A summary of survey responses is provided below, and the full survey results are included as **Attachment 3**.

Responses were analyzed for all respondents. In addition, the following groups were broken into individual groups to be analyzed: Service sector employees, Drive Alone employees, and ‘All Office’ employees (comprised of employees that provided Light Office, Government, or Tech as their employment sector). Last year’s survey identified Office employees as the primary focus for the TDM program due to their regular schedules and increased ability to shift their routine. Of Drive Alone employees, 32% work in the service sector and 68% work in Government, Light Office or Tech.

Of all employees surveyed, 68% work full-time (35+ hours per week). Service sector employees were more likely to work part time (fewer than 35 hours each week), with 25% of respondents claiming that they worked fewer than 20 hours. Half (50%) of all employees start work between 6am and 9am, while for service sector employees, the largest category of responses was “Schedule Changes Daily”, at 29%. Only 20% of service sector employees start work between 6am and 9am daily.

Of all employees surveyed, 47% live within three miles of downtown, an ideal group for targeting mode shift. 79% live within 10 miles of downtown, and 8% live more than 25 miles from downtown.

Mode split, or the way that survey respondents traveled to work each day, closely resembles City-wide mode split data from the U.S. Census American Community Survey. See **Attachment 4** for the Mode Split of this year's survey's respondents, as well as information on regional and national mode splits.

To develop the TDM program, it was a goal to maximize mode shift potential by using data to drive recommended program elements. Key questions that the survey sought to assess were what would encourage people to switch modes, what modes they would want to switch to, and why they currently drive. Getting a clear picture of these questions allows for a TDM program to be tailored to the downtown population, and address their diverse needs.

Survey respondents were asked about incentives that would encourage them to try an alternative to driving alone to work. For drive alone employees, the highest responses were financial incentives (such as prizes or challenges), saving time, and secure bicycle parking near their workplace. The lowest ranked choice was 'Bicycle Safety Information or Skills Class', with 'Citywide E-Scooter Program' and 'Information on transit routes or joining a carpool, vanpool' being the second and third lowest selected answers, respectively.

Respondents were asked about how likely they would be to try different modes. For all employees and service employees, biking was the top ranked mode choice. Biking as a top alternative extended across all of the subgroups: 'Drive Alone', 'All Office', and 'Service'.

Respondents were asked about their top motivations for driving alone to work. For all employees, convenience of having their car was the top response. For Service employees, 'The bus is inconvenient or takes too long' was the top reason'. For the 'Drive Alone' and 'All Office' subgroups, convenience was the top reason for driving alone.

The 2018 commute survey data compliments the data from the previous survey to inform how to build a robust, efficacious TDM program, reinforcing the findings and recommendations from the 2017 survey. The combined surveys further focus the program goals on the three prior recommendations:

### **1. Focus on top-rated program elements**

The 2017 survey data indicated that certain modes held higher appeal to surveyed employees. That trend held true this year. Biking, walking and carpooling held the highest appeal while transit was among the lowest ranked options. Additionally, financial incentives were ranked highest among survey respondents in likelihood to get them to try and retain a mode shift. For Drive Alone employees, financial incentives (ranked top choice by 55% of respondents), free bus pass (ranked second choice by 31% of

respondents), and real-time ride-matching apps (ranked third choice by 33% of respondents). This tells us that investments in top program elements of biking, walking, and carpooling would encourage people to try these modes.

## 2. Focus on the ‘All Office’ subgroup

Due to the stable schedule of the majority of office workers, this segment of our downtown employee population was highlighted in the previous survey results as an opportunity group due to their higher than average Drive Alone mode split, their more reliably traditional schedule, and interest in switching modes. Having a consistent schedule allows to new commute choices to be habit forming and consistent. ‘All Office’ workers currently have a higher drive alone rate than other groups.

## 3. Focus on top motivations

Among Drive Alone employees, convenience was ranked as the #1 reason for driving. It is undeniable that driving alone is the most convenient mode of transport for many employees; it requires no coordination or scheduling, provides protection in all weather and allows the flexibility to pick up kids from school and run errands after work. Among the ‘Drive Alone’ and ‘All Offices’ subgroups, financial incentives and ‘Saving money’ or ‘Saving Time’ were the top ranked incentives that would motivate behavior change. This suggests that financial strategies and incentives would be a critical component of a successful TDM program, as well as communicating the time saving incentives that other modes can provide.

Utilizing the results of the two Annual Commute Surveys, staff presents three different investment scenarios: Biking, Transit, and Multimodal. Each of these scenarios heavily focus on increasing their respective mode splits, with the Multimodal scenario taking an across the board approach to reduce Single Occupancy trips.

### Scenario One: Invest in Biking

Both 2017 and 2018 show a clear interest in biking among most survey respondents. Biking was chosen as a top alternative mode of transportation in both commute surveys, and is a feasible alternative for the 47% of downtown employees who live within three miles of downtown. While Scenario 1 covers a variety of transportation options, it places the greatest investment in biking, reflecting the results of the 2017 and 2018 surveys. Scenario 1 recommends the investment of the annual \$300,000 budget as follows:

<b>Scenario 1: Bike Expenses</b>	<b>Cost</b>
Starting amount	\$ 300,000
Bus	\$ 62,669
Bike	\$ 96,500
Carpool	\$ 25,000
Commute Management Platform	\$ 40,000
Education/Encouragement	\$ 15,000
Marketing/Incentives	\$ 55,000
Contingency	\$ 5,831



Bike investments would cover the following: 3 new BikeLink lockers in downtown (\$15,000), purchase and distribution of 200 BikeLink cards pre-loaded with \$20 of credit (\$4,000), and 250 subsidized JUMP memberships (\$62,500). In addition, the City would sponsor 2 'Bike Commute Month' challenges in May and October. These challenges would provide the City an opportunity to target incentives and encourage biking as a commute mode. The purchase of incentives, prizes, and events during these months would total \$7,500 for each month (totaling \$15,000).

The City would partner with the Regional Transportation Commission (RTC) to procure a commute management platform provider. This would allow staff to monitor, track, contact, and report progress on mode split shifts within the downtown employee ecosystem. This proposed city contribution to this is \$40,000 and would be procured through a Request For Proposals (RFP) lead by the RTC, to be considered at the January 17, 2019 RTC meeting. This platform would also serve as a marketing platform. Carpool subsidies would be provided within the commute management platform.

In this scenario, staff assumes that the transit mode split would double from 3% currently to 6% with the provision of free transit passes. Of this, it is assumed that 60% of downtown transit users/potential users already hold a transit pass from UCSC/Cabrillo passes, resulting in a need to provide for 2.4% of all downtown employees. This scenario would fund the purchase of 1,152 transit passes, covering 2.4% of the 4,000 employees for 12 months. These passes would be distributed on a first-come-first-serve basis to those that request them. This system would require the recipients to come to City Hall to redeem their monthly passes each month, and would require an agreement to fill out a regular survey documenting usage. If this quantity of passes is insufficient, the contingency fund could be used to purchase additional passes.

Education and encouragement would include workshops to educate employees through workshops covering bike safety, as well as bike training sessions for those participants who are interested in biking but do not feel comfortable with their skill level to switch to cycling as their main commute mode.

Marketing and Incentives would include marketing to increase enrollment in the commute management platform, incentives tailored to biking (examples: bike lights, helmets, locks) as well as branding and advertising. This investment in incentives directly addresses the interest in financial incentives to encourage mode shift expressed by the existing drive-alone group.

This scenario would allot \$5,831 for contingency program capital. This would allow for flexibility in spending to address emerging program needs.

### **Scenario Two: Invest in Transit**

While provision of free or reduced price transit passes were not ranked as a top program element or top motivation to shift modes in either 2017 or 2018 Downtown Employee Surveys, an "Eco Pass" program is a potential model available. An Eco Pass is a model to provide all users in a group with a transit pass purchased at a deep discount, similar to an

insurance pool. This Scenario is based upon staff level discussions from January 2018, and any EcoPass program is contingent upon METRO Board of Directors approval. Scenario 2 recommends the following:

<b>Scenario 2: EcoPass Expenses</b>	<b>Cost</b>
Starting amount	\$ 300,000
Bus	\$ 318,397
Bike	\$ 0
Carpool	\$ 0
Commute Management Platform	\$ 0
Education/Encouragement	\$ 0
Marketing/Incentives	\$ 15,000
Contingency	\$ -33,397

In this scenario, the City would invest in bus passes to be provided to all downtown employees. This proposal would follow examples set by areas such as Boulder, Colorado or Santa Clara Valley Transit Authority. This proposal would solely emphasize transit use as a means to reduce single-occupancy vehicle trips and does not include any funding for any other mode.

This investment option does not include higher or more frequent levels of service to the bus system or any additional geographic coverage. Survey results stated “the bus is inconvenient or takes too long” as a top reason for not taking the bus, and this Scenario does not address this concern.

This scenario would incur the following expenses: \$311,117 for the EcoPass to cover all downtown employees, \$7,280 for additional hourly service should the program exceed projected ridership (at \$140/hour), and \$15,000 for marketing and enrollment. This scenario would be \$33,397 over budget and would require a reallocation of funds to fund this investment scenario. No other modes would receive any funding.

**Scenario Three: Invest in a Multimodal approach**

With high interest in biking as an alternative mode of transportation and more tempered interest in other alternative modes, the Scenario 3 approach reflects the survey result interest in biking as well as other modes and covers the widest variety of downtown employees. This approach is similar to Scenario 1 in some regards, but apportions funding to more broadly cover transportation options. The recommended investments from Scenario 3 include:

<b>Scenario 3: MultiModal Expenses</b>	<b>Cost</b>
Starting amount	\$ 300,000
Bus	\$ 94,003
Bike	\$ 57,000
Walk	\$ 0
Carpool	\$ 20,000
Commute Management Platform	\$ 40,000

Education/Encouragement	\$	15,000
Marketing/Incentives	\$	55,000
Emergency Ride Home	\$	10,000
Contingency	\$	8,997

As with Scenario 1, this Scenario would utilize the procurement of a multimodal commute management platform provider in partnership with the RTC. This platform would allow users to track and log their trips from a computer or smartphone to enroll in challenges in order to win prizes and other incentives, as well as allow staff to monitor, track, contract, and report progress on the TDM program.

As with Scenario 1, transit passes would be purchased in bulk. In Scenario 3, staff assumes that the transit mode split would triple from 3% currently to 9% with the provision of free transit passes. Of this, it is assumed that 60% of downtown transit users/potential users already hold a transit pass from UCSC/Cabrillo passes, resulting in a need to provide for 3.6% of all downtown employees. This scenario would fund the purchase of 1728 transit passes, covering 3.6% of the 4,000 employees for 12 months. These passes would be distributed on a first-come-first-serve basis to those that request them. This system would require the recipients to come to City Hall to redeem their monthly passes each month, and would require an agreement to fill out a regular survey documenting usage. If this quantity of passes is insufficient, the contingency fund could be used to purchase additional passes.

Bike investments would cover the following: purchase and distribution of 100 BikeLink cards pre-loaded with \$20 of credit (\$2,000), and 200 subsidized JUMP memberships (\$35,000). In addition, the City would sponsor 2 'Bike Commute Month' challenges in May and October. These challenges would provide the City an opportunity to target incentives and encourage biking as a commute mode. The purchase of incentives, prizes, and events during these months would total \$7,500 for each month (totaling \$15,000).

Carpool subsidies would be provided within the commute management platform and have \$20,000 in annual funding.

As in Scenario 1, Education and encouragement would include workshops to educate employees through workshops covering bike safety, as well as bike training sessions for those participants who are interested in biking but do not feel comfortable with their skill level to switch to cycling as their main commute mode.

Marketing and Incentives would include marketing to increase enrollment in the commute management platform, incentives to not drive alone, as well as branding and advertising. This investment in incentives directly addresses the interest in financial incentives to encourage mode shift expressed by the existing drive-alone group.

This scenario would allot \$8,997 for contingency program capital. This would allow for flexibility in spending to address emerging program needs.

SUBJECT: Downtown Employee Commute Survey Results & Transportation Demand Management Program Recommendations

DATE: January 24, 2019

PAGE: 8

Recommendation: Staff recommends that the Downtown Commission consider and recommend Scenario 3 as the most prudent approach to expanding a downtown TDM program. Scenario 3 provides options for all types of commuters, achieving the goal to “meet people where they are.” It also provides flexibility for new users to try different options to see what is right for them. This approach uses data to drive the program, matching proposed program investments with areas that survey respondents identified as high interest to meet their needs. The flexibility to choose which mode is right for your individual commute will maximize the impact of the program, rather than only providing for one mode as a solution.

FISCAL IMPACT: City Council approved \$300,000/year, beginning 2019, be dedicated to TDM from the Parking Fund. No impact to the General Fund.

Prepared by: Hayden Glines, Transportation Coordinator

Submitted by: James Burr, Transportation Manager

#### Attachments

Attachment 1: Downtown Commission June 2017 Staff Report

Attachment 2: Survey Response Rate

Attachment 3: Complete Survey Responses

Attachment 4: Mode Split

# DOWNTOWN COMMISSION AGENDA REPORT

DATE: 6/2/2017

AGENDA OF: June 22<sup>nd</sup>, 2017

DEPARTMENT: Public Works

SUBJECT: Downtown Employee Commute Survey Results & Commute Program Next Steps

**RECOMMENDATION:** Consider the results of the Downtown Employee Commute Survey and provide input.

**BACKGROUND:** At the March 23<sup>rd</sup> Downtown Commission meeting, staff presented an overview of Transportation Demand Management (TDM). TDM is a term used to describe coordinated strategies that aim to reduce the use of single occupancy vehicles in order to reduce traffic and parking demand. The March presentation included current City TDM strategies, possible additional program components, and challenges and opportunities the City faces in implementing a program.

In spring 2017, staff began a survey of downtown employees to provide data on current commute habits and incentives that could motivate a change in commute mode. The goal of the survey was to provide data that would guide the development of a TDM program. Of the approximately 4,000 downtown employees, staff received 309 survey responses from employees of 17 downtown businesses. Employees in the light office sector were sent a link to an electronic survey, and service sector employees received a hard copy survey in English and Spanish. Staff attempted to obtain responses that mirrored the breakdown of employees by sector. See below for the breakdown of survey responses vs. the overall breakdown of downtown employees:

**Survey Responses:**

SECTOR	# EMPLOYEES	%
LIGHT OFFICE	127	41%
SERVICE	139	45%
GOVERNMENT	18	6%
TECH	25	8%
<b>TOTAL</b>	<b>309</b>	<b>100%</b>

**Overall Breakdown of Downtown Employees:**

SECTOR	# EMPLOYEES	%
LIGHT OFFICE	1184	29%
SERVICE	2313	57%
GOVERNMENT	192	5%
TECHNOLOGY	362	9%
<b>Total</b>	<b>4051</b>	<b>100%</b>

Responses were analyzed for all respondents, as well as service sector employees specifically. The responses of employees who drove alone as their primary commute mode were analyzed separately for some survey questions. This group would be the primary focus of a TDM program if it moves forward. Of Drive Alone employees, 34% work in the service sector and 66% work in government, light office or tech.

Of all employees surveyed, 71% work full-time (35+ hours per week). Service sector employees were evenly split between full-time and part-time (20-34 hours per week), with 13% of respondents working less than 20 hours each week. Nearly half (48.5%) of all employees start work between 6am and 9am, while for service sector employees, the largest category of responses was “Schedule Changes Daily”, at 37%. Only 18% of service sector employees start work between 6am and 9am daily.

Of all employees surveyed, 44% live within three miles of downtown. 77% live within 10 miles of downtown, and 8% live more than 21 miles from downtown. Of service sector employees, 55% live within 3 miles of downtown and 89% live within 10 miles. Of employees who drive alone as their primary commute mode, 32% live within three miles of downtown. This equates to 15% of total respondents.

Mode split, or the way that survey respondents traveled to work each day, closely mirrors City-wide mode split data from the U.S. Census American Community Survey. Survey respondents were asked to track their travel mode each day for one week. For all respondents, the average weekday mode split was 58% drive alone, 7% carpool, 0% vanpool, 1% motorcycle, 3% bus, 9% bike, 11% walk, and 3% telework. For service employees only, the average weekday mode split was 45% drive alone, 6% carpool, 0% vanpool, 0% motorcycle, 6% bus, 9% bike, 16% walk, and 2% telework. For service employees particularly, this is an extremely high walking mode split and low drive alone mode split. For context, 2.8% of employees walk to work nationally, and 76% drive alone. An overwhelming majority of respondents (94%) indicated that their responses represented a typical week for commuting.

The majority of carpools included two people in the vehicle—very few respondents carpooled with two or more other people. When asked whether they paid for parking the last time they drove to work, either through a permit or the daily rate, 14% of all respondents indicated that they do not drive to work. Of the remainder, 63% paid for parking and 37% did not. Service employees who drive to work were evenly split between paid and unpaid parking, with 51% responding that they did not pay for parking.

Survey respondents were asked about incentives that would encourage them to try an alternative to driving alone to work. Response options included tangible incentives, like a free bus pass, as well as value-driven statements that could help guide a marketing campaign, such as ‘Saving time’. Of the tangible incentives, ‘Financial incentives’ were the top response for all employees, as well as service employees and employees who drive alone. Ecology Action in Santa Cruz is one example of a company with a financial incentive program—they pay employees a few dollars per day for using an alternative mode, and each alternative trip enters employees in a monthly raffle for various prizes. For drive alone employees, the next highest responses were free or subsidized bus passes, an emergency ride home program, and secure bicycle parking near their workplace.

Respondents were also asked about how likely they would be to try different modes. Responses to this question varied widely among respondent groups. For all employees and service employees, biking was the top ranked mode choice. However, for drive alone employees, a compressed workweek schedule was the top ranked alternative option. Teleworking, carpooling and bicycling were the 2<sup>nd</sup>-4<sup>th</sup> ranked options for drive alone employees.

Finally, respondents were asked about the most important factors in their decision to drive alone to work. For all employees, convenience was the top response. For service employees, getting off work late and a lack of alternative options was the top reason for driving, followed by ‘The bus is inconvenient or takes too long’, convenience, and needing to travel quickly to a second job or school. For employees who drive alone, convenience was the top reason for driving, followed by ‘The bus is inconvenient or takes too long’, getting off work late and a lack of alternative options, and family care or other obligations.

#### **DISCUSSION:**

Commute survey data will be used to guide the development of a TDM program for downtown employees. For staff, the above findings suggest the following conclusions to help guide program development:

#### **1. Focus on top-rated program elements**

There are many possible components of a TDM program. Survey data indicates that employees are more likely to try some modes over others, and that some incentives are more likely to motivate behavior change. Drive Alone employees are the key demographic to target when designing a TDM program, and for this group, compressed workweek, teleworking, carpooling and bicycling were the top ranked alternative modes. Busing, walking, a remote lot with shuttle program, and motorcycle were the lowest ranked modes. This suggests that working with employers to provide options for teleworking or a compressed workweek schedule may be one of the easiest and least expensive options for reducing single occupancy car trips to downtown. The high percentage of employees who live within three miles of downtown suggests that a focus on bicycling could also provide significant trip reduction benefits. A three mile bike ride takes about 15-20 minutes, and may be faster than driving in high-traffic conditions. The data also suggests that the lowest-ranked options, such as establishing new park-and-ride lots with shuttles and offering incentives for motorcyclists, may not provide the greatest trip reduction benefit per dollar spent.

In terms of incentives, financial incentives was ranked highest by each respondent group. This suggests that working with employers to provide financial incentives for alternative commute modes could be a powerful way to change behavior. For Drive Alone employees, free or subsidized bus passes, an emergency ride home program, and secure bike parking were the next highest ranked incentives. This suggests that a focus on these program areas could yield the greatest benefits in trip reduction.

#### **2. Focus on office workers**

Several elements of survey data suggest that a focus on office workers, including office-based workers in the government and tech sectors, provides the greatest opportunity to reduce single occupancy vehicle trips to downtown. First, service workers in the downtown already have an extremely low drive alone mode split and are much more likely to walk, bike or take the bus to work. Secondly, service workers are much more likely to have schedules that change daily and to get off work late. A variable schedule makes alternative options like carpooling more difficult, and getting off work late and a lack of alternative options was the top ranked reason for driving among service employees. Third, compressed workweek and teleworking were the highest ranked alternatives for Drive Alone employees. These options are generally not available for service sector employees. These data points suggest that among service sector employees, there are fewer drive alone commuters with the ability to change modes. Office, government and tech workers are much more likely to start work at the same time each day, and 66% of Drive Alone

employees work in these sectors. While a TDM program as envisioned would offer benefits for all downtown employees, this data suggests that focusing the program on employees in the light office, government and tech sectors will provide the greatest trip reduction benefits.

### **3. Focus on top motivations**

Among Drive Alone employees, convenience was ranked as the #1 reason for driving. It is undeniable that driving alone is the most convenient mode of transport for many employees; it requires no coordination or scheduling, provides protection in all weather and allows the flexibility to pick up kids from school and run errands after work. Among drive alone employees, financial incentives and ‘Saving money’ were the top ranked incentives that would motivate behavior change. This suggests that financial strategies would be a critical component of a successful TDM program.

Currently, downtown parking permits cost between \$32-37 per month. This amounts to between \$1.06 and \$1.23 per day, significantly lower than the daily parking rate and lower than the cost of a monthly bus pass. The low cost of parking means that for many employees, driving alone is the fastest, cheapest, and easiest way to get to work. This provides little motivation for employees to change mode, even if an incentive program is implemented. Therefore, staff recommends that parking pricing be considered in conjunction with a TDM program, to couple incentives with a larger disincentive to drive.

Transportation Demand Management strategies could support the City’s Climate Action Plan Goals to reduce single occupancy vehicle commutes by 10% by 2020 and double bike ridership by 2020. TDM also supports Downtown Recovery Plan goals to provide for efficient downtown transit operations and enhance bicycle and pedestrian access downtown.

**FISCAL IMPACT:** There is no fiscal impact associated with this action. Implementation of TDM strategies would create various costs, many of which can be met with existing staff resources.

Prepared by:  
Amelia Conlen  
Transportation Coordinator

Submitted by:  
Jim Burr  
Transportation Manager



# Attachment 1:

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## Survey Response Rates:

Sector	# of Employees	%
Service	88	36
Light Office	49	19
Government	92	37
Tech	18	7
Total	<b>248</b>	

## Downtown Employees (By Sector):

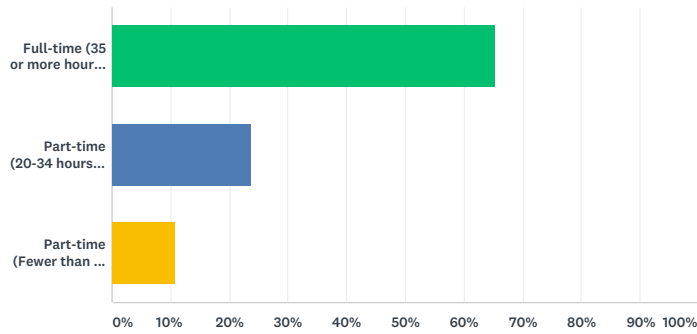
Sector	# of Employees	%
Service	2214	54
Light Office	1176	29
Government	191	5
Tech	473	12
Total	<b>4054</b>	

Q1 What is the name of your employer?

Answered: 247 Skipped: 1

Q2 Which of the following best describes your employment status?

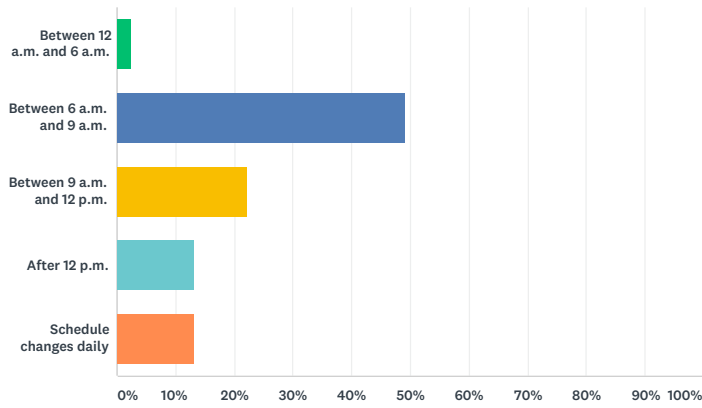
Answered: 247 Skipped: 1



ANSWER CHOICES	RESPONSES	
Full-time (35 or more hours each week)	65.18%	161
Part-time (20-34 hours each week)	23.89%	59
Part-time (Fewer than 20 hours each week)	10.93%	27
TOTAL		247

### Q3 When do you typically start work?

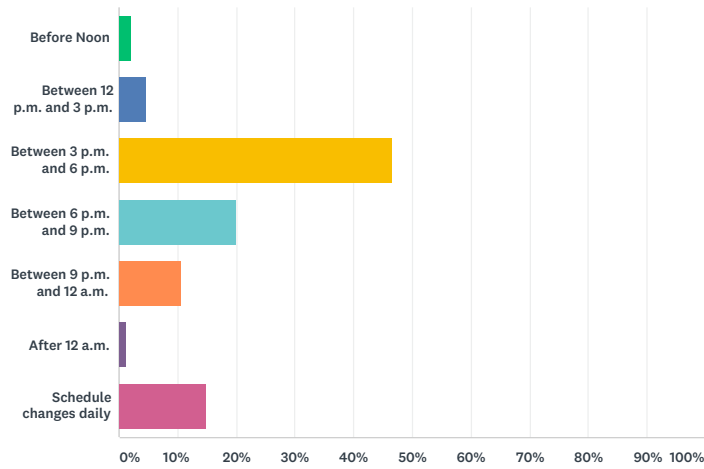
Answered: 244 Skipped: 4



ANSWER CHOICES	RESPONSES	
Between 12 a.m. and 6 a.m.	2.46%	6
Between 6 a.m. and 9 a.m.	49.18%	120
Between 9 a.m. and 12 p.m.	22.13%	54
After 12 p.m.	13.11%	32
Schedule changes daily	13.11%	32
TOTAL		244

### Q4 When do you typically leave work?

Answered: 244 Skipped: 4



ANSWER CHOICES	RESPONSES	
Before Noon	2.05%	5
Between 12 p.m. and 3 p.m.	4.51%	11
Between 3 p.m. and 6 p.m.	46.72%	114
Between 6 p.m. and 9 p.m.	20.08%	49
Between 9 p.m. and 12 a.m.	10.66%	26
After 12 a.m.	1.23%	3
Schedule changes daily	14.75%	36
TOTAL		244

Q5 One way, how many miles do you commute daily from home TO your usual work location? Include miles for errands or stops made daily on the way to work and DO NOT use round-trip or weekly distance. Round off to the nearest mile.

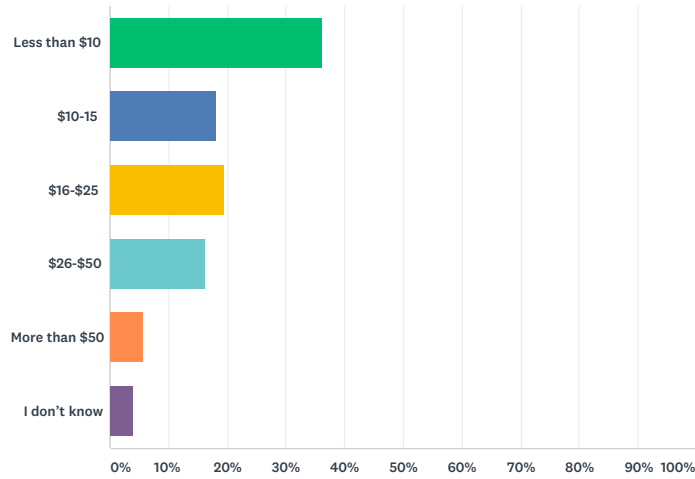
Answered: 246 Skipped: 2

Q6 What is your home zip code?

Answered: 243 Skipped: 5

### Q7 How much money do you estimate that you spend on commuting weekly?

Answered: 246 Skipped: 2

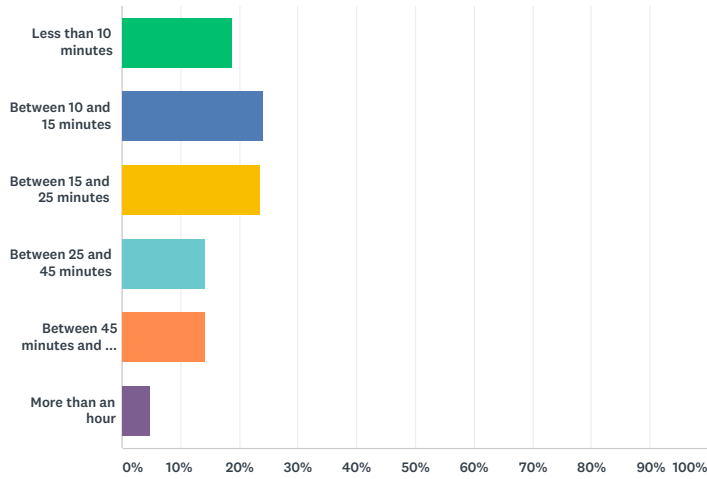


ANSWER CHOICES	RESPONSES	
Less than \$10	36.18%	89
\$10-15	18.29%	45
\$16-\$25	19.51%	48
\$26-\$50	16.26%	40
More than \$50	5.69%	14
I don't know	4.07%	10
<b>TOTAL</b>		<b>246</b>



Q8 How much time do you estimate that you spend commuting one way in an average work day?

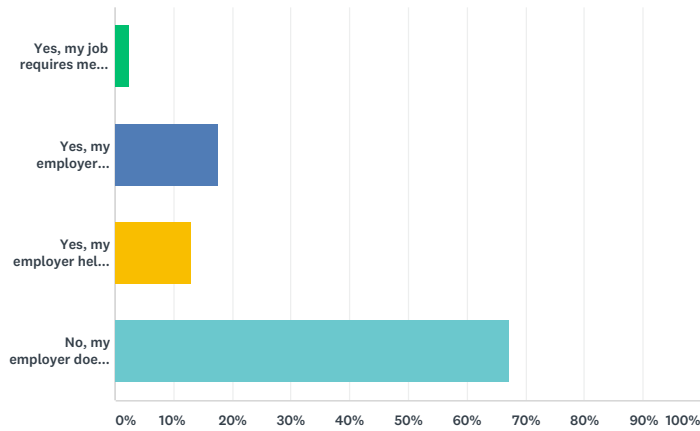
Answered: 245 Skipped: 3



ANSWER CHOICES	RESPONSES
Less than 10 minutes	18.78% 46
Between 10 and 15 minutes	24.08% 59
Between 15 and 25 minutes	23.67% 58
Between 25 and 45 minutes	14.29% 35
Between 45 minutes and 1 hour	14.29% 35
More than an hour	4.90% 12
TOTAL	245

Q9 Does your employer help subsidize you to drive to work?

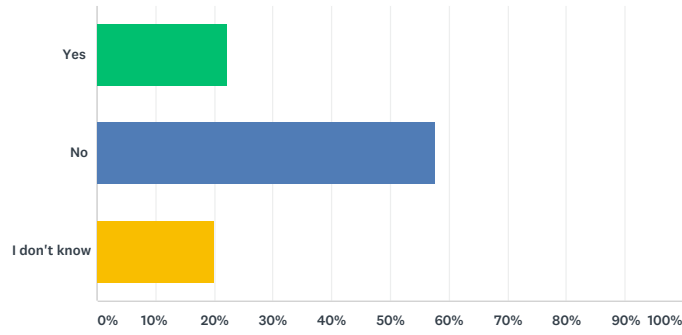
Answered: 246 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes, my job requires me having my car.	2.44%	6
Yes, my employer provides a parking spot or permit.	17.48%	43
Yes, my employer helps pay for parking.	13.01%	32
No, my employer does not offer financial incentives to drive nor require me to have my car.	67.07%	165
<b>TOTAL</b>		<b>246</b>

Q10 Does your employer offer any incentives or encourage you to use alternative transportation methods (bus, bike, carpool, walk, etc.)?

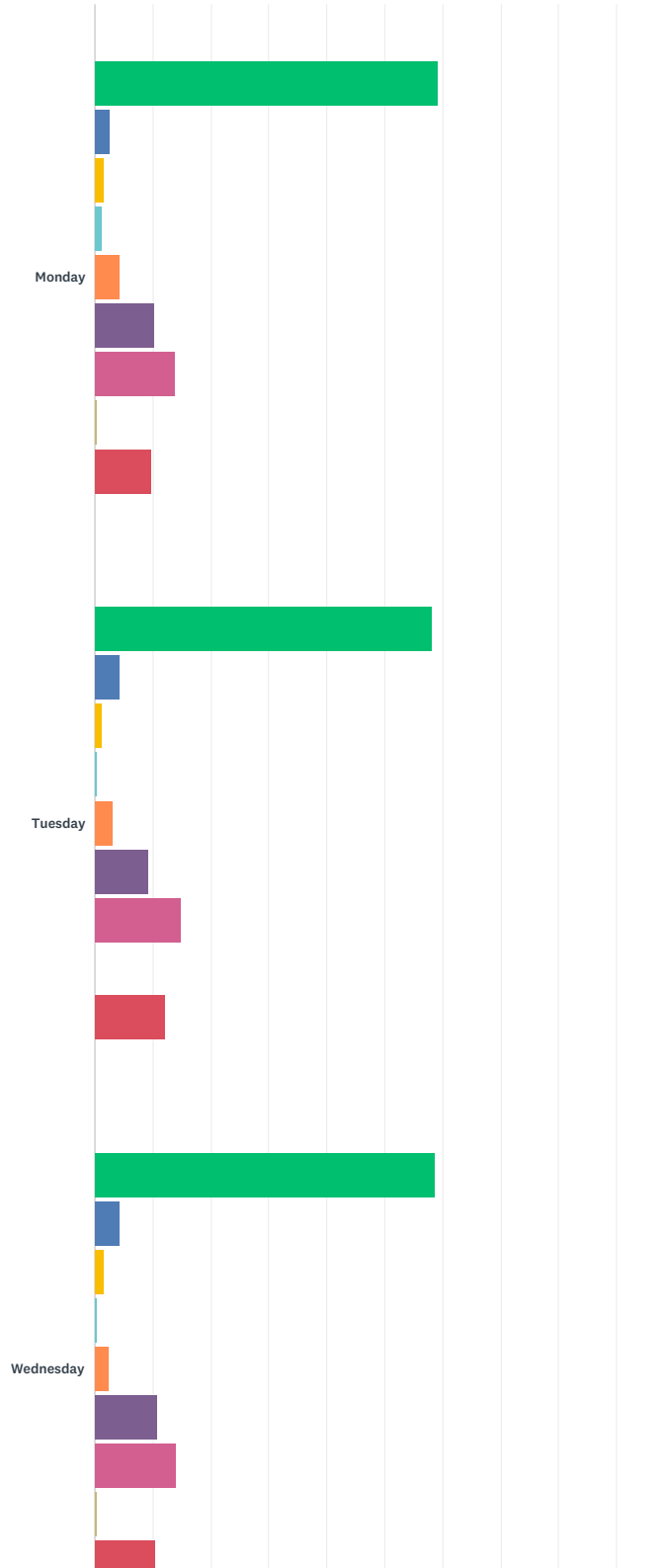
Answered: 244 Skipped: 4

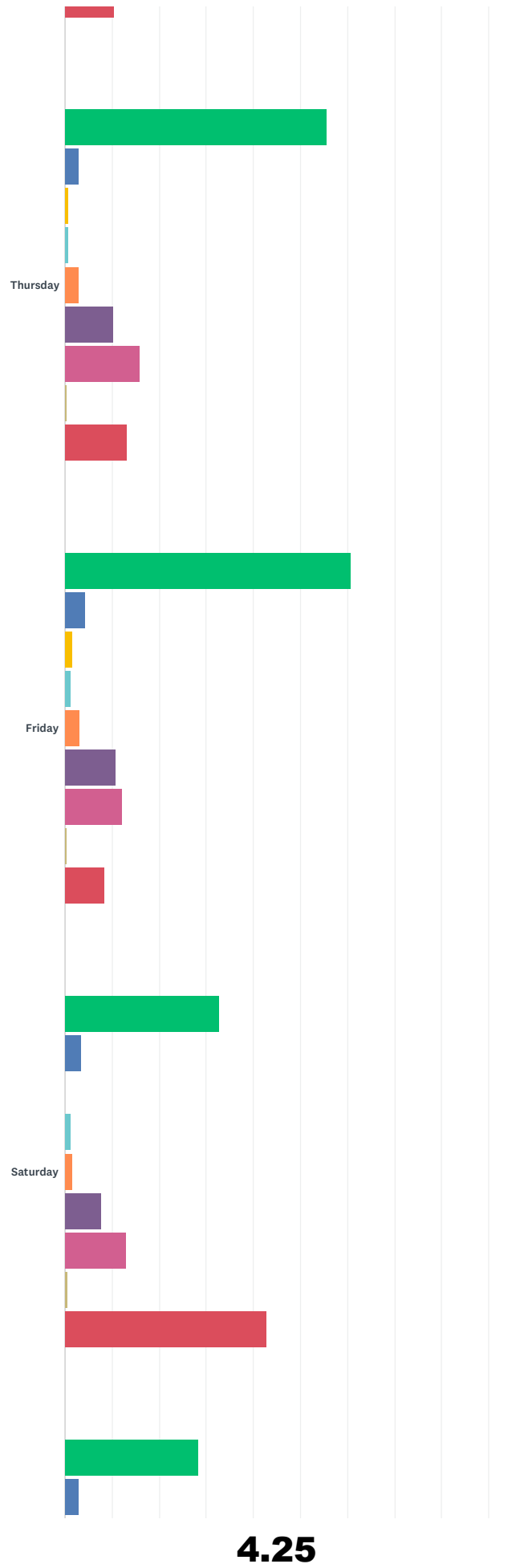


ANSWER CHOICES	RESPONSES
Yes	22.13% 54
No	57.79% 141
I don't know	20.08% 49
TOTAL	244

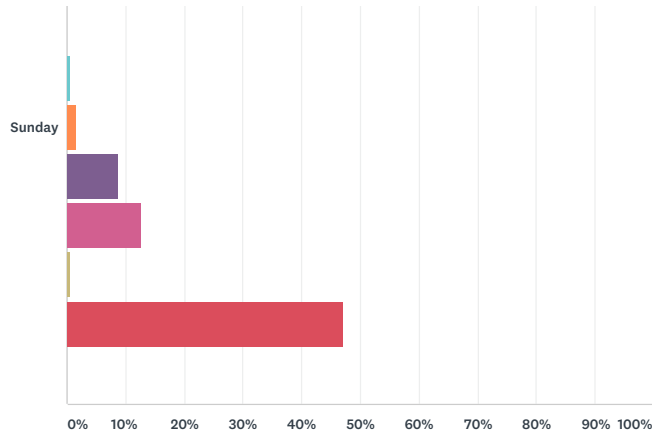
Q11 Which mode of transportation do you use during your usual work week to get to work? Choose only one mode per day, which should correspond with the mode that was used for the LONGEST DISTANCE. - Mark Drive Alone if you drove alone or with persons under 16 years old - Mark Carpooled if you rode with 1 or more person over 16 years old or older

Answered: 240 Skipped: 8





4.25

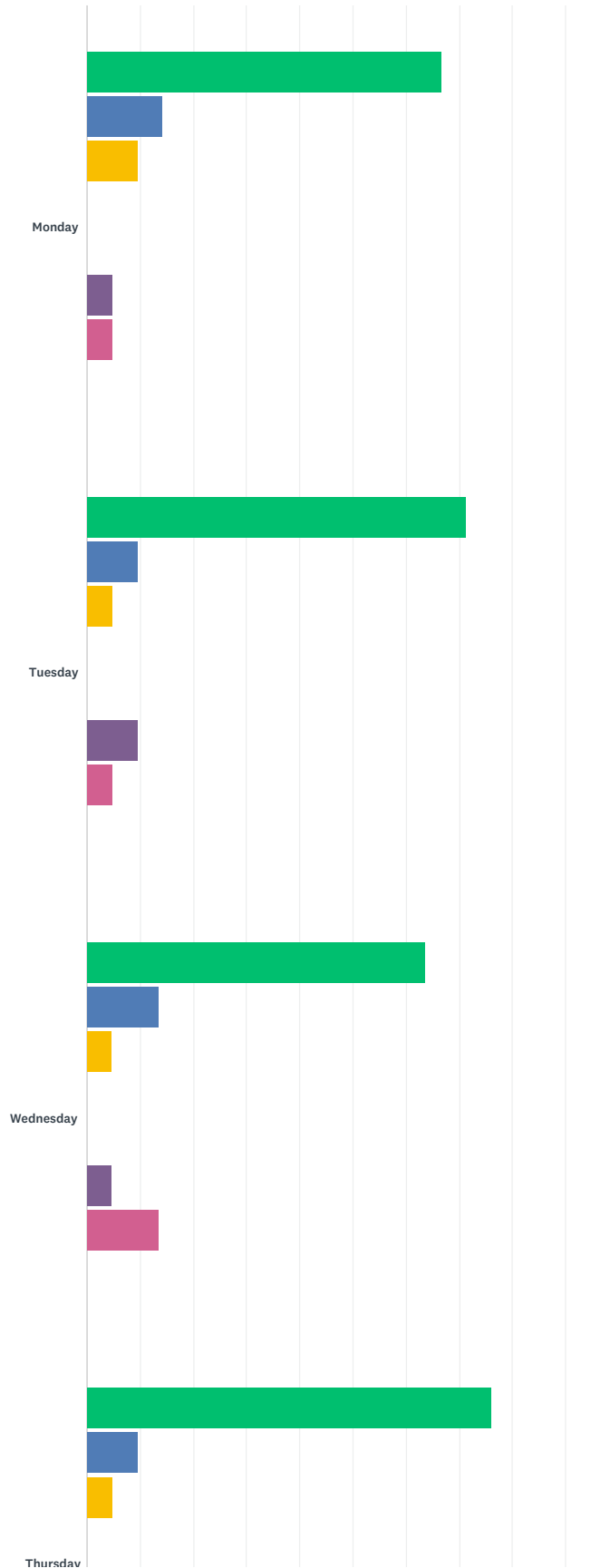


■ Drove Alone   
 ■ Carpooled or Vanpooled   
 ■ Motorcycle or Moped  
■ Uber or Lyft   
 ■ Bus   
 ■ Walked   
 ■ Bicycle   
 ■ Teleworked  
■ Did not work this day

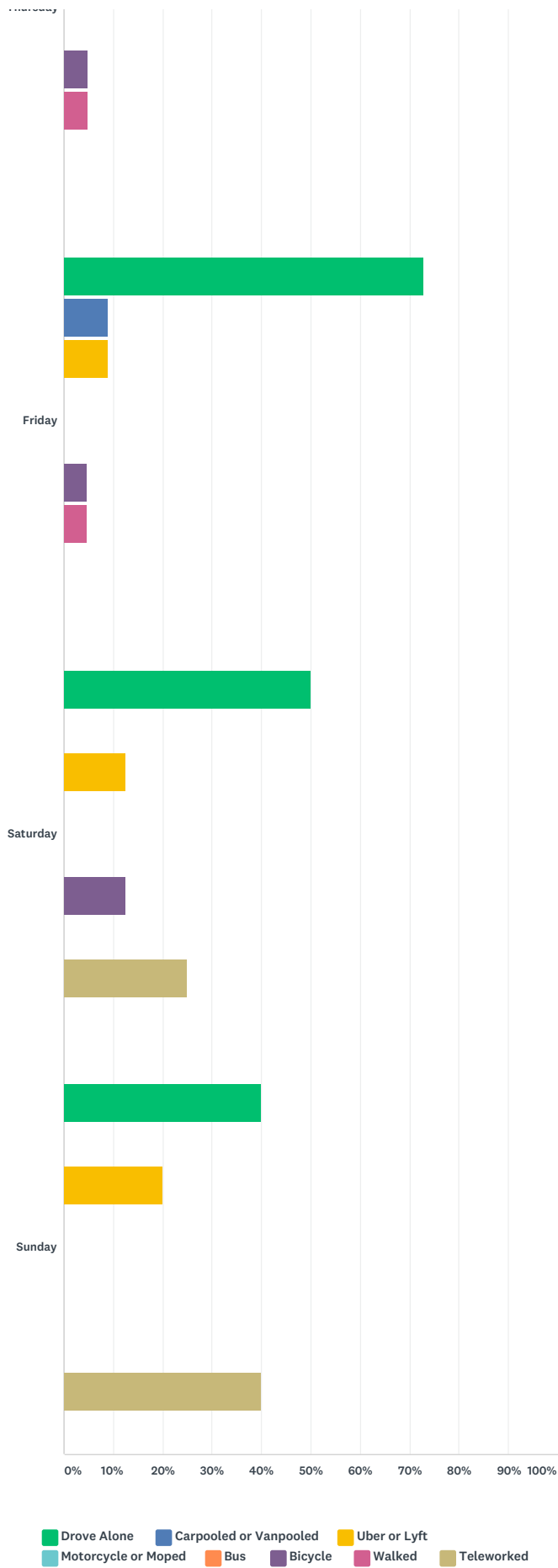
	DROVE ALONE	CARPOOLED OR VANPOOLED	MOTORCYCLE OR MOPED	UBER OR LYFT	BUS	WALKED	BICYCLE	TELEWORKED	DID NOT WORK THIS DAY	TOTAL RESPONDENTS
Monday	59.29% 134	2.65% 6	1.77% 4	1.33% 3	4.42% 10	10.18% 23	13.72% 31	0.44% 1	9.73% 22	226
Tuesday	58.08% 133	4.37% 10	1.31% 3	0.44% 1	3.06% 7	9.17% 21	14.85% 34	0.00% 0	12.23% 28	229
Wednesday	58.70% 135	4.35% 10	1.74% 4	0.43% 1	2.61% 6	10.87% 25	13.91% 32	0.43% 1	10.43% 24	230
Thursday	55.56% 130	2.99% 7	0.85% 2	0.85% 2	2.99% 7	10.26% 24	15.81% 37	0.43% 1	13.25% 31	234
Friday	60.70% 139	4.37% 10	1.75% 4	1.31% 3	3.06% 7	10.92% 25	12.23% 28	0.44% 1	8.30% 19	229
Saturday	32.94% 56	3.53% 6	0.00% 0	1.18% 2	1.76% 3	7.65% 13	12.94% 22	0.59% 1	42.94% 73	170
Sunday	28.49% 49	2.91% 5	0.00% 0	0.58% 1	1.74% 3	8.72% 15	12.79% 22	0.58% 1	47.09% 81	172

Q12 Answer only if you used a different mode of transportation to RETURN from work. If so, please indicate below.

Answered: 25 Skipped: 223



4.27

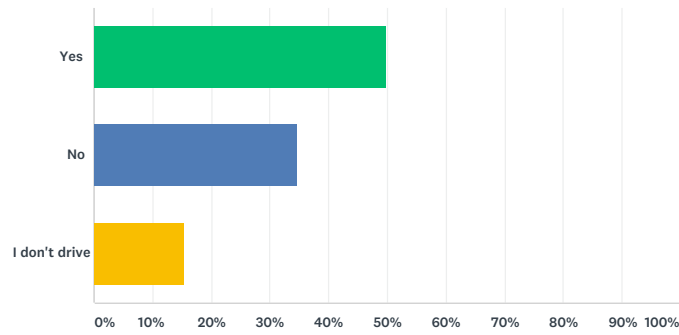




	DROVE ALONE	CARPOOLED OR VANPOOLED	UBER OR LYFT	MOTORCYCLE OR MOPED	BUS	BICYCLE	WALKED	TELEWORKED	TOTAL RESPONDENTS
Monday	66.67% 14	14.29% 3	9.52% 2	0.00% 0	0.00% 0	4.76% 1	4.76% 1	0.00% 0	21
Tuesday	71.43% 15	9.52% 2	4.76% 1	0.00% 0	0.00% 0	9.52% 2	4.76% 1	0.00% 0	21
Wednesday	63.64% 14	13.64% 3	4.55% 1	0.00% 0	0.00% 0	4.55% 1	13.64% 3	0.00% 0	22
Thursday	76.19% 16	9.52% 2	4.76% 1	0.00% 0	0.00% 0	4.76% 1	4.76% 1	0.00% 0	21
Friday	72.73% 16	9.09% 2	9.09% 2	0.00% 0	0.00% 0	4.55% 1	4.55% 1	0.00% 0	22
Saturday	50.00% 4	0.00% 0	12.50% 1	0.00% 0	0.00% 0	12.50% 1	0.00% 0	25.00% 2	8
Sunday	40.00% 2	0.00% 0	20.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	40.00% 2	5

Q13 On the most recent day that you drove to work, did you pay to park?  
 (Mark "yes" if you paid that day or if you have a parking permit)

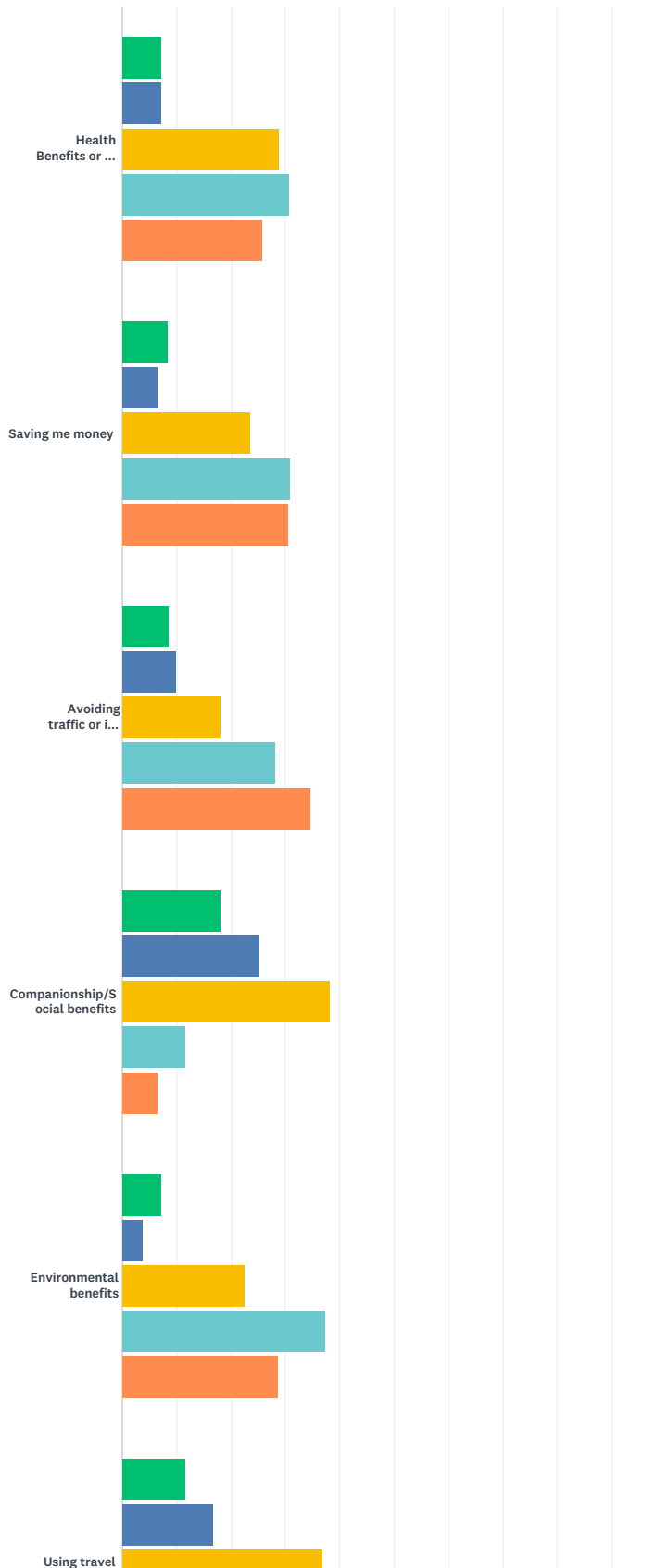
Answered: 239 Skipped: 9



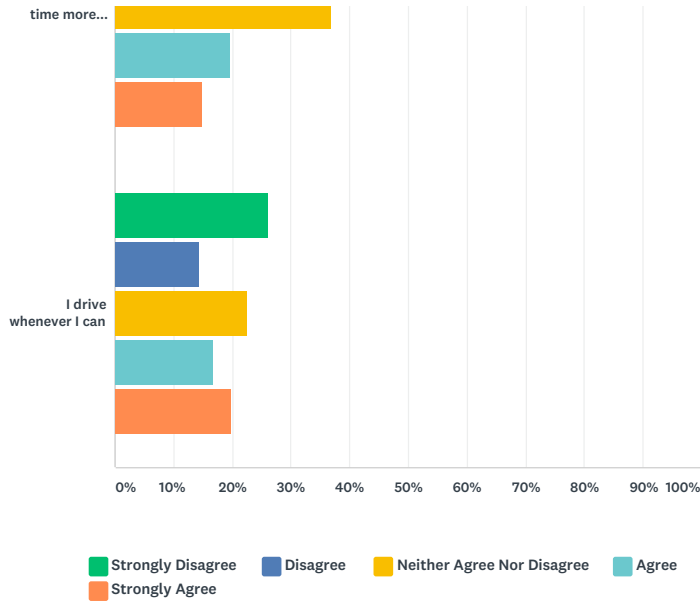
ANSWER CHOICES	RESPONSES
Yes	49.79% 119
No	34.73% 83
I don't drive	15.48% 37
<b>TOTAL</b>	<b>239</b>

Q14 Please indicate how much you would agree or disagree with following ways of completing this statement. When I take alternative transportation, I do it because:

Answered: 232 Skipped: 16



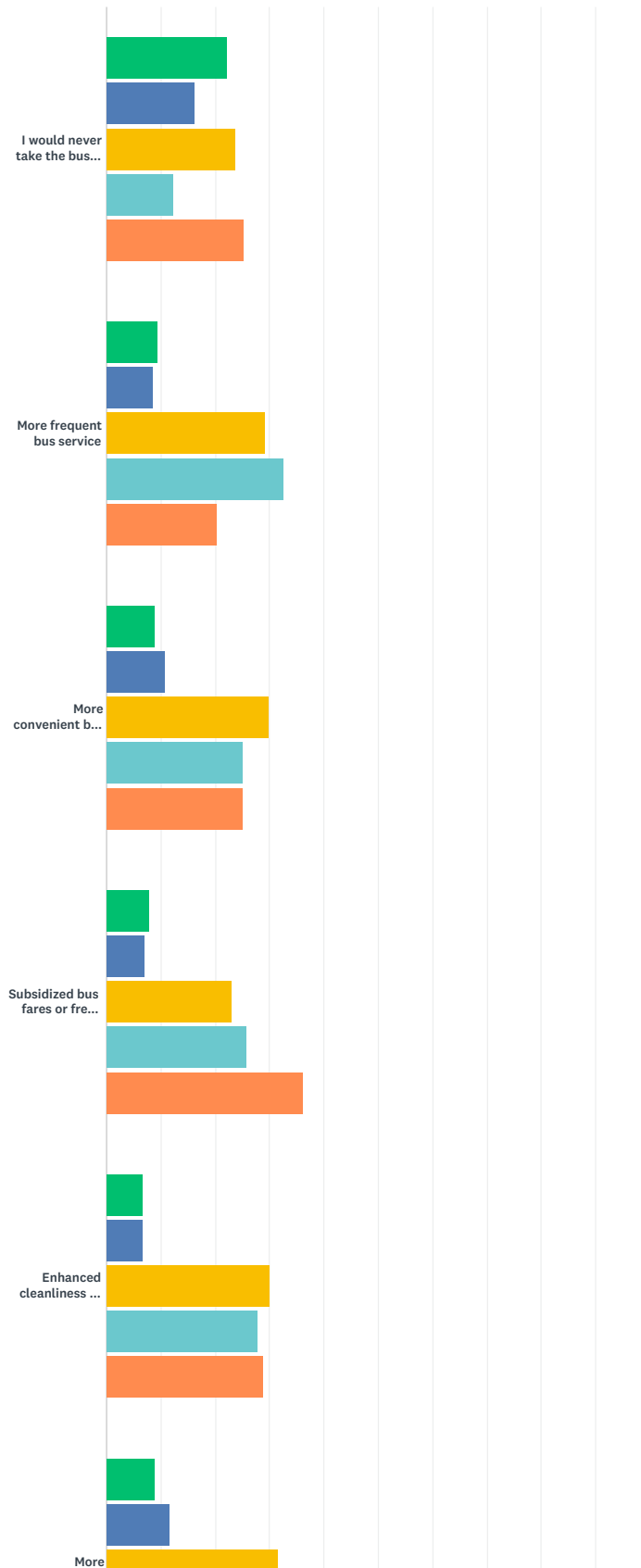
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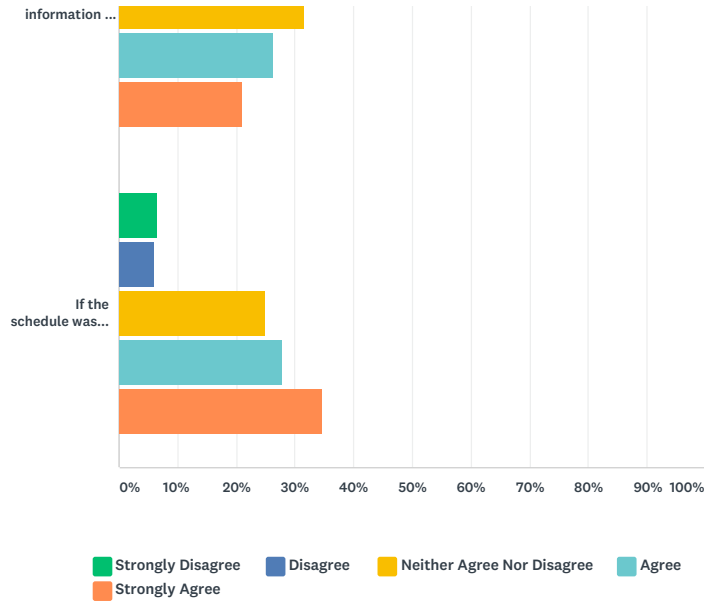
	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	TOTAL
Health Benefits or for personal time	7.34% 16	7.34% 16	28.90% 63	30.73% 67	25.69% 56	218
Saving me money	8.33% 18	6.48% 14	23.61% 51	31.02% 67	30.56% 66	216
Avoiding traffic or it's convenient	8.68% 19	10.05% 22	18.26% 40	28.31% 62	34.70% 76	219
Companionship/Social benefits	18.22% 39	25.23% 54	38.32% 82	11.68% 25	6.54% 14	214
Environmental benefits	7.41% 16	3.70% 8	22.69% 49	37.50% 81	28.70% 62	216
Using travel time more productively	11.68% 25	16.82% 36	36.92% 79	19.63% 42	14.95% 32	214
I drive whenever I can	26.24% 58	14.48% 32	22.62% 50	16.74% 37	19.91% 44	221

Q15 Please indicate how much you would agree or disagree with following ways of completing this statement. The following would encourage me to take the BUS downtown:

Answered: 242 Skipped: 6



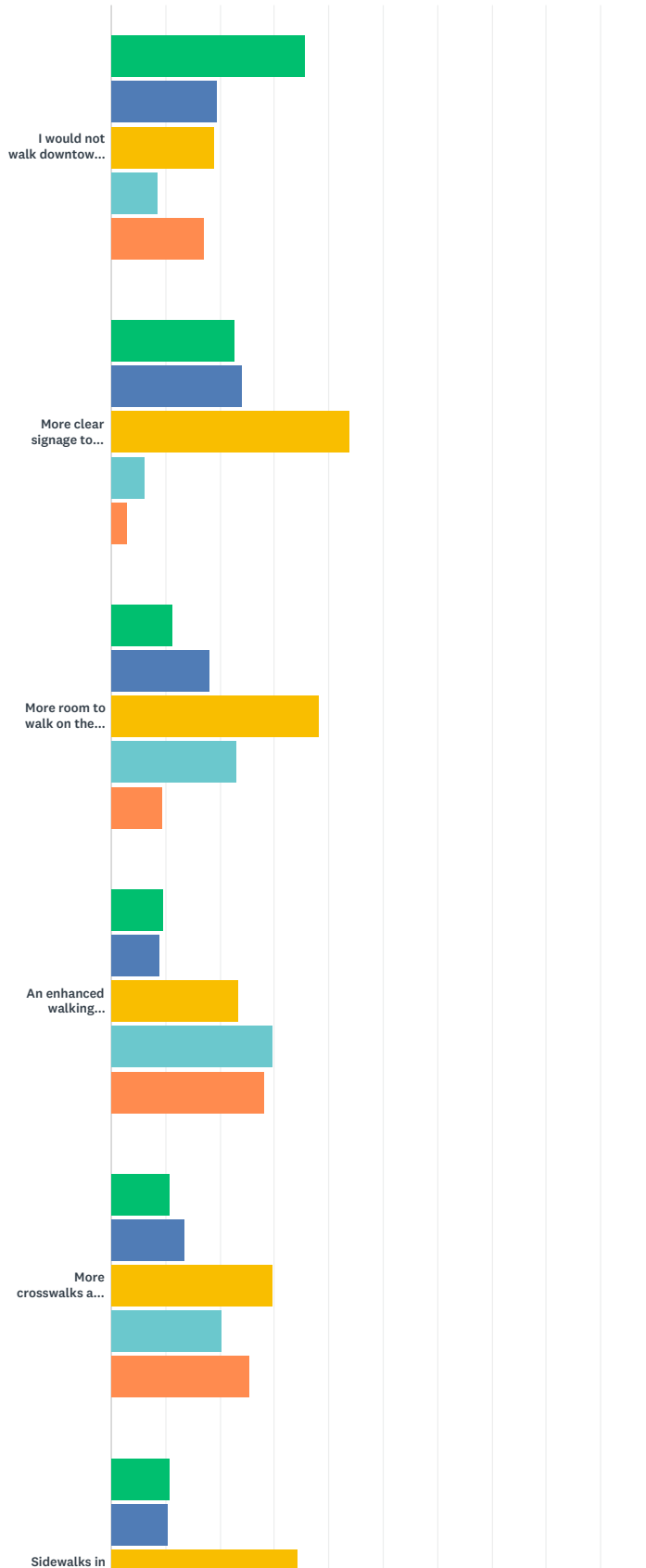
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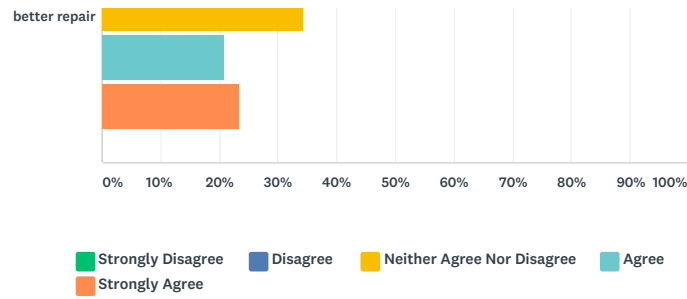
	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	TOTAL
I would never take the bus downtown	22.22% 52	16.24% 38	23.93% 56	12.39% 29	25.21% 59	234
More frequent bus service	9.43% 20	8.49% 18	29.25% 62	32.55% 69	20.28% 43	212
More convenient bus stops closer to my work or home	9.00% 19	10.90% 23	29.86% 63	25.12% 53	25.12% 53	211
Subsidized bus fares or free bus passes	7.98% 17	7.04% 15	23.00% 49	25.82% 55	36.15% 77	213
Enhanced cleanliness and comfort on buses	6.60% 14	6.60% 14	30.19% 64	27.83% 59	28.77% 61	212
More information on schedule and route options	8.96% 19	11.79% 25	31.60% 67	26.42% 56	21.23% 45	212
If the schedule was better and ran when you needed it	6.48% 14	6.02% 13	25.00% 54	27.78% 60	34.72% 75	216

Q16 Please indicate how much you would agree or disagree with following ways of completing this statement. The following would encourage me to WALK downtown:

Answered: 239 Skipped: 9



4.35

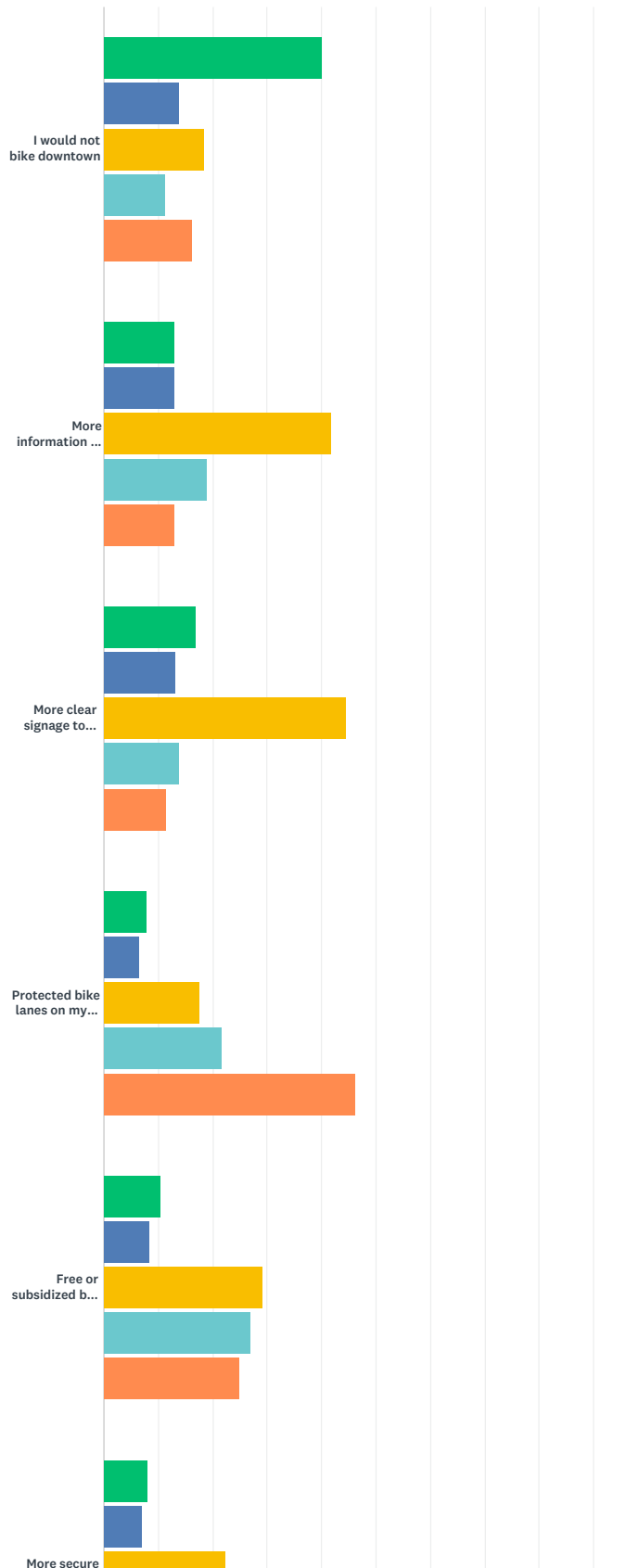


	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	TOTAL
I would not walk downtown, even with improvements	35.78% 83	19.40% 45	18.97% 44	8.62% 20	17.24% 40	232
More clear signage to guide me to or from work	22.71% 47	24.15% 50	43.96% 91	6.28% 13	2.90% 6	207
More room to walk on the sidewalks	11.27% 23	18.14% 37	38.24% 78	23.04% 47	9.31% 19	204
An enhanced walking experience with better lighting, more landscaping	9.57% 20	9.09% 19	23.44% 49	29.67% 62	28.23% 59	209
More crosswalks and pedestrian lights with prioritized lights	10.85% 23	13.68% 29	29.72% 63	20.28% 43	25.47% 54	212
Sidewalks in better repair	10.95% 23	10.48% 22	34.29% 72	20.95% 44	23.33% 49	210

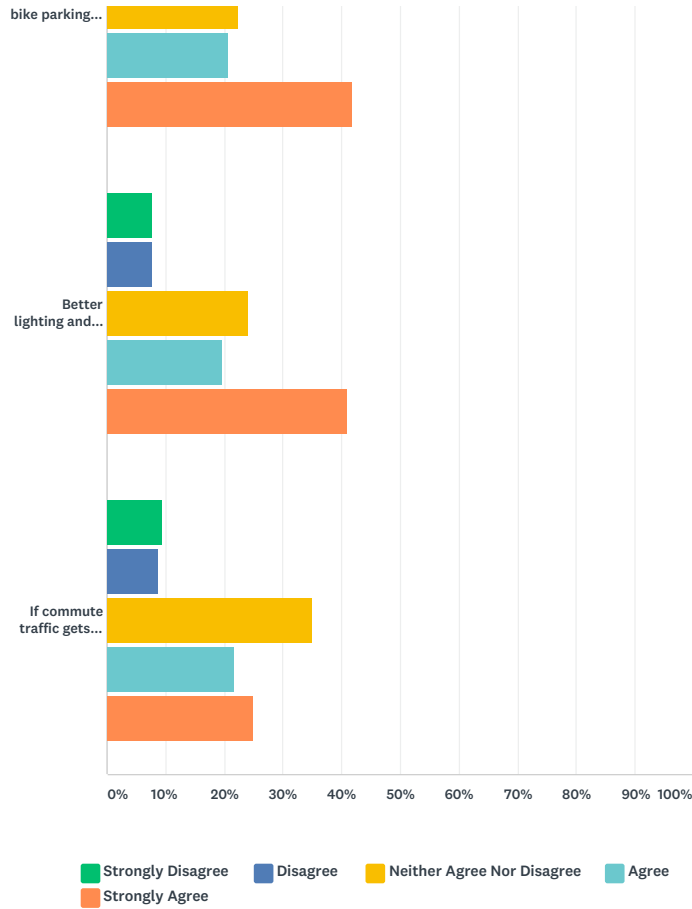


Q17 Please indicate how much you would agree or disagree with following ways of completing this statement. The following would encourage me to BIKE downtown:

Answered: 209 Skipped: 39



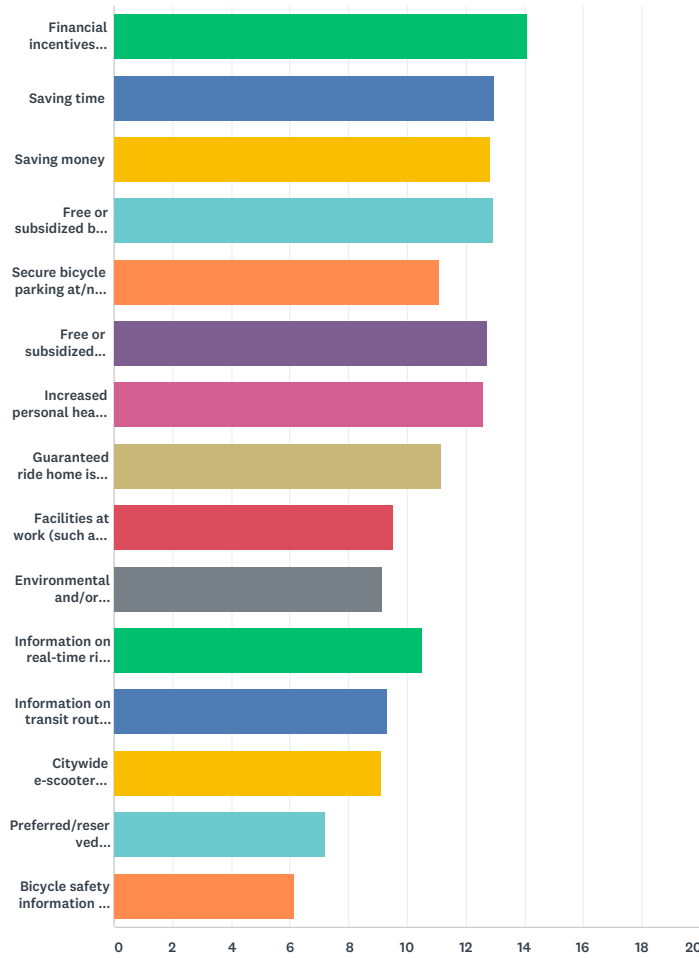
4.37



	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	TOTAL
I would not bike downtown	40.10% 81	13.86% 28	18.32% 37	11.39% 23	16.34% 33	202
More information on bike routes and facilities	13.04% 24	13.04% 24	41.85% 77	19.02% 35	13.04% 24	184
More clear signage to guide me to or from work	17.03% 31	13.19% 24	44.51% 81	13.74% 25	11.54% 21	182
Protected bike lanes on my routes	7.98% 15	6.38% 12	17.55% 33	21.81% 41	46.28% 87	188
Free or subsidized bike share memberships	10.50% 19	8.29% 15	29.28% 53	27.07% 49	24.86% 45	181
More secure bike parking in downtown	8.15% 15	7.07% 13	22.28% 41	20.65% 38	41.85% 77	184
Better lighting and more well paved streets	7.65% 14	7.65% 14	24.04% 44	19.67% 36	40.98% 75	183
If commute traffic gets worse	9.44% 17	8.89% 16	35.00% 63	21.67% 39	25.00% 45	180

Q18 What would encourage you to try or to keep using an alternative to driving alone to work? (Rank your top 3, where 1 is the highest)

Answered: 219 Skipped: 29

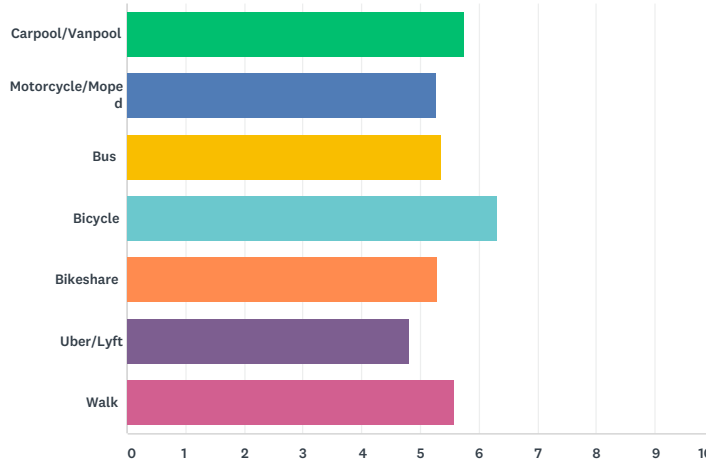


	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Financial incentives (cash stipends, prizes or other incentives)	55.08% 65	25.42% 30	11.02% 13	2.54% 3	0.00% 0	1.69% 2	2.54% 3	0.85% 1	0.85% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Saving time	35.44% 28	20.25% 16	17.72% 14	2.53% 2	7.59% 6	3.80% 3	6.33% 5	1.27% 1	1.27% 1	2.53% 2	1.27% 1	0.00% 0	0.00% 0	0.00% 0
Saving money	21.88% 21	31.25% 30	26.04% 25	2.08% 2	2.08% 2	6.25% 6	1.04% 1	3.13% 3	4.17% 4	0.00% 0	0.00% 0	1.04% 1	1.04% 1	0.00% 0
Free or subsidized bus pass, vanpool pass or fare benefit	23.68% 18	28.95% 22	27.63% 21	3.95% 3	1.32% 1	2.63% 2	5.26% 4	2.63% 2	0.00% 0	1.32% 1	1.32% 1	0.00% 0	0.00% 0	1.32% 1
Secure bicycle parking at/near workplace	30.00% 18	20.00% 12	13.33% 8	1.67% 1	1.67% 1	3.33% 2	0.00% 0	1.67% 1	3.33% 2	1.67% 1	6.67% 4	6.67% 4	8.33% 5	1.67% 1
Free or subsidized bicycle or JUMP bike membership	22.86% 16	30.00% 21	25.71% 18	1.43% 1	4.29% 3	2.86% 2	1.43% 1	4.29% 3	2.86% 2	1.43% 1	0.00% 0	1.43% 1	0.00% 0	1.43% 1
Increased personal health or well-being	14.47% 11	31.58% 24	26.32% 20	3.95% 3	7.89% 6	2.63% 2	1.32% 1	7.89% 6	1.32% 1	1.32% 1	0.00% 0	0.00% 0	1.32% 1	0.00% 0
Guaranteed ride home is provided/Reimbursement for Uber or Lyft	15.07% 11	21.92% 16	27.40% 20	2.74% 2	4.11% 3	2.74% 2	1.37% 1	1.37% 1	1.37% 1	2.74% 2	4.11% 3	9.59% 7	4.11% 3	1.37% 1
Facilities at work (such as showers or a changing room)	12.28% 7	19.30% 11	22.81% 13	3.51% 2	1.75% 1	0.00% 0	5.26% 3	3.51% 2	0.00% 0	1.75% 1	0.00% 0	1.75% 1	1.75% 1	15.79% 9
Environmental and/or community benefits	12.96% 7	9.26% 5	33.33% 18	1.85% 1	1.85% 1	0.00% 0	0.00% 0	1.85% 1	3.70% 2	1.85% 1	5.56% 3	1.85% 1	0.00% 0	1.85% 1
Information on real-time ride matching apps	10.20% 5	12.24% 6	24.49% 12	10.20% 5	2.04% 1	2.04% 1	6.12% 3	8.16% 4	6.12% 3	4.08% 2	6.12% 3	2.04% 1	2.04% 1	4.08% 2

Information on transit routes or joining a carpool, vanpool	7.89% 3	10.53% 4	21.05% 8	5.26% 2	7.89% 3	2.63% 1	5.26% 2	2.63% 1	2.63% 1	5.26% 2	5.26% 2	10.53% 4	5.26% 2	5.26% 2
Citywide e-scooter program	6.52% 3	17.39% 8	19.57% 9	2.17% 1	2.17% 1	4.35% 2	0.00% 0	2.17% 1	4.35% 2	13.04% 6	10.87% 5	6.52% 3	2.17% 1	2.17% 1
Preferred/reserved carpool/vanpool parking is provided	7.89% 3	13.16% 5	7.89% 3	2.63% 1	0.00% 0	5.26% 2	2.63% 1	0.00% 0	5.26% 2	2.63% 1	2.63% 1	5.26% 2	28.95% 11	15.79% 6
Bicycle safety information or skills class	3.23% 1	0.00% 0	9.68% 3	0.00% 0	0.00% 0	3.23% 1	3.23% 1	0.00% 0	19.35% 6	19.35% 6	12.90% 4	6.45% 2	3.23% 1	6.45% 2

Q19 If driving alone became prohibitively expensive or difficult, which method of transportation would you choose? (Rank your top 3, where 1 is the highest)

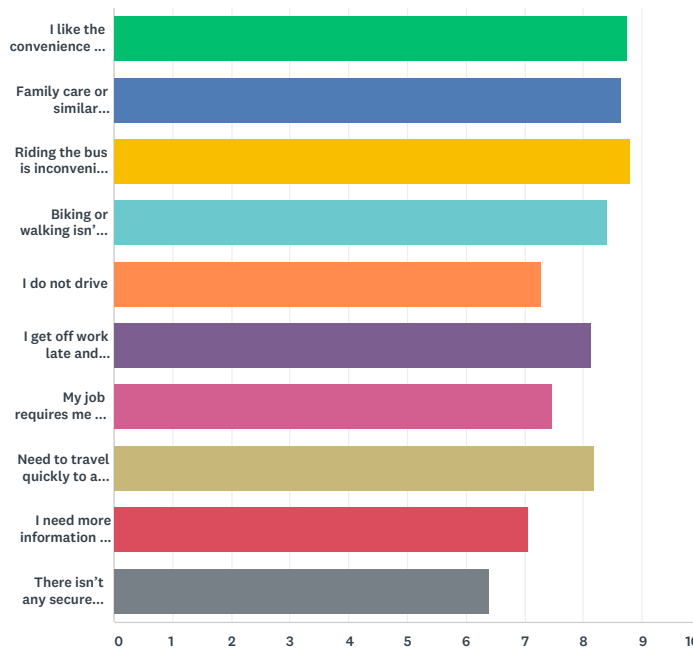
Answered: 234 Skipped: 14



	1	2	3	4	5	6	7	TOTAL	SCORE
Carpool/Vanpool	37.40% 49	24.43% 32	25.95% 34	6.87% 9	1.53% 2	2.29% 3	1.53% 2	131	5.76
Motorcycle/Moped	31.75% 20	25.40% 16	19.05% 12	4.76% 3	7.94% 5	3.17% 2	7.94% 5	63	5.27
Bus	19.17% 23	26.67% 32	40.00% 48	5.00% 6	5.00% 6	2.50% 3	1.67% 2	120	5.36
Bicycle	53.42% 78	29.45% 43	14.38% 21	0.68% 1	2.05% 3	0.00% 0	0.00% 0	146	6.32
Bikeshare	13.04% 12	43.48% 40	28.26% 26	2.17% 2	4.35% 4	5.43% 5	3.26% 3	92	5.29
Uber/Lyft	13.64% 12	28.41% 25	32.95% 29	2.27% 2	4.55% 4	10.23% 9	7.95% 7	88	4.82
Walk	37.76% 37	24.49% 24	23.47% 23	3.06% 3	1.02% 1	4.08% 4	6.12% 6	98	5.58

Q20 When you drive alone to work, what are the most important reasons?  
(Rank your top 3, where 1 is the highest)

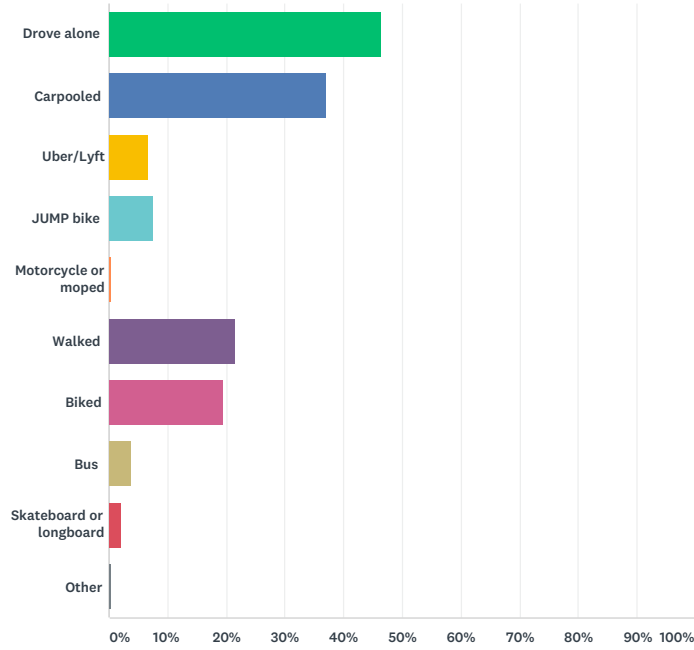
Answered: 233 Skipped: 15



	1	2	3	4	5	6	7	8	9	10	TOTAL	SCORE
I like the convenience of having my car	38.93% 51	29.01% 38	22.14% 29	1.53% 2	0.00% 0	3.82% 5	3.05% 4	1.53% 2	0.00% 0	0.00% 0	131	8.74
Family care or similar obligations (such as errands)	37.96% 41	21.30% 23	28.70% 31	3.70% 4	1.85% 2	3.70% 4	1.85% 2	0.00% 0	0.00% 0	0.93% 1	108	8.65
Riding the bus is inconvenient or takes too long	32.79% 40	31.15% 38	30.33% 37	1.64% 2	1.64% 2	0.82% 1	0.00% 0	0.82% 1	0.00% 0	0.82% 1	122	8.80
Biking or walking isn't safe	36.36% 32	23.86% 21	23.86% 21	3.41% 3	2.27% 2	0.00% 0	5.68% 5	3.41% 3	0.00% 0	1.14% 1	88	8.41
I do not drive	66.67% 20	0.00% 0	3.33% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	3.33% 1	26.67% 8	30	7.27
I get off work late and alternative options are inconvenient/unavailable	20.45% 18	34.09% 30	32.95% 29	2.27% 2	0.00% 0	1.14% 1	0.00% 0	1.14% 1	5.68% 5	2.27% 2	88	8.14
My job requires me to use my car for work	30.56% 11	22.22% 8	11.11% 4	8.33% 3	5.56% 2	2.78% 1	5.56% 2	0.00% 0	11.11% 4	2.78% 1	36	7.47
Need to travel quickly to a second job or to school	18.33% 11	41.67% 25	20.00% 12	0.00% 0	8.33% 5	6.67% 4	1.67% 1	3.33% 2	0.00% 0	0.00% 0	60	8.18
I need more information on alternative modes	17.86% 5	17.86% 5	21.43% 6	7.14% 2	10.71% 3	3.57% 1	7.14% 2	7.14% 2	7.14% 2	0.00% 0	28	7.07
There isn't any secure bicycle parking	5.41% 2	24.32% 9	27.03% 10	2.70% 1	5.41% 2	0.00% 0	5.41% 2	18.92% 7	10.81% 4	0.00% 0	37	6.41

Q21 When you last came to downtown for a non-commute reason (leisure, errands, recreation, etc.), which mode did you use? (Check all that apply)

Answered: 237 Skipped: 11



ANSWER CHOICES	RESPONSES
Drove alone	46.41% 110
Carpooled	37.13% 88
Uber/Lyft	6.75% 16
JUMP bike	7.59% 18
Motorcycle or moped	0.42% 1
Walked	21.52% 51
Biked	19.41% 46
Bus	3.80% 9
Skateboard or longboard	2.11% 5
Other	0.42% 1
Total Respondents: 237	

Q22 What else do you believe that the City of Santa Cruz could do to improve your commute?

Answered: 173 Skipped: 75



Q23 If you wish to be entered into a raffle for a \$50 ParkCard and \$50 gift cards to Bookshop Santa Cruz, please enter your name and phone number. All survey data is anonymous.

Answered: 165 Skipped: 83

ANSWER CHOICES	RESPONSES	
Name	100.00%	165
Phone Number	98.18%	162

# Attachment 3:

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## 2018 Downtown Employee Commute Survey Weekday Mode Split

	Drove Alone	Carpooled Vanpooled	TNC	Motorcycle	Bus	Bike	Walk	Telework	Compressed Work week	Day off
2017	57.7%	6.8%		0.6%	3.3%	8.9%	11.0%	3.0%	0.3%	8.3%
2018	56.2%	5.0%	9.0%	1.5%	3.2%	14.3%	9.8%	0.3%	N/A	10.3%

### Comparison Table of Mode Splits:

Commute Mode Split (ACS 2017 5 year estimate)	National	Santa Cruz County	City of Santa Cruz	Downtown 2018 Survey: 7 day average
Drove Alone	76.4%	69.3%	58.1%	61.1%
Carpooled	9.2%	9.0%	7.9%	4.3%
Public Transportation (Includes Taxicab)	5.3%	2.8%	6.6%	3.4%
Motorcycle	0.2%	0.5%	0.9%	1.3%
Bicycle	0.6%	3.7%	9.2%	16.5%
Walked	2.7%	4.5%	10.2%	11.5%
Other Means	0.9%	2.8%	0.7%	1%
Worked At Home	4.7%	7.5%	6.5%	0.48%



## Downtown Commission AGENDA REPORT

**DATE:** 1/10/2019

**AGENDA OF:** 1/24/2019

**SUBJECT:** Updates to Downtown Parking Resolution- Phase 2

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**RECOMMENDATION:** That the Downtown Commission provide feedback and guidance on updates to the Downtown Parking Resolution Phase 2 updates and establish an ad-hoc subcommittee related to in-lieu fees.

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**BACKGROUND:** Over the past year, the Downtown Commission has heard updates on many different changes that could occur in the Downtown Parking District. These include updates to the Downtown Plan, a potential for a new parking supply project, changes to the downtown parking rates strategy, increased TDM programs, and how to accommodate future significant development projects. At the same time, the City Council conducted focused work on addressing the regional housing crisis. This work resulted in the Housing Blueprint Subcommittee (HBS) report and recommendations, some of which specifically relate to parking changes downtown.

At the June 19, 2018 Downtown Commission meeting, the Commission recommended that City Council approve amending downtown fees and rates, to increase parking permit rates, increase hourly parking rates for lots, meters and parking structures, to fund the sunset of parking deficiency fee paid by businesses, regular annual funding for Transportation Demand Management enhancement, and construction of a new parking structure.

At the September 11, 2018 City Council meeting, Council approved moving forward with the next step in creation of a new parking supply project on Lot 4 and directed staff to work with the Downtown Commission to revise the Downtown Parking Resolution to sunset the deficiency fee over a five year period, beginning in 2019. The Downtown Commission reviewed and recommended a sunset of the deficiency fee, and Council adopted an updated Downtown Parking Resolution to reflect this change on November 27, 2018.

In addition to Council action on rates and supply from September 11, 2018, the Council has been working on a wide variety of strategies to address the regional housing crisis. As the result of the December 2017 "Community Voice on Housing" report, Council formed the HBS to prioritize actions related to the topics of community vitality, housing protection, and housing production. The HBS included direction on several parking-related items, both City-wide and Downtown.

Staff has been directed to return to Council by late 2018/early 2019 with an analysis of Code updates to the downtown parking standards for residential development, including direction to staff to continue their pursuit of developing additional parking supply for off-site/shared parking

facilities to facilitate redevelopment downtown. Related to this longer-term goal, Council has directed staff to return with proposed approaches to achieving the following tasks:

1. Allowing a downtown project's entire parking requirement to be located off-site (Complete);
2. Updating Downtown in-lieu parking fee program in an effort to improve cost recovery and incentivize use by future development;
3. Tiering of in-lieu parking fee rates such that affordable housing units pay a lower rate than market rate housing would, in an effort to encourage affordable housing development;
4. Implementing an off-peak residential parking permit program to better utilize existing parking supply (2019);
5. Updating of downtown parking requirements to incentivize residential development that increases affordability and efficiency of available land; and
6. Consolidate parking in structures to provide increased opportunities for affordable housing at adjacent sites or surrounding properties.

**DISCUSSION:** At this point in time, staff is seeking feedback from the Commission on in-lieu fees (numbers 2 & 3 above) and special events.

Update the in-lieu fee to reflect policy goals and an updated cost recovery model.

Parking is an expensive element of new development, and can take a significant portion of the developable site area to provide the required parking as part of a project. A parking in-lieu fee is a common parking management strategy utilized by municipalities throughout California that gives proposed projects or uses the option to pay a designated fee rather than provide some or all on-site parking spaces required by the code. This allows the supply of the shared parking system to meet the needs of the development, and it should be priced at a balance to be both low enough to make sense for development and high enough to ensure that the downtown parking district can manage the increase in demand. This tool is currently available in the Downtown Parking resolution but will become a more important tool with the sunset of the deficiency fee, and the fee strategy should be reexamined.

In researching other similar cities and reviewing the state of the practice, there is no "right" answer for setting an appropriate in-lieu fee. The approach that a local jurisdiction takes considers the needs and goals of that community, ranging from attracting development, managing parking, offering an alternative to on-site parking, and maximizing the shared parking system. Each of city with an existing in-lieu fee has considered their policy goals, and set a fee that supports those goals.

In the City of Santa Cruz, we have recognized that we are in a housing crisis, and housing is a pillar of the City Council Two Year Work Plan. Specifically, the Work Plan identifies downtown as a key location to encourage housing, with a goal to entitle 500-600 housing units in the downtown core. With the recognition that parking adds significant costs to individual projects, a parking in-lieu fee is a tool that can be used to meet parking requirements without having to construct parking on-site.

City Council has stated a key goal is to increase housing opportunities, and to create opportunities for affordable housing. As such, the in-lieu fee in all considered scenarios is recommended to be a tiered system, with a lower rate for affordable housing projects to incentivize affordable housing development in the downtown. Staff seeks input on the

appropriate cost recovery rate to both continue a sustainable Parking District and also incentivize redevelopment, housing, and affordable housing development projects downtown.

It is important to emphasize that the purpose of the new in-lieu fee is not to generate all of the revenue required to replace parking on a “one-to-one” basis. While some cities have set their fees for full cost recovery, a larger number of cities set their parking in-lieu fees at a discounted rate. Staff is seeking guidance from the Commission on the appropriate cost recovery rate to seek for projects looking to use the in-lieu fee. Under the current ordinance, in-lieu fees range from \$8,000-\$13,000, depending upon unit size. There is not current variation in fee for affordable units. This represents less than a 20% cost recovery.

Staff recommends formation of an ad-hoc subcommittee to focus on the updates to the parking in-lieu fee. It is estimated that this ad-hoc subcommittee would meet two to three times and return to the full Commission for the March regular meeting with a recommendation.

Future items from the HBS recommendations, including an off-peak residential permit program and consideration of changes to parking ratios, will be brought to the Commission at a future meeting.

**FISCAL IMPACT:** This project has no impact on the General Fund. The impact on the Parking Fund is unknown at this time pending direction.

Prepared by:  
Claire Fliesler  
Transportation Planner

Submitted by:  
James Burr  
Transportation Manager

**ATTACHMENTS:**  
None.



## Downtown Commission AGENDA REPORT

**DATE:** 1/10/2019

**AGENDA OF:** 1/24/2019

**SUBJECT:** FY 2019-2021 Capital Investment Program (CIP) – Administrative Draft

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**RECOMMENDATION:** That the Downtown Commission review the FY2020-2025 Public Works Capital Investment Program and provide input to staff for City Council consideration.

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**BACKGROUND:** Process

The CIP process has been expanded to a 5-year program, moved up by 3 months and renamed the Capital Investment Program. Commissions are asked to consider the 5-year CIP and provide comments to Council prior to the Council study session starting in February. Typically commissions consider the CIP when operating budgets are also developed and fund balances may not be completely estimated for the end of the year. Therefore an administrative draft is what the commissioners see in the agenda packet and changes may occur to that draft prior to Council consideration. Each commission and department provides comments on the projects within their purview.

The Planning Commission is required to certify that the CIP is consistent with the General Plan prior to Council adoption of the FY2019 budget in June 2018.

Definition (from American Public Works Association)

The scheduling, over time, of physical public improvements is the essential task of capital improvement programming. The scheduling is based on a series of priorities according to need, desire or importance and to the community's ability to pay. Tied to an overall comprehensive plan for the community, the capital improvement plan (1) ensures that the public improvements portion of the comprehensive plan will be carried out; (2) calls attention to deficiencies in the community; (3) produces cooperation and coordination between various departments and other governmental agencies; (4) ensures that projects are not built before they are needed, or so late that costs become prohibitive; and (5) ensures that funds can be provided in a logical manner. The usual time frames of capital improvement plans are one year, five or six years and 10-20 years; a combination of short-range and long-range planning.

The capital improvement plan is a look at the present needs as well as the future needs of the community.

The projects in the City of Santa Cruz CIP are often derived from the adopted General Plan, past studies and reports, such as the Storm Drain Master Plan, Cumulative Development Traffic Study, the Active Transportation Plan, San Lorenzo River Plan and the Beach/South of Laurel

Plan to name a few. In addition mid-year Council priorities or emergencies may add projects after it is adopted.

### Fund Types

The City budget and CIP is partitioned into different funds and departments. The fund types considered by the Public Works Departments' two commissions (Transportation and Public Work, and Downtown) include: Gas Tax, Clean Rivers and Beaches, General Capital Improvement and Non-Departmental, Arterial Streets and Roads, Wastewater Enterprise, Refuse Enterprise, Parking Enterprise, Storm Water Enterprise, and Storm Water Overlay Enterprise. Grants and other funds, such as Measure D, are included in the project funding sources. The General Capital Investment and Non-Departmental project funds are mostly derived from the Transient Occupancy Tax (tax on hotel rooms) which is also the General Fund. The General Fund is severely restricted.

Often fund types are restricted in some measure on what they can fund. As an example, the gas tax fund cannot be used to construct a park, as it is not related to a street transportation facility.

### **DISCUSSION:** Five Year CIP Format

The CIP projects are separated into the fund most appropriate to how a project is funded. A project is briefly described and is included in single or multiple years, depending on the complexity and size of the project. Large projects are often broken out into multiple project planning and implementation categories and years. Maintenance projects can be single or annual allocations. Many of the annual maintenance projects were moved in FY15 to the operating budget so they are no longer shown in the CIP. A project may have multiple funding sources, with the subtotal charged to the denoted fund. In some cases a grant is shown that has not yet been applied for or awarded, and this is noted in the description.

The projects will be provided in tabular form as recommended by the commission in previous years. Maps are being developed as well to assist with visualizing the project location and scope.

The first three columns of the CIP include the past and current fiscal year budgets for the project, and, if not completed or is multi-year, will be carried forward into the next fiscal year. The fourth column is the next fiscal year and is the year that is adopted into the budget at the end of the current year. The remaining columns are estimates of what projects and project components will be done in those coming years.

At the end of each fund, the projects are totaled. This is later compared to the fund balance projections when this information is available. As noted before, projects may then drop out if the fund balance is inadequate.

The majority of projects that are in the proposed CIP are familiar to the commissioners. There are only a few new projects proposed which staff will highlight and are attached with the heading "New Project." Some projects have been completed and many projects have been moved forward due to a lack of funding, lack of staff resources or are large and require a lot of time to fully develop. At the end of the document is the unfunded list, which is a rough cost estimate of deficiencies in the City's infrastructure. What is apparent to staff and what is reflected in the project list, is that deferred maintenance and localized flooding are becoming more critical for the community.

**FISCAL IMPACT:** Budget Update

The current budget message is that there is very little local funding for new General Fund projects. The city may consider voter approval of “Quality of Life” bonds, and tax or fee increases in the future that may provide funding for long term and large improvement projects.

The good news is that transportation funding has improved significantly with voter approval of Measure D and SB1 (Gas Tax). The funding for the eligible projects are included in various project listings. In addition, staff continues to be successful in acquiring grants for multimodal and safety improvements. Those projects will be highlighted during the presentation.

Prepared by:  
Christophe Schneider  
Assistant Public Works  
Director/City Engineer

Submitted by:  
Mark Dettle  
Director

**ATTACHMENTS:**

FY 2020-2025 Capital Investment Program – Administrative Draft



City of Santa Cruz  
 Dept. Request Capital Investment Program Budget (by department)  
 Fiscal Years 2020 - 2024

Public Works (NEW)

741- Parking Enterprise Fund

Elevator Controls Upgrade

**Project Description:**

Update elevator controls at Soquel Front Parking Structure to replace worn and obsolete equipment.

	Fiscal Year 2019			FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	Total 2020 - 2024
	Prior Year	Budgeted	Estimated Actuals						
Project # c402004									
Project Cost Estimate:	-	-	-	150,000	-	-	-	-	150,000
Net Project Cost Estimates:	-	-	-	150,000	-	-	-	-	150,000

Account # 741-40-64-7452-57309

City of Santa Cruz  
 Dept. Request Capital Investment Program Budget (by department)  
 Fiscal Years 2020 - 2024

**New Capital Projects for Parking Enterprise Fund (741) Totals**

	Prior Year Totals	Fiscal Year 2019		FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	Total 2020 - 2024
		Budget	Estimated Actuals						
<b>Total Project Cost Estimate:</b>	-	-	-	150,000	-	-	-	-	150,000
<b>Total Project Funding Estimate:</b>	-	-	-	-	-	-	-	-	-
<b>Total Net Project Cost Estimate:</b>	-	-	-	150,000	-	-	-	-	150,000

**City of Santa Cruz**  
**Dept. Request Capital Investment Program Budget (by department)**  
**Fiscal Years 2020 - 2024**

**Public Works (EXISTING)**

**741- Parking Enterprise Fund**

**Downtown Bike Locker Replacement Program**

**Project Description:**

This program will replace 20+ year old Bike Lockers located in Downtown Lots and Garages. In Year 1, underutilized lockers will be removed. The City currently has 98 functioning bike lockers. This program includes replacement of 62 lockers at the highest-use locations.

**6.9**

**Fiscal Year 2019**

	Prior Year	Budgeted	Estimated Actuals	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	Total 2020 - 2024
<b>Project # c401812</b>									
<b>Project Cost Estimate:</b>	74,749	100,251	100,251	100,000	-	-	-	-	100,000
<b>Project Funding Estimates:</b>									
Transfer from 2016 Trnsp Measure D	50,000	50,000	50,000	50,000	-	-	-	-	50,000
Measure D - City	-	-	-	-	-	-	-	-	-
<b>Net Project Cost Estimates:</b>	24,749	50,251	50,251	50,000	-	-	-	-	50,000

**Account # 741-40-64-7459-57307**

**Lot 7, Front/Cathcart Reconstruction**

**Project Description:**

Reconstruction of surface lot at Cathcart/Front due to poor drainage, pavement conditions, and lighting. Includes conversion of lot to a paid parking facility.

**Fiscal Year 2019**

	Prior Year	Budgeted	Estimated Actuals	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	Total 2020 - 2024
<b>Project # c400007</b>									
<b>Project Cost Estimate:</b>	141,628	488,372	488,372	-	-	-	-	-	-
<b>Project Funding Estimates:</b>									
RDA Successor Agency	169	-	-	-	-	-	-	-	-
<b>Net Project Cost Estimates:</b>	141,459	488,372	488,372	-	-	-	-	-	-

**Account # 741-40-64-7452-57309**

City of Santa Cruz  
 Dept. Request Capital Investment Program Budget (by department)  
 Fiscal Years 2020 - 2024

**Public Works (EXISTING)**

741- Parking Enterprise Fund

**Parking Equipment Replacement- Locust Garage**

**Project Description:**

This project replaces the current Parking Access and Revenue Control Equipment in the Locust Garage as the distributor has gone out of business.

**Fiscal Year 2019**

	Prior Year	Budgeted	Estimated Actuals	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	Total 2020 - 2024
Project # c401705									
Project Cost Estimate:	-	750,000	750,000	-	-	-	-	-	-
Net Project Cost Estimates:	-	750,000	750,000	-	-	-	-	-	-

Account # 741-40-64-7452-57309

**6.7 Parking Equipment Replacement- River Front Garage**

**Project Description:**

This project replaces the current Parking Access and Revenue Control Equipment in the River Front Garage as the distributor has gone out of business.

**Fiscal Year 2019**

	Prior Year	Budgeted	Estimated Actuals	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	Total 2020 - 2024
Project # c401703									
Project Cost Estimate:	90,464	659,536	690,700	-	-	-	-	-	-
Project Funding Estimates:									
Other fines and forfeits	121,487	-	-	-	-	-	-	-	-
Net Project Cost Estimates:	(31,023)	659,536	690,700	-	-	-	-	-	-

Account # 741-40-64-7452-57309

City of Santa Cruz  
 Dept. Request Capital Investment Program Budget (by department)  
 Fiscal Years 2020 - 2024

**Public Works (EXISTING)**

741- Parking Enterprise Fund

**Parking Equipment Replacement- Soquel/Front Garage**

**Project Description:**

This project replaces the current Parking Access and Revenue Control Equipment in The Soquel/Front Garage as the distributor has gone out of business.

	Prior Year	Fiscal Year 2019		FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	Total 2020 - 2024
		Budgeted	Estimated Actuals						
Project # c401704									
Project Cost Estimate:	11	749,989	749,989	-	-	-	-	-	-
Net Project Cost Estimates:	11	749,989	749,989	-	-	-	-	-	-

Account # 741-40-64-7452-57309

**9  
8  
River-Front Garage Elevator**

**Project Description:**

This project provides for the design and construction of a modular elevator to provide ADA compliance and improved access to all levels of the River-Front Garage.

	Prior Year	Fiscal Year 2019		FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	Total 2020 - 2024
		Budgeted	Estimated Actuals						
Project # c401509									
Project Cost Estimate:	-	300,000	300,000	-	-	-	-	-	-
Net Project Cost Estimates:	-	300,000	300,000	-	-	-	-	-	-

Account # 741-40-64-7452-57309

City of Santa Cruz  
 Dept. Request Capital Investment Program Budget (by department)  
 Fiscal Years 2020 - 2024

**Existing Capital Projects for Parking Enterprise Fund (741) Totals**

	Fiscal Year 2019								
	Prior Year Totals	Budget	Estimated Actuals	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	Total 2020 - 2024
Total Project Cost Estimate:	306,852	3,048,148	3,079,312	100,000	-	-	-	-	100,000
Total Project Funding Estimate:	171,656	50,000	50,000	50,000	-	-	-	-	50,000
<b>Total Net Project Cost Estimate:</b>	<b>135,196</b>	<b>2,998,148</b>	<b>3,029,312</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>

**Public Works Totals for Parking Enterprise Fund (741)**

6.9

	Fiscal Year 2019								
	Prior Year Totals	Budget	Estimated Actuals	FY 2020 Estimate	FY 2021 Estimate	FY 2022 Estimate	FY 2023 Estimate	FY 2024 Estimate	Total 2019 - 2021
Total Project Cost Estimate:	306,852	3,048,148	3,079,312	250,000	-	-	-	-	250,000
Total Project Funding Estimate:	171,656	50,000	50,000	50,000	-	-	-	-	50,000
<b>Total Net Project Cost Estimate:</b>	<b>135,196</b>	<b>2,998,148</b>	<b>3,029,312</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200,000</b>



## Downtown Commission AGENDA REPORT

**DATE:** 1/10/2019

**AGENDA OF:** 1/24/2019

**SUBJECT:** Downtown Commission Work Plan for 2019 - Draft

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**RECOMMENDATION:** Motion to approve 2019 calendar for Downtown Commission Work Plan for 2019 with comments.

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**BACKGROUND:** The Draft Downtown Commission Work Plan for 2019 is attached for your comments.

**DISCUSSION:** None.

**FISCAL IMPACT:** None.

Prepared by:  
James Burr  
Transportation Manager

Submitted by:  
James Burr  
Transportation Manager

**ATTACHMENTS:**  
Downtown Commission Work Plan for 2019 Draft - Table



**City of Santa Cruz  
Downtown Commission**

**2019 Work Plan**

**Commissioners**

**Chair** \_\_\_\_\_ (to be determined)  
**Vice-Chair** \_\_\_\_\_ (to be determined)

- Zach Davis**
- Dexter Cube**
- Matt Farrell**
- Deidre Hamilton**
- Patrick Prindle**
- Manu Koenig**

**Vacant**

**City Staff**

**Parking Program Manager**



## 2019 - Workplan

Goal	Action Items	Resources	Lead(s)	Target Dates: Start/End
<b>7.3</b> <b>1. The Downtown Commission supports the management of existing parking, the development of new parking, and the creation of long-term parking strategies.</b>	a. Provide direction on new parking garage financing.	Public Works staff Planning Economic Development Agency	Ad-Hoc Committee of Commissioners –	Sunset in July 2018 – per bylaws
	b. Support the objectives of the Master Transportation Study parking policies: 1. Implement paid parking measures 2. Promote TDM Strategies 3. Enlarge Electric Vehicle Charging Station program	Public Works staff Sustainability & Climate Action staff	Parking Program Mgr, Burr, Glines (TDM)	Ongoing
	c. Provide input on maintenance project priorities.	Public Works staff	Parking Program Mgr, Burr	Ongoing
	d. Provide input on Parking Division Budget	Public Works staff Finance	Parking Program Mgr, Burr	Ongoing
<b>2. The Downtown Commission makes recommendations to the City Council regarding traffic and transportation plans for downtown.</b>	a. Work with Public Works to address traffic and transportation issues.	Public Works staff Planning Economic Development Agency	Ad-Hoc Committee of Commissioners –	Sunset in July 2018 – per bylaws
	b. Provide input on Bike Share Program - downtown	Public Works staff	Glines, Fliesler	Ongoing

<b>3. The Downtown Commission solicits and utilizes community input in decisions and activities that affect the health and vitality of the downtown community.</b>	a. Attend meetings of downtown business and residential groups and provide oral and/or written reports to Commissioners	-Downtown Neighbors Association -Downtown Association -Visit Santa Cruz County -Downtown Management Corporation -Transportation/Public Works Commission - Sustainable Transportation Group	<b>2018 Assignments</b> Cube Protti Davis Prindle Hamilton Koenig	Ongoing
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<b>Goal</b>	<b>Action Items</b>	<b>Resources</b>	<b>Lead(s)</b>	<b>Target Dates: Start/End</b>
<b>4. The Downtown Commission evaluates public and private activities in the Districts and recommends policies and programs to preserve, enhance, and advance the viability and attractiveness of the downtown community.</b>	a. Solicit updates from city staff and key stakeholders in the downtown business district as well as the general public	City staff through program staff reports, Council updates, Tina Shull/Asst. City Manager, Bonnie Lipscomb/Economic Agency, Chip /DTA, Downtown Rangers, Police, Merchant representatives, concerned members of the public	Commission Chair	<b>2018 Schedule</b> Jan: Trolley Update – EDA  Feb: TDM Incentive Program - PW  March: Homeless Issues Downtown - SCPD  May: Market Retail Analysis - EDA  July: DT Ranger Review – P&R  Sept: Parklet Update - Planning  Dec: OPEN
	b. Attend Council meetings that include agenda items of concern to the Downtown Commission	Designated Commissioners appointed by Chair	Feb – Mar – Apr – May – June – July - DARK Aug – Sept – Oct – Nov – Dec –	Ongoing

Goal	Action Items	Resources	Lead(s)	Target Dates: Start/End
<b>5. Downtown Commissioners serve as informed and active advocates for effective city government and a healthy downtown community.</b>	a. Review and update Work Plan annually	Commissioners, Public Works staff, Council	Commission Chair, Parking Program Mgr	Annually in January
	b. Commissioners meet regularly with Council members and others as appropriate and provide updates to the Commission	Council members, City officials, Chip/DTA, representatives of the public, other stakeholder groups	All Commissioners	Ongoing
	c. Commissioners provide updates on issues of concern to the Commission	Commissioners	All Commissioners, Public Works staff	As needed

## 7.5

For Reference:

<b>Downtown Commission By-Laws</b>
a. Advise Council on all matters pertaining to the maintenance and management of the Districts.
b. Develop long-range plans and recommendations for providing parking in Districts. Report to Council on recommendations and conclusions regarding the Districts improvements including estimated costs of such recommendations.
c. Study traffic problems in the Districts
d. Make recommendations regarding the allocation of funds derived from revenues collected on behalf of the Districts. Such recommendations shall be consistent with state and local law and outstanding bond covenants.
e. Perform other functions and duties as may be directed by Council or prescribed or authorized by any city ordinance.
f. Evaluate public and private activities in the Districts and recommend policies and programs to preserve, enhance, and advance the viability and attractiveness of the downtown.