

CITY OF SANTA FE, NEW MEXICO

RESOLUTION NO. 2022-65

INTRODUCED BY:

Councilor Jamie Cassutt

Councilor Amanda Chavez

Councilwoman Renee Villarreal

Councilor Michael J. Garcia

A RESOLUTION

ADOPTING THE CITY OF SANTA FE MULTIMODAL TRANSITION PLAN.

WHEREAS, the City of Santa Fe (the “City”) Public Works Department, with support from multiple departments and divisions, including the Transit, Parking, Engineering, Metropolitan Planning Organization, Environmental Services, and Planning Divisions, coordinated with professional consultants to develop a “Santa Fe Multimodal Transition Plan” (“Plan”), with the goal of reducing dependency on automobile transportation in the city of Santa Fe; and

WHEREAS, the Plan is attached as Exhibit A; and

WHEREAS, the intent of the Plan is to increase safety, offer more travel mode choices for all users (transit/walk/bike), reduce greenhouse gas emissions, and increase equitable access and mobility options for underserved populations and for residents who do not have access to a car; and

WHEREAS, the City's transportation network (“Network”) is largely dominated by streets and roads intended to support single passenger automobile trips, a situation which results in few choices for residents to travel within the City; and

WHEREAS, if adopted and implemented, the Plan will affect all who use the Network,

1 including people experiencing disabilities and transit-dependent constituents who do not have
2 access to private transportation; and

3 **WHEREAS**, the Plan includes a detailed analysis of the existing Network and options that
4 support the goal of reducing automobile dependency, increasing mobility options for all users, and
5 providing a more equitable and environmentally resilient transportation network; and

6 **WHEREAS**, the Plan recognizes the bias found in most policies, regulations, codes,
7 practices, and public investments that favor single passenger automobile travel in Santa Fe; and


8 **WHEREAS**, the Plan assigns “equal value” to all means of transportation used in the
9 Network, including walking, bicycling, public transit, carpooling, driving, and ridesharing; and

10 **WHEREAS**, the Plan recommends a diverse portfolio of investment and policy and code
11 changes, the implementation of which will systemically improve the transportation network to
12 support all users; and

13 **WHEREAS**, on April 14, 2022, the Bicycle and Pedestrian Advisory Committee
14 recommended approval of the Santa Fe Multimodal Transition Plan.

15 **NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF THE**
16 **CITY OF SANTA FE** that the Governing Body hereby adopts the attached Santa Fe Multimodal
17 Transition Plan to inform capital planning, code development, and transportation planning.

18 PASSED, APPROVED, and ADOPTED this 9th day of November, 2022

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22 ALAN WEBBER, MAYOR
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1 ATTEST:

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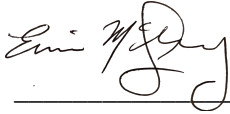
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4 KRISTINE MIHELICIC, CITY CLERK

5 APPROVED AS TO FORM:

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ERIN K. McSHERRY, CITY ATTORNEY

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25 *Legislation/2022/Resolutions/2022-65 Santa Fe Multimodal Transition Plan*

FISCAL IMPACT REPORT**General Information:**(Check) Bill: _____ Resolution: XShort Title(s): Santa Fe Multimodal Transition PlanSponsor(s): Councilor Jamie CassuttReviewing Department(s): Public Works Department, Planning and Land Use DepartmentStaff Completing FIR: Erick Aune, MPO Officer, R Wheeler Date: 10/3/2022 Phone: 505-690-4197Reviewed by City Attorney:  Date: Oct 5, 2022Reviewed by Finance Director:  Date: Oct 5, 2022
Emily K. Oster (Oct 5, 2022 17:12 MDT)**Summary:**

The Resolution would adopt the Santa Fe Multimodal Transition Plan. The Plan provides recommended policy, code, and project recommendations in transit, parking, and active transportation, including pedestrian and bicycle modes. The intent of the Plan is to provide the City guidance to increase safety and provide a balanced transportation network that equally supports all modes of transportation.

Departments Affected:

Primarily the Public Works Department and Community Development Department, including Planning and Land Use and the Metropolitan Planning Organization"

Consequences of Not Enacting Legislation:

If the resolution is not adopted, staff will not have clear direction from Governing Body regarding how to implement changes to policy, code, infrastructure, and services to realize an equitable, accessible, multimodal transportation network in the City of Santa Fe.

Conflict, Duplication, Companionship, or Relationship to Other Legislation:

None identified.

Performance and Administrative Implications:

None identified. The plan itself does not mandate nor require any additional financial or staff resources.

Fiscal Implications:

The Plan is a guidance document. As the City applies the commendations, the fiscal implications can be considered on a project, program, or policy basis.

Fiscal Impact

X Check here if no fiscal impact

Expenditures

Expenditure Type	FYE __	FYE __	FYE __	Require BAR (Y/N)	Recurring (R) or Non-recurring (NR)	Fund	3-Year Total Cost
<u>Personnel and</u>	\$ _____	\$ _____	\$ _____	_____	_____	_____	
<u>Benefits*</u>							
<u>Capital Outlay</u>	\$ _____	\$ _____	\$ _____	_____	_____	_____	
<u>Contractual/</u>	\$ _____	\$ _____	\$ _____		_____	_____	
<u>Professional Services</u>							
<u>Operating</u>	\$ _____	\$ _____	\$ _____		_____	_____	\$ _____
<u>Total:</u>	\$ _____	\$ _____	\$ _____				\$ _____

* This includes all staff time associated with executing the job functions of the proposed legislation.

Expenditure Narrative:

Revenue

Revenue Type	FYE __	FYE __	FYE __	Recurring (R) or Non-recurring (NR)	Fund
General Fund	\$ _____	\$ _____	\$ _____	_____	_____
Special Revenue	\$ _____	\$ _____	\$ _____	_____	_____
CIP	\$ _____	\$ _____	\$ _____	_____	_____
Enterprise	\$ _____	\$ _____	\$ _____	_____	_____
Internal Service	\$ _____	\$ _____	\$ _____	_____	_____
Trust and Agency	\$ _____	\$ _____	\$ _____	_____	_____
Federal	\$ _____	\$ _____	\$ _____	_____	
Other	\$ _____	\$ _____	\$ _____	_____	_____
Total	\$ _____	\$ _____	\$ _____		

Revenue Narrative:

Santa Fe Multimodal Transition Plan

Final Report

Prepared for the:

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Santa Fe Metropolitan Planning Organization

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LSC #207490

Adopted November 9, 2022



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Chapter I: Introduction

The Multimodal Transition Plan integrates the disciplines of land use planning, transit planning, and transportation planning to identify infrastructure improvement projects, policies, and programs that support efficient management and investments in parking solutions, active transportation, mobility management, and transit investments specific to the City of Santa Fe's Transit Division services and the City's mobility strategies.



The City of Santa Fe, working with the Santa Fe Metropolitan Planning Organization (MPO) has contracted with the team of LSC Transportation Consultants, Inc. (LSC), Alta Planning and Design, Walker Consultants, and Groundwork Studio to complete the 2020-2030 Multimodal Transition Plan, including a 5- to 10-Year Transit Service Plan.

REPORT CONTENTS

This report contains six chapters:

- **Chapter I:** Introduction and context for the project, study goals, objectives, and an overview of outreach efforts
- **Chapter II:** Existing environment and conditions as they relate to multimodal activities and opportunities, including an overview of demographics and an analysis of the transportation systems
- **Chapter III:** Transit Plan
- **Chapter IV:** Active mode analysis and Active Mode Strategy Plan
- **Chapter V:** Parking Strategy Plan
- **Chapter VI:** Comprehensive Multimodal Plan

Additionally, a **glossary** is provided at the end of the report, along with multiple **appendices** with data and analyses supporting the chapters.

PROJECT OVERVIEW

The Multimodal Transition Plan is comprehensive in scope and is comprised of an overarching city-wide strategy and specific recommendations for three focus areas within the city. The overarching blueprint is a coordinated and integrated Multimodal Transition Plan supported by the transit plan, active mode strategy plan, and the parking strategy plan. The overall effort reflects the existing plans, land uses, and transportation conditions in order to identify key strategies to expand non-auto travel options in the community through investments in infrastructure, policies, and programs. It also incorporates innovations in mobility options and land use planning techniques to aid a shift to broader mobility options and less associated environmental impacts in Santa Fe.

While this Plan includes a full update to the Transit Plan, it is important to note that this Multimodal Transition Plan is not intended to provide complete citywide bicycle and pedestrian plans. The Santa Fe MPO has in recent years developed the *Santa Fe Metropolitan Pedestrian Master Plan* (2015) and the *Santa Fe Metropolitan Bicycle Master Plan* (2019). These documents present more detailed plans

encompassing the entire community, and the reader is encouraged to refer to these documents¹ for more information. Similarly, a detailed plan for individual public parking facilities would require a detailed stand-alone study. Instead, as discussed below, active transportation and parking strategies are considered for three “focus areas”, as examples of approaches to the city as a whole.

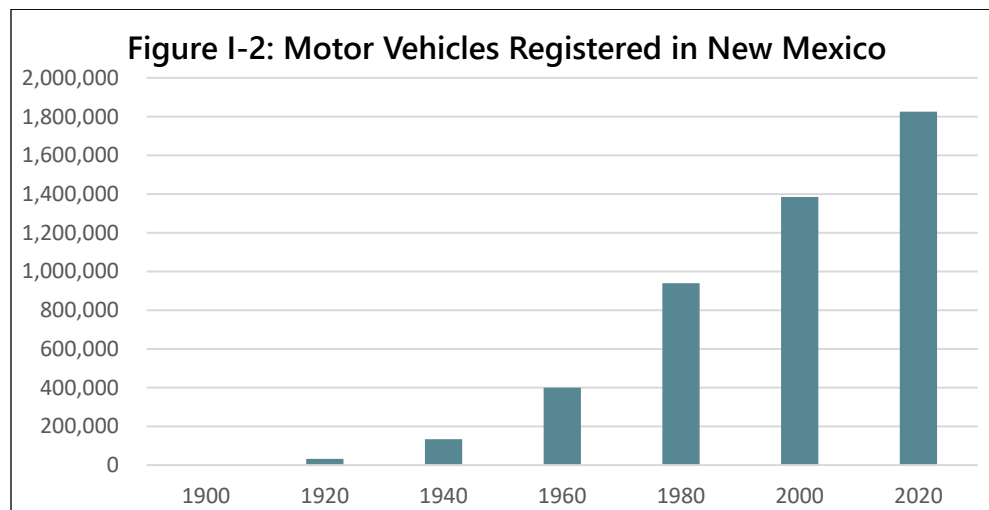
Historical Context – How did we get here?

Since its founding in 1610, mobility in Santa Fe has changed profoundly. The original city plans, shown in Figure I-1, were designed for a life lived on horseback or on foot. As a result, today’s downtown core area and nearby residential areas are characterized by narrow roadways and short block lengths. While sidewalks are prevalent, many are very narrow, and make mobility difficult for groups of pedestrians or persons using mobility devices.

The arrival of the first railroad train in 1880 led to the establishment of the railyards as a new economic center and laid out the structure of today’s vibrant railyard district.

1900 was another key year in Santa Fe’s transportation history, as it saw the arrival of the first motor vehicle. While growth in auto use was modest in the early years of the last century (as reflected in statewide vehicle registrations shown in Figure I-2), this new invention would ultimately transform the built environment in most of the city.

Figure I-1: 1766 “Plano De la Villa de Santa Fe”



Much of current incorporated Santa Fe, as illustrated in Figure I-3, was developed from unincorporated rural agricultural areas. Today this can be seen in the form of roadways without sidewalks, curb and gutter, and often pavement, such as along Agua Fria Street.

¹ Available at <https://santafempo.org/>

The post-World War II boom saw extensive urban development in Santa Fe as well as across the nation, built around the requirements of the private automobile. With the newfound ease of mobility, the density of development (particularly residential development) decreased, which in effect locked in a pattern of dependency on the private vehicle. This growth was guided by roadway design standards that focused on moving traffic as efficiently as possible, often at the expense of reducing the viability of other modes. Parking regulations took the form of “parking minimums” that required developments to provide sufficient parking spaces to meet or exceed peak parking needs, greatly expanding the space required to accommodate the automobile to the detriment of urban design and walkability/bikeability.

Figure I-3: Today’s Midtown Area in the Mid-20th Century

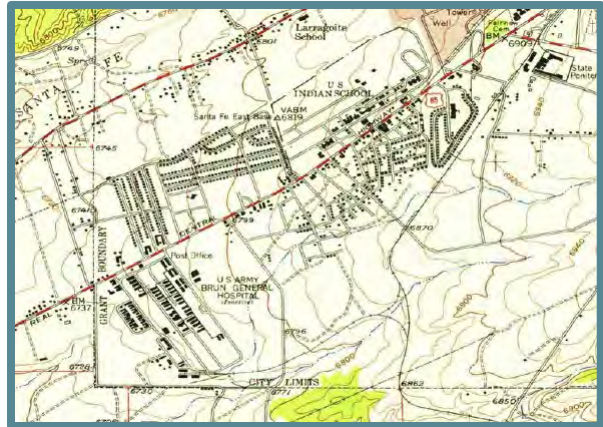
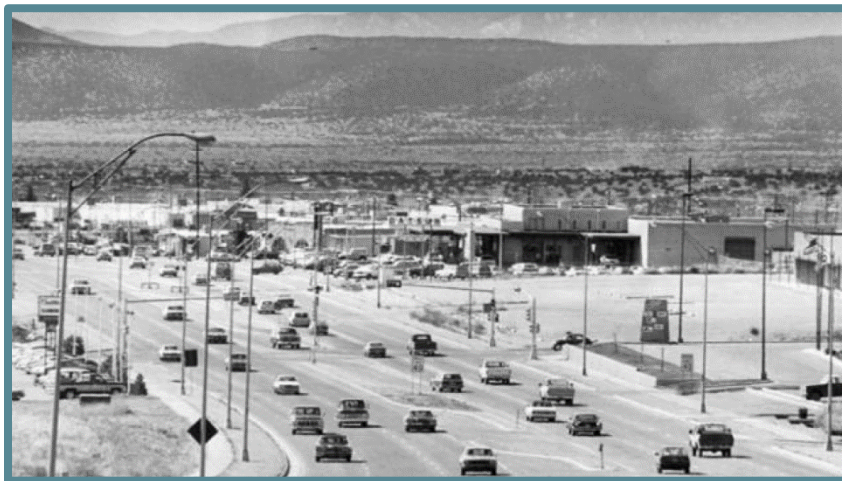


Figure I-4: St Michaels Drive in the 1970’s



Today, much of the urban area is devoted to the private automobile. Santa Fe MPO staff conducted analyses of land use in three sample areas of Santa Fe, indicating the following:

- In the **downtown area** (area bounded by Alameda Street, Sandoval Street, Santa Fe Street, and Shelby Street), **54 percent** of land is dedicated to streets and parking areas. Of the street sections, roughly 70 percent is devoted to travel lanes and on-street parking, indicating that overall 41 percent of land is used for motor vehicles (either moving or parked).
- In the **midtown area** (commercial area along the south side of St. Michaels Drive between the Santa Fe Art Institute driveway and 5th Street), **72 percent** of land is devoted to streets and parking, 22 percent used for buildings, and 5 percent for sidewalks (see Figure I-4).
- In the **southwest area** (the Santa Fe Place area bounded by Cerrillos Road, Rodeo Road, Wagon Road, and the Arroyo De Los Chamisos), 66 percent of land is used for streets and parking, 24 percent for buildings, 9 percent for park and landscaping, and only 1 percent for pedestrian sidewalks.

The motor vehicle also degrades the quality of bicycling and walking along key corridors. In addition to the impacts of high traffic volumes, the pattern of numerous curb cuts and cross streets creates an environment of constant interaction with motor vehicles. As examples, in the Midtown area there are curb cuts on average every 165 feet on St. Michaels drive and every 130 feet on Cerrillos Road. As reflected in these figures, overall mobility in modern-day Santa Fe is very much dominated by the motor vehicle.

STUDY GOALS AND OBJECTIVES

The following terms are used throughout this discussion:

- **Purpose** is a statement of why the Transition Plan matters and ultimately what it intends to achieve.
- **Goals** are broad intention statements that reflect the community's collective vision of the future.
- **Objectives** describe specific conditions that are desirable to attain a given goal.

Purpose

The purpose of the Transition Plan is to examine the transportation network and behaviors (mode choice) within three specific focus areas of Santa Fe and then develop an action plan to more fully transition them to areas where multiple modes (driving, transit, walking, biking) are well-integrated, accessible, and attractive as everyday options for travel.

Goals and Objectives

The goals for the Santa Fe Multimodal Transition Plan include:

-
1. Move Santa Fe towards a city where all elements of an active life can be achieved without the need for a private automobile.
 2. Leverage the outcomes of the Transition Plan and apply them more broadly (to all areas of the city) to transition Santa Fe to a community offering a truly multimodal transportation system.
-

It should be noted that this plan does not have the goal of penalizing or restricting auto use. The private vehicle is a very effective means of mobility, as reflected by the high proportion of trips made by this mode. Rather than reducing auto use through restrictions, the intent of this plan is to improve the safety, attractiveness, and convenience of alternative modes and thereby work to manage vehicle use (and associated environmental effects), as well as to address the public's strongly stated preference for improved mobility alternatives (as reflected in the extensive public input received in this study).

The objectives supporting these goals are:

Short Trips

- Quantify the number of short trips (a mile or less) that are driven within the three transition areas;

Community Engagement

- Conduct robust community engagement to understand existing travel behavior and mode choice within the transition areas (and the greater Santa Fe community);

Travel Choice

- Using quantitative and qualitative data collected during the planning process, strategically identify physical improvements, policies, and programs to affect travel choice in the three transition areas;

Parking Strategies

- Identify parking strategies that encourage a shift to a more balanced mobility system;

Transit Strategies

- Develop transit strategies that improve the convenience of transit service compared to the private automobile and enable connections between transit and non-motorized modes;

Action Plan

- Deliver an actionable framework to shift a significant percent of short trips (a mile or less) from drive trips to trips made by walking, bicycling, transit, skateboard, or scooter;

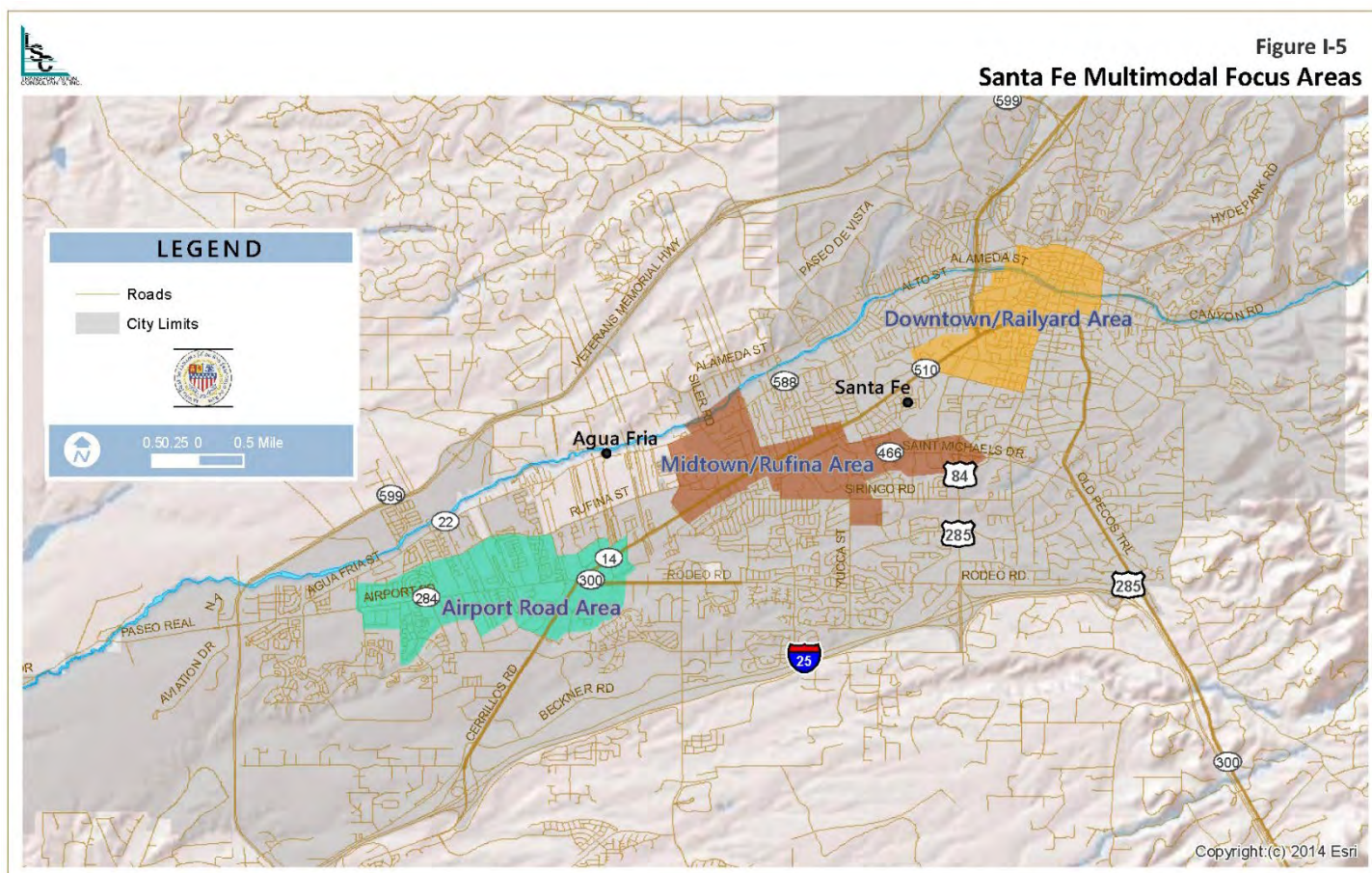
Future Efforts

- Through the Transition Plan's completion, provide a reliable case study or proof of concept that enables Santa Fe to conduct comparable transition plans in other focus areas in the future.

The relevant goals and guidance already set forth in existing, adopted planning documents is provided below.

FOCUS AREAS

To make use of study resources and to provide examples of approaches that can be applied throughout the city, this study has placed a particular focus on evaluating multimodal strategies in three “focus areas”. As shown in Figure I-5, the three individual focus areas include the **Downtown/Railyard area**, the **Midtown/Rufina area**, and the **Airport Road area**. While the Multimodal Transition Plan will consider the City as a whole, these areas are intended to be areas of particular study in order to provide representative examples of how potential strategies to expand multimodal mobility can be applied to Santa Fe conditions.



Overall, the boundaries of these areas have been defined based on the following factors:

- Land uses that are consistent with the character of each area (as discussed below).
- Natural boundaries, such as arroyos.
- A range of development patterns and land uses that represent the community as a whole.
- Provide areas around public transit hubs, such as Rail Runner stations and the new Southwest Transit Hub.

Descriptions and character narratives for each of the individual focus areas are included in the following sections.

Downtown/Railyard Area

This focus area encompasses the downtown commercial/visitor core, the state capital complex, the Railyard area (including the Santa Fe and South Capital Rail Runner stations), and older residential areas to the southeast and the west. It provides the opportunity to test multimodal strategies in both the historic downtown district and the redevelopment areas along the rail line, as well as more established older residential areas. It also provides the opportunity to consider transportation management strategies for special events. This is the only area where the City manages on-street parking and provides public parking structures. Figure I-6 presents a summary of key mobility factors and demographics in this focus area.

Historic Downtown
District

Railyard
Redevelopment

Older Residential
Areas

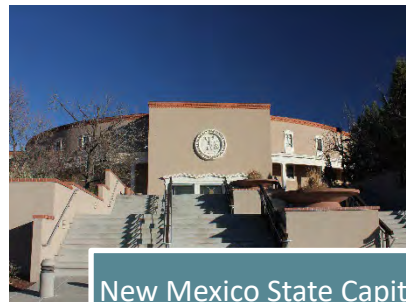
Parking Challenges

Focus Area Character Narrative: The area enjoys a significant tourist economy combined with local employment centers. It includes historic districts, the residential neighborhood to the southeast with a grid roadway system, and the residential neighborhood to the west with a more traditional street network.

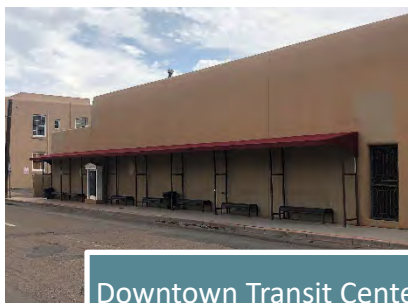
Existing Zoning: Much of this Focus Area is zoned BCD (Business Capital District), allowing a wide range of potential uses, including higher density residential. There are also substantial area of higher (21 units per acre and above) multifamily residential areas west and south of the downtown area. Much of the Railyard area is zoned commercially (C2 and SC2), with a higher density R21 area around the Alta Vista Street / S. Saint Francis Drive intersection.



Santa Fe Railyard



New Mexico State Capitol

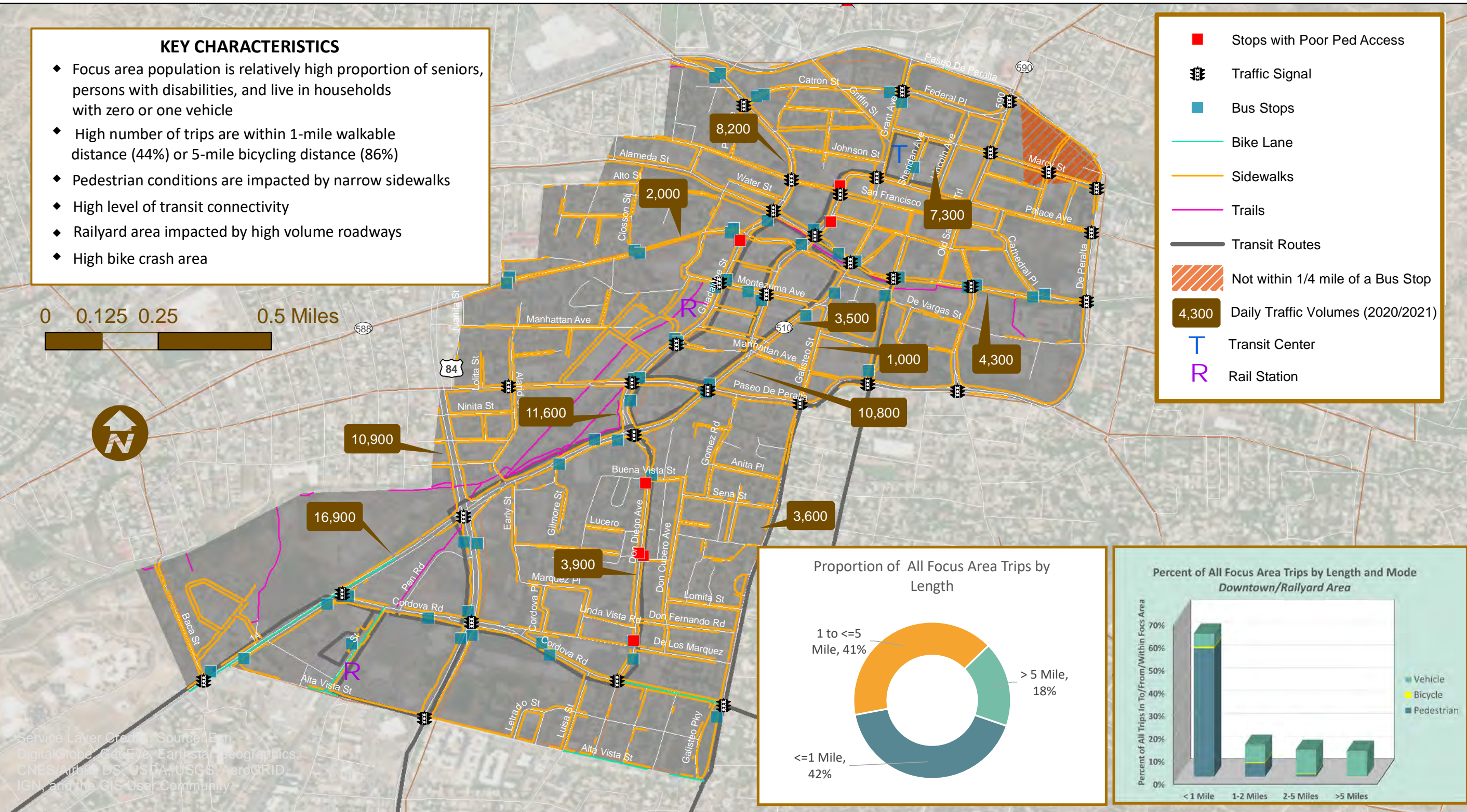


Downtown Transit Center



Water Street Municipal
Garage

Figure I-6
Downtown/Railyard Focus Area Existing Conditions Summary



Midtown/Rufina Area

This area focuses on the land area along either side of Cerrillos Road between St. Michaels Drive and Richards Avenue, as well as along St. Michaels Drive east to St. Francis Drive. It has been defined to encompass a wide mix of commercial, light industrial, and public service uses, as well as Santa Fe High School. Much of this area was developed in the mid-20th Century and reflects an auto-dominant streetscape and land use pattern. The Midtown Campus owned by the City is the focus of a substantial planning effort to revitalize the campus with considerations of multi-family housing, retail, high tech industry, higher education, and a compelling public realm. The area has multiple pending multimillion dollar public investment projects aimed at creating a safer, right-sized and revitalized roadway and trail network. The Siler Road area enjoys relatively new commercial and light industrial growth including Meow Wolf, a new global attraction, as well as significant residential growth. The area provides the opportunity to consider how strategies can shift to a better balance of travel modes and serve resident employment and commercial/public/educational trips. The summary of existing mobility/demographic conditions is shown in Figure I-7.

Mid-20th Century
Development /
Auto-Dominated
Landscape

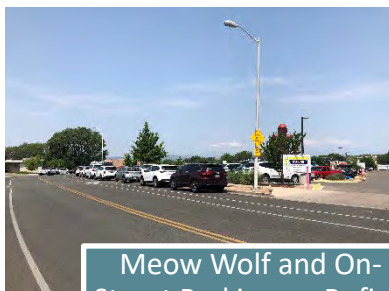
Mixed Uses

Mid-Town
Campus

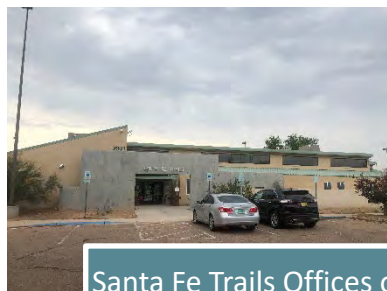
Meow Wolf

Focus Area Character Narrative: As it is the new center of Santa Fe, the area enjoys a considerable amount of attention, including public engagement efforts to help revision the district. There is a strong awareness as to social equity, affordable housing, and the potential for gentrification that may have impacts on the surrounding residential neighborhoods. The area along Hopewell and Mann Streets is an example of a neighborhood with difficult access to services for those without a vehicle.

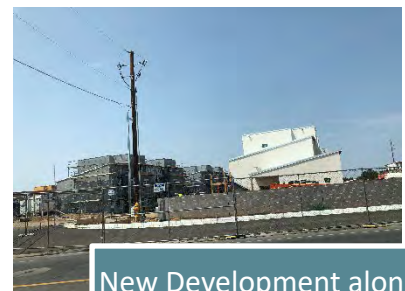
Existing Zoning: Much of the zoning in this area consists of C2 commercial zoning along Cerrillos Road and St. Michaels Drive. There is also a substantial I (Industrial) area in the area around Siler Road and Rufina Circle, which precludes mixed residential uses. Much of the LINC area is zoned R5, limiting the potential for higher density multifamily development. However, the Midtown LINC Overlay District has been established in part for “the enhancement of pedestrian and bicycle accessibility and safety, landscaping and other street-related amenities and the eventual reduction of traffic speeds and provision of on-street parking, bicycle lanes and improved crosswalks.” This district extends along St. Michaels Drive from Cerrillos Road to St. Francis Drive.



Meow Wolf and On-
Street Parking on Rufina
Circle

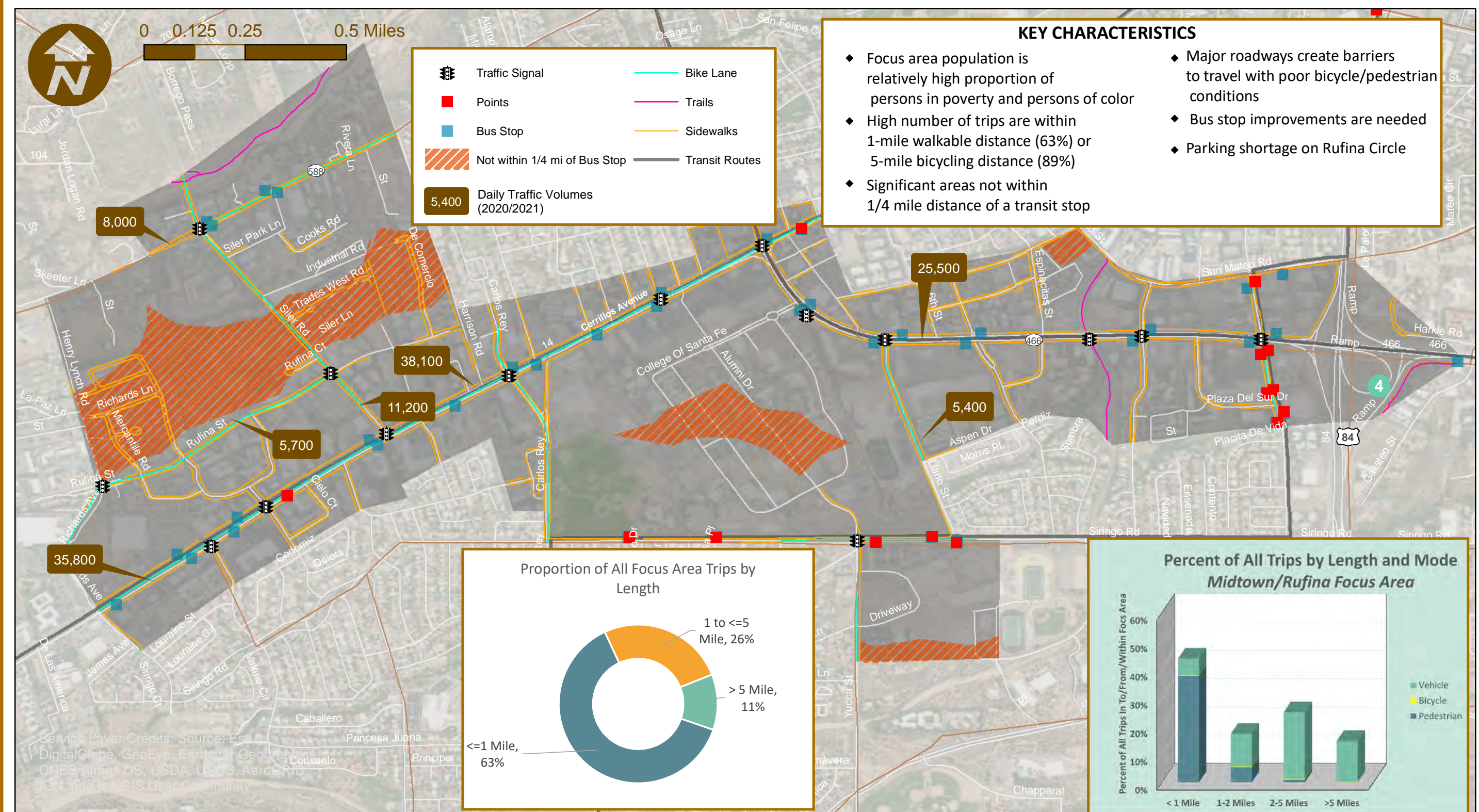


Santa Fe Trails Offices on
Agua Fria



New Development along
Siler Road

**Figure I-7
Midtown/Rufina Focus Area Existing Conditions Summary**



Airport Road Area

This area is centered around the Airport Road/Cerrillos Road intersection on the east and extends to the west along Airport Road to San Felipe Road, also including the residential areas to the north and south. This area includes the site of the new Southside Transit Center, allowing the study team to consider how this facility could be used as a “mobility hub” for the area. It also includes the Santa Fe Place Mall and adjacent “big box” stores (a good representation of late-20th-century commercial land use patterns), and a mix of older residential as well as newer residential areas. This is one of the fastest growing, majority Hispanic, and dense (higher number of individuals per household) areas in the City. It includes multiple mobile home parks and a growing commercial corridor. Figure I-8 presents the summary of existing demographic and mobility conditions.

Santa Fe Place Mall

Southside Transit Center *(Future)*

Mix of Older and Newer Residential Areas

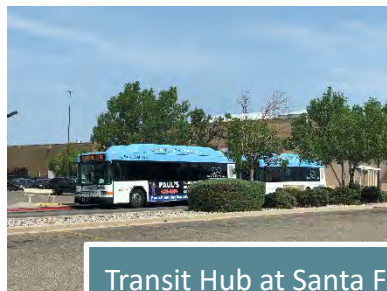
Fast Growing and Dense Development

Focus Area Character Narrative: This area is often associated with a greater need for public investments such as roadway improvements, new parks, and park maintenance. There is a lack of day-to-day retail (such as grocery stores and employment centers) that increases transportation needs. While there are bike lanes and sidewalks along Airport Road, this corridor is an area of concern regarding pedestrian/bicycle conditions due to relatively high-speed heavy traffic activity.

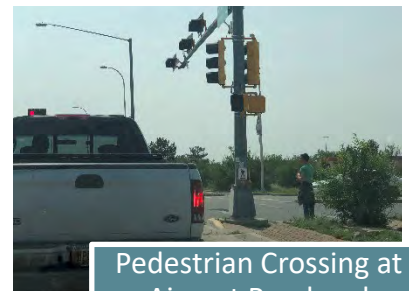
Existing Zoning: This focus area has a relatively diverse mix of zoning classifications, including residential (up to 29 dwelling units per acre), commercial, shopping center and industrial. This land use mix provides the opportunity to achieve more trip purposes within a walking or bicycling distance. The Airport Road Overlay Area (along Airport Road west of Cerrillos Road) was established in part to encourage walkable neighborhoods and to reduce the dependence on the private automobile. Residential is a potential use in most of the area (including the C and SC areas), though the prohibition on residential uses within the I (Industrial) area around the Southside Transit Hub location limits the potential to use this facility as the nucleus of a transit-oriented mixed use area.



Santa Fe Place Mall

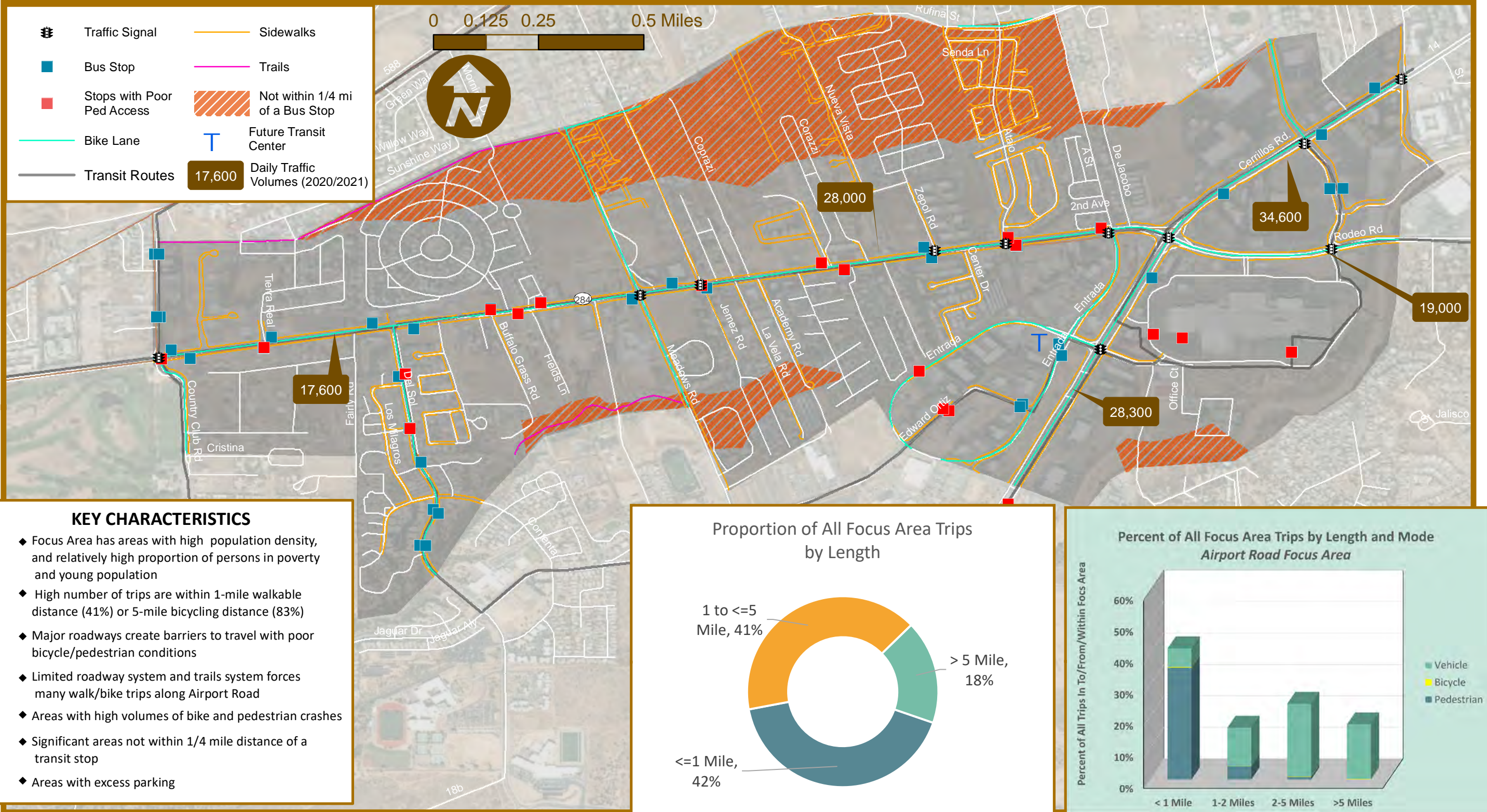


Transit Hub at Santa Fe Place Mall



Pedestrian Crossing at Airport Road and Cerrillos Road

Figure I-8
Airport Road Focus Area Existing Conditions Summary



PUBLIC INPUT

Public outreach was an integral part of the study process in developing this plan. Outreach occurred in the form of online surveys, in-person surveys, stakeholder and driver interviews, pop-up events, presentations, and informational materials (both print and digital). The outreach efforts are described below.

General Public and Unhoused Survey

This survey focused on the public's modes of transportation, factors that motivate them to use specific modes (pre-pandemic and post-pandemic), and improvements which might make them choose various modes in the future. The survey included specific questions for people who experienced homelessness in the past year. In total, 884 individuals participated, including 79 in Spanish and 30 who responded to the unhoused survey. Earth Care, a local nonprofit organization, was critical to reaching traditionally underrepresented community members for the general survey. The results are summarized in Appendix A. Highlights include:

Respondents are already interested in multimodal transportation <i>42 percent of respondents bike at least once a month, 93 percent walk at least once a month, and 15 percent use Santa Fe Trails bus system once a month.</i>	Poor pedestrian infrastructure & safety concerns <i>Major barriers that keep people from walking in Santa Fe are poor or no sidewalks, distance, traffic safety concerns, and personal safety concerns.</i>	Safety concerns are a barrier to biking <i>Major barriers that keep people from biking in Santa Fe are traffic safety concerns, lack of bike paths/bike lanes, and personal safety concerns.</i>
Potential for bike or scooter share program <i>People would be more inclined to use a bike-share or scooter-share program in Santa Fe if the bikes were electric and if helmets were provided.</i>	Bus takes too long <i>The number one factor limiting people's interest or ability to use the Santa Fe Trails bus system is that it takes too long to travel. Followed by the nearest stop is too far away and the service is too infrequent.</i>	Unhoused population use Santa Fe Trails bus system <i>90 percent of the surveyed unhoused population do not have access to a functioning vehicle and the majority (55 percent) get around with Santa Fe Trails bus system.</i>

Student Surveys

A total of 690 grade 6-12 students participated in an online survey asking them about their travel patterns and preferences. Results of the survey are presented in Appendix B of this report. Highlights include:

Mode to school determined by travel distance and time	Unaware students can ride the bus for free	Peer influence
<i>The survey found the majority (55 percent) of students were driven to and from school by car, and 21 percent by school bus. Most choose this mode due to the travel distance and time.</i>	<i>The majority of students (56 percent) did not know they could ride the Santa Fe bus for free.</i>	<i>A motivator in whether a student would choose transit was “if my friends did it” (22 percent of respondents).</i>

VISITOR SURVEYS

Visitors were surveyed about their travel choices when they were in Santa Fe, including their modes of travel and motivations for travel choices. The results of the survey are in Appendix C. The survey had a total 3,905 participants, though not every respondent answered every question. The survey revealed:

<p>Visitors arrive by car or airplane</p> <p><i>The survey found that 64 percent of respondents arrived by car and 29 percent arrived by airline. Only 3 percent arrived by Rail Runner and 2 percent by rental car.</i></p>	<p>Visitors get around Santa Fe by walking or private automobile</p> <p><i>Once in Santa Fe, 88 percent said they would get around by walking, 86 percent said by private auto, 16 percent said they would use a hotel shuttle, 13 percent would use Santa Fe Pick Up, 4 percent would use Santa Fe Trails, and 3 percent would ride a bike. Of those who rode a public bus or shuttle, 98 percent were either satisfied or very satisfied.</i></p>	
<p>Schedule impacts visitor travel mode</p> <p><i>The biggest factor in choosing a travel mode was the visitors' personal or family schedule.</i></p>	<p>Interested in using a free shuttle with free parking</p> <p><i>90 percent of visitors said they would use a free shuttle in downtown if it were frequent (every 10 minutes) with free parking.</i></p>	<p>Need to improve transit and sidewalks</p> <p><i>Asked what would allow visitors who used a car to leave the car parked, 41 percent said improved transit and 33 percent said better sidewalks.</i></p>

Onboard Transit Passenger Surveys

Passengers were directly surveyed to determine their trip-making patterns, opinions of current services, and desires for improvements. The detailed results of the onboard survey are included in Appendix D. A total of 193 responses were received and important findings included:

Walk or ride transit often <i>Most existing riders walk to the bus stop (67 percent) and many use Santa Fe Trails four or more days per week (56 percent).</i>	Ride transit because no car or license <i>Approximately 69 percent of respondents said that there was no car available for them to use on this trip. The top three reasons for taking the bus included not having a car available, not having a driver's license, and avoid driving/do not drive (23, 17, 15 percent respectively).</i>	Most satisfied with transit cost, drivers, and safety <i>Respondents indicated they were most satisfied with fares/cost, driver courtesy, and overall safety of Santa Fe Trails.</i>
Dissatisfied with rider information, bus frequency, service hours <i>Respondents were least satisfied with existing rider information, bus service frequency, and end time of service.</i>	Former riders dissatisfied with inconvenient routes/stops and long travel times <i>Previous riders who no longer ride Santa Fe Trails were invited to participate in the survey and said they no longer ride because the routes are not convenient/it takes too long to reach their destination, bus stop locations are not convenient, and they are concerned about COVID-19 safety measures.</i>	Desire transit service to the airport and longer operating hours <i>Riders were asked to evaluate potential service changes and the options they wanted to see implemented from 1 (strongly against) to 5 (strongly support). Responses indicated they most wanted transit service to the airport (4.3), expanded hours of Saturday service (4.3), and extended weekday hours into the evening (4.2).</i>

Project Webpage

A project webpage was developed on the MPO's website². The website provided background information about the study, listed links for online public outreach efforts, and posted interim deliverables for feedback.

² Project website: <https://santafempo.org/plans/multi-modal-transition-plan/>

Bus Operator Workshop

LSC staff met with the transit manager and six drivers to discuss transit issues from the operator's perspective.

Strengths - teamwork, leadership, adaptability	Weaknesses - inefficient routes, declining ridership	Service requests and improved accessibility
<i>Drivers noted that Santa Fe Trails' greatest strengths include: strong teamwork, good leadership, and adaptability as a small transit system, all of which yields compliments from passengers. Operating on-demand service has extended the span of service into the evening, which drivers say is popular with riders.</i>	<i>Drivers believe that Santa Fe Trails' greatest weaknesses include: unequal service (overserving some areas and underserving some areas), as well as declining ridership, long route lengths, and difficult transfers.</i>	<i>Drivers noted they received requests for service to the airport and later evening service, particularly on weekends. Drivers noted that improving transit accessibility and ease of use, would help increase ridership.</i>

Stakeholder and Focus Groups

A series of community and stakeholder outreach efforts, as summarized in Appendix M, included engagement with seven stakeholder groups, meetings with six City Councilors, presentation to the Bicycle and Pedestrian Advisory Committee, and outreach through Earth Care to the Southside community.

Chapter II: Existing Community Conditions

The transportation and mobility choices individuals make are a reflection of the community, including the characteristics of the population, the economic factors, and land use patterns. This chapter provides a summary of the study area, historical and projected population, demographic characteristics, economic attributes, and major land uses.

CHAPTER II AT A GLANCE

Key takeaways from Chapter II are presented in this section and are discussed in more detail later in this chapter.

Population Growth

- ➔ The population of Santa Fe County doubled between 1980 and 2019; however, recent growth has slowed down to a four percent increase between 2010 and 2019.
- ➔ The population of the City of Santa Fe grew by 45 percent between 2000 and 2019. The population grew by 25 percent between 2010 and 2019.
- ➔ Between 2020 and 2040, the population of the City of Santa Fe is expected to increase by 12 percent and the population of Santa Fe County is expected to increase by 17 percent.
- ➔ Two near-term future growth areas within the City of Santa Fe include the Tierra Contenta and Las Soleras areas in the southwest.

Transit Dependent Populations

- ➔ Ridership on public transit is drawn, in large part, from the potentially transit-dependent population, including:
 - Youths (10-17): 8.6 percent of the total population.
 - Older Adults (65+): 24.4 percent of the total population.
 - Ambulatory Disabled Population: 5.8% of the total population.
 - Population Living Below the Poverty Level: 12.1 percent of the total population.
 - Zero Vehicle Households: 3.9 percent of total households.
 - One-Vehicle Households: 35.6 percent of total households.

Employment

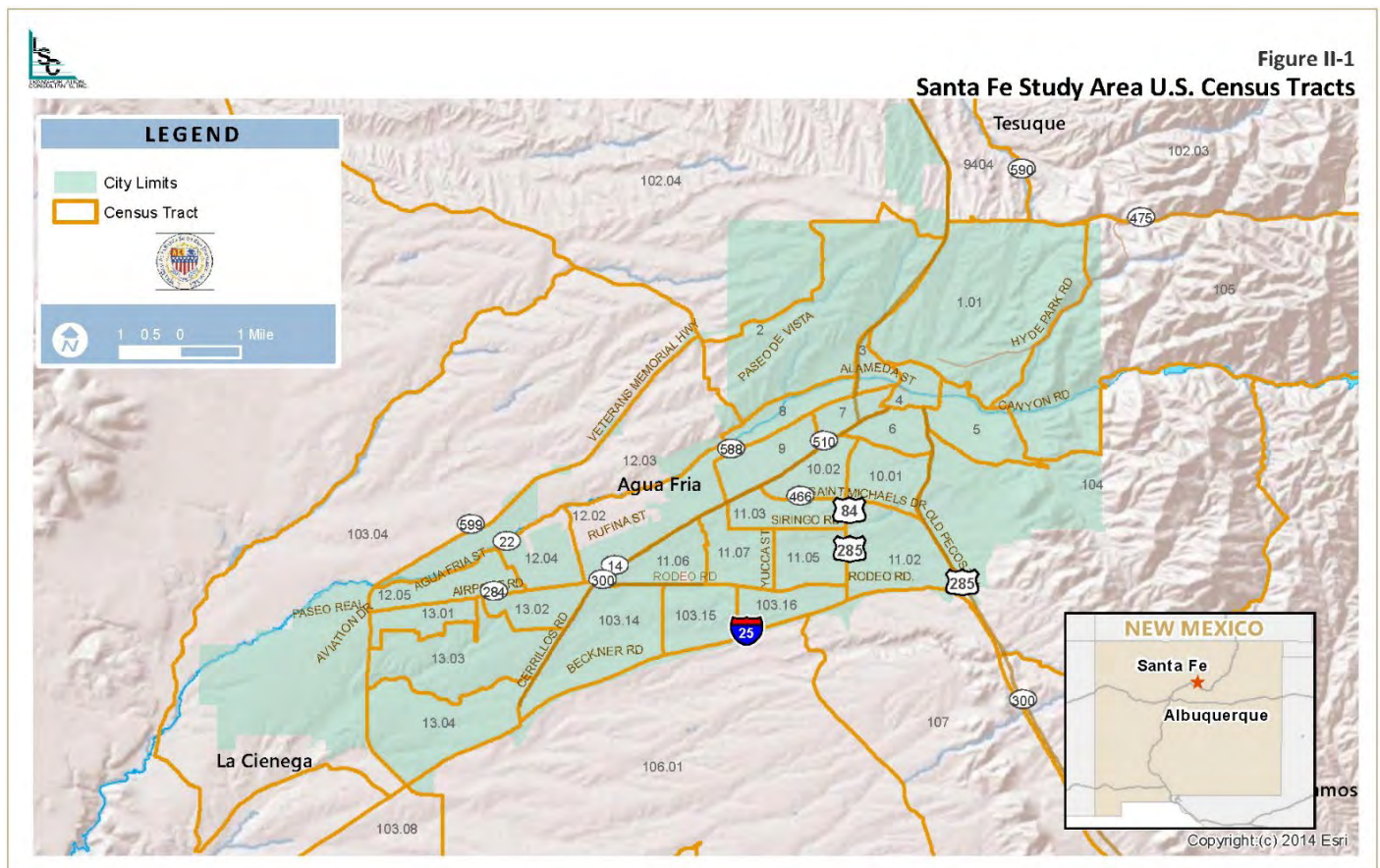
- ➔ Modest growth of 5.5 percent in jobs projected for Santa Fe County over the next ten years, with the greatest increases within healthcare and social services, accommodation and food services, and professional and technological services.
- ➔ Unemployment in Santa Fe County dropped from 5.3 percent to 3.9 percent between 2015 and 2019, which is lower than New Mexico's overall unemployment rate of 8.3 percent.
- ➔ Major employers include government agencies and social services, hospital and medical facilities, as well as public schools and colleges.

Commute Patterns

- ➔ The majority of Santa Fe residents work within Santa Fe County (70.6 percent), with 61 percent specifically working within the City of Santa Fe. A modest residential population travels outside Santa Fe County for work.
- ➔ Many of those working in the City of Santa Fe also live in within Santa Fe County (63.5 percent).
- ➔ Approximately 5,000 more people are commuting into the City of Santa Fe from neighboring cities for employment (27,354) than those living and working within the City (22,376).
- ➔ The density of housing and jobs are on opposite sides of Santa Fe, which sets people up for long commutes that are completed primarily by private automobiles.
- ➔ The majority of those travelling to Santa Fe for work drive alone (78.2 percent).
- ➔ Working remotely has been steadily growing in recent years even prior to COVID-19 (8.5 percent).

STUDY AREA OVERVIEW

The City of Santa Fe is located in northern New Mexico, at the foot of the Sangre de Cristo Mountains. From a historic core along the banks of the Santa Fe River, the urban area has developed largely to the west and south. For the purposes of this study, the Santa Fe study area includes the city boundaries of Santa Fe and areas currently being served by public transit. The defined study area and its U.S. Census tracts are shown in Figure II-1.



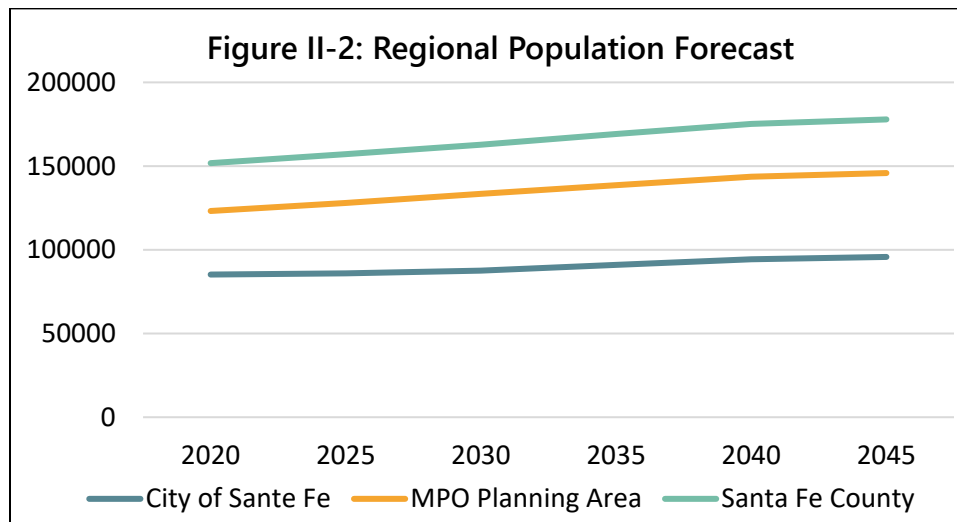
POPULATION ATTRIBUTES

The last five decades of U.S. Census Bureau data show that population at the city, county, and state level have been steadily growing (Table II-1). Santa Fe County has had the greatest population growth with a 100 percent increase between 1980 to 2019. Over the past two decades the City of Santa Fe has experienced the most growth with a 45 percent increase in population from 61,109 people to 84,683 people.

Table II-1: Historical Population Trends			
Year	City of Santa Fe	Santa Fe County	New Mexico
1980	48,053	75,360	1,303,302
1990	52,303	98,928	1,515,069
2000	61,109	129,292	1,819,046
2010	67,947	144,170	2,059,179
2019	84,683	150,358	2,096,829
2010-2019 % Change	25%	4%	2%
Source: US Census Bureau Decennial Census and the American Community Survey Five Year Estimates 2015-2019			

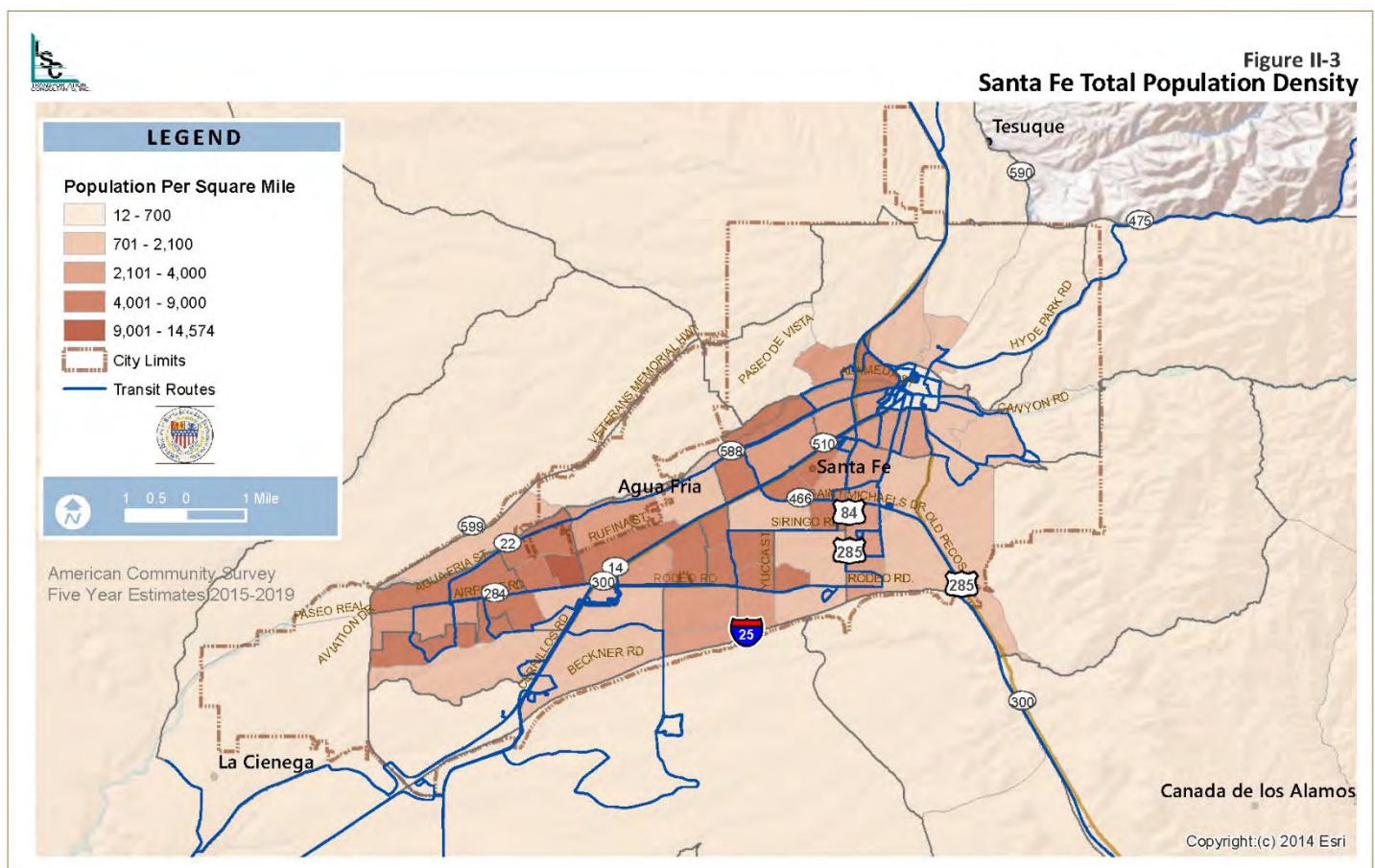
According to the Santa Fe Metropolitan Planning Organization's (MPO) 2020-2045 Metropolitan Transportation Plan, the residential population in the City of Santa Fe, the MPO Planning Area, and Santa Fe County are all expected to steadily rise through 2045 (see Table II-2 and Figure II-2). With this in mind, transportation service and multimodal connectivity will be essential in serving the region's growing residential population, in addition to its seasonal tourism, while still meeting greenhouse gas emissions goals.

Table II-2: Population Forecasts			
Year	City of Santa Fe	MPO Planning Area	Santa Fe County
2020	85,223	123,189	151,767
2025	85,897	128,008	157,104
2030	87,543	133,431	162,782
2035	91,000	138,610	169,142
2040	94,318	143,674	175,242
2045	95,742	145,843	177,888
Source: Santa Fe MPO 2020-2045 Metropolitan Transportation Plan Population Forecast			



DEMOGRAPHIC CHARACTERISTICS

The information from this section is taken from the American Community Survey's Five-Year Estimates (2015-2019), with a total population density by Census Tract and Block Group, as shown in Figure II-3. While the data provides an indication of particular demographic characteristics, it is important to note that this is a general guide used to determine where transit services are needed most.



Transit-Dependent Populations

Nationwide, ridership on public transit is drawn, in large part, from the potentially transit-dependent population consisting of youth, elderly, disabled, and low-income populations. The number of households with only one or no available vehicles are also considered. These populations are discussed in detail below and illustrated in maps and tables in Appendix M.

- **Youths** (10 to 17 years old) represent a transportation-dependent population, as they are often unable to drive and may not have a parent available to transport them. Junior-high-school and high-school students who are independent enough to attend after-school activities but are unable to drive are a representative group. In total, 10,462 potentially transit-dependent youths live within the Santa Fe study area, comprising a total of 8.6 percent of the population. The youth population is particularly concentrated in the southwest portion of the city, bordering both sides of Airport Road.

*Youths (10-17) are
8.6% of the
Population*
- **Elderly populations 65 years of age and older** comprise 24.4 percent of the countywide population (29,525 individuals), which is much higher than the statewide average of 16.8 percent.¹ The older adult population is particularly concentrated along both sides of Agua Fria Street between the historic downtown area west to Siler Road, along St. Michaels Drive near the Christus St. Vincent Regional Medical Center, and near the intersection of Rodeo Road and Yucca Street on the southside of the city.

*Older Adults (65+)
are 24.4% of the
Population*
- People living with **ambulatory disabilities** are also amongst those who are most impacted by public transit due to their limitations in physically operating a vehicle. Of those living within the study area, about 6.8 percent are considered disabled by this measure. Areas with the highest concentrations of persons living with ambulatory disabilities are located along St. Michaels Drive between Cerrillos Road and Old Pecos Trail, along the north side Rodeo Road and south side of Cerrillos Road, and surrounding the intersection of Airport Road and Cerrillos Road.

*6.8% of the
Population has an
Ambulatory
Disability*

¹ According to the 2013-2017 American Community Survey, Economic Development Department.

- The **population living below the poverty level** is defined by households making an income below the poverty line of the past year. Residents living below the poverty level comprise 12.1 percent (12,662 individuals) of the study area population, compared to 18.2 percent statewide. The areas with the greatest percentage of population living below the poverty are located along St. Michaels Drive between Cerrillos Road and the Christus St. Vincent Regional Medical Center, along Jaguar Drive near the Santa Fe Library Southside Brach, and along the north side of the intersection of Airport Road and Cerrillos Road.

12.1% of the Population Live Below the Poverty Level
- One of the strongest indicators of transit dependency is the number of **households with either one vehicle or without a vehicle available at all**. Of the total 50,983 households in the study area, approximately 3.9 percent of households do not have a vehicle for use and over one-third of households (35.6 percent) have only one vehicle for use. Areas with particularly high proportions of zero-vehicle households are located along the north side of St. Michaels Drive between Cerrillos Road and the Christus St. Vincent Regional Medical Center, along Jaguar Drive near the Santa Fe Library Southside Brach, surrounding the intersection of Agua Fria Street and St. Francis Drive, and surrounding the intersection of Airport Road and Cerrillos Road.

3.9% of Households Have 0 Vehicles

35.6% of Households Have 1 Vehicle

Title VI Analysis

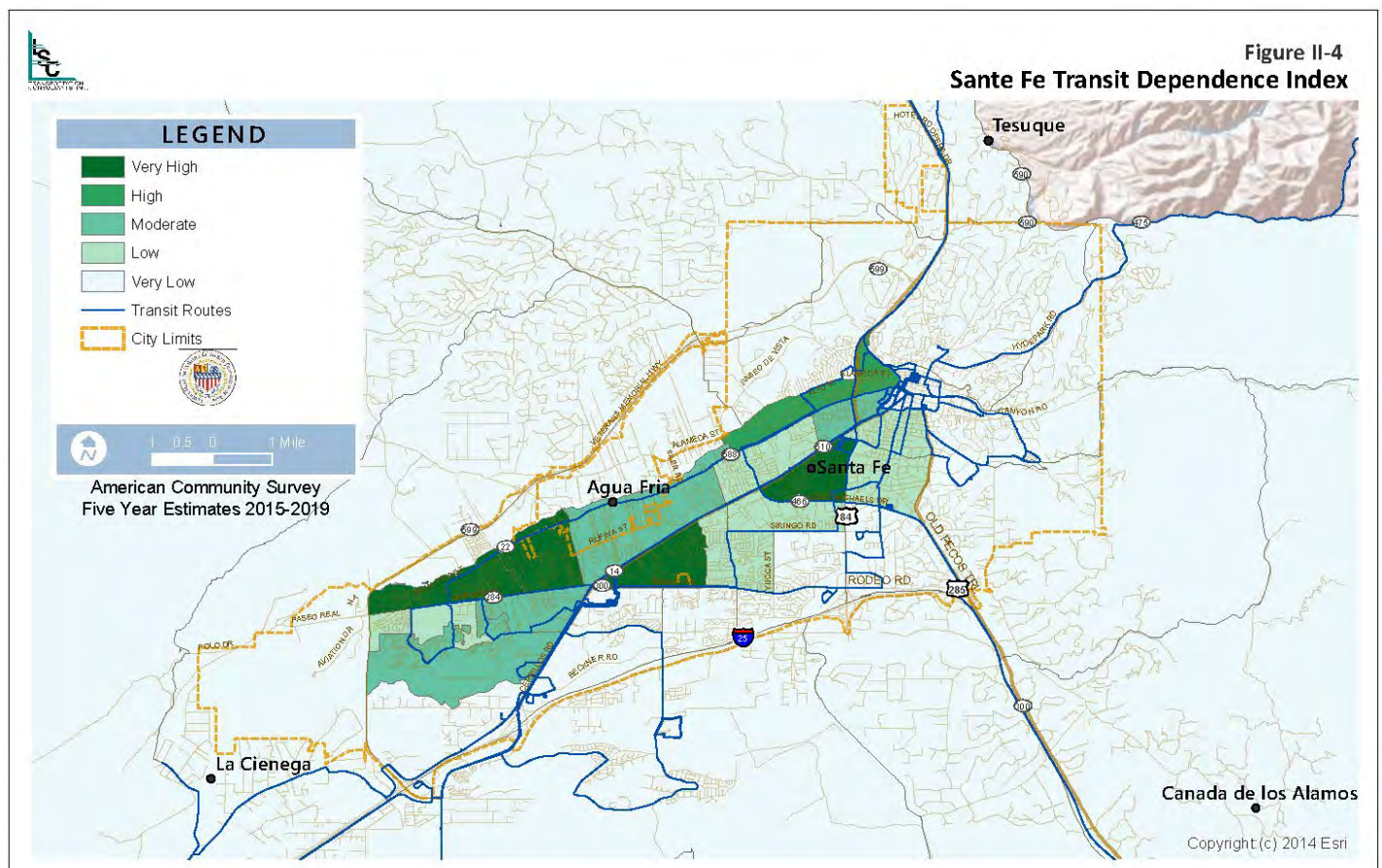
The Civil Rights Act of 1964 established Title VI, prohibiting discrimination on the basis of race, color, or national origin in programs and activities that receive financial assistance from the federal government. In an effort to uphold such efforts, agencies are responsible for fully considering the overall quality of life for various communities as it relates to federally-funded public transportation. The following analysis provides a cumulative summary of the above transit-dependent populations to identify areas of sensitive concentrations. This is then followed by an examination of populations that are vulnerable to transportation services on the basis of race/ethnicity and/or low-income status.

Transit-Dependent Index

A Transit Dependence Index (TDI) is a method in measuring relative concentrations of transit-dependent populations using the data summarized in Table II-3. There are five major factors that make up the TDI formula; population density (PD), amount of vulnerability based on zero-vehicle households (AVNV), amount of vulnerability based on elderly populations (AVE), amount of vulnerability based on youth populations (AVY), and amount of vulnerability based on below-poverty populations (AVBP). The amount of vulnerability is determined by finding the overall average of each transit dependent group within the study area. Using this average, an incremental score, also known as the amount of vulnerability, is assigned from 1 (very low) to 5 (very high). This score is then used in the following formula:

$$TDI = PD \times (AVNV + AVE + AVY + AVBP)$$

- In the western part of the city, the area bounded by Aqua Fria Street on the north and Airport Road on the south, just west of the intersection of Cerrillos Road and Airport Road.
- The area east of the intersection of Cerrillos Road and Airport Road, bounded by Cerrillos Road on the north, Rodeo Road on the south, and Camino Carlos Rey on the east.
- The area bounded by Cerrillos Road on the west, St. Michaels Drive on the South, St, Francis Drive on the East.

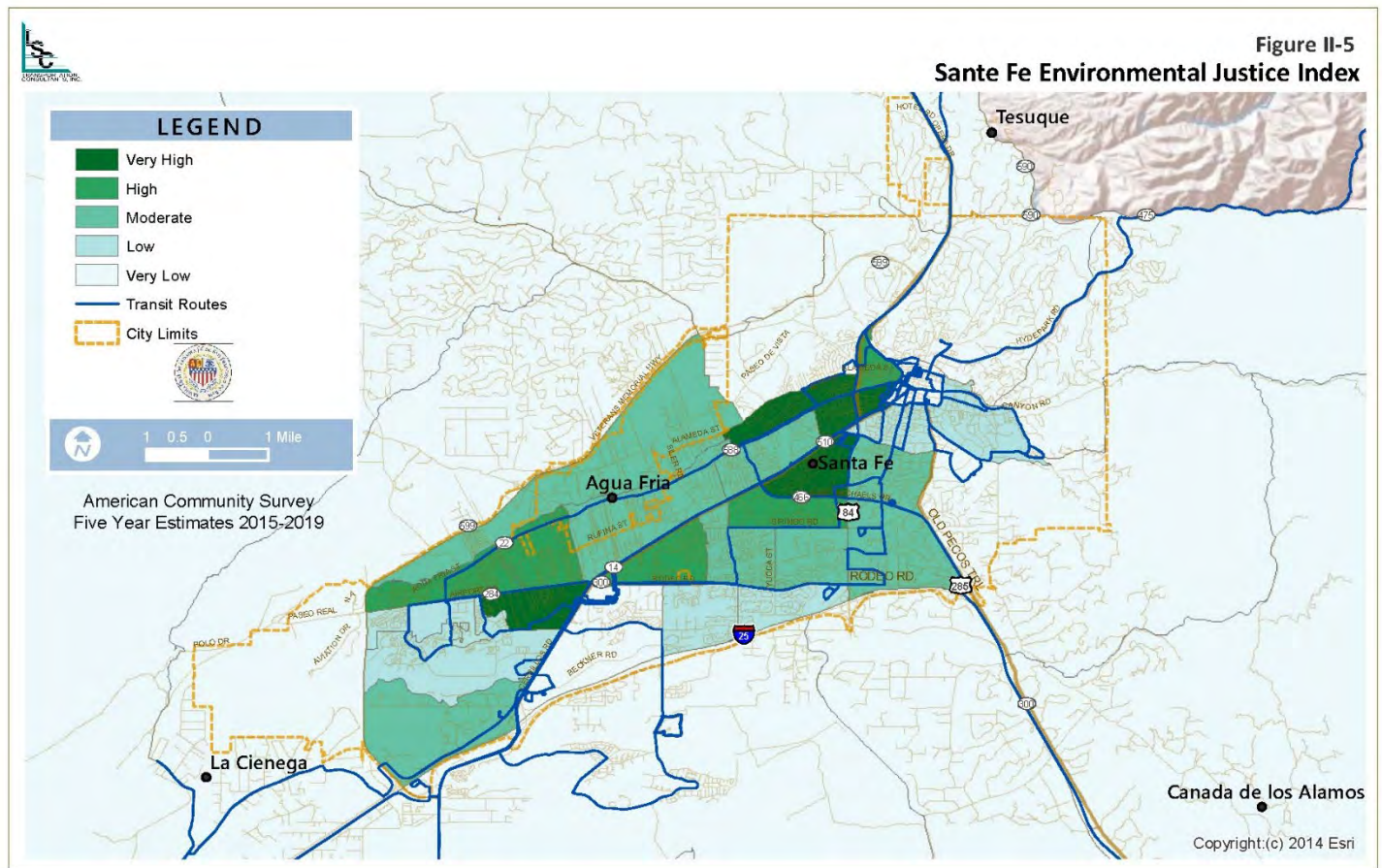


Environmental Justice Index

Similar to the TDI, an Environmental Justice Index (EJI) is a method in calculating concentrations of racial, ethnic, and/or low-income populations to show areas that need additional consideration when it comes to transit-related impacts. The formula is made up of three major factors; population density (PD), degree of vulnerability based on presence of communities of color population (DVM), and the degree of vulnerability based on presence of below-poverty population (DVBP). The data employed by the EJI is as follows:

$$EJI = PD * DVM * DVBP$$

- In the southwestern part of the city, the area bounded by Airport Street on the north and Jaguar Drive on the south, just west of the intersection of Cerrillos Road and Airport Road.
- The area just west of the historic downtown area and is bounded by Alameda Street on the north and Cerrillos Road on the south.
- The area bounded by Cerrillos Road on the west, St. Michaels Drive on the South, St, Francis Drive on the East.



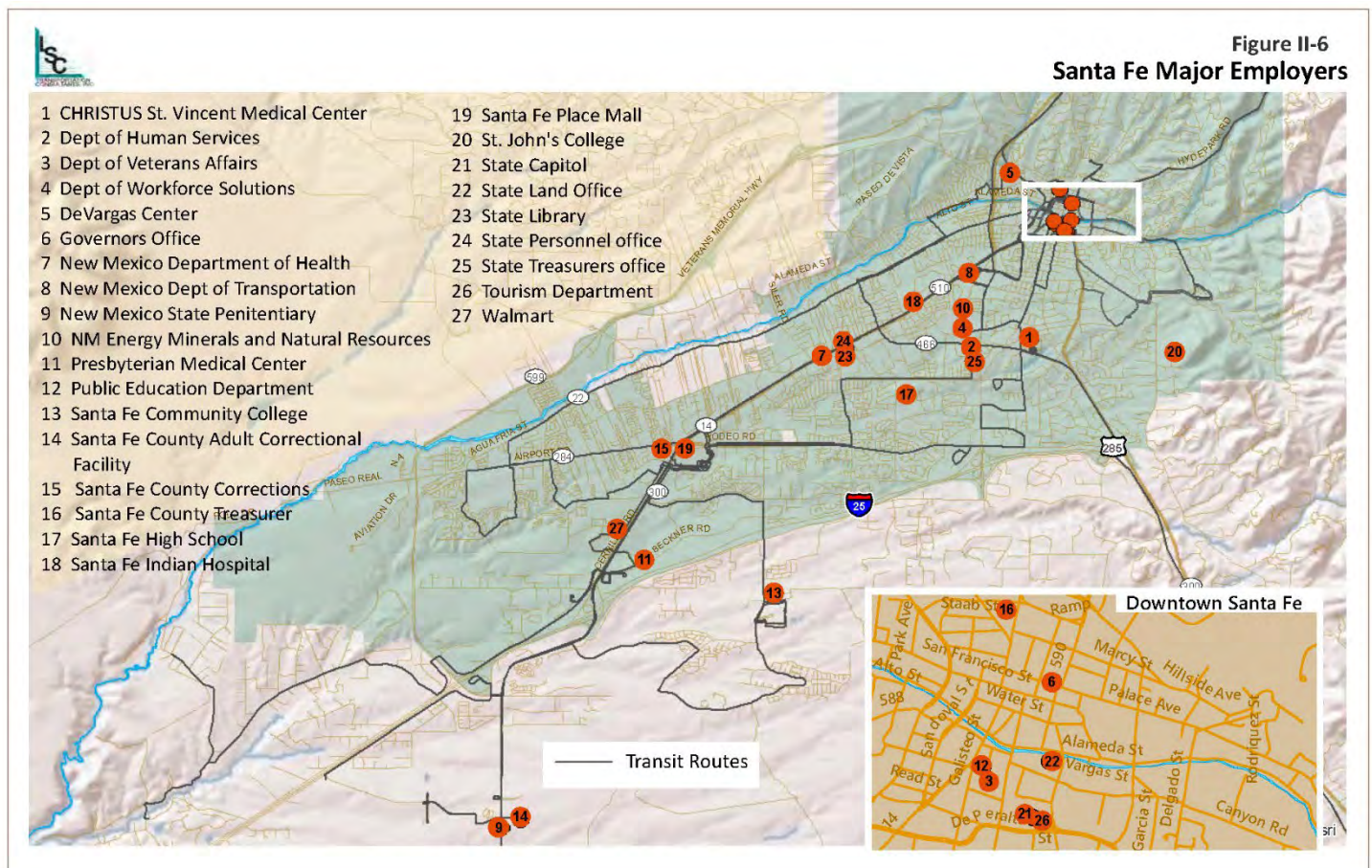
ECONOMIC CHARACTERISTICS

Employment

Santa Fe County is expected to experience only a modest 5.5 percent increase in employment over the next ten years, from 65,230 jobs in 2018 to 68,830 in 2028, according to the 2020 New Mexico State of the Workforce Report. Of this employment growth, the greatest increase will occur within healthcare and social services (18.0 percent), accommodation and food services (11.7 percent), and professional and technological services (10.9 percent). In 2015, Santa Fe County had an unemployment rate of 5.3 percent, and as of 2019, the rate had dropped to 3.9 percent. In contrast, this is 3 percent less than New Mexico's overall unemployment rate of 8.3 percent.

Major Employers

The reliable connectivity between employees and their place of work is an essential need for any community. Providing various types of travel modes to and from one's occupation provides a sense of security in knowing that there are many ways one can maintain a job, and to that effect, a steady, reliable income. An overview of the region's major employers is shown in Figure II-6. As the state's capital, a majority of local employers include government agencies and social services such as the Governor's Office, the New Mexico Department of Transportation, and the Human Services Department. This is closely followed by hospital and medical facilities such as the Christus St. Vincent Regional Medical Center. Public schools and colleges are also amongst the largest employers of the region.



Commute Flow and Mode of Travel

The following summarizes commute patterns gathered by the US Census 2018 Longitudinal Employer Household Dynamics (LEHD). It is important to consider that it also includes information for employees that do not necessarily report to work on a daily or consistent basis and can include persons who are a permanent resident in one location but stay elsewhere during their work week. Nevertheless, it provides the best available picture of commuting patterns. The top portion of Table II-3 presents information about where residents of the City of Santa Fe work, while the lower portion shows where people live that work within the City of Santa Fe.

Table II-3: City of Santa Fe Commute Patterns					
Where Santa Fe Residents are Employed					
County	# Jobs	% Total	City	# Jobs	% Total
Santa Fe County, NM	25,884	70.6%	Santa Fe	22,376	61.0%
Bernalillo County, NM	5,356	14.6%	Albuquerque	4,783	13.0%
Los Alamos County, NM	1,547	4.2%	Los Alamos	1,502	4.1%
Rio Arriba County, NM	671	1.8%	Española	470	1.3%
Sandoval County, NM	599	1.6%	Rio Rancho	428	1.2%
Doña Ana County, NM	302	0.8%	Agua Fria	367	1.0%
San Miguel County, NM	248	0.7%	Las Cruces	232	0.6%
Taos County, NM	237	0.6%	La Cienega	158	0.4%
San Juan County, NM	176	0.5%	Las Vegas, NM	157	0.4%
Valencia County, NM	160	0.4%	North Valley	147	0.4%
All Other Locations	1,498	4.1%	All Other Locations	6,058	16.5%
Total Number of Jobs	36,678		Total Number of Jobs	36,678	
Where Santa Fe Workforce Lives					
County	# Persons	% Total	City	# Persons	% Total
Santa Fe County, NM	31,568	63.5%	Santa Fe	22,376	45.0%
Bernalillo County, NM	6,116	12.3%	Albuquerque	5,078	10.2%
Sandoval County, NM	3,240	6.5%	Rio Rancho	2,235	4.5%
San Miguel County, NM	1,218	2.4%	Eldorado at Santa Fe	1,188	2.4%
Rio Arriba County, NM	1,003	2.0%	La Cienega	777	1.6%
Valencia County, NM	858	1.7%	Agua Fria	760	1.5%
Doña Ana County, NM	468	0.9%	Las Vegas, NM	481	1.0%
Los Alamos County, NM	465	0.9%	Española	392	0.8%
San Juan County, NM	464	0.9%	Los Alamos	307	0.6%
Taos County, NM	333	0.7%	Pojoaque	278	0.6%
All Other Locations	3,997	8.0%	All Other Locations	15,858	31.9%
Total Number of Persons	49,730		Total Number of Persons	49,730	
Source: US Census LEHD, 2018.					

Where City of Santa Fe Residents Work

As shown in Table II-3, 70.6 percent of City of Santa Fe residents work within Santa Fe County, followed by those working in Bernalillo County (14.6 percent), and Los Alamos County (4.2 percent). Of this residential population, 61.0 percent work within the City of Santa Fe, followed by Albuquerque (13.0 percent) and Los Alamos (4.1 percent). This data indicates that many jobs are located within Santa Fe County. However, there is a modest residential population traveling outside of the county for work.

Where Persons Employed in the City of Santa Fe Live

Many of those working in the City of Santa Fe also live in within Santa Fe County (63.5 percent), followed by those commuting in from Bernalillo County (12.3 percent), and Sandoval County (6.5 percent). Of those commuting to the City of Santa Fe from outside the city, 10.2 percent are commuting from Albuquerque, followed by Rio Rancho (4.5 percent), and Eldorado at Santa Fe (2.4 percent). In comparing these commute patterns, approximately 5,000 more people are commuting into the City of Santa Fe from neighboring cities for employment (27,354) than those living and working within the City (22,376).

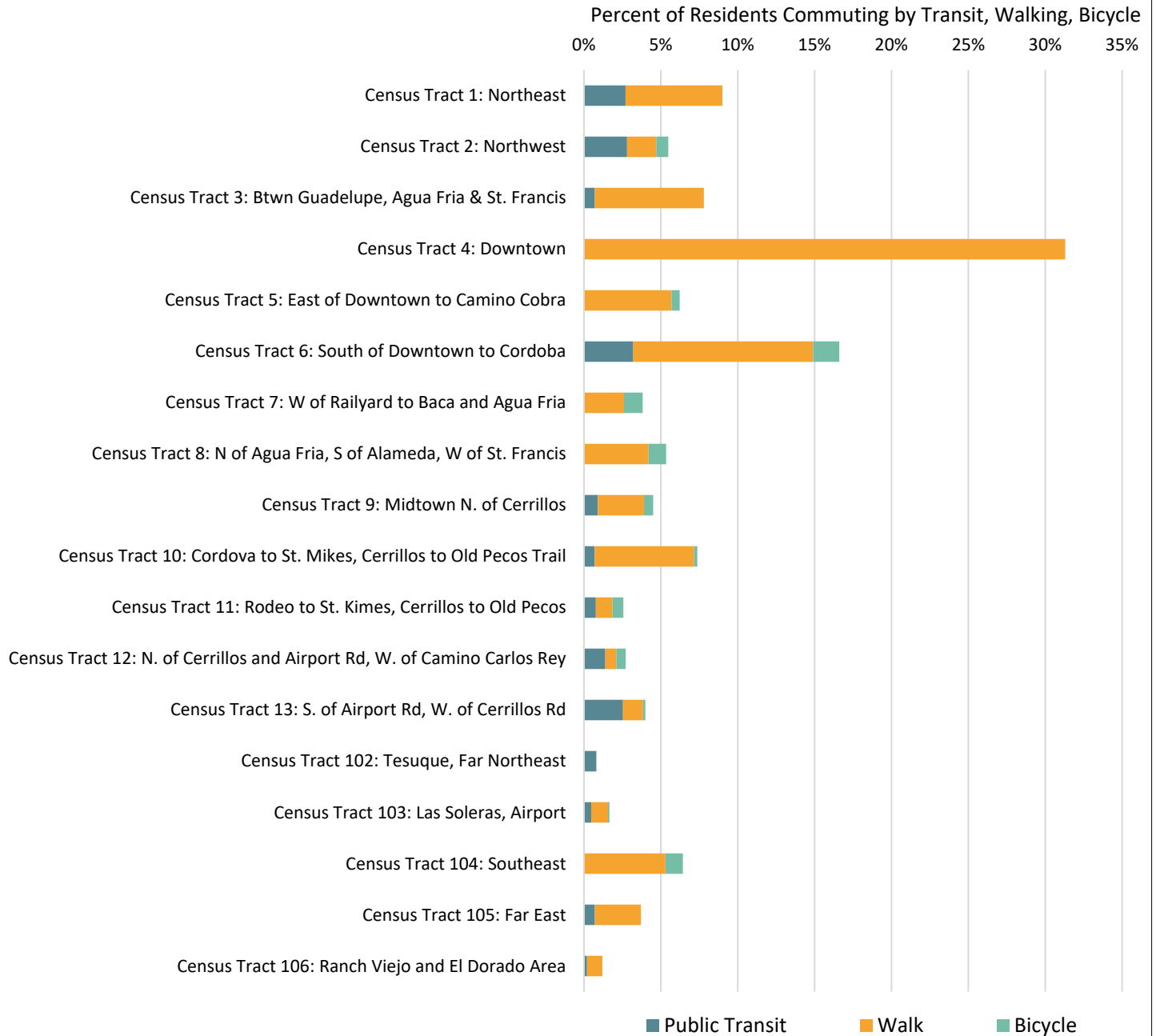
City of Santa Fe Commuter Mode of Travel

Of those travelling to Santa Fe for work, 78.2 percent drive alone, according to the 2015-2019 American Community Survey (ACS) prepared by the US Census. Of those using other means of travel, 8.9 percent carpool, followed by 2.1 percent who walk, and 1.1 percent who use public transportation. In recent years, working remotely has been a steadily growing option as well and, with the onset of the COVID-19 pandemic restrictions, it is expected to continue growing. In the City of Santa Fe, 8.5 percent worked from home prior to the pandemic. Appendix M includes a table detailing commuter modes of travel by Census Tract, which is also summarized in Figure II-7. The following provides a brief summary of data related to alternative transportation (non-personal auto travel) modes of travel:

- The greatest number of people commuting by public transit were located on the north side of Agua Fria Street (3.8 percent), followed by the area just to the southwest of the historic downtown area and on the southside of the city along Jaguar Drive (3.2 percent respectively).
- Those who frequently walk to work (31.3 percent) are located within the historic downtown area of Santa Fe.
- Rates of bicycling and taking a taxi or motorcycle were very low with a total of only 0.4 percent and 0.7 percent, respectively.
- The areas with the highest concentrations of those working from home include the area north of Veterans Memorial Highway on the northside of Santa Fe (27.5 percent), followed by the southeast area of the city near Museum Hill (25.2 percent) and the area along Canyon Road just to the southeast of the historic downtown area (23.9 percent).
- Carpooling is greatest within an area to the southwest of the historic downtown area that is bounded by Rufina Street on the north, St. Francis Drive on the east, Cerrillos Road on the south, and Baca Street on the west (19.1 percent). This is closely followed by an area near the midtown area that is bounded by Cerrillos Road on the north, Yucca Street on the east, Rodeo Road on the south, and Richards Avenue on the west (18.1 percent).

It should also be noted that the density of housing and the density of jobs are on opposite sides of Santa Fe, which sets people up for long commutes, completed primarily by private automobiles.

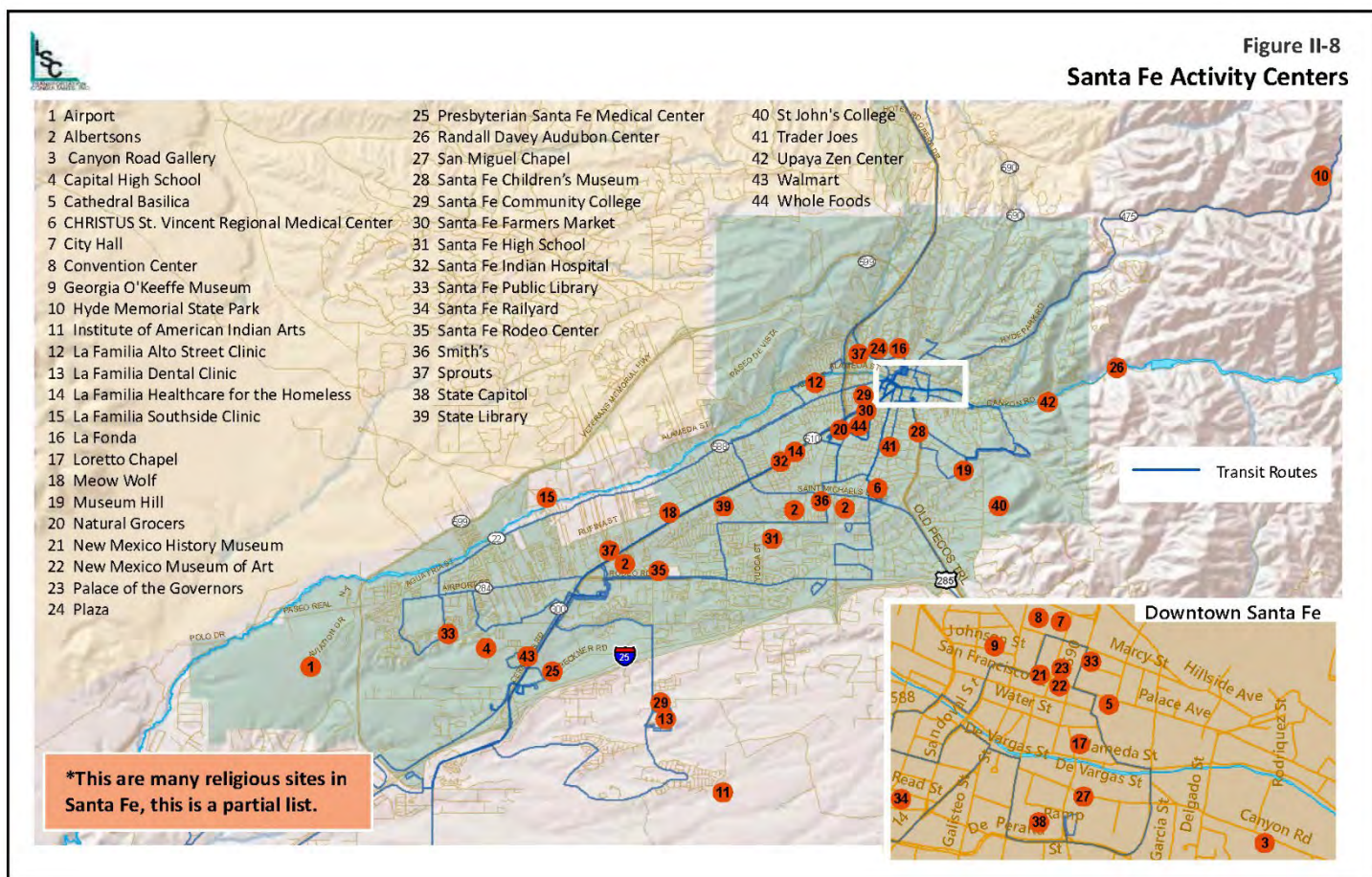
Figure II-7: Non-Automobile Commuting by U.S. Census Tract



LAND USE DEVELOPMENT

Activity Centers

Major activity centers typically include areas where origin and destination transportation demands are high. There is no set formula that is used to derive a list of activity centers, but this typically includes cultural and tourist attractions, large commercial retail, public and private educational institutions, medical centers, government facilities, and consolidated residential areas. Activity centers within the City of Santa Fe that are most likely to generate trips (and potential transit ridership) are summarized below and shown in Figure II-8.



Government: As the State Capital, both employees and visitors travel to and from major government buildings in Santa Fe. The State Capitol, State Library, City Hall, and Palace of Governors are just a few of these regionally-renowned destinations.

Healthcare/Medical: There are two major medical centers/hospitals in Santa Fe, the Christus St. Vincent Regional Medical Center and the newly constructed Presbyterian Santa Fe Medical Center. In addition, La Familia operates two medical clinics within the City (the Alto Street Clinic and the Southside Clinic), a dental clinic, and several outreach centers to provide healthcare for the homeless.



Education: The Santa Fe Unified School District offers public education to approximately 13,000 students throughout Santa Fe. The district includes 14 elementary schools, five middle schools, and six high schools. There are also five colleges/universities in Santa Fe serving approximately 4,300 students.

Commercial Retail and Shopping: Santa Fe has several concentrated retail areas located along major commercial roads such as Cerrillos Road. Major commercial retail stores include Whole Foods, Trader Joes, Sprouts, Smiths, and Walmart. While much of the visitor shopping is concentrated around the Plaza area, key districts providing shopping opportunities for day-to-day purposes are found along Cerrillos Road near the St. Michaels Drive intersection in Midtown and near the Airport Road/Rodeo Road intersection in southwest Santa Fe.

Museums: Due to the region's rich Native American and southwestern history, there are a variety of museums attracting visitors to the area, while also providing employment opportunities to those living in Santa Fe. Some of these museums include the Georgia O'Keefe Museum, the New Mexico History Museum, the New Mexico Museum of Art, and others located on Museum Hill.

Religious: The Cathedral Basilica, Loretto Chapel, and the San Miguel Chapel are all centrally located near the downtown area and the Capitol Building, drawing large crowds for religious services and tourist sightseeing. There are also numerous religious institutions located outside the downtown area and throughout Santa Fe.

Tourist Attractions: Santa Fe is known for its historic character and cultural events. These attractions can draw significant ridership from visitors while also providing employment for local residents. Places like the Santa Fe Plaza, La Fonda, Museum Hill, Camel Rock Casino, and the Santa Fe Railyard are all well-known tourist destinations in the region. The Meow Wolf interactive art attraction in Midtown has also emerged as a tourist attraction in recent years.



Future Growth Areas

The Sustainable Growth Management Plan was completed by Santa Fe County in 2015. The plan identified four Growth Management Areas for further consideration in the future growth and development of Santa Fe County. As a result, Sustainable Development Areas were recommended south of Interstate 25, adjacent to State Highway 14 corridor, and west of State Highway 599. As a major focus of the plan, the region south and southwest of the City of Santa Fe is emphasized for continued land use development as well.

Two specific areas of near-term future development are the Tierra Contenta and Las Soleras (shown in Figure II-9) areas in southwest Santa Fe. However, projects currently under construction or in the approval process can be found throughout Santa Fe, including residential developments in the area north of Airport Road and west of Lopez Lane and the southern St. Francis Drive corridor.

Figure II-9: New Development in the Las Soleras Area



This chapter presents a plan for enhancements of the Santa Fe Trails and Santa Fe Ride transit programs. First, the short-range transit service plan is discussed, focusing on changes in services to be implemented over the next five years. Next, the capital improvements necessary to support the transit services are presented. This is followed by marketing, financial, and institutional plan elements, as well as a year-by-year implementation plan. Finally, a long-term vision for transit services in Santa Fe is presented.



This chapter presents the recommendations at a summary level. Additional detail regarding the evaluation and rationale for these recommendations is presented in Appendix G (Transit Alternatives Analysis). The reader is encouraged to refer to this appendix for additional discussion and analysis of the plan elements.

CHAPTER III AT A GLANCE

Definitions

Important terminology used in this chapter are defined below, as well as in the Report's Glossary.

Fixed-Route Transit Service

- Transit service for the general public operating on fixed routes and schedules over roadways.

ADA Complementary Paratransit Service (*Santa Fe Ride*)

- The Americans with Disabilities Act (ADA) requires transit agencies operating fixed-route transit service to provide a complementary paratransit service for those who are unable to use the fixed-route service. Santa Fe Ride is the curb-to-curb complementary paratransit service operating within $\frac{3}{4}$ mile of the fixed routes (it also serves non-ADA trips for seniors aged 60 and over and individuals who qualify under the ADA in other areas of the city). Hours of operation are the same as for the fixed route.

On-Demand Transit Service

- Santa Fe Trails bus service currently operates several on-demand transit routes. This style of service is different from microtransit. The Santa Fe Trails on-demand service is bus service along existing bus routes that only operates upon request. To use the service, riders call the Santa Fe Trails Call Center to request a ride and wait for a bus to pick them up at a designated stop.

Microtransit Service

- A ride hailing form of transportation which employs on-demand dynamic route transportation technology to serve multiple passengers in the same vehicle along a route that can either be fixed or flexible. Microtransit companies serve passengers using dynamically generated routes and may expect passengers to make their way to and from common pick-up or drop-off points. Passengers use the app on their smartphone or desktop computer to request a ride, though it is important to note that passengers always have the option to call a dispatcher to schedule a ride. The software then typically dispatches (unless there is a need for a manual revision). Microtransit includes the use of software and smartphone technology which: (1) allow the passenger to reserve a ride directly (without the use of a dispatcher), 2) provides the driver with pick-ups and drop off assignments in real time, and (3) calculates the most efficient route between passenger pick-ups/drop offs. General routes and schedules are followed, but these can be modified as passenger demands evolve. Microtransit services typically use wheelchair accessible vans instead of larger buses. Applied appropriately, microtransit programs can carry more passengers than a Dial-a-Ride service for a smaller cost, is more convenient for more potential riders and is more efficient in low-density areas.

Existing Transit Service

Current transit services in Santa Fe (following COVID-19 changes) consists of:

- Santa Fe Trails
 - Fixed-Route Transit Service
 - Routes 1, 2, 4, and 24
 - On-Demand Transit Service
 - Routes 5, 6, 21, 22, 26, and M
- Santa Fe Ride (ADA Paratransit Service)

The existing span of service (hours of operation) includes: weekdays, from 5:30 a.m. to 10:30 p.m.; Saturdays, from approximately 8:00 a.m. to 8:15 p.m.; and Sundays, from 8:15 a.m. to 6:15 p.m. Service frequency on most routes is every 30 to 35 minutes during weekday traditional work hours and every 60 to 70 minutes on weekday evenings, Saturdays, and Sundays. The key exception is Route 2, which operates every 15 minutes during weekday work hours and every 30 minutes at other times. In total, 19 buses are in operation at peak times on weekdays, 11 on Saturdays, and 9 on Sundays.

Short-Range Transit Plan

The Short-Range Transit Plan presents service improvements for implementation over the next five years and includes:

- Revising Routes 1 and 4 to Serve Midtown
- Adding Service to the Airport by Modifying Route 26
- Serving the Route 21/22 Area with Microtransit Service
- Serving the Museum Hill Area with Microtransit Service

- Rescheduling Routes 24 and 26 to Hourly Service Frequency
- Returning Route 5 and Route 6 to Fixed-Route Service
- Streamlining Route 6
- Expanding Saturday Service
- Restoring the Historic District Shuttle
- Dropping the First Route 2 Weekday Run
- Implementing Microtransit Service
- Expanding Service to Tierra Contenta and Las Soleras
- Implementing a Special Event Shuttle Service

The overall service plan (not including the expansion of service to Tierra Contenta and Las Soleras which will not occur immediately) will have the following overall impacts when compared with pre pandemic services:

- A reduction in annual vehicle-hours of service of 5,762 (6 percent)
- A reduction in annual vehicle-miles of service of 77,199 (7 percent)
- A reduction in annual operating/administration costs of \$389,100 (4 percent)
- An increase in annual ridership of 90,600 boardings (10 percent)

Overall, this plan will slightly reduce Santa Fe Trails operating costs, while resulting in a noticeable increase in overall ridership. It will also enhance service to the Midtown area, provide service to the airport, and expand weekend and evening service. The plan will also shift service to more effective microtransit strategies in outlying areas.

Capital Plan

The Capital Plan includes recommended improvements to transit passenger facilities and the vehicle fleet, along with investments that can speed transit service to make it more competitive with the private auto, including:

- Implementation of Transit Signal Priority along the Cerrillos Road corridor
- Development of a new Southside Transit Hub and Midtown Transit Hub
- Improvements to the Downtown Transit Center
- Bus Stop Location Modifications
- Bus Stop Improvements (including lighting, new crosswalks, sidewalk improvements, etc.)
- Transit Fleet Improvements (a total of 30 existing vehicles are currently or will be due for replacement over the coming five years)

Marketing Plan

A strong and convenient marketing and public information program is crucial in the success of a public transit program. This plan focuses on the following key strategies:

- Branding and Naming
- Renumbering the Routes
- Improving Customer Information Tools
- Creating and Enhancing Marketing Partnerships
- Improving the Website

Financial Plan




Excluding costs associated with restarting routes cut in the pandemic, this plan is forecast to reduce operating costs by an estimated \$79,100 (even including new routes serving Las Soleras and Tierra Contenta). An increase in funding of \$1.3 million will be needed to restore recommended routes cut in the pandemic (Route 5, Route 6, Museum Hill service, and the Historic District Shuttle). Transit services will be funded through the following existing sources, which could potentially be expanded: Gross Receipts Tax, Lodging Tax, North Central Regional Transit District, FTA Section 5307 Urbanized Area Formula Grants, Coronavirus Aid, Relief, and Economic Security (CARES) Act, Congestion Mitigation and Air Quality Improvement Program (CMAQ), advertising revenue, and Transportation Impact Fees. Another source of revenue is transit fares. Even prior to the pandemic, fare revenues were a relatively small proportion (3.5 percent, or \$390,000) of total annual transit revenues. There are also other sources of transit improvements potentially available, including FTA Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities and FTA Section 5339 Integrated Mobility Innovation.

Long-Range Transit Vision

While the focus of this plan is on short-term steps to improve the transit system, this study process has provided insight into a longer-term future for the role of transit. Beyond the five-year planning horizon considered in the short-range plan, there are several long-term strategies that will help to make transit much more competitive with the convenience of the private automobile, reduce greenhouse gas and carbon emissions, and expand the geographic area served. These strategies include: Transit Signal Priority along the Cerrillos Road corridor between downtown and the Southside Transit Hub, expansion of microtransit, higher frequency on the Historic District Shuttle, and development/enhancement of three transit hubs throughout Santa Fe (Downtown, Midtown, and Southside).

Transit Improvements by Focus Area

This plan includes the following key improvements in each of the three focus areas:

 Downtown/ Railyard Focus Area	 Midtown/ Rufina Focus Area	 Airport Road Focus Area
<ul style="list-style-type: none">• Re-establish Routes 5 and 6, Historic District Shuttle• Museum Hill /Canyon Road Microtransit Service• Downtown Transit Center Improvements• Expanded Saturday Services	<ul style="list-style-type: none">• Establish Midtown Transit Hub• Revise Routes 1 and 4 to Serve Midtown• Expanded Saturday Services• Transit-Signal Prioritization	<ul style="list-style-type: none">• Construct Southside Transit Hub and Realign Routes to Serve Hub• New Routes Service Airport, Tierra Contenta, and Las Soleras• Reschedule Route 24 & 26 to Provide Direct Transfers• Microtransit Service• Expanded Saturday Service

EXISTING SANTA FE TRAILS TRANSIT SERVICE

At present, Santa Fe Trails fixed-route service consists of a total of ten routes, as shown in the system map in Figure III-1. Of these, five routes (1, 2, 4, 24, and 26) operate on a traditional schedule, while the other five (5, 6, 21, 22, M) provide service on-demand to specific stops at specific times but only when requested by a call to the Call Center. Individual route profiles are presented in Appendix F, while Table III-1 presents a summary of these existing services.

As shown, the existing span of service (hours of operation) is as follows:

- Weekdays, from 5:30 a.m. to 10:30 p.m.
- Saturdays, from 8:03 a.m. to 8:14 p.m.
- Sundays, from 8:18 a.m. to 6:18 p.m.

The frequency of service on most routes is every 30 to 35 minutes during weekday traditional work hours and every 60 to 70 minutes on weekday evenings, Saturdays, and Sundays. (There are some additional runs operated during weekday peak-commute periods.) The key exception is Route 2, which operates every 15 minutes during weekday work hours and every 30 minutes at other times.

In total, 19 buses are in operation at peak times on weekdays, 11 on Saturdays, and 9 on Sundays. A total of 73,466 revenue-hours and 906,306 revenue-miles of service are operated annually (based on the February 2020 schedule).

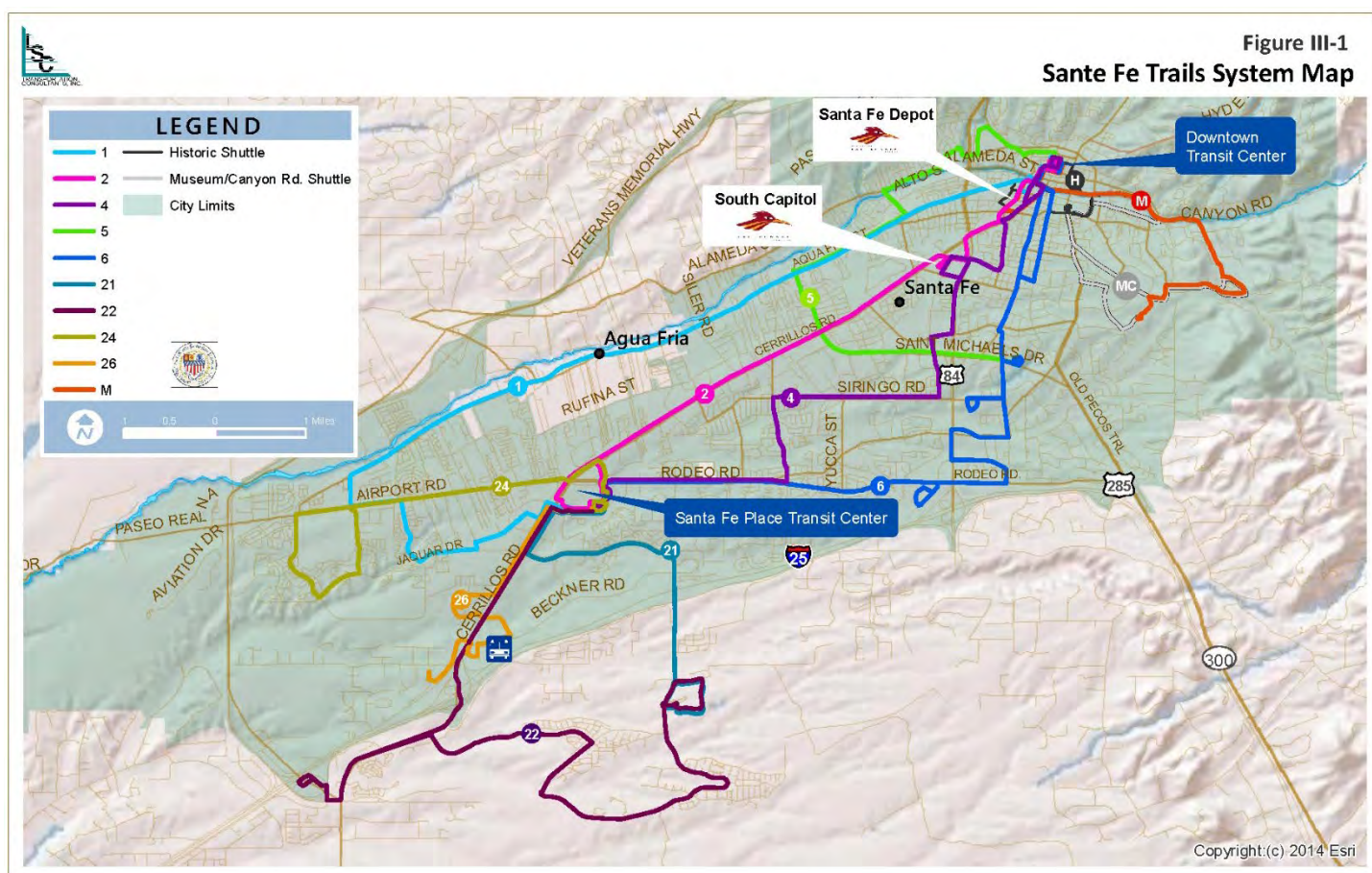


Table III-1: Summary of Existing Santa Fe Trails Transit Services

		Fixed Routes ¹					On-Demand Routes ²					Total
		1	2	4	24	26	5	6	21	22	M	
Weekday	Start of Service	5:56 AM	5:30 AM	5:41 AM	5:57 AM	6:55 AM	6:26 AM	5:41 AM	7:30 AM	7:09 AM	6:50 AM	
	End of Service	9:58 PM	10:13 PM	10:30 PM	10:05 PM	10:05 PM	7:51 PM	8:02 PM	10:04 PM	6:24 PM	8:04 PM	
Saturday	Start of Service	8:11 AM	8:15 AM	8:03 AM	8:18 AM	8:38 AM	9:20 AM	9:11 AM	--	--	10:20 AM	
	End of Service	7:53 PM	8:14 PM	7:20 PM	6:48 PM	6:28 PM	5:15 PM	7:03 PM	--	--	6:04 PM	
Sunday	Start of Service	8:30 AM	8:25 AM	9:00 AM	8:18 AM	8:38 AM	--	--	--	--	10:15 AM	
	End of Service	6:08 PM	6:44 PM	6:18 PM	5:38 PM	5:18 PM	--	--	--	--	5:59 PM	
Service Frequency (Minutes)	Weekday	Daytime	30	15	30	35	60	60	70	60	60	
		Evening	60	30	60	35	60	60	70	--	60	
	Saturday		60	30	60	70	90	60	--	--	60	
	Sunday		60	30	60	70	--	--	--	--	60	
							--	--	--	--		
# Peak Buses in Operation	Weekday		3.0	5.0	3.0	1.0	1.0	1.5	2.0	1.0	0.5	19
	Saturday		1.5	3.0	2.0	0.5	1.0	1.0	--	--	1.5	11
	Sunday		1.5	3.0	2.0	0.5	--	--	--	--	1.5	9

Note 1: The tripper vehicle- miles are accounted for in the vehicle- miles for the the buses that run on the same route as the trippers.

Note 2: Reflects scheduled service, not on demand which uses two vehicles stationed at either end of town.

Note 3: Revenue Hours

Note 4: Revenue Miles

Source: LSC Transportation Consultants, Inc.

Interlined Routes (two or more routes operated on one schedule).

Routes 5, 6 and M are Interlined

Routes 21, 24 and 26 are Interlined

SHORT-RANGE TRANSIT SERVICE PLAN

The following discussion presents service improvements for implementation over the next five years. Table III-2 presents the impacts of the various service plan elements, which are also summarized in Figure III-2.

Figure III-1
Transit Plan

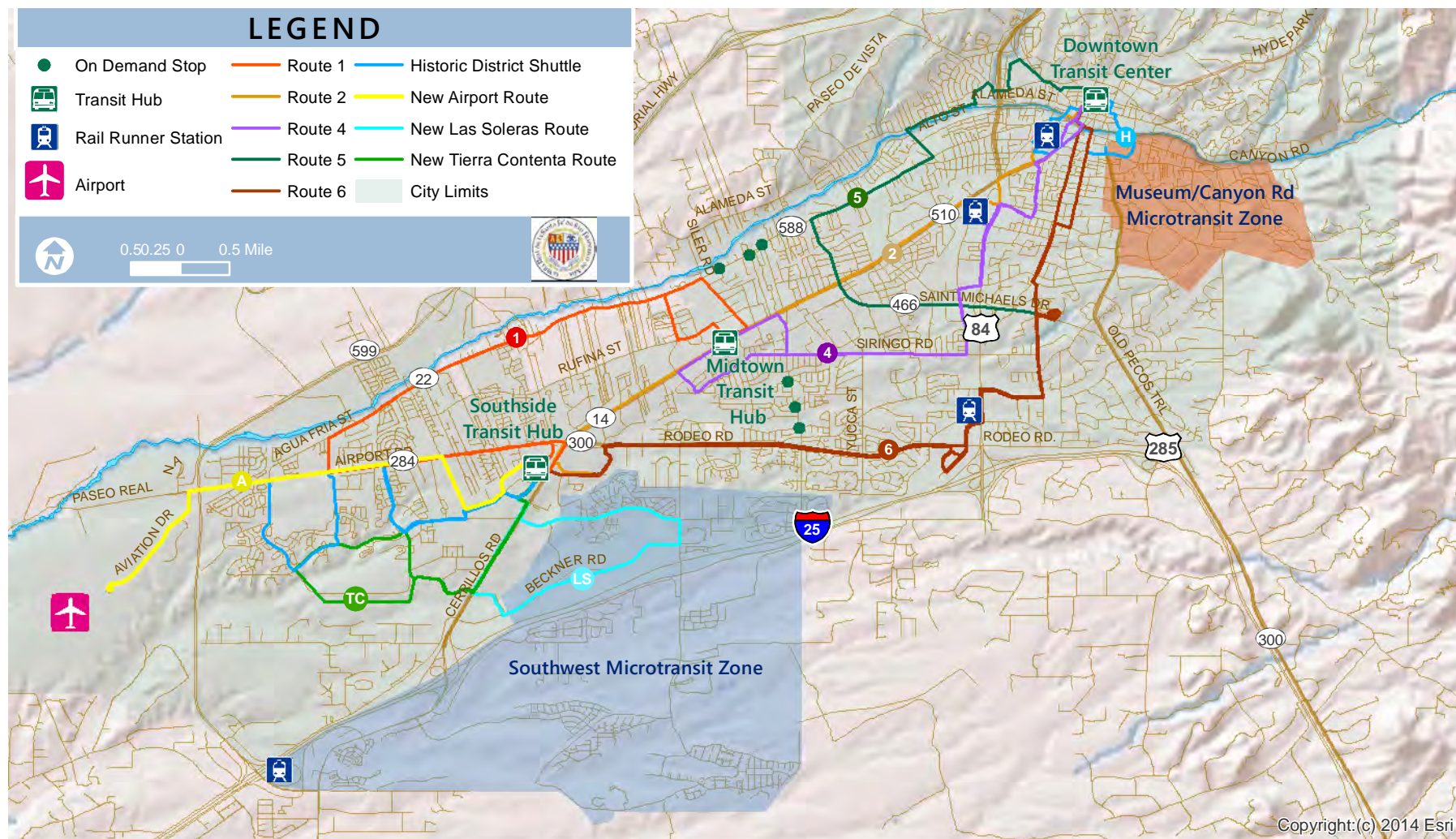


Table III-2: Santa Fe Trails Short-Range Service Plan

Plan Element	Annual		Annual Operating and Admin Costs	Ridership	Peak # Vehicles	
	Hours	Miles			Buses	Vans
Total Pre-Pandemic (2018-19)						
Fixed Route	80,652	910,000	\$1,950,738	870,319	19	
Santa Fe Rides	20,209	245,042	\$7,513,917	34,517		16
Total	100,861	1,155,042	\$9,464,655	904,836	19	16
Revise Routes to Enhance Midtown Service						
Revise Route 1 to Serve Midtown	-4,219	-60,491	-\$707,000	6,100	-1	0
Revise Route 4 to Serve Midtown	-2,122	-24,364	-\$303,900	13,000	0	0
Total	-6,341	-84,855	-\$1,010,900	19,100	-1	0
Provide Service to the Airport by Revising Route 26						
	0	5,552	\$47,300	8,300	0	0
Convert Routes 21 and 22 to On Demand						
	-563	-7,689	-\$91,100	900	-1	1
Revise Route M and Museum/Canyon Route to Demand Response Service						
Pre-Pandemic Service	6,876	89,899	\$1,078,100	30,900	1	1
Plan Changes	-755	-4,205	-\$70,000	4,200	-1	1
Net Plan Element	6,121	85,694	\$1,008,100	35,100	0	2
Route 24/26: Change Weekday Frequency from 70 to 60 Minutes						
	258	\$7,591	\$76,400	10,800	0	
Return Routes 5 and 6 to Fixed Schedule						
	8,305	66,684	\$945,300	58,600	2	0
Streamline Route 6						
	0	-12,372	-\$105,400	300	0	0
Enhance Saturday Service						
Start Saturday Service at 7 AM on Rts 1, 2, and 4	92	837	\$11,300	3,700	0	0
Extend Saturday Service Until 10 PM on Rts 1, 2, 4, 24, and 26	734	6,130	\$85,700	8,800	0	0
Increase Rt 2 Saturday Frequency to 15 Minutes	1,015	0	\$46,100	14,800	0	0
Increase Rt 24 Saturday Frequency to 30 Minutes	432	5,521	\$66,700	7,500	0	0
Total Saturday Improvements	2,273	12,488	\$209,800	34,800	0	0
Reinstate Santa Fe Pickup Historic District Shuttle						
Pre-Pandemic Service	7,139	55,285	\$795,200	80,676	0	2
Plan Changes	-437	-5,167	-\$63,900	12,500	0	0
Net Plan Element	6,703	50,118	\$731,300	93,176	0	2
Route 2: Eliminate One Early AM Weekday Round Trip						
	0	0	\$0	-300	0	0
Total Change Without New Routes						
Impact of Plan Modifications to Service	-5,564	-88,657	-\$1,007,800	90,600	-3	2
Percent Change Over Pre-Pandemic Conditions	-6%	-8%	-11%	10%		
Reinstatement of Pre-Pandemic Service	22,320	211,868	\$2,818,600	170,176	3	3
Net Plan Impact Without New Routes	16,756	123,211	\$1,810,800	260,776	0	5
Tierra Contenta / Las Soleras Routes	4,637	60,281	\$724,200	45,800	1	0
Total Change With New Routes	21,393	183,492	\$2,535,000	306,576	1	5
Total Change Excluding Reinstatement of Pre-Pandemic Service	-927	-28,376	-\$283,600	136,400	-2	2
Percent Change Over Pre-Pandemic Conditions	-1%	-2%	-3%	15%		

Revise Routes 1 and 4 to Serve Midtown

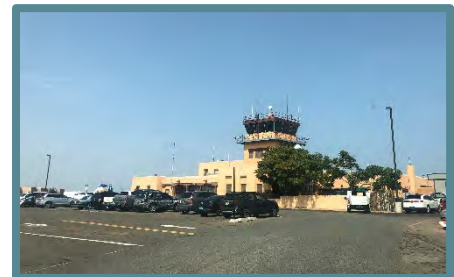
Routes 1 and 4 should be revised to serve the Midtown area, rather than operating as long routes with connections only at the ends. This strategy has a range of benefits:

- It better matches the observed travel patterns and needs, as identified through the onboard passenger surveys as well as the StreetLight cellphone-based travel pattern analysis. In particular, few of the residents along the western portion of Route 1 have a need to travel to Downtown, while a much higher proportion have a need to travel to Midtown. As a result, ridership is forecast to increase by roughly 19,100 passenger-trips per year.
- It reduces the overlap between routes, such as between Routes 4 and 6.
- It supports Midtown as a growing commercial activity center.
- It significantly reduces operating costs, while maintaining existing service frequency. By shortening the routes, approximately \$428,000 in annual operating costs will be reduced, and one less bus is needed to be in operation.

Existing stops along Agua Fria Street between Siler Road and Osage Avenue will no longer be served by Route 1, while the stops along Camino Carlos Rey between Siringo Road and Rodeo Road would no longer be served by Route 4. Approximately 30 passengers use stops that would be more than a five-minute walk from a remaining stop. These stops can be served on demand by Routes 1 or 5 (along Agua Fria Drive) or by Routes 4 or 6 (along Camino Carlos Rey). Passengers on Routes 1 and 4 traveling beyond Midtown (such as from western Agua Fria to downtown) would be able to transfer to every-15-minute Route 2 service. In addition, the existing Routes 1 and 24 between Santa Fe Place and Paseo Del Sol will be switched in order to provide a shorter running time on Route 1.

Add Service to the Airport by Modifying Route 26

Providing transit service to the Santa Fe Municipal Airport should be accomplished by reducing service frequency on Route 26 and replacing Route 26 service with on-demand service (using the demand response zone service replacing Route 21 and 22, discussed below). While ridership generated by the airport will not be sufficient to support expanding service, the existing resources can be used to reduce service on the low-productivity Route 26 (which only carried less than five passengers per vehicle-hour, pre-pandemic) in order to provide service every hour between the Airport and the Southside Transit Hub (where convenient connections can be made to the high-frequency Route 2 service). Hourly service will still be provided for Route 26 passengers.



While this route would initially travel along Airport Road, once Jaguar Drive is completed, this route could be shifted to the new roadway, providing service to new planned commercial and residential areas. This strategy will result in a modest (\$9,100) increase in operating costs, but would yield a net increase in ridership on the order of 8,300 over the short term and would serve as a good initial test of service to the Airport.

Serve the Route 21/22 Area with Microtransit Service

The southwest portion of the service area, encompassing the Santa Fe Community College, Rancho Viejo, and the 599 Rail Runner Station has proven to be an ineffective area to serve with fixed route transit, even prior to the pandemic. This area should instead be served by an on-demand service (preferably dispatched through an app) providing connections to and from the Southside Transit Hub. An on-demand service will better be able to coordinate with the specific schedules of the rail service and college classes. This is expected to result in a modest reduction in operating costs (as two vehicles would not be needed throughout the span of service) and a modest increase in ridership resulting from the more convenient service.



Rather than traditional demand-response service (in which a passenger desiring a ride calls a dispatcher who schedules the service), this on-demand service should make use of a modern app-based dispatching software program (such as Spare or TransLoc). With this technology, passengers use the app on their smartphone or desktop computer to request a ride, and the software dispatches the vehicle. Passengers without a smartphone would still be able to use the service by calling the Santa Fe Trails Call Center to have a staff member schedule the ride for them. This is especially important for unhoused individuals in Santa Fe who rely on the bus system to get around but may not have access to

**Most surveyed
unhoused
individuals use the
bus to get around
and 36% do not
have a smartphone.**

a smartphone (based on survey results presented in Chapter I). The passenger is immediately given an estimated pick-up time (typically within 30- to 60-minutes of the request) and is able to track the progress of the vehicle in real-time. This is similar to the technology used by firms such as Uber/Lyft (with the distinction that vehicles would be provided from the City's transit fleet and drivers would remain City employees) and has proven in other public transit systems to be much preferred by transit passengers to traditional demand-response service.

Serve the Museum Hill Area with Microtransit Service

Prior to the pandemic, the Museum Hill area east and southeast of downtown (including Canyon Road) was served both by Route M as well as the Museum Hill / Canyon Road Shuttle. This fixed-route service proved to be inefficient, serving only 5.7 passengers per vehicle-hour on Route M and 4.9 on the shuttle service. As pandemic conditions improve, service to this area should be provided through an app-based on-demand service providing connections from the area generally south of the Santa Fe River, east of Old Pecos Trail and eastward to Museum Hill and St. John's College to the Downtown Transit Center and the Santa Fe Depot Station. Service should be provided from 7:00 a.m. to 7:00 p.m. on weekdays, and from 10:00 a.m. to 6:00 p.m. on weekends to accommodate commuters, locals, and visitors.



Compared with pre-pandemic conditions, this service is expected to serve 4,200 additional passenger-trips per year, while reducing operating costs by \$41,300 per year. As service to this area is currently

limited to the on-demand Route M service (which is only serving roughly four passengers per day), fully implementing this service once COVID-19 impacts have eased will increase costs by \$419,300 per year while serving an estimated 35,100 passenger-trips per year.

Reschedule Routes 24 and 26 to Hourly Service Frequency

With the opening of the Southside Transit Hub, the shift from the existing transfer point at Santa Fe Place will allow Routes 24 and 26 to be rescheduled from the current 70-minute (cycle-length) frequency to 60-minute frequency. This will have the distinct advantage of allowing passengers to have convenient direct transfers to other routes at the transit hub on a consistent basis. While this will require a modest increase in operating costs (due to a few additional runs per day), it will increase ridership by roughly 10,800 passenger-trips per year.

Return Route 5 and Route 6 to Fixed-Route Service

While operation of some of the Santa Fe Trails routes on-demand only (requiring passengers to call to request service consistent with the scheduled times) has been necessary to address the loss of ridership and driver shortages resulting from the pandemic, it has also reduced the usefulness of the transit service to Santa Feans: the onboard survey responses generated numerous requests to return routes to typical fixed-route operation. In addition, an analysis of pre-pandemic vs. current ridership shows that ridership on the routes converted to on-demand service has fallen by 83 percent while those remaining in fixed-route operation have declined by 59 percent. This difference of 24 percent reflects riders that are discouraged from riding due to the on-demand requirement, and which would likely quickly return to using Santa Fe Trails if fixed-route service were restored.

A review of the routes currently operated on-demand indicates that there are two routes that warrant return to fixed-route operation as soon as funding and driver availability will allow, specifically Routes 5 and 6. These routes serve the neighborhoods west and south of downtown and along Rodeo Road, and also serve important activity centers such as St. Vincent Hospital, De Vargas Center, and Genoveva Chavez Community Center. These routes should be converted to regular scheduled fixed-route service as soon as funding and driver availability allows. It will expand ridership by at least



13,000 riders per year in the short term (under COVID-19 conditions) increasing to 58,600 riders per year as COVID-19 impacts fade. Given the demographics of the neighborhoods served by these routes (particularly Route 5), this will increase the equity of transit service. This is also an important element of the revisions to Route 1 and 4 to better serve Midtown, as they provide service on corridors that would otherwise lose all fixed-route service.

Streamline Route 6

There are several diversions and loops on Route 6 in southern Santa Fe that serve very little ridership and largely serve to extend the travel times and operating mileage. The loop off of Rodeo Road into Rodeo Park should be eliminated, and service should be provided on Sawmill Road west of St. Michaels Boulevard, rather than the current route via Rodeo Road and Sawmill Road east of St. Michaels

Boulevard. This will reduce operating costs by approximately \$20,400 per year. The convenience of the faster route is forecast to generate slightly more new ridership than the ridership lost by dropping the existing stops, yielding a small (300 per year) increase in overall ridership.

Expand Saturday Service

The hours of service on Saturdays should be expanded and frequency increased in order to substantially enhance the overall level of service provided on Saturdays. This is a popular request among persons surveyed as part of this study, and detailed analysis also indicates that it will be a productive use of resources. Specifically, the following improvements should be implemented:

- **Start Service on Routes 1, 2, and 4 One Hour Earlier** – Starting service around 7:00 a.m. rather than 8:00 a.m. (depending on the specific schedules) will increase access to jobs starting at 8:00 a.m. and will make Santa Fe Trails more consistent with the Saturday span of service offered by other similar transit systems.
- **Extend Saturday Service Until 10:00 p.m. on Routes 1, 2, 4, and 24/26** – By adding two hours to the current end of service (around 8:00 p.m., depending on route), the transit program can expand mobility for employees, diners, and event patrons.
- **Increase Route 2 Frequency on Saturdays from 30 Minutes to 15 Minutes** – As the backbone of the transit system, Route 2 is relatively productive on Saturdays. Providing service every 15 minutes in the busiest period of the day (from roughly 8:30 a.m. to 4:00 p.m.) significantly improves the convenience of service for Route 2 passengers, as well as improving transfer opportunities to/from the other routes.
- **Increase Route 24 Service on Saturdays from 60 Minutes to 30 Minutes** – Route 24 provides important mobility in southwest Santa Fe, and the existing hourly Saturday service limits the convenience of this service. Under this plan, a second bus should be operated to increase service frequency to half-hourly on Saturdays and also to provide service to the airport on Saturdays.

As a whole, these enhancements will increase annual ridership by an estimated 34,800 boardings per year, or 660 per Saturday – an estimated 50 percent increase over pre-pandemic Saturday ridership. While operating subsidy requirements will be increased by \$135,600 annually, no additional buses will need to be added to the fleet and this will be an efficient use of subsidy funding. Expanding Saturday service can also provide benefits beyond simply serving passengers on Saturdays. Beyond persons who work on Saturdays, expanding the ability to shop, recreate, and attend civic events on Saturdays increases the overall ability to enjoy a car-free lifestyle.

Restore the Historic District Shuttle

While the Santa Fe Pickup Historic District Shuttle service has been suspended during the COVID-19 pandemic, it should be reinstated as pandemic conditions ease. This service plays an important role in serving visitors and downtown residents, providing key connections between the Santa Fe Depot Rail Runner station, downtown, and the Capital complex, as well as helping to alleviate congestion and parking issues in the central core.



Compared with the pre-pandemic service, the following modifications are recommended:

- The hours of service should be extended from the previous 5:30 p.m. end of service (seven days a week) to 9:00 p.m. on Sundays through Thursdays and until 10:00 p.m. on Fridays and Saturdays. This will better serve evening activities in the downtown area, serve evening Rail Runner departures, and better align with the observed level of activity in the downtown area.
- Service should be better tailored to the seasonal variation in visitor activity by dropping daytime service frequency to half-hourly from November through April. Ridership in these months is 40 percent lower than in the summer/fall months.

These two changes, in total, will reduce operating costs by an estimated \$28,400 per year but will result in a net ridership increase of 4,200 boardings per year. As this service is not currently in operation, restoring the shuttle service under this plan will require \$387,000 in increased operating funding, while increasing ridership by roughly 93,000 riders per year once the pandemic eases.

Drop the First Route 2 Weekday Run

A detailed review of service efficiency found that the first round-trip operated on Route 2 (departing 5:24 a.m. eastbound and returning 7:12 a.m. westbound only carries an average of 2.5 passengers (pre-pandemic) and should be eliminated. This would save approximately \$20,600 per year in operating costs that can be better used elsewhere.

Implement Microtransit Service

In the short term, demonstration microtransit services should be implemented using Santa Fe Trails staff and app-based software in the two zones discussed above: a Museum Hill Zone (replacing Route M and the previously-operated Canyon Road and Museum Hill shuttles) and a Southwest Zone (replacing existing Route 21 and Route 22 service).

These services could be considered good demonstration projects to assess microtransit operations in Santa Fe. As such, data should be collected to monitor the effectiveness of this service. Beyond ridership data, this should include average response times, passenger perceptions of the quality of service, and the proportion of ridership that transfers to/from other transit services (including Santa Fe Trails fixed-route service).

In parallel, a detailed study should be conducted regarding the longer-range role of microtransit in Santa Fe and the potential for additional microtransit service areas. While this Multimodal Transition Plan study included an analysis of relative potential of various geographic areas (as detailed in Appendix C), there are a number of detailed issues that will need to be addressed in a focused study, including the following:

- Should an expanded microtransit program in the long term be operated by City staff or through a service contractor?
- What is the appropriate standard for response time? A short response time standard (such as 90 percent of requests served within 15 minutes) provides a higher quality of service to the individual passenger but increases the number of vehicles and operating funding required and also reduces the ability to group individual trips and, thus, reduce overall vehicle-miles of travel. On the other hand, too long of a response time (particularly

response times exceeding 60 minutes) reduces the potential ridership and usefulness to the community.

- As Las Soleras and Tierra Contenta develop towards their ultimate build-out land uses, is there an interim phase of development in which microtransit is appropriate, replaced, or augmented by fixed route as development and demand grows?
- What other areas of Santa Fe truly warrant microtransit service? Note that in addition to the southwest area, Museum Hill, and Tierra Contenta/Airport areas, the southern portion of Santa Fe (roughly bounded by I-25, Camino Carlos Rey, Siringo Road, and Old Pecos Trail) also was found to have a relatively high potential.
- Can paratransit services within each zone also be provided as part of microtransit service? If so, what are the operational and cost savings to the Santa Fe Rides program generated by microtransit service, such as serving paratransit and transit trips on the same vehicles?

Expand Service to Tierra Contenta and Las Soleras

At full buildout, the Las Soleras and Tierra Contenta areas will warrant fixed-route service, consisting of a single bus operating out of the Southside Transit Hub providing hourly service on two half-hour-long routes. This will require an additional vehicle and an increase in operating funding of \$310,000 per year and will serve approximately 24,100 passenger-trips per year.



Special Event Shuttle Service

Santa Fe Trails should increase the availability of shuttle service to serve the many special events that impact Santa Fe every year. Particularly for special events on weekends and evenings, the transit program has the fleet capacity to help solve parking problems by providing shuttle services from remote areas such as the Railyard area as well as unused large commercial lots in the Midtown and Airport Road areas. Any charges should be kept low by considering only the incremental cost of operations.

Summary of Service Plan Impacts

The overall service plan can be considered in several different ways. As the expansion of service to Tierra Contenta and Las Soleras will not occur immediately (as these areas develop), it is useful to review the overall impact without these new routes. As shown near the bottom of Table III-2, the plan elements absent the new route will have the following overall impacts when compared with pre-pandemic services:

- A reduction in annual vehicle-hours of service of 5,762 (6 percent)
- A reduction in annual vehicle-miles of service of 77,199 (7 percent)
- A reduction in annual operating/administration costs of \$389,100 (4 percent)
- An increase in annual ridership of 90,600 boardings (10 percent)

Including the new routes, the plan impacts (compared with pre-pandemic conditions) are as follows:

- A reduction in annual vehicle-hours of service of 51,125 (1 percent)
- A reduction in annual vehicle-miles of service of 16,918 (1 percent)
- A reduction in annual operating/administration costs of \$79,100 (1 percent)
- An increase in annual ridership of 136,400 boardings (15 percent)

Overall, this plan will slightly reduce Santa Fe Trails operating costs, while resulting in a noticeable increase in overall ridership. It will also enhance service to the Midtown area, provide service to the airport, and expand weekend and evening service. The plan will also shift service to more effective microtransit strategies in outlying areas.

Santa Fe Ride Plan

The Americans with Disabilities Act identified requirements for organizations providing public transportation. These include the requirements for accessible vehicles, accessible facilities, and reasonable accommodations for users and employees. One of the specific requirements for those operating fixed-route transit service is that a complementary paratransit service be provided for those who are unable to use the fixed-route service. Santa Fe Ride is the complementary paratransit service provided by Santa Fe Trails. The following specific recommendations are made to improve the effectiveness of the Santa Fe Ride program:



- As a review of the Complementary Paratransit Policies and Procedures found the document to be consistent with requirements of the ADA and FTA, there is no need for modifications to the document
- All passenger applications for service interviews should be conducted in-person. While a telephone interview is convenient for the applicant and may have been prudent during the pandemic, conducting in-person interviews can ensure that expensive paratransit service is provided for persons that are most in need of the service and to allow staff to provide information on the full range of transit services.
- A travel training program should be implemented. Many people are able to use fixed-route transit with the benefit of training on how to use the system. Travel training may be conducted by Santa Fe Ride staff or may require additional staff depending on the number of people taking advantage of the program.
- The scheduling and dispatch procedures should be reviewed and evaluated in detail. The trend of declining performance in service performance, such as passenger per vehicle hours, indicates there may be a need to revise the policies and procedures or reinforce policies that are in place. The evaluation should identify reasons for the trend and strategies to reverse the decline.
- A detailed cost analysis of Santa Fe Ride should be completed. The reasons for higher operating costs for paratransit than fixed-route should be determined. There may be legitimate reasons for the higher operating cost per revenue-hour. If needed, corrective measures should be taken to reduce the operating cost.
- The use of conditional eligibility should be reviewed. While conditional eligibility may provide a benefit and reduce the demand for paratransit, it also creates requirements which may outweigh the benefits. If conditional eligibility is only infrequently applied, it should be eliminated.

In addition, as on-demand or microtransit service is implemented in zones within the community, complementary paratransit service should be eliminated in those zones and the transportation requirements of individuals with disabilities will be met using the microtransit vehicles. For trips outside the microtransit zone, a paratransit vehicle may be used for the entire trip, or the passenger may need to transfer from the microtransit vehicle to a paratransit vehicle to complete the trip. Integrating accessible transportation with the microtransit service in these zones is a key to improved efficiency and lower costs per passenger-trip.

CAPITAL PLAN

Improvements to transit passenger facilities and the vehicle fleet are recommended, along with investments that can speed transit service to make it more competitive with the private auto.

Transit Priority Strategies

Much of the transit ridership and potential demand is concentrated along a single key corridor: the Cerrillos Road/Galisteo Street corridor between downtown and Airport Road. Route 2 that serves this corridor carries a full 54 percent of overall Santa Fe Trails passengers. Travel times along this corridor are impacted by the 26 traffic signals – and travel time is reported by survey respondents to be a key reason that transit service is not attractive. At present, roughly 30 to 40 percent of the total transit travel time consists of simply waiting for signals.

Many transit systems serving similar corridors have expanded ridership while reducing operating costs by strategically implementing Transit Signal Priority (TSP) at key intersections. This consists of technology that detects approaching buses and adjusts the traffic signal (within set parameters) to aid transit bus movements (though transit buses are not always provided a green indication). Implemented correctly, a TSP program can improve transit travel times by 20 to 30 percent, while only reducing auto travel times by 1 or 2 percent.

**Transit Signal
Priority can
improve
transit travel
times by 20-30
percent.**

A detailed study will need to be conducted that addresses specific questions, including the following:

- What specific signals are currently contributing the most to overall transit running times, by time of day and day of week?
- What type and level of prioritization is warranted and appropriate, such as extension of green time, early green times, or revisions to signal phases? How long should these signal modifications be? What is the impact of various levels of signal preemption to provide travel time reductions for transit vehicles, and associated impact on general traffic level of service and average delays?
- An additional strategy is to provide a “jump queue” lane, such as a right-turn lane with exemption for buses that allow the bus to proceed across the cross-street. Specifically, where are jump queue lanes feasible and where would they provide the greatest benefit? Is a separate transit-only signal indication needed to allow merging back into the through lane or is there adequate length of lane for buses to merge without a signal?
- What are the right-of-way, construction, and environmental considerations of intersection and roadway improvements?
- What are the capital and operating costs associated with a TSP service, as well as potential transit operating savings?

- Given the potential transit travel time savings and number of passengers through each intersection, what is the priority of TSP signal modifications?
- Would it be most effective to focus TSP on a limited number of key intersections to provide much of the benefit at a reduced cost?

If fully implemented today, TSP is estimated to increase transit ridership on the order of 50,000 passenger-trips per year. This strategy would also ensure that future growth in traffic delays along this corridor do not worsen transit service. The cost for a full study would be on the order of \$80,000 to \$100,000.

Southside Transit Hub

The current plans for the Southside Transit Hub should be completed as a high priority. This new facility will be a key element of the Santa Fe Trails system in the future. In addition to providing a transfer point between fixed routes, it will also provide a high-quality connection between potential demand response/microtransit services, as well as providing a hub for bicycle and pedestrian access for nearby land uses. It also enhances overall convenience of service to southwestern Santa Fe by allowing direct and consistent bus-to-bus transfers to/from Routes 24 and 26, allowing them to provide much more convenient transfers to other routes by operating on hourly headways.

Downtown Transit Center

A new downtown transit center is needed to improve passenger amenities and safety and to enhance the public's perception of transit services. The existing facility on Sheridan Avenue does not provide a pleasant waiting environment, and lacks restrooms, adequate shelter/seating and the ability to provide transit information. Particularly if Santa Fe Trails is to attract a high level of visitor ridership, a detailed study is needed to assess potential sites and costs and serve as the basis for future state and federal funding efforts.



Midtown Transit Hub

A Transit Hub should also be developed in the Midtown area to accommodate transfers between Route 2 and the revised Routes 1 and 4, provide a facility to focus bicycle and pedestrian activity in Midtown (including potential micromobility options), and enhance the attractiveness of transit service in Midtown. A focused study should be conducted to define the appropriate specific location, configuration, and program for this hub along Cerrillos Road.

Bus Stop Location Modifications

As Routes 21, 22, M, Museum Hill Shuttle, and Canyon Road Shuttle will be eliminated and replaced by demand-response service, existing stops served solely by these routes should be removed. Additionally, the stops along the sections of Route 6 that will be dropped by the route revision (along Sawmill Road and Rodeo Road east of St Francis Drive, and along the Siringo Road loop) should be removed. While there are other existing stops with very low ridership, they are located in the opposite route direction from a busier stop. As it is good practice to provide stops in both directions, no other existing stops are recommended for removal.

New stops will be needed in the following locations:

- **Route 1:** Approximately 12 new stops around the Midtown one-way loop (Siler Road, Calle Del Cielo, Rufina Circle, Rufina Street, Richards Avenue)
- **Route 4:** Approximately six new stops around the new Midtown one-way loop (on Siringo Road, Richards Avenue, and Camino Carlos Rey).
- **Route 6:** On Sawmill Road west of St. Francis Drive (both directions)
- **Airport Route:** Approximately seven stops on Airport Road west of Paseo Del Sol and along Aviation Drive.

Identifying specific locations of these new stops will require on-the-ground review of available right-of-way, driver sight distance, impacts on adjacent properties, and bicycle/pedestrian access.

Bus Stop Improvements

Reflecting that bus stops are an important element in a community's perception of a transit service, a program of bus stop enhancements is recommended. A detailed review of existing bus stops and pedestrian/bicycle access to the stops identified a substantial list of warranted stop improvements:

- Lighting improvements to enhance security — 155 stops
- New crosswalks across major streets— 77 stops
- Sidewalk improvements to increase accessibility of stops — 22 stops
- New crosswalks across minor streets — 16 stops

This long list of improvements has been prioritized to identify a near-term project list encompassing 13 key locations, as shown in Table III-3. Total improvements consist of 11 lighting improvements, nine sidewalk improvements, three new crosswalks, one new bench, and one new shelter. In particular, ADA improvements are needed at the stops along Cerrillos Road serving the Santa Fe Indian Hospital. Using typical construction costs¹, these high priority improvements total an estimated \$340,000. Over a five-year implementation schedule, these improvements can be accomplished with a budget averaging \$70,000 per year.

¹ Unit costs: Sidewalk/ADA improvements \$20,000, shelter \$10,000, lighting improvements \$13,000, crosswalk improvements \$5,000, bench \$1,000.

Table III-3: High-Priority Transit Stop Improvements																
Stop Location			Major Generator	Routes				Avg Daily Passengers			Recommended Improvements					
Major Street	Cross Street	Direction		1	2	24	26	Board	Alight	Total	Sidewalk Improvements	Shelter	Bench	Improve Lighting	Xwalk Main Street	Xwalk Cross Street
Cerrillos	2nd	Inbound	Santa Fe Indian School		•			4	5	9	•			•		
Cerrillos	2nd	Outbound	Santa Fe Indian School		•			6	6	12	•			•		
Cerrillos	5th	Inbound	El Rey Court		•			10	10	20				•		
Cerrillos	Camino Consuelo	Outbound	Walmart		•			8	14	22	•			•		
Cerrillos	Harrison	Outbound	Interfaith Community Center		•			12	28	40	•	•				•
Cerrillos	Jorgensen	Inbound	Silver Saddle Hotel		•			17	12	29	•			•		
Cerrillos	Lujan	Inbound	Midtown Campus, Smiths		•			16	16	32	•					
Cerrillos	Lujan	Outbound	Midtown Campus, Smiths		•			16	16	32	•			•		
Cerrillos	Richards	Outbound	Marriott		•			5	16	21						
Cerrillos	Zafarano	Inbound	Plaza Santa Fe		•			22	3	25						
Cordova	St. Francis	Inbound	NM Motor Vehicle Division, Trader Joes		•			3	17	20				•		
Guadalupe	Garfield	Outbound	Santa Fe Depot and Railyard		•			46	19	66	•			•		
SFP Perimeter Road	Wagon Road	Inbound	Santa Fe Place Mall	•	•		•	21	15	36	•		•	•	•	
South Capitol Station	None	Both	South Capitol Station		•			17	7	24						
St. Francis	Cordova	Outbound	Natural Grocers, Trader Joes		•			20	9	29				•		
Zafarano	Camino de los Arroyos	Outbound	Plaza Santa Fe		•	•		3	22	25				•	•	
Total # of Improvements											9	1	1	11	2	1

Transit Fleet Improvements

Fleet improvements will be needed both to replace current vehicles as they reach their end of useful life, as well as to implement the service plan discussed above. As shown in Table III-4, a total of 30 existing vehicles are currently or will be due for replacement over the coming five years. The net impact of the service plan is to reduce the required number of fixed-route buses by two, while expanding the need for mid-sized “cutaway” buses by two. In total, an estimated \$8,640,000 in transit vehicle purchases are warranted over the coming five years.

Table III-4: Fleet Improvements						
	Year					Total
	2022	2023	2024	2025	2026	
Fixed Route Bus - Heavy Duty (25-30 psgr seating capacity)						
Replacement (1)	2	8	1	0	5	16
Impact of Plan	-2	0	0	0	0	-2
Total With Plan	0	8	1	0	5	14
Dial-A-Ride Vehicles (4-5 psgr seating capacity)						
Replacement	12	0	0	0	0	12
Expansion	0	0	0	0	0	0
Total With Plan	12	0	0	0	0	12
Cutaway Vehicles (10-24 psgr seating capacity)						
Replacement	1	0	0	1	0	2
Impact of Plan	2	0	0	0	0	2
Total With Plan	3	0	0	1	0	4
Estimated Cost (,000)	\$1,440	\$4,000	\$500	\$200	\$2,500	\$8,640
Note 1: Based on FTA Universal Life Benchmark standards and including vehicles currently overdue for replacement.						
Note 2: At unit costs of \$500,000 for heavy duty bus, \$200,000 for cutaway and \$70,000 for DAR vehicle.						

The transit service should continue with the current program of using Compressed Natural Gas in the transit vehicles. The City has already invested significant financial and staff resources into the existing CNG fleet, providing emission benefits over diesel-/gasoline-powered vehicles. While many transit services are shifting to “zero emission” vehicles (notably battery electric buses), this shift comes with a very high price tag with regards to vehicles (typically several hundred thousand dollars more per unit) and charging systems (which can include capital improvements to the electrical substation serving the charging site). These capital funds can be better spent in other capital improvements, such as the transit signal priority program and passenger amenity improvements. In addition, the zero-emission bus industry is rapidly changing, with the potential for cost reductions as the technologies mature and the market grows. As a relatively small transit program, it is prudent for Santa Fe Trails to let other larger systems take on the costs and risks of this process, while keeping aware of changes in the field for possible future implementation of new technologies.

MARKETING PLAN

A strong and convenient marketing and public information program is crucial in the success of a public transit program. This is particularly important for a system serving a community with visiting travelers, though an easy-to-navigate source of information is also important in aiding residents in using the service. The growth of smartphones and real-time information options has only increased the importance of information services, while the shift to demand-response/microtransit services specified in this plan also results in an increased importance of online information. This plan focuses on several key strategies, as discussed below.

Branding and Naming

It will continue to be important to make sure that all vehicles and buses have the same transit service name, logo, and color scheme. Bus stop signs should also continue to be developed that clearly identify the bus stop while also indicating which routes or services are served by that stop to increase public awareness and visibility. Sign poles should also have space to display the bus schedules serving that stop.

Successful community transit systems often have strong branding and identity that clearly identify what the service is and how it visually connects the bus system with other services and the character of the local area. In consideration of existing Santa Fe transit services, the Santa Fe Pick Up shuttle service is unclear in its service and how it relates to other providers in the region. As a practice, it is generally advised that visitor services stand out from other public transit services in the region. This plan recommends the consideration of a new name for this service so that it and its services are clearer and more recognizable amongst visitors. As an opportunity for increased marketing and public awareness, a public poll could be conducted with a variety of new name options. During this effort, service information can be re-distributed to the public. Some potential names to consider could include the Plaza Shuttle, Santa Fe Getaround, or Capital Shuttle.

Renumbering the Routes

Reflecting various changes over the years, Santa Fe Trails routes currently are not in order or intuitive. When the revisions to Routes 1 and 4 to serve Midtown, the route numbers should also be revised to be consecutive. Given the large proportion of ridership on Route 2, it is recommended that Routes 1 and 2 remain the same, with other routes numbered starting with a Route 3.

Developing Customer Information Tools

It is important that potential riders can easily find information about how to use Santa Fe's transit services. Information about transit service must be easy to find and available in several formats. Although these tools come with a cost, a public transportation system should continue to invest in the following customer information tools:

- An easy to navigate website, or subset of an existing website, should incorporate schedules, rider tools, trip booking information, and system policies.
- Widely distributed, easy-to-understand printed bus information in locations where community members pick up information on local services.
- A phone number established for the new system that allows passengers to access someone quickly and easily.
- Fliers and posters directing new passengers to the phone number and website.
- Social media tools and an online presence, as appropriate.

All customer information materials should be designed with the user in mind, who often has never or rarely used a transit system and is not familiar with reading bus schedules. Materials should be made to be as easy to understand as possible for new riders. For Santa Fe specifically, developing a comprehensive website and map of all transit services in the Santa Fe area (including the Blue Bus and the Rail Runner) should be a primary goal.

Creating Marketing Partnerships

Transit for residents and visitors must attract riders who may not have considered using transit or may be unaware of the service. Visitors often find out about the local transit system after arriving in the area. The goal in local partnerships will be to get visitors to leave their car behind and decide to take local transit to get around town, and to ensure that local residents are fully-aware of the mobility options provided by the transit service.

Local businesses can support and facilitate transit use in many ways:

- Shared website links, social media collaboration, and online cross promotion can be a win-win for local organizations and the transit system.
- Businesses, social service organizations, and health care providers can act as travel trainers. A transit system can utilize local businesses and organizations as outreach partners who help educate new riders about the new system and help them start using it. This is particularly important for older riders who may be hesitant to try the service and need someone they already have a relationship with to help them.
- Local organizations can help market and promote the bus system.
- A transit system can provide bus information to local organizations to market the service — things like printed schedules, flyers, posters, countertop displays, and pocket cards.
- Partnerships during special events — to gain initial visibility, a transit service should partner with businesses putting on special events to encourage attendees to use the bus to access the event, with the goal of introducing new riders to the bus.
- Participation in business groups — being a part of the local chamber of commerce, business groups, and networking clubs help a new transit system become top-of-mind in the community. Ensuring that chamber and visitor materials include information about

how to have a great visit to Santa Fe without a car can be a good strategy in encouraging visitor transit use (particularly those that arrive by air or rail).

- Local educational and academic institutions — community colleges (such as Santa Fe Community College) are often strong generators of transit ridership. Particularly with improvements in service to the SFCC campus, there is a potential for more ridership in the future. In addition, as many students move to four-year colleges (St John's, IAIA) without a car, marketing to these institutions can yield ridership increases. A strong transit service presence on local campuses is essential in promoting consistent ridership, particularly at the beginning of the semester. Additionally, the student survey (described in Chapter I) found that many grade 6-12 students in Santa Fe did not know they could use public transit for free because they do not have information about it. A partnership with local middle and high schools would help spread awareness of available public transportation in Santa Fe.

The majority of surveyed Grade 6-12 students (56%) did not know they could ride the Santa Fe bus for free.

Improving the Website

While the Santa Fe Trails website currently provides the necessary information regarding transit services, including real-time (find my bus) service information, it is not easy to navigate (particularly on a smaller device), includes information that is out of date and has some broken links. While a website that is attractive, easy to navigate, and intuitive is important for all transit riders (and potential transit riders), it is particularly important to attracting “choice riders” (such as visitors) who are looking for information on choosing transit as a mobility option. The following improvements are recommended for the Santa Fe Trails website:



- Consider moving Rider Alerts, Employment Opportunities, and the Transit Mission statement each to their own separate pages accessed via clickable buttons. When aiming to attract new riders or visitors, routes and hours of operations need to be one of the first items they see.
- Maintain Rider Alerts frequently and remove ones that are older. Currently, there are announcements from April and July of 2020 still in the bulleted list.
- Move “Maps and Schedules,” “Fares,” “Hours of Operation”, “Where is my Bus,” and “Trip Planning” features to the top of the page. Currently, these buttons are near the bottom of the webpage and are particularly easy to miss for smartphone users.
- Maintain buttons and ensure links are operational. For example, the “When is the Bus Free” button is non-operational.
- Provide direct links to other transit programs serving Santa Fe (North Central RTD, Rail Runner) in a high-profile location.
- The Route Maps and Schedules page should be improved by having the complete systems map as the first item seen on the page. From here, users may then select the schedule for their desired route. In addition, the “Please Click HERE” link should link to the rider alerts page.

FINANCIAL AND INSTITUTIONAL PLAN

Financial Plan

Excluding costs associated with restarting routes cut in the pandemic, this plan is forecast to reduce operating costs by an estimated \$79,100 (even including new routes serving Las Soleras and Tierra Contenta). An increase in funding of \$1.3 million will be needed to restore recommended routes cut in the pandemic (Route 5, Route 6, Museum Hill service, and the Historic District Shuttle).

Transit services will be funded through the following existing sources, which could potentially be expanded:

Gross Receipts Tax – This sales-tax-based tax is the prime revenue source for Santa Fe Trails, generating approximately 2/3 of the total funding. As the local economy recovers from the impacts of the pandemic, the available funding is expected to increase. The economic forecast developed as part of the budget adoption in March 2022 indicates a strong growth in sales and visitor numbers that drive the GRT and Lodging Tax revenues

Lodging Tax – Approximately \$300,000 in funds are generated by lodging tax revenues allocated to transit programs. This in particular helps to support visitor shuttle services.

North Central Regional Transit District (NCRTD) – Santa Fe receives 14 percent of the Regional Transit Gross Receipts Tax revenues from the NCRTD. This currently totals approximately \$1.13 Million and helps to support services provided by the City outside of the city limits (such as to Santa Fe Community College).

FTA Section 5307 Urbanized Area Formula Grants – The largest of Federal Transit Administration’s (FTA) grant programs, the Section 5307 program provides grants to urbanized areas (50,000 population or more per the US Census) to support public transportation. This program will fund up to 50 percent of operating costs (requiring a 50 percent “local match”) and up to 80 percent of capital costs except for capital costs for ADA compliance, Clean Air Act compliance, or for bicycle-related projects. Funding is distributed by a formula based on the level of transit service provision, population, and other factors. These funds total \$1.8 Million for the Santa Fe transit program.

Coronavirus Aid, Relief, and Economic Security (CARES) Act – Since March 2020, the Coronavirus Aid, Relief, and Economic Security (CARES) Act has been crucial in supporting public transit systems impacted by the pandemic. This has included allocation of \$25 billion (and rising) to recipients of urbanized area and rural area formula funds, with \$22.7 billion to large and small urban areas and \$2.2 billion to rural areas. Funding is provided at a 100-percent federal share, with no local match required, and is available to support capital, operating, and other expenses generally eligible under those programs to prevent, prepare for, and respond to COVID-19. CARES funding is disbursed through FTA apportionments to its Urbanized Area (Section 5307) and Rural Formula (Section 5311) programs.

Congestion Mitigation and Air Quality Improvement Program (CMAQ) – The CMAQ program, administered by the Federal Highway Administration (FHWA), provides a flexible funding source to State and local governments for transportation projects and programs to help meet the requirements of the Clean Air Act. Funding is available to reduce congestion and improve air quality for areas that do not meet the National Ambient Air Quality Standards for ozone, carbon monoxide, or particulate matter (nonattainment areas), as well as for former nonattainment areas that are now in compliance

(maintenance areas). Eligible projects that may be pertinent to Santa Fe Trails include new or improved transit facilities, transit buses, and advanced signal and communications systems for transit.

[Advertising Revenue](#) – On-vehicle advertising generates approximately \$120,000 per year. While a relatively small proportion of total system revenues, it is important as it is a flexible funding option.

[Transportation Impact Fees](#) – The City of Santa Fe’s Impact Fee program currently includes \$0.5 Million of funding for the Southside Transit Center. This could potentially be expanded to fund other capital-related improvements, such as Midtown Transit Center.

[Transit Fares](#) – Another source of revenue is transit fares. Even prior to the pandemic, fare revenues were a relatively small proportion (3.5 percent, or \$390,000) of total annual transit revenues. Current fares are \$1.00 per Santa Fe Trails ride, with 50 percent discount for seniors, a reduced cost pass for college students, while no fare is charged for youth and Veterans. In addition, free bus service is available for persons experiencing homelessness. The Santa Fe Pickup operated (prior to the pandemic) at no fare. Santa Fe Ride is \$2.00 for ADA passengers and seniors, free to Veterans that are ADA or senior, and \$5.00 for others. While ridership could potentially be increased through reduction or elimination of fares, the existing fares (though modest in comparison with other similar transit systems) provide two key benefits in addition to the revenue generation:

- It helps in controlling passenger behavior on the buses by avoiding the potential for persons to ride for long periods of time (multiple runs). As security concerns were identified in surveys as important factors in the decision to use the transit system, elimination of fares could work against the potential of attracting new riders.
- Most importantly, elimination of fares could significantly increase the costs associated with the Santa Fe Ride paratransit program. The Americans with Disabilities Act requires that paratransit fares be no more than twice the fixed-route fare – indicating a zero fare for paratransit service if fixed-route fares are eliminated. Research indicates that this could double (or more) the demand for Santa Fe Rides service, increasing costs by roughly \$1.5 Million.

For these reasons, elimination of fares is not recommended. Instead, consideration should be given to additional targeted programs to reduce the cost of transit riding for persons most in need. As an example, the Trinity Transit program in Ft. Worth, Texas provides free rides to passengers boarding with proof that they are traveling for a job interview.

Other Potential Transit Funding Sources

There are also other sources of transit improvements potentially available:

[FTA Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities](#) – FTA funds are potentially available through the Section 5310 Elderly and Persons with Disabilities Program (largely vehicles), which is administered by NMDOT. This program is designed to improve the mobility of seniors and disabled persons and monies are apportioned based on population. FTA 5310 requires a 50 percent local match for operating expenses, and a 20 percent match for capital expenses. Several agencies within Santa Fe have received 5310 funding, including the Santa Fe Recovery Center and the Presbyterian Medical Services. Funding is on the order of \$20 Million per year.

[FTA Section 5339 Integrated Mobility Innovation](#) – This relatively new program began as a way to implement new business and technology strategies, coordinate new strategies with traditional transit service, and measure the benefits and impacts of these strategies. This funding source has been used for technology integration and providing real-time on-demand services. This may be a viable funding source for implementation of microtransit in Santa Fe.

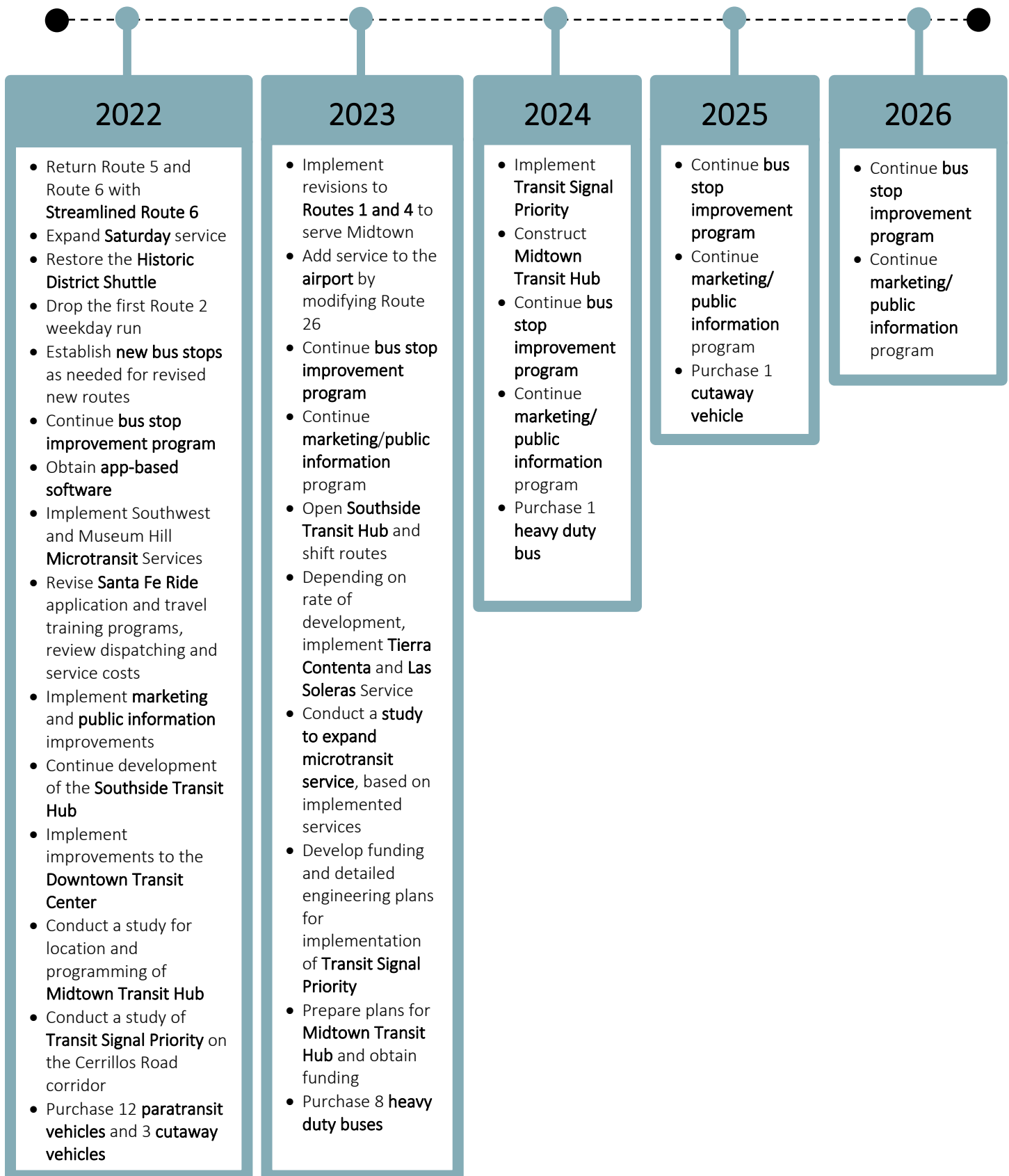
Institutional Plan

Public transit is well served by its current institutional “home” in the City of Santa Fe. A key measure of financial efficiency (the total cost per vehicle-hour of service) is lower for the Santa Fe Trails/Ride program than for other public transit services in northern New Mexico (North Central Regional Transit District, Atomic City Transit, and ABQRide, per the most recent National Transit Database 2019 data). The City’s ability and willingness to provide service to nearby areas outside of the city limits also helps to provide an efficient, comprehensive service for the region. No changes in the institutional framework for transit services are recommended as part of this Short-Range Transit Plan.

SHORT-RANGE IMPLEMENTATION PLAN

Over the next five years, the following steps, shown in Figure III-3, should be taken to implement this Short-Range Transit Plan. Like so much of current society, the pandemic – and the rate of recovery – complicates the ability to specifically schedule transit improvements. This implementation plan assumes that economic and travel conditions largely return to pre-pandemic conditions in 2022.

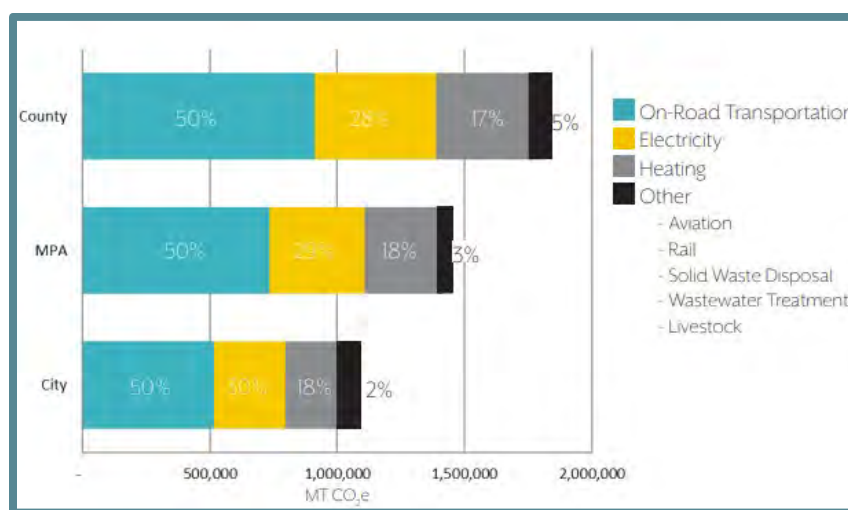
Figure III-3: Short-Range Transit Implementation Plan



LONG-RANGE TRANSIT VISION

While the focus of this plan is on short-term steps to improve the transit system, this study process has provided insight into a longer-term future for the role of transit. Beyond the five-year planning horizon considered in the short-range plan presented above, there are several other factors that should be considered:

- Unlike much of the rest of the state, Santa Fe is expected to continue to grow in population. 2020 countywide population of 150,500 is forecast to expand to 158,400 in 2040, per the University of New Mexico’s Geospatial and Population Studies program.
- Santa Fe’s population will continue to become increasingly elderly. The population aged 80 and above is forecast to almost double (increase by 98 percent) between 2020 and 2030 and grow an additional 68 percent between 2030 and 2040. This will increase demand for paratransit services in particular.
- There is an increasing desire among younger generations to enjoy a “car-free” lifestyle that reduces individual environmental footprint.
- According to the Sustainable Santa Fe 25-Year Plan², the City of Santa Fe generated approximately 1.1 million metric tons of carbon dioxide equivalents in 2015, the majority of which came from building energy use and transportation (shown below). To get to carbon neutrality, the City and its partners will need to tackle the especially challenging issue of lowering transportation related emissions. Increasing public transportation use and reducing single-occupant vehicle trips will play a key role in reducing emissions.



The long-term strategies discussed below will in total make transit much more competitive with the convenience of the private automobile (particularly along the key Cerrillos Road corridor) and expand the geographic area served.

² https://www.santafenm.gov/sustainable_santa_fe_plan

Transit Signal Priority Along the Cerrillos Road Corridor Between Downtown and Southside Transit Hub

In the surveys conducted as part of this plan, both transit riders and the general public have clearly identified that faster transit service is a key factor in shifting travel to transit. While providing fully-separate bus-only travel lanes is not viable in Santa Fe due to the significant costs and the difficulties of fitting them



into the existing street environment, Transit Signal Priority (TSP) can provide very significant travel time savings along the key Cerrillos Road corridor in an economically viable way. In addition to benefitting existing riders, providing faster travel times by bus than by car along this corridor has the potential for generating a noticeable and beneficial shift to high quality, high frequency transit service.

Microtransit

As discussed above, a detailed study should be conducted to define the role of microtransit strategies in service in the Santa Fe area and how best to provide these services. Given the low-density development pattern of much of the area, the potential role of microtransit can be expected to increase as new areas are developed. Societal shifts towards more acceptance of shared on-demand services provided through apps will, over time, also increase overall demand for this type of service. A key function of microtransit services will be to provide “first-mile/last-mile” connections to fixed-route Santa Fe Trails services as well as to Rail Runner for longer trips.

Higher Frequency on Historic District Shuttle

In addition to serving local residents and visitors, the Santa Fe transit program plays an important role in providing local connections for travelers arriving by Rail Runner as well as on North Central Regional Transit. Increasing the frequency of the Historic District Shuttle, as warranted by growth in ridership, will encourage more use of intercity transit options, while also supporting efforts to reduce the impact of the auto on the downtown and railyard areas.



Focus on Three Transit Hubs

Land use, mobility, and transit ridership patterns all indicate the benefits of developing three key transit hubs: Downtown, Midtown, and Southside. This plan includes improvements to the existing Downtown facility and the construction of new facilities at the other two locations to aid transit operations, improve connections between routes (and microtransit services), and aid in efficient transit operations. Optimally, these hubs should also provide facilities and information that encourage other non-auto modes (bicycling and walking), allowing convenient shifts in modes between transit and non-auto travel for “first-mile/last-mile” connections. Consideration should also be given to land-use planning strategies (such as rezoning for higher density) around the Midtown and Southside Transit Hubs to result in more housing and jobs adjacent to the hubs.

This plan includes the following key improvements in each of the three focus areas:



Downtown/Railyard Focus Area

- Re-establish Routes 5 and 6, Historic District Shuttle
- Museum Hill /Canyon Road Microtransit Service
- Downtown Transit Center Improvements
- Expanded Saturday Services



Midtown/Rufina Focus Area

- Establish Midtown Transit Hub
- Revise Routes 1 and 4 to Serve Midtown
- Expanded Saturday Services
- Transit-Signal Prioritization



Airport Road Focus Area

- Construct Southside Transit Hub and Realign Routes to Serve Hub
- New Routes Service Airport, Tierra Contenta, and Las Soleras
- Reschedule Route 24 & 26 to Provide Direct Transfers
- Microtransit Service
- Expanded Saturday Service

How the Transit Plan Supports a Midtown Transit Hub

In particular, this plan establishes a new third transit hub for the Santa Fe Trails transit program in the Midtown area along with modifications to the transit route system to expand public transit accessibility to this growing activity center. First, Route 1 will be rerouted to the Midtown Transit Hub to provide new transit access to Agua Fria and northwest Santa Fe. Similarly, Route 4 will be rerouted to terminate at the Midtown Transit Hub, providing new transit accessibility to southeast Santa Fe. Expansion of Saturday service on Routes 1, 2 and 4 will increase citywide transit access to Midtown. Finally, in the long-term, Transit Signal Prioritization will speed travel along Route 2 to and from the Midtown Transit Hub. As a whole, these changes and the new transit hub will provide the Midtown District with a high level of transit access to all parts of Santa Fe.

Chapter IV: Active Mode Strategy Plan

This chapter presents a strategy plan to expand the viability of bicycling and walking as travel modes in Santa Fe. First, a summary of existing conditions and pertinent survey data is presented. This is followed by recommendations for citywide policies, plans, and infrastructure recommendations. Finally, detailed recommendations for each of the three focus areas are presented.

As discussed in the Introduction, two comprehensive active mode plans have been published by the Santa Fe MPO, specifically the *Santa Fe Metropolitan Pedestrian Master Plan* (2015) and the *Santa Fe Metropolitan Bicycle Master Plan* (2019). These documents present more detailed plans encompassing the entire community and the reader is encouraged to refer to these documents¹ for more information.

CHAPTER IV AT A GLANCE

Background Information

- Thanks to a generally mild climate and largely flat topography, bicycling and walking are very viable modes of mobility in Santa Fe.
- Santa Fe's walk score is 40, indicating that it is a "car-dependent city" and Santa Fe's bike score is 50, which is a value that defines the lower end of the "bikeable" range.
- Santa Fe currently has 39 miles of off-road urban trails, 108 miles of on-street bicycle lanes, 190 miles of designated shared land bicycle routes, 347 miles of roadways with sidewalks on both sides, and 70 miles of roadways with sidewalks on one side. There are a total of 255 miles of roadway without sidewalks.
- There are several key physical constraints that make the provision of a complete active transportation network a challenge:
 - **Major multilane arterials** that provide a barrier between neighborhoods and are high-stress corridors to travel along.
 - The **limited roadway network** resulting in many residential areas with non-motorized access constrained to one or two routes loading onto a busy arterial and many bicycle or walking trips require at least a portion to include travel along a busy and intimidating street.
 - **Narrow sidewalks** constrained by buildings, streets, and utilities, which makes it difficult for groups to walk abreast or to pass and can make travel using a mobility device impossible without diverting into a travel lane.
 - City and Department of Transportation **standards, codes and regulations that tend to encourage low-density and single-use development** over higher-density mixed use development while effectively encouraging auto use through wide travel lane widths and limitations on bicycle and pedestrian facilities.
- The most recent U.S. Census American Community Survey data (2018) indicates the 1.0 percent of workers commute by bike and 2.9 percent walk to work, while 77.8 percent drive alone, 9.5 percent carpool, and 1.7 percent use mass transit.

¹ Available at <https://santafempo.org/>

- StreetLight data indicates that 40.6 percent of all travel in Santa Fe is estimated to be pedestrian trips, 0.9 percent bicycle trips, and 58.6 percent on motor vehicles (including buses).
- Survey input gained through the planning process revealed:
 - The biggest barriers to walking are poor or no sidewalks (20 percent of respondents), destinations are too far away (19 percent), and traffic safety concerns (18 percent).
 - The biggest barriers to bicycling are traffic safety concerns (68 percent), lack of bike lanes/bike paths (56 percent), traffic safety concerns in bike lanes (44 percent), and personal safety concerns (36 percent).
 - Key factors that preclude students from walking/biking to school are the long distances/time required (39 percent), that their parents/guardians do not let them (17 percent), or from safety concerns (16 percent).
 - Visitors in Santa Fe would be more likely to walk or bicycle and not use their car if there were better sidewalks (33 percent) and better bike trails (8 percent).

Citywide Plan Elements

The citywide recommendations are categorized within the following types: 1) Policy, 2) Program, 3) Infrastructure, and 4) Citywide Implementation Action Recommendations. Across all categories, the project team identified the following actions as near-term steps that will provide the highest value toward improving the safety and mobility of Santa Fe residents today, while speeding the transition to a multimodal transportation system:

- Establish a **Bicycle and Pedestrian Coordinator position**.
- Prioritize the replacement of standard crosswalks with **high visibility crosswalks** as a routine part of road resurfacing projects and repainting operations.
- Fund and implement a **bicycle, pedestrian, and trail wayfinding program**.

Funding the Plan

Many of the active transportation plan elements are low-cost and can be accomplished as part of other roadway maintenance or improvement projects or are policy revisions with no cost implications. Others, such as establishing a Bicycle and Pedestrian Coordination Position, will require reallocation of ongoing City administrative funds. In addition, many projects will require significant capital funding.

While there is not a specific funding program for active transportation at the state level in New Mexico, there are a variety of federal funding sources (administered through the State), including: Transit Alternatives Set-Aside (TAP), Safe Routes to School, Congestion Mitigation and Air Quality Improvement Program (CMAQ), Surface Transportation Block Grant (STBG) Program, and the Highway Safety Improvement Program (HSIP). Beyond these federal sources, the City currently has a Capital Improvements Plan Impact Fee program to fund road, parks, and fire and police facility improvements.

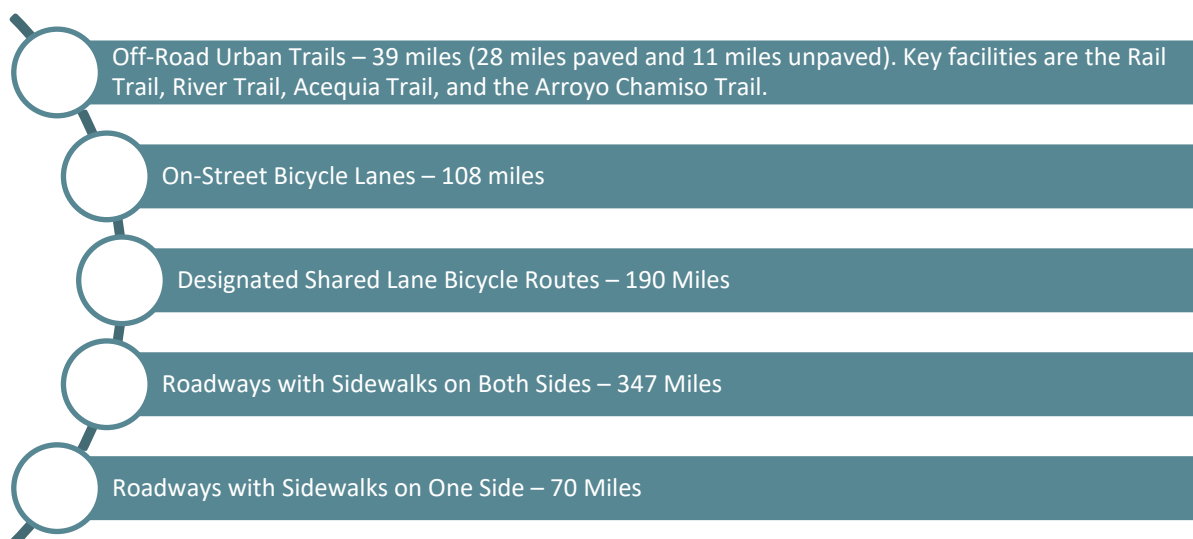
The passage of the Infrastructure Investment and Jobs Act (IIJA) in November 2021 provided \$1.2 Trillion in funding for a wide range of purposes, including broadband access, clean water, electric grid renewal in addition to typical transportation and road purposes. While the IIJA does not result in a large shift in Federal modal priorities, it has opened new funding opportunities for multimodal transportation programs.

BACKGROUND INFORMATION

Thanks to a generally mild climate and largely flat topography, bicycling and walking are very viable modes of mobility in Santa Fe. A useful overall indication of overall conditions is the “walk score”, which is a nationwide online data source regarding the overall “walkability” of a community or neighborhood. It summarizes the potential to access destinations by walking on a scale from 0 (completely auto dependent) to 100 (very walkable). Overall, Santa Fe’s walk score is 40, indicating that it is a “car-dependent city”. For reference, this is higher than some other citywide walk scores in the region such as Flagstaff (38), and Colorado Springs (35) but lower than Albuquerque (42) and Boulder (57). A similar “bike score” is also available. Santa Fe’s bike score is 50, which is a value that defines the lower end of the “bikeable” range. This score is higher than Colorado Springs (45), but lower than Albuquerque (62), Flagstaff (65) and Boulder (86).

Existing Active Modal Network

The 2020-2045 Metropolitan Transportation Plan, cites that Santa Fe’s shared use and bicycle network consists of the following:



There are a total of 255.3 miles of roadway without sidewalks (199.6 paved and 55.7 unpaved). In addition, the *Pedestrian Master Plan* identified 264 gaps in sidewalks, with an average gap length of 200 feet.

Constraints and Challenges

There are several key physical constraints that make the provision of a complete active transportation network a challenge:

- Major multilane arterials, such as Cerrillos Road, St. Michaels Drive, St. Francis Drive, and Airport Road that provide a barrier between neighborhoods and are high-stress corridors to travel along.
- The limited roadway network – particularly in the western portions of Santa Fe – resulting in many residential areas with non-motorized access constrained to one or two routes loading onto a busy arterial. Many bicycle or walking trips require at least a portion to include travel along a busy and intimidating street.

- Narrow sidewalks (such as three feet or less) constrained by buildings, streets, and utilities, particularly in the downtown/plaza area. This makes it difficult for groups to walk abreast or to pass and can make travel using a mobility device impossible without diverting into a travel lane.
- City and Department of Transportation standards, codes and regulations that tend to encourage low-density and single-use development over higher-density mixed use development (such as excessive setbacks and parking requirements) while effectively encouraging auto use through wide travel lane widths and limitations on bicycle and pedestrian facilities.

Existing Active Mode Split

“Mode split” is the term used to define the proportion of all travel using each individual mode. Two sources of mode split data were reviewed.

U.S. Census Commute Mode Split Data

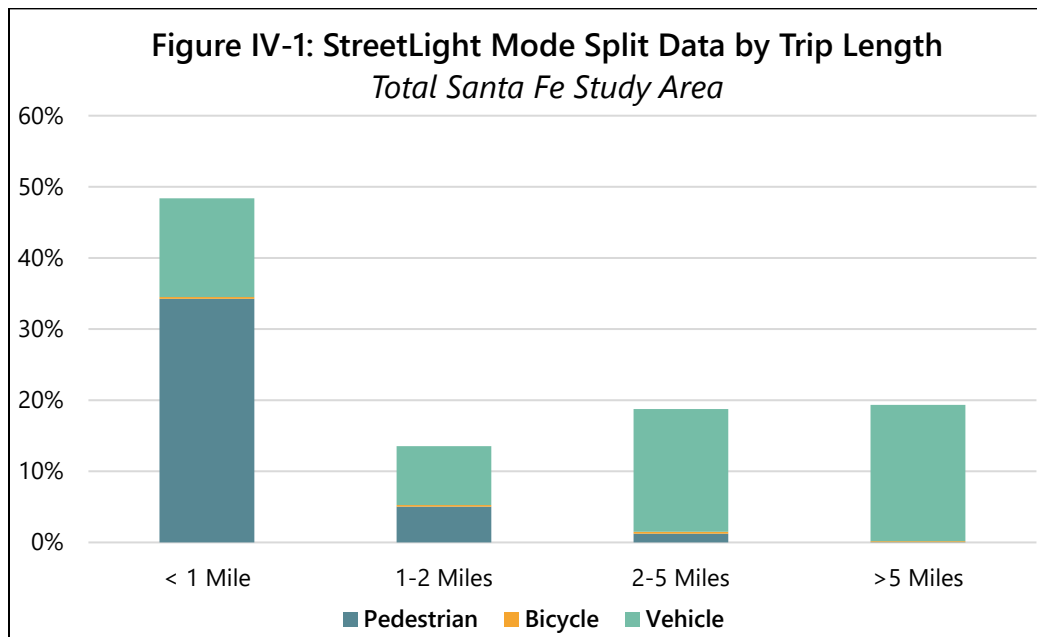
The most recent currently available U.S. Census American Community Survey data (2018) indicates the 1.0 percent of workers commute by bike and 2.9 walk to work. In comparison, 77.8 percent drive alone, while 9.5 percent carpool, and 1.7 percent use mass transit. It is important to consider that this data reflects only the commute-to-work trip, which is a relatively small proportion of all trips throughout the day.

StreetLight Mode Split Data

While there is no comprehensive dataset of all trips throughout a community, the evolution of “big data” sources in recent years provides useful information on overall travel patterns, including mode split. The Santa Fe MPO obtained cellphone-based data representing a substantial proportion of all travel in Santa Fe, through the StreetLight platform. This source is able to differentiate between modes by evaluating the speed and pattern of cellphones as they exchange data (“ping”) with cell towers. This can include trips for all trip purposes. Overall, 40.6 percent of all travel in Santa Fe is estimated to be pedestrian trips, 0.9 percent bicycle trips, and 58.6 percent on motor vehicles (including buses). Note that this high proportion of pedestrian trips reflects all observed trips over approximately 200 feet in length, which includes recreational trips and a walk from a parking facility to a destination.

40.6% of trips in Santa Fe are walking trips, 0.9% are bicycle trips, and 58.6% are motor vehicle/bus trips

Reviewing mode split data by length of trip can also provide insight into the potential for active travel. As shown in Figure IV-1, pedestrian trips are largely (34 percent of all trips, 84 percent of all pedestrian trips) less than a mile in length. In fact, this data source indicates that 71 percent of all trips (i.e., pedestrian, bicycle, and vehicle) of less than a mile in length in Santa Fe are completed by walking. While the trip lengths by vehicle are more evenly distributed, many vehicle trips are relatively short. Of all trips taken by vehicle, 24 percent are less than a mile in length – indicating that they could potentially be easily replaced by walking or bicycling trips. Taking 5 miles as a reasonable maximum bicycle trip length for most travelers, 33 percent of all vehicle trips are within the range of a bicycle trip.



Survey Input

Summarizing the survey results regarding perception of active transportation modes in Santa Fe indicates the following:

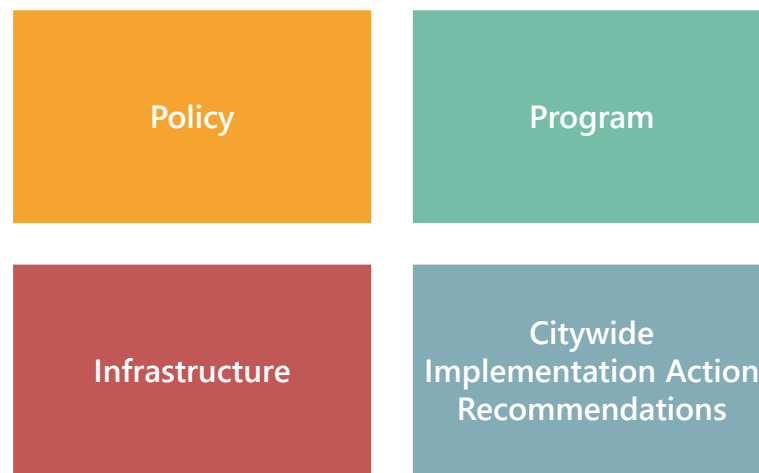
- The **general public survey** indicated that the biggest barriers to walking are poor or no sidewalks (20 percent of respondents), destinations are too far away (19 percent), and traffic safety concerns (18 percent). Poor sidewalks are particularly cited as a key factor in northern and southeastern Santa Fe, while long physical distances are the key factor in western Santa Fe.
- The biggest barriers to bicycling identified in the **general public survey** are traffic safety concerns (68 percent), followed by lack of bike lanes/bike paths (56 percent), traffic safety concerns in bike lanes (44 percent), and personal safety concerns (36 percent). Traffic safety and personal safety concerns are of similar concern across the city, while the lack of bike paths or bike lanes is a particular concern in northern Santa Fe and respondents in western Santa Fe in particular indicated that they do not feel safe biking in bike lanes.
- The **student survey** shows that the key factors that preclude walking/biking to school are the long distances/time required (39 percent), that their parents/guardians do not let them (17 percent), or from safety concerns (16 percent). A majority (77 percent) indicated that they were at least somewhat interested in non-school travel (such as going shopping) by non-auto modes.



- The **visitor survey** indicated a very high (88 percent) of respondents that walk as part of their visit, much greater than the three percent indicating that they bicycle. When asked “If you used your car for trips within Santa Fe while visiting, what improvements would allow you to leave your car parked while here?”, one of the most prevalent responses was “better sidewalks” (33 percent), while eight percent indicated “better bike trails”.

CITYWIDE PLAN ELEMENTS

Following review of existing transportation plans, policies, and network recommendations, as well community and stakeholder input, the project team identified recommendations that benefit the citywide multimodal transportation network. The following recommendations are distinct from and complementary to the bicycle and pedestrian improvements proposed for each of the three focus areas of the Santa Fe Multimodal Transition Plan. The citywide recommendations are categorized within the following types:



Across all categories, the project team identified the following actions as near-term steps that will provide the highest value toward improving the safety and mobility of Santa Fe residents today, while speeding the transition to a multimodal transportation system:

- Establish a **Bicycle and Pedestrian Coordinator position**, recommended in the 2019 *Bicycle Master Plan*, to oversee a bicycle and pedestrian program within the City’s Public Works Division. This staff person will provide support that is essential to the consistent implementation of the City’s and MPO’s multimodal transportation plans.
- Prioritize the replacement of standard crosswalks with **high visibility crosswalks** as a routine part of road resurfacing projects and repainting operations with particular attention and urgency given to high crash locations for bicyclists and pedestrians documented through prior planning studies.
- Fund and implement a **bicycle, pedestrian, and trail wayfinding program** with custom branding to improve access to bicycle and pedestrian routes and transit, improve safety, and reduce barriers to choosing to travel by bike or on foot. Align the wayfinding program with Santa Fe’s robust tourism and visitor industry and historic preservation programs which will benefit from an easy-to-navigate city, with easy to find destinations and landmarks, and reinforcements to the City’s sense of place and rich culture.

Policy Recommendations

The following are policy plan elements, by mode, intended to achieve the overall plan's goals with regards to active transportation.

Pedestrian

- Amend the *Santa Fe Metropolitan Pedestrian Master Plan* to include specific performance indicators that will measure progress towards the plan's goals.
- Identify opportunities to reduce the quantity and/or width of curb cuts/access points as part of the City Planning Division's development review process when a site is proposed for redevelopment. Where feasible, curb cuts should be minimized to facilitate greater continuity of adjacent pedestrian and bicycle facilities such as a sidewalk or shared-use path. At present, walking and cycling is negatively impacted by the high density of curb cuts. As an example, Cerrillos Road in the Midtown area has 30 to 40 access points (driveways and cross-streets) per mile per side, or an average of only 130 to 180 feet between access points.
- The City should examine the creation of informational and incentive programs to motivate private landowners to maintain the sidewalks on their property.
 - An example of an incentive program is the town of Berthoud, Colorado's, sidewalk cost share program. Under the Cost-Share Program, the property owner agrees to pay for all the labor and materials associated and related to repairing deficient sidewalk, with the City providing reimbursement of up to 50 percent of the total cost.

Bike

- Use the 2024 Santa Fe Metropolitan Bicycle Master Plan Update planning process to complete a Level of Traffic Stress analysis of Santa Fe's roadway network and, based on the results of the analysis, specify recommended facility types (e.g. standard, buffered, or protected bike lane) for each proposed improvement of the planned bike network. This process should apply the Santa Fe Metropolitan Bike Design Toolkit to Santa Fe's street context, as well as refine the toolkit's facility selection guidance to account for level of traffic stress as an influencing factor and to account for new innovations in bicycle facility design.
- Identify funding for near-term development and implementation of a bicycle wayfinding signage program, as proposed in the 2019 *Santa Fe Metropolitan Bicycle Master Plan*. This will likely benefit from coupling it with pedestrian and trail wayfinding signage programs. This may require establishing a wayfinding signage program as a discrete prioritized project eligible for capital improvement program funds or identifying alternate funding partners such as agencies and organizations advancing tourism, public health, business improvement districts, or planning and sustainability initiatives.



- Prohibit parking in shoulders designated as bike lanes and bikeways on bike route maps and in the 2019 *Bicycle Master Plan*.
- In the Land Development Ordinance (pending legal review), require or incentivize new multi-family housing above 15 units to include:
 - E-bike charging infrastructure
 - Secure, indoor bike storage
 - A shared cargo e-bike vehicle or fleet for resident use

Bike & Pedestrian

- Map future trail alignments and identify opportunities in the land development ordinance to require or incentivize trail construction when new development or redevelopment occurs along a proposed alignment. Mapped trail alignments should be included in relevant City and MPO plans.
 - For example, Windsor, Colorado requires that *“applicants shall install on their site any trail segments that are currently absent, that have been mapped and are included in a city or MPO transportation master plan or similar document. In order to accomplish this, the review of future trail alignments should be incorporated into the city’s development review process”* (Sec. 17-1-20. - Sidewalks and trails).
- In the land development ordinance (pending legal review), set minimum thresholds that new residential developments (subdivisions and neighborhoods) must meet for street connectivity, entrance/exit points, and walkability to allow through-movement and create continuity of the multimodal network; for example, the *LEEDv4 for Neighborhood Development* certification program identifies a range of factors to measure neighborhood connectivity and walkability, such as intersections per square mile, percent of the circulation network designed for a target speed of 20 mph or less, and façade orientation.
- Update the MPO's *Complete Streets Resolution* (2021) with a specific requirement to provide safe access for all roadway users as part of roadway design, reconstruction, and new construction projects.
 - The National Complete Streets Coalition recommends that MPO policies require: 1) *“all new construction and reconstruction/retrofit projects receiving state or federal funding to account for the needs of all modes of transportation and all users of the road network”*; 2) *“all maintenance projects and ongoing operations, such as resurfacing, repaving, restriping, rehabilitation, or other types of changes to the transportation system receiving state or federal funding to account for the needs of all modes of transportation and all users of the road network”*².
 - A policy that states that roadway facilities shall accommodate multimodal user of all ages and abilities establishes the mandate for updating street design standards and regulations to comply with the requirement.

² For more information: <https://smartgrowthamerica.org/program/national-complete-streets-coalition/publications/policy-development/policy-atlas/>

- Revise the *Santa Fe Street Design Standards* as follows:
 - The recommended width of vehicle travel lanes for street types that are currently 11' (arterials) should be reduced to 10' in, an effort to reduce speeding and potentially create additional space for multimodal facilities such as widened sidewalks or on-street bike lanes.
 - Large site development connectivity standards should be clarified and increased. The number of through-streets and connections to the greater street grid (as required as a ratio of developed area) should be increased. This requirement should be enhanced to require the continuation of existing street alignments into the new development site, in order to reduce dead ends and encourage the construction of an easily navigable street network.
 - The minimum bikeway widths and locations in Table 14-9.2-1 and the accompanying illustrations should be adjusted to match the recommended bike facility types and their design guidance as described in "*Appendix A: Bike Design Toolkit*" pages 10 through 21 that was produced in 2019 by the Santa Fe MPO. The Bike Design Toolkit indicates that a five-foot wide (un-buffered and unprotected) bike lane would be insufficient for roads with higher than 6,000 Average Daily Traffic (ADT), and speeds over 30 mph – and that in those circumstances, separated facilities are necessary. However, the current Street Design Standards allow for minimum bikeway widths for arterials and collectors that are not wide enough to provide the buffer space or physical protection between bike lanes and vehicle travel lanes that is necessary to create a safe, lower-stress experience for novice riders.
 - Minimum sidewalk widths in the street design guidelines need to be wider depending on the context of the street to allow for larger groups of people to pass each other. For reference, where groups of people are expected to be passing each other frequently, eight feet is the minimum clear width needed to provide a perceived "B" level of service. Generally, B level of service is maintained up to a maximum crowd density of 10 pedestrians per minute per foot of width of sidewalk.³



³<https://onlinepubs.trb.org/Onlinepubs/hrr/1971/355/355-001.pdf>,
https://nacto.org/docs/usdg/determining_sidewalk_pavement_width_kim.pdf,
<https://cityofraleigh0drupal.blob.core.usgovcloudapi.net/drupal-prod/COR22/PRsreportFinal.pdf>

- Minimum sidewalk widths for street classifications that are currently five feet should be increased to six feet. The six-foot width allows for two people to walk comfortably side by side and provides sufficient space for pedestrians passing in the opposite directions.
- Consider adopting local design guidelines for roadway projects sponsored by the City, consistent with the recently-enacted H.R. 3684. This provides the City with greater flexibility regarding design beyond the standards adopted by the NMDOT.
- Develop and add pedestrian and bicycle facility performance indicators to the *Metropolitan Transportation Plan* so that the needs of these modes can be balanced against the vehicle service performance metrics. Example indicators:
 - Percentage of the population living within a ¼ mile of trail access
 - Percentage of the city's bike routes that are "Bike routes of concern"
 - Percentage of city intersections that are 100 percent ADA compliant
 - Number of pedestrian and bicyclist fatalities per capita per year
 - Percentage of commuters that walk/bike/take transit to work
- Shorten project phasing schedules in the *Public Right of Way Transition Plan* and *Bike Master Plan* from 20 years to 15 years (full implementation by January 1, 2035) in order to align with, and help the City meet, its 2040 climate goal and allow time for behavior changes after network build out.

Program Recommendations

The following are program plan elements, by mode, intended to achieve the overall plan's goals with regards to active transportation.

Bike

- Reexamine instituting a pilot bike-share program, with caps on fleet size and strict use regulations. The pilot program should involve electric bikes and/or cargo bikes in order for the program to be useful for those who need to transport materials such as groceries or other bulky supplies. The City should also consider the inclusion of scooters in the pilot as there is a need to evaluate their suitability within Santa Fe. In any agreement with a private bike or scooter share company, the City should be sure to include a provision that they have the right to all trip data (time, location, duration, in use-percentage) from the pilot. This data will be useful for the City to determine if the share services are popular and will help the City understand where non-SOV trips are being made to help identify optimal locations for future bicycle facilities.



Bike & Pedestrian

- Create a program for car-free streets, slow streets, quiet streets, or similar treatments that apply temporary closures to street segments desirable for people walking and bicycling. Car-free streets may offer one-day closures for a community event/activities (e.g. Cyclovía). Slow Streets or Quiet Streets may offer seasonal or limited duration closures of multi-block segments that improve route access, such as segments that fill current trail gaps. This will provide residents the opportunity to enjoy the benefits of a larger and connected trail network in advance of construction, provide an opportunity to gauge potential usage, and build support in the community for trail construction.
- Promote pedestrian and bike-focused events through an annual mailer (coordinated in partnership with other city departments and their existing city-wide mailers). This mailer should also contain the “rules of the road” for pedestrians, bicyclists, and drivers, as well as an overview of all pedestrian / bicycle incentives and programs available to residents. This mailer can be combined with other existing city mailings to residents or utility customers.
- Develop internal policies that incentivize city employees to commute via multi-modal transportation such as a transit pass and bike cost reimbursement program. This could be combined with charging employees for parking at city buildings (with EVs being exempted).
- Work with the Santa Fe Economic Development Department to determine the level of interest in, and viability of, developing a program to incentivize private employers to encourage non-single-occupant vehicle (SOV) commuting by their employees.
- Ensure (continued) utilization of and collaboration with the Bicycling and Pedestrian Advisory Committee (BPAC) in multimodal project and plan development.
- Annually report out to the BPAC on the metrics that measure progress towards complete streets implementation and the multimodal goals of the *Pedestrian Master Plan*, *Bike Master Plan*, and *Transportation Master Plan*.
- Ensure coordination with the City’s current Safe Routes to School (SRTS) Planning efforts such that, when appropriate (after SRTS Plan adoption), recommended facilities are incorporated into the City’s bicycle and pedestrian plan through amendments.

Infrastructure Recommendations

The following are infrastructure plan elements, by mode, that apply citywide and are intended to achieve the overall plan’s goals with regards to active transportation.

Pedestrian

- Replace existing standard crosswalks (two transverse stripes) with high visibility crosswalks (continental pattern) during annual roadway resurfacing projects or repainting operations.
- Prioritize implementation of high visibility crosswalks at intersections with high rates of crashes involving bicyclists and pedestrians, as identified in the *Pedestrian Master Plan*. These intersections should be evaluated for the addition of intersection bulb outs and, if feasible, the elimination of right-turn lanes.
- Apply the analysis of pedestrian access to bus stop locations, provided in Appendix L of this plan, to define and prioritize the installation of or improvements to crosswalks.

- Audit sidewalks on city-owned property to ensure sufficient clearance is provided around obstacles such as utility poles or fire hydrants. For example, the sidewalk on the north side of De Vargas Street east of Sandoval includes a light pole in the middle of the sidewalk. As this segment is adjacent to a park and presumably on city-owned property, sidewalk widening in this location should be more feasible than if it were on private property.

Bike

- Continue bike lane pavement markings through intersections as standard practice, to provide visual continuity and remind drivers that bicyclists may be present. One intersection this would apply to for example, is South Meadows and Airport Roads.⁴
- Apply shared lane markings at intersection approaches where bike lanes merge with right-turn lanes. This treatment provides directional guidance to bicyclists and reminds motorists that lanes continue through the intersection.⁵



Source: NACTO Urban Bikeway Design Guide, Share Lane Markings

- Reestablish the green paint pilot program to evaluate the feasibility of city-wide implementation. Key pilot project locations would include intersections that include a trail crossing, at intersections crossed by bike lanes, and on bike routes where the shoulders or bike lanes have a problem with cars parking in them.
- Increase the minimum width of the white stripe between bike lanes and vehicle travel lanes from six inches to nine inches. As streets are paved and restriped, or new bike lanes are implemented, this stripe width should be applied across the city. The width increase has been shown to reduce lane violations by motor vehicles.

⁴ Guidance from NACTO's Urban Bikeway Design Guide can be found here https://nacto.org/wp-content/uploads/gallery/2012_guidance_images/2012guidance_intersectioncrossingmarkings.jpg

⁵ Guidance from NACTO's Urban Bikeway Design Guide can be found here <https://nacto.org/publication/urban-bikeway-design-guide/intersection-treatments/combined-bike-laneturn-lane/>.

Bike & Pedestrian

- Prioritize wayfinding signage that directs trail users between off-street trail segments (that are connected via on-street routes).
- Using the planned Rio Grande trail alignment, create an off-street connection between the River Trail and the Arroyo Chamiso Trail and fill in trail gaps to develop a trail that circles the entire city. This new route could be used for promotional events and competitions and should thus be prioritized in trail and network development. For a map of the Rio Grande Trail alignment, please see page 5 of the Santa Fe MPO Bicycle Master Plan 2019.
- In partnership with MPO transportation planning staff, continue to engage with NMDOT during street redesign projects (on state roads) to promote the inclusion of elements to make the streets more accessible and safer for all modes, whether one is traveling along the road or crossing it.
- Pilot a program to acquire easements and construct connecting pathways at the end of existing cul de sacs where through connections for pedestrians and bicyclists would create access between roads that are currently separated. Examples from the Midtown and Downtown focus areas include:
 - Gregory lane through to West Gomez Road
 - W. Gomez Road through to Don Cubero Alley
 - Alumni Drive to Llano Street just North of Milagro Middle School
 - Rufina Street to Maez Road
 - Calle Torreador to Cerrillos Road/Gilmore Street via the Whole Foods parking lot
 - A map of pathway connection opportunities in the Airport Road Focus Area is shown in Figure IV-5.
- Improve signage on city trails to better signify and distinguish between spur trails (neighborhood connections) versus mainline trail segments.
- Before and after the construction of new trail segments, work with neighboring property owners to develop trail connections where appropriate. For example, the County Club Gardens neighborhood association (or its equivalent) in the Airport focus area should be contacted to plan fence breaks and connections to the new Acequia Trail segment between Rufina Street and San Felipe Road.
- Advisory shoulders are a low-cost way to reallocate existing right-of-way space from vehicles to bicycles and pedestrians on streets that lack sidewalks and bike lanes. By piloting the use of advisory shoulders in Santa Fe, the city can evaluate the design treatment's success and suitability before its consideration for inclusion in Santa Fe's formal street design guidelines. Pilot the use of advisory shoulders⁶ on roads with the following characteristics (examples of such streets include Jemez and Harrison Roads):
 - Less than 6,000 vehicles/day on average
 - Less than 30 mph speed limit
 - Lack of centerlines, bike lanes, ADA compliant sidewalks

⁶ Additional guidance on the use of advisory shoulders is available here: <https://ruraldesignguide.com/mixed-traffic/advisory-shoulder>.



Source: NACTO Advisory Shoulder in Edina, MN

- Audit trail access points to identify obstructed or excessively narrow spaces for bicyclist or pedestrian travel due to bollards, medians, or other physical barriers at trail entrances.
- Create a complete streets checklist for use in designing streets and in advance of repaving, maintenance, utility work, curb adjustment, etc. Include use of the checklist in onboarding training for new planners, transportation engineers, and other applicable job titles.

Citywide Implementation Action Recommendations

The following are specific implementation steps recommended to implement the citywide plan elements.

Bike

- As part of the next Bicycle Master Plan Update, the City and MPO should complete a Level of Traffic Stress network analysis (and mapping) of Santa Fe's bike network. Low-stress islands that are disconnected from the larger network should be identified and routes and facility types for better connecting them should be put into the next Bicycle Master Plan's phasing plan. Following adoption of the updated Bicycle Master Plan, make sure improvements are incrementally added to the network analysis to keep the information up to date. Run this analysis, at minimum, annually for the purpose of tracking progress towards a more bicycle-friendly road network that provides greater connectivity between low-stress islands.
- In 2024, ensure that the 2024 metric in the Bike Master Plan for the percentage of people who commute by bike (target two percent) has been recorded and reported to the BPAC.
- Bike routes on the *Bicycle Master Plan 2040* vision map should specify bike lane type to be installed on both the route map, and in project phasing list for clarity, direction, and accurate costing.

Bike & Pedestrian

- Create branding and wayfinding guidelines for city trails and bike routes. Brand each trail with highly visible and unique signage. Consider color coding each major trail with a unified

system of signs, wayfinding markers, and crosswalks. Ensure that updated versions of city maps use the same color in their legends to represent the trails and routes. This color coding would help trail users to navigate intersections like St. Francis Street and Cerillos Road.

- The City should ensure that the Bicycle and Pedestrian Coordinator position that is recommended in the 2019 *Bicycle Master Plan* is filled as soon as possible. This staff person will provide support that is essential to the consistent implementation of the City's and MPO's multimodal transportation plans.
- In order to better track City progress towards the implementation of the *PROW Transition Plan*, add "in progress" and "completed" projects to the online GIS map of plan priority projects.
- The City should complete and post a brief annual progress report (on their website) that quantifies mileage of new bicycle and pedestrian facilities implemented and shows where they are located on a digital map.

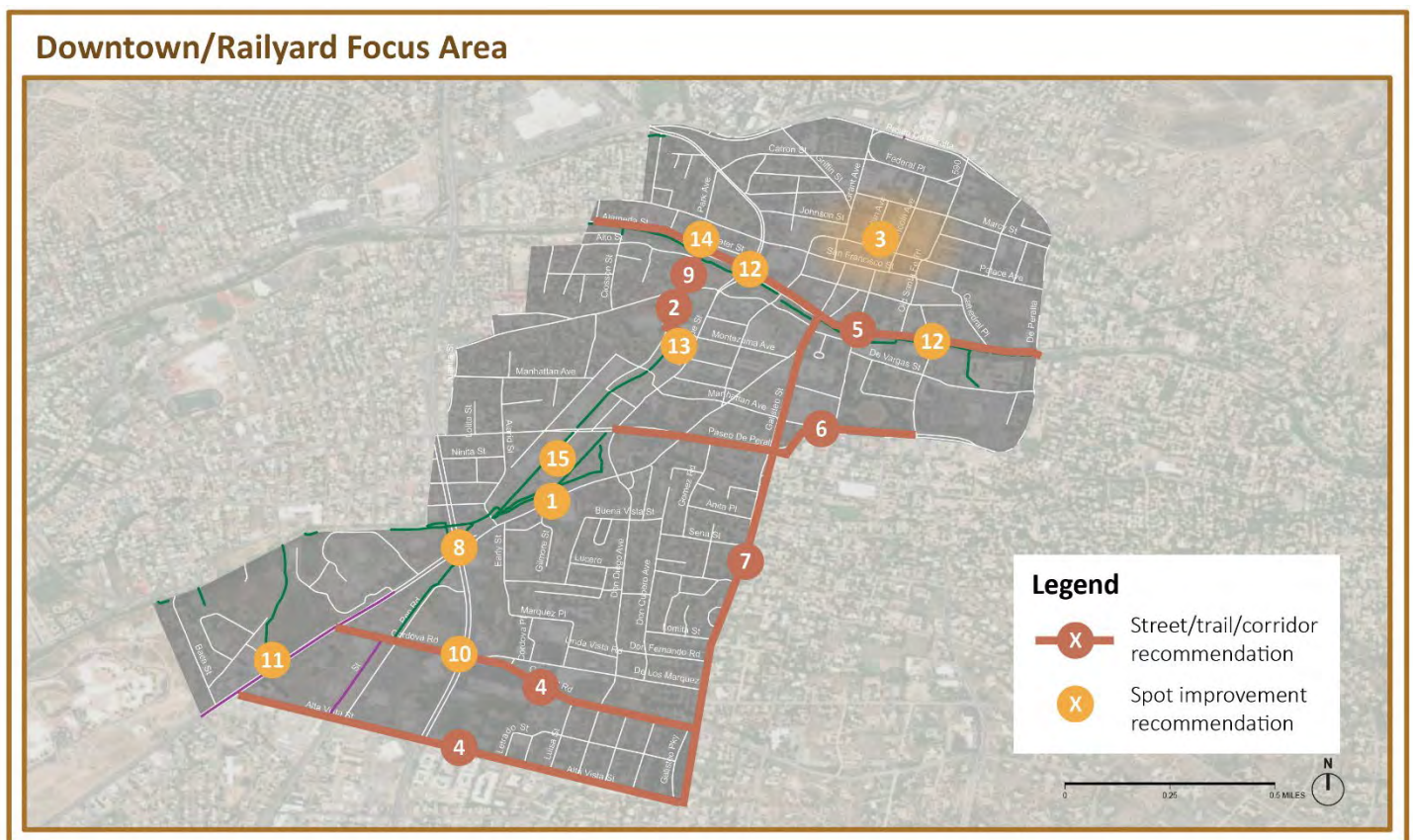
FOCUS AREA RECOMMENDATIONS

The following presents the recommended plan elements for each of the three focus areas. A detailed discussion of each area with regards to active transportation modes is presented in Appendix H.

Downtown/Railyard Focus Area

The following specific recommendations are keyed to the map presented as Figure IV-2.

Figure IV-2: Downtown/Railyard Focus Area – Recommendations



Pedestrian

1. Coordinate with NMDOT to review the feasibility of a midblock crossing and pedestrian signal near the intersection of Cerrillos Road and Gilmore Street to serve as a link between the two bus stops, the Railyard Park, and the Whole Foods grocery store.
2. Prioritize sidewalk repair and missing (sidewalk links) between the Rail Trail and the River Trail along Montezuma Avenue and De Fouri Street. These were identified in the 2016 update to the *PROW/ADA Transition Plan* to provide an ADA compliant connection between the Rail and River Trails.
3. Collect pedestrian counts on sidewalks in the downtown core in order to determine where the greatest deficiencies lie between the optimal width for the existing pedestrian volume and current sidewalk width.⁷ Collected data will inform decision-making related to opportunities for parking removal, parking reconfiguration, public property redesign, or creating parallel/alternate routes.

Bicycle

4. Add bike symbol pavement stamps to the segments of Cordova and Alta Vista Streets that contain existing bike lanes to clarify that those facilities are bike lanes and not street parking. The City and MPO should evaluate traffic volumes, parking utilization, and right-of-way width on these streets for the ability to connect the existing bike lane segments all the way from Galisteo to the Rail Trail entrances. Bike lane striping should be painted with a nine-inch-wide white stripe for increased visibility.
5. Reconfigure the section of the signed bike route that follows the River Trail between De Fouri Street and Old Santa Fe Trail to be consistently on the north side of the river. The frequent switching of sides, and the multiple 90-degree turns on narrow sidewalks that the current route requires reduces route directness and convenience.
6. Reconsider for implementation the Phase A project (#4) in the 2019 *Bicycle Master Plan* that proposes a road diet on Paseo de Peralta after the conclusion of the pilot bike lane project in the fall of 2021. If the current pilot project does not provide conclusive data on the effectiveness of the road diet, a second pilot should be held in the summer/fall of 2022. If conducted, a second pilot should ensure that the bike facilities in the pilot connect to the Rail Trail. Bicycle and vehicle traffic counts should be taken before and after any pilot to ensure that data is available to inform decisions on whether or not to make the piloted improvements permanent.

Bike & Pedestrian

7. Examine using Galisteo and Don Gaspar as a catalytic project by developing it into a “multimodal priority corridor” including the installation of a buffered bike lane, the construction of missing sidewalks, and pedestrian-focused intersection improvements. The street provides a direct route between residential areas and downtown and connects to two bike lanes that provide connections to the South Capitol Station area.

⁷ Pages 7 and 8 provide high level guidance on pedestrian level of service in relation to sidewalk width: <https://onlinepubs.trb.org/Onlinepubs/hrr/1971/355/355-001.pdf>.

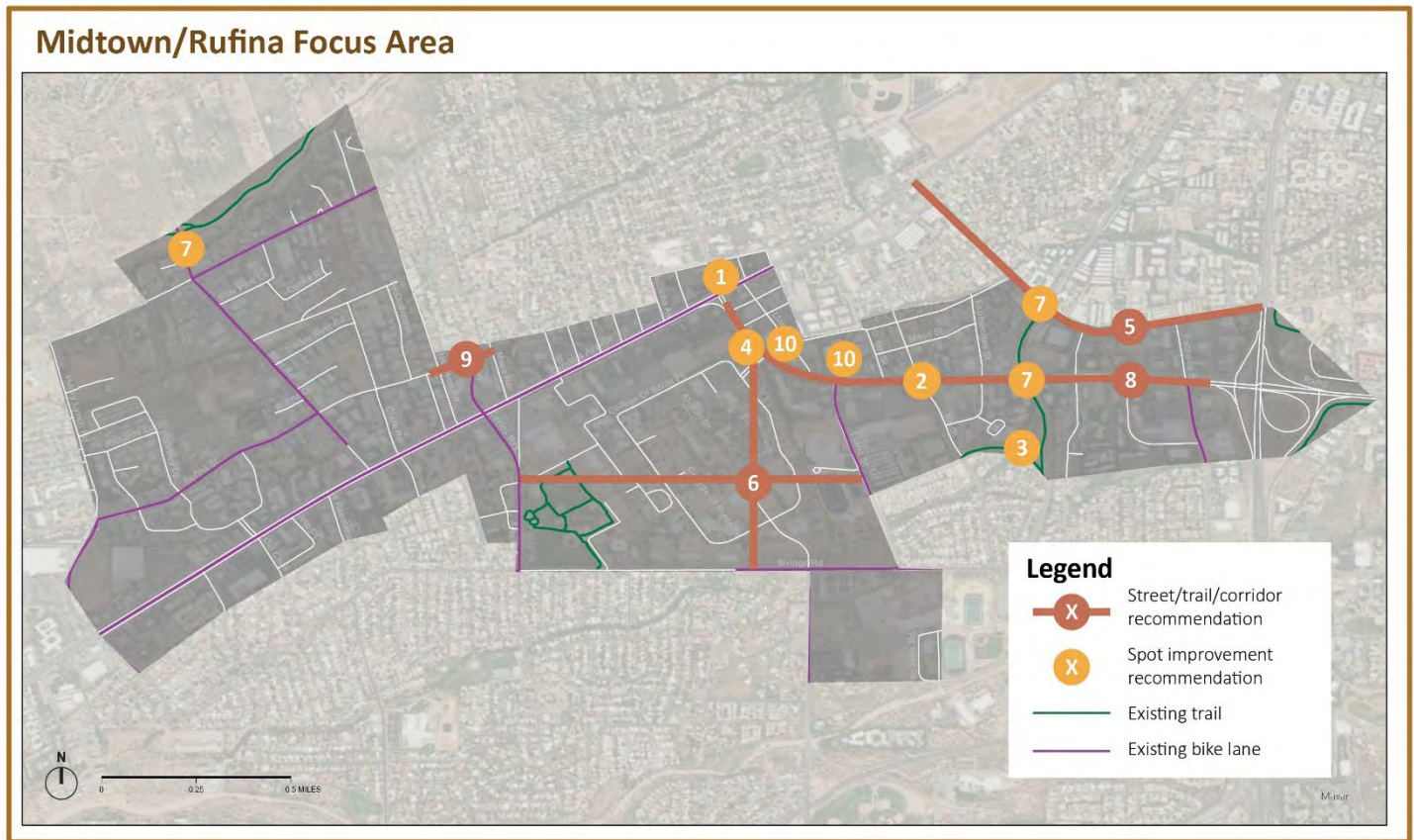
8. Assign a “brand color” to the Rail Trail for use in signage and pavement markings in order to simplify wayfinding and enhance continuity across roadway intersections. By providing wayfinding and a unique trail crosswalk (with ‘brand color’) at the intersection of Cerrillos Road and St. Francis Drive, trail users can be guided through the intersection using the Acequia Trail underpass and pick up the Rail Trail on the far side.
9. Treat the section of Montezuma Avenue and De Fouri Street that connects the Rail Trail and the River Trail as an on-street trail connection. By widening sidewalks, adding crosswalks, using whimsical paint markings and signage, and adding “sharrows” to the street, a clear connection can be made between the two trails. New wayfinding signage should be sure to indicate that the River Trail heads west along Alameda Street, not Alto Street as current signage indicates.
10. Consider the placement and activation of a Rectangular Rapid Flashing Beacon (RRFB) at the intersection of the Rail Trail and Cordova Street, provided its placement would not introduce risks to yielding (stopped) vehicles due to the location of the adjacent, at-grade railroad crossing. Should an RRFB be deemed infeasible by traffic engineers or railroad officials, explore the implementation of other safety improvement to increase the visibility of the trail crossing over Cordova Street.
11. Coordinate with NMDOT Planning Bureau to explore the possibility of a new HAWK signal/crosswalk at Railfan Road, Acequia Trail, and Cerrillos Road to enhance connectivity between the two trails and South Capitol Station. This is a critical connection, as pedestrians and bicyclists from the north are funneled to this one point as they navigate around the development barrier created by the Fairview Cemetery and New Mexico School for the Deaf.
12. Add prominent trailhead sign, kiosk, and wayfinding signage where the River Trail enters the historical downtown from the east and west. This would be at Old Santa Fe Trail and South Guadalupe Street respectively. The kiosk should contain a map that shows "YOU ARE HERE" indicator and walkable/bike-accessible destinations within a two-mile circumference.
13. Provide wayfinding signage at the terminus of the Rail Trail at Montezuma Avenue. This signage should direct travelers to the Santa Fe Plaza and connections to the River Trail at a minimum. As well, add a curb cut on the southern side of Montezuma Avenue where the Rail Trail entrance lies. This curb cut will need to adhere midblock crossing standards, with additional safety improvement, like a crosswalk.
14. Provide wayfinding signage at the intersection of the River Trail and De Fouri Street directing travelers to the Santa Fe Plaza and to the beginning of the Rail Trail at Montezuma Avenue.
15. Clear the path (in line with the railroad crossing point) south of the Santa Fe Rail Yard parking lot, between the Rail Trail and the Santa Fe Railyard Park of wooden benches, bike racks, and parking wheel stops, in order to promote the proximity of two recreational

resources to visitors and first-time user of the trail. Use wayfinding signage to direct people to the park or trail via this connection.⁸

Midtown/Rufina Focus Area

The following specific recommendations are keyed to the map presented as Figure IV-3.

Figure IV-3: Midtown/Rufina Focus Area – Recommendations



Pedestrian

1. Consider the installation of a bulb out (allowing rollover truck movements) on the northeast corner of the Osage Avenue and Cerrillos Road intersection to reduce pedestrian crossing distances.
2. Consider the installation of an intersection bulbout on the southeast corner of St. Michaels Drive and 5th Street to reduce pedestrian crossing distances. Repaint the crosswalk on the

⁸www.google.com/maps/@35.6807218,-105.9504133,3a,75y,240.47h,89.34t/data=!3m7!1e1!3m5!1skd!SpnqjbU5tpOsSQoyqyA!2e0!6shhttps://www.googleapis.com/%2Fv1/%2Fthumbnail%3Fpanoid%3Dkd!SpnqjbU5tpOsSQoyqyA%26cb_client%3Dmaps_sv.tactile.gps%26w%3D203%26h%3D100%26yaw%3D222.59456%26pitch%3D0%26thumbfov%3D100!7i13312!8i6656!5m1!1e3
www.google.com/maps/place/35%C2%B040'50.4%22N+105%C2%B057'02.0%22W/@35.6806701,-105.9511012,227m/data=!3m2!1e3!4b1!4m14!1m7!3m6!1s0x87185043e79852a9:0x8c902373fd88df40!2sSanta+Fe,+NM!3b1!8m2!3d35.6869752!4d-105.937799!3m5!1s0x0:0x0!3d35.6806688!4d-105.9505538!5m1!1e3
www.google.com/maps/@35.6807789,-105.9507943,2a,80.7y,137.2h,94.15t/data=!3m6!1e1!3m4!1sYPqbjXi4EvoZ8IWM2YYOkw!2e0!7i13312!8i6656!5m1!1e3

east side of the intersection to match the new alignment and extend the median on the eastern side of the intersection on St. Michaels Drive.

3. Pave the trail connection between Calle Sombra and the Rail Trail and label the trail entrance with a placard and wayfinding signage. Conduct a field-audit of similar potential trail access points to make sure the surface is suitable for cyclists, strollers, and wheelchair access.
4. Examine using the space created by the painted buffers at the left-turn lane into the campus area off St. Michaels Drive to install medians that can act as a pedestrian refuge.

Bike

5. San Mateo Road/2nd Street is a critical east/west route through the focus area and the city as a whole. The next (non-highway) parallel routes that provide a connection across the railroad and St. Francis Drive are Alta Vista Street, 0.75 miles to the north and Siringo Road, 0.38 miles to the south. The 2019 *Bicycle Master Plan* recommends: "*San Mateo: study and implement bike lanes where feasible, St. Francis Dr. to Rail Trail at 2nd St.*" Currently, the bike lane on 2nd Street ends east of Hopewell Street, a block and a half from the Rail Trail. Revise the study and implementation to extend from St. Francis to Cerrillos Road. Through vehicle travel lane narrowing and shortening the length of left-turn lanes, additional space can be created to accommodate bike lanes - both existing and where they are currently missing. Where bike lanes cannot be accommodated, vehicle lanes should still be narrowed and "sharrow" symbols accompanied by green box backing should be provided to increase visibility.
6. Ensure that at least two high-comfort bike routes are incorporated into the redevelopment plans for the former campus; one serving east/west travel and the other north/south travel. Both should tie into the surrounding street grid.

Bike & Pedestrian

7. Provide a trailhead kiosk with wayfinding map and other information at the River Trail entrance at Siler Road, and at the Rail Trail entrances at St. Michaels Drive and San Mateo Road.
8. As called out in the 2019 *Bicycle Master Plan*, reduce St. Michaels Drive west of St. Francis to two vehicle travel lanes in each direction once it has jurisdiction over the street. The Master Plan does not clarify the type of bike lane that should be installed in place of the travel lane. In order to meet the City's goals of St. Michaels as a new high-density corridor with high-comfort multimodal travel, the width of the repurposed lane should be used to install a buffered or protected (vertically separated) bike lane. Prioritize and complete this project as soon as funding allows due to its ability to act as a "catalytic project" for the local area as desired in Resolution 2014-12.
9. Construct a new road or trail/path between Rufina Street and Maez Road. This connection would create a route that would largely parallel Cerrillos Road, in combination with Rosina Street. It would also connect to Camino Carlos Rey, which contains a signalized intersection to cross Cerrillos Road, and connects to bike routes to the south. This connection is necessary because the other bike routes in this area that connect to Cerrillos Road from the north provide no way to cross it, due to lack of signals at those intersections and the

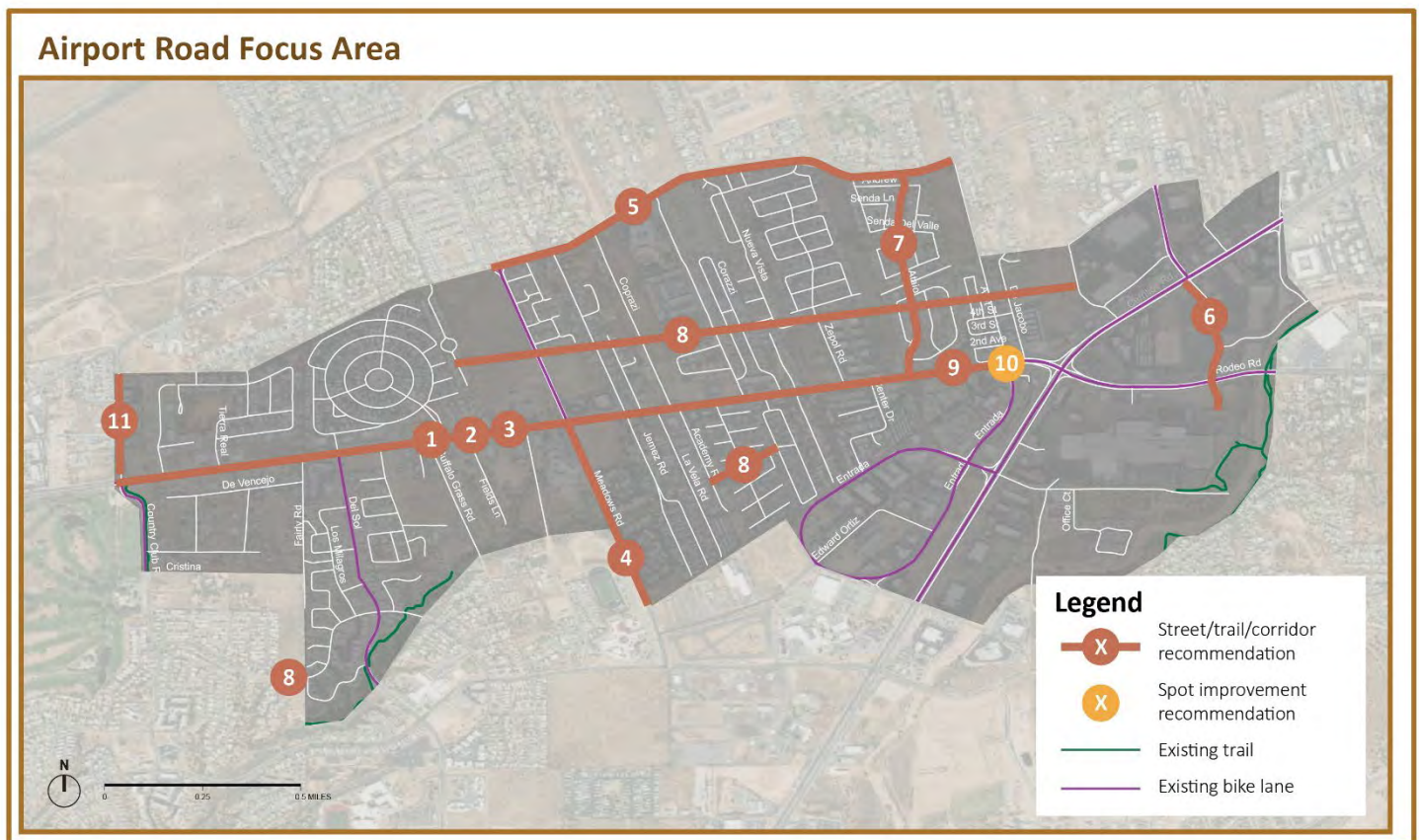
grid shift which leads to an absence of streets to connect to on the south side of Cerrillos Road. The connection would also reduce detour length for pedestrian and bicyclists. This recommendation aligns with the Bicycle Master Plan's Phase A, Priority #6, Acequia TRAIL: Otowi to La Cieneguita via Maclovio and Hermanos Rodriguez Park, and with the Metropolitan Transportation Plan's Regional Roadway Priorities Rank #53, Rufina Street Connection: New roadway connection between Harrison Road and Camino Carlos Rey.

- Examine the creation of the following roadway or path/trail connections when redevelopment opportunities arise in order to improve bicycle and pedestrian connectivity: Llano Street to Mann Street and Hopewell Street to St. Michaels Drive.

Airport Road Focus Area

The following specific recommendations are keyed to the map presented as Figure IV-4.

Figure IV-4: Airport Road Focus Area – Recommendations



Pedestrian

- Work with business and residences along Airport Road to create a beautification program to plant trees and shrubs between the sidewalk and road in order provide pedestrians a feeling of separation from high volumes of traffic.
- Review Airport Road for bus stops that are not located near signalized intersections. Where bus stops on either side of the road lack a safe crossing between them, install mid-block

crossings with appropriate pedestrian beacons, using the existing medians as pedestrian refuges.⁹

3. Include a driveway location regulation in the land development ordinance for the Airport Road corridor requiring driveways to stem from intersecting feeder streets where available, and not from Airport Road itself. This would minimize the number of driveway curb cuts along Airport Road, reducing interruptions to the sidewalks and the potential for conflict between turning motorists and pedestrians and bicyclists.

Bike

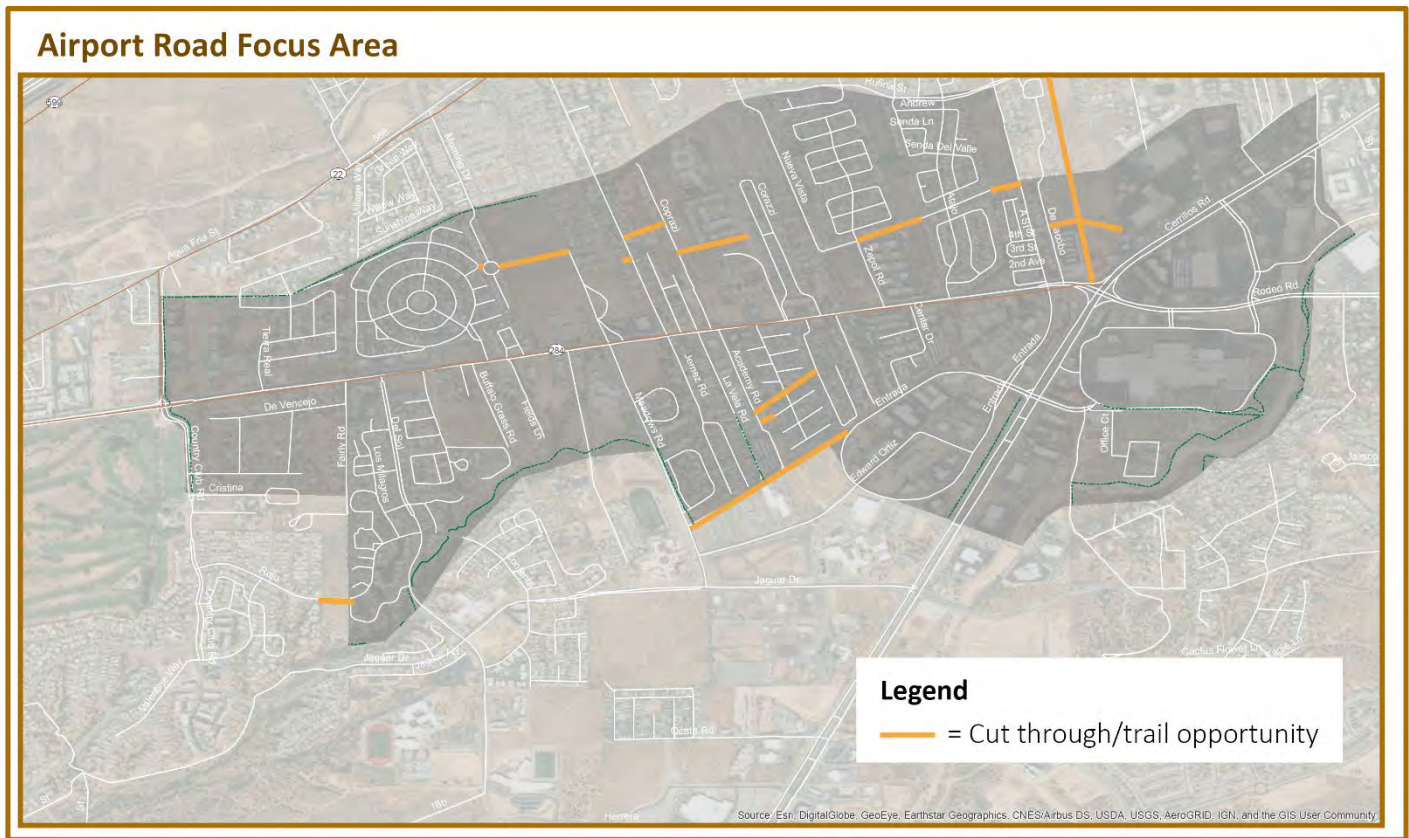
4. Add a painted buffer and protective bollards to South Meadows Road to establish the presence of the existing bike lane more effectively. This enhanced facility type would provide a safer option for students bicycling to and from Ortiz Middle School and Sweeney Elementary. Buffered and/or protected bike lanes have been shown to reduce crashes involving both cyclists and pedestrians and to make all road users safer by slowing vehicle traffic.
5. Add bike lane stencils and bike lane signs along Rufina Street to increase the visibility of the bike lane. This can be combined with the recommendation to use a nine-inch-wide white line between vehicle travel lanes and bike lanes to further define the space designated exclusively for use by bicyclists.
6. Pursue the implementation of bicycle facilities on or beside Zafarano Drive in order to provide access to the commercial stores located here and provide a connection to the Santa Fe Place Mall and the Arroyo de Las Chamisos Trail.
7. Install a buffered bike lane pilot project for 12 months on Calle Atajo between Airport Road and Agua Fria Street. The shoulder of Calle Atajo has sufficient width to paint a buffered bike lane and still maintain existing vehicle capacity. As the houses in this area front to the adjoining local/internal streets and have no access off of Calle Atajo and generally park on adjacent side streets or residential driveways, this would not materially impact the adjacent residences.

Bike & Pedestrian

8. Prioritize the construction of a series of east/west bike/pedestrian paths through the residential neighborhood between Rufina Street and Airport Road, utilizing vacant parcels, undeveloped portions of parcels, and existing desire lines. Due to increasing infill in this area, this recommendation requires immediate action by the City in order to acquire the land to build the facilities. A map of suggested cut throughs is shown in Figure IV-5.

⁹ One example: www.google.com/maps/place/35%C2%B038'11.7%22N+106%C2%B002'18.3%22W/@35.6365921,-106.0389602,227m/data=!3m2!1e3!4b1!4m6!3m5!1s0x0:0x4afe3fb7dd2721b!7e2!8m2!3d35.6365911!4d-106.0384134

Figure IV-5: Airport Road – Potential Cut Through/Trail Opportunities



9. Use the opportunity provided by vacant parcels and properties with deeper building setbacks to widen sidewalks to eight feet along Airport Road to create side paths. This width provides greater comfort for pedestrians and allows for dual use by cyclists. This is necessary due to the misalignment of many of the north/south streets on either side of Airport Road, making travel along it, even if only for a short distance, mandatory for those exiting their residential neighborhoods. An especially critical section of sidewalk to be widened into a side path is the section of Airport Road between Zepol Road and Camino Entrada. This segment is necessary to traverse for those using the signals at the intersections of either Zepol Road or Calle Atajo to cross Airport Road and continue south.
10. Work with NMDOT to design and install a safe pedestrian and bicycle crossing at the intersection of Lopez Lane and Airport Road, creating paths through the existing medians in order to create lower-stress connection to the bike lane on Camino Entrada. As recognized in the *PROW/ADA Transition Plan* assessment, this crossing is a "high deficiency crossing" as no crosswalk exists here. A safer, easier crossing would create a path for pedestrians and cyclists to the mall and the bridge to the Arroyo de Las Chamisos Trail in Villa Linda Park. This new path would also allow pedestrians and cyclists to avoid the large intersection of Airport and Cerrillos Roads. Work with NMDOT to determine the suitability of an RRFB of full-length traffic signal for this location.

11. Reprioritize the MRC Trail from Airport Road to Acequia Trail from Phase B to Phase A in order to provide a connection between Acequia Trail and the Tierra Contenta Trail as soon as the Acequia Trail is complete.

FUNDING THE PLAN

Many of the active transportation plan elements are low-cost (such as signing and striping) and can be accomplished as part of other roadway maintenance or improvement projects or are policy revisions with no cost implications. Others, such as establishing a Bicycle and Pedestrian Coordination Position, will require reallocation of ongoing City administrative funds. In addition, many projects will require significant capital funding. While there is not a specific funding program for active transportation at the state level in New Mexico, there are a variety of federal funding sources (administered through the State) as follows:

- **Transit Alternatives Set-Aside (TAP)** funds can be used across a broad range of active transportation purposes, including planning, on-street facilities, recreational trails, and educational programs. In 2021, New Mexico received roughly \$7.6 Million in TAP funds. The recent passage of the Infrastructure Investment and Jobs Act (IIJA) has increased nationwide funding for this program by 60 percent, up to \$1.48 Billion in 2026.
- **Safe Routes to Schools** can fund a wide range of bicycle and pedestrian physical improvements, as well as marketing and educational programs focusing on active mobility to/from school sites.
- **Congestion Mitigation and Air Quality Improvement Program (CMAQ)** funds projects that reduce vehicle miles traveled (VMT) and air emissions, such as non-auto facilities and road diet projects. In recent years, New Mexico has received on the order of \$11 Million in annual CMAQ funds.
- The **Surface Transportation Block Grant (STBG) Program** includes the TA program, along with other transportation facility improvements. Individual elements in other projects (such as reconstruction or major rehabilitation of roadways) can include bicycle and pedestrian enhancements.
- **Highway Safety Improvement Program (HSIP)** funding is available for projects with bicycle/pedestrian safety benefits, including bicycle lanes, pedestrian crossing improvements, improved lighting, and road diets. New Mexico receives approximately \$23.1 Million per year in HSIP funds. In recent years, the list of activities eligible for HSIP funding has been expanded to encompass a broader range of pedestrian and bicycle improvements. To be funded, a project needs to be included in the state's *Strategic Highway Safety Plan*.

Beyond these federal sources, the City currently has a Capital Improvements Plan Impact Fee program (last updated in November of 2020), to fund road, parks, and fire and police facility improvements. As part of the parks improvements, the existing list of projects funded through this source includes two trails (the Acequia Trail to San Felipe and the Canada Trail connection). However, other pedestrian/bicycle improvements on the roadway network are not included in the CIP list. Other jurisdictions are increasingly including projects that reduce VMT (such as bicycle and pedestrian improvements) in their CIP lists, as they reduce the need for expansion of the roadway network.

A final consideration regarding funding improvements is to maximize the projects completed by individual developers. Many of the improvements identified in this plan are part of (or immediately adjacent to) future developments, particularly in the western portion of Santa Fe. Ensuring that improvements are identified in plans in advance of development and working with landowners to effect improvements as part of the approval process can accomplish long-term improvements while minimizing public costs.

Infrastructure Investment and Jobs Act Funding Sources

The passage of the Infrastructure Investment and Jobs Act (IIJA) in November 2021 provided \$1.2 Trillion in funding for a wide range of purposes, including broadband access, clean water, electric grid renewal in addition to typical transportation and road purposes. While the IIJA does not result in a large shift in Federal modal priorities, it has opened new funding opportunities for multimodal transportation programs, including the following:

- An additional \$8 Billion in transit Capital Investment Grants, over previous programming levels. Overall, public transit formula funding over 5 years across New Mexico total \$366 Million.
- \$1.44 Billion for the Transportation Alternatives program, targeted towards sidewalks, bike lanes and dedicated trails. This is an increase of 69 percent over current funding levels.
- A new competitive grant program that provides \$200 Million to fill existing gaps in bicycle/pedestrian networks (as can be found across Santa Fe).
- A requirement that states allocate at least 15 percent of Highway Safety Improvement Program (HSIP) funding towards protecting vulnerable road users, such as pedestrians and bicyclists, if such road users constitute at least 15 percent of fatalities.

Chapter V: Parking Strategy Plan

The City of Santa Fe wishes to embrace a parking program that enhances the broader multimodal network and supports the overall vision to decrease dependence on single-occupancy vehicles. The City already boasts a series of programs that assist in this mission, including a robust paid parking program, and a parking enterprise fund that uses parking revenues to pay for both infrastructure and transportation demand management initiatives.

CHAPTER V AT A GLANCE

Existing Conditions

- The City of Santa Fe actively operates and manages more than 4,000 parking spaces in the Downtown/Railyard District and maintains thousands of informal on-street parking spaces citywide.
- Downtown parking is typically fully occupied even on non-event days, while off-street parking options are generally around 40 to 50 percent occupied.
- Downtown/Railyard District parking costs \$2 per hour on-street, or parking lots/garages cost \$1-2 per hour up to a \$12 daily maximum rate.
- Downtown employees can purchase a discounted monthly permit for downtown parking lots and garages for around \$70-\$130 per month.
- Santa Fe's parking assets typically generate about \$5 million each year, paying for about \$4.5 million in expenses related to parking infrastructure and maintenance.

Goals for Public Parking

When surveyed, the community highlighted the following top three goals for managing public parking:

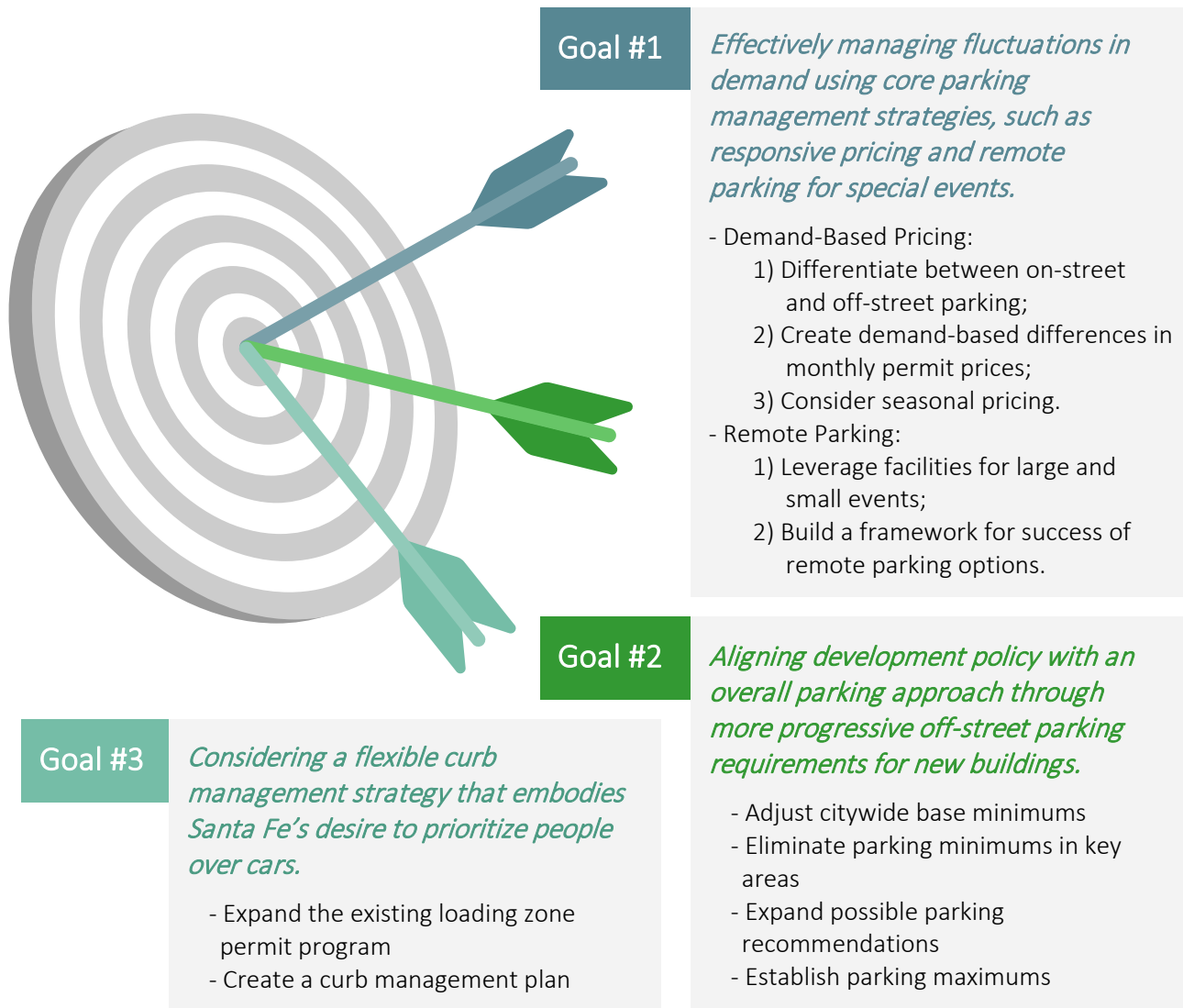
- ➔ #1: Make it easier and more pleasant to use other forms of travel, like walking and biking.
- ➔ #2: Reduce vehicle congestion.
- ➔ #3: Make it easier to find parking.

Based on input from the Santa Fe community, the next phase of parking management within the context of the City of Santa Fe Multimodal Transition Plan seeks to:



Parking Strategy Recommendations

The recommendations presented in this section are focused around:



Focus Area Specific Recommendations

- Downtown/Railyard Focus Area
 - This area has the most critical parking challenges of the three focus areas.
 - Key recommendations for this area include: incorporating demand-based pricing, eliminating parking minimums in core areas (like the Business Central Focus Area), establishing parking maximums, and identifying remote parking options to effectively manage large event activity.
- Midtown/Rufina Focus Area
 - The predominant challenge in this area is an overabundance of surface parking; however, this evolving area has hotspots (like Meow Wolf) that generate excess parking demand that spills over onto surrounding streets and into surrounding neighborhoods.

- Key recommendations for this area include: actively managing on-street parking in high-demand areas, leveraging underutilized surface parking as a remote option for special events, reducing parking minimums, and allowing for parking reductions in exchange for mobility infrastructure and programming.
- Airport Road Focus Area
 - This area's primary parking challenge is an overabundance of underutilized surface parking. The future Southside Transit Center in this area will provide greater connection and mobility.
 - Key recommendations in this area include: leveraging surface parking options as remote parking for Downtown special events and exploring progressive parking policy to reduce the provision of off-street parking when new development comes online.

EXISTING CONDITIONS KEY FINDINGS

What Are the Current Conditions of Parking in Santa Fe?

Parking Supply

The City actively operates and manages more than 4,000 parking spaces concentrated in Santa Fe's Downtown/Railyard district and maintains thousands of informal on-street parking spaces citywide.

Parking Demand

Based on pre-pandemic data, parking in Downtown Santa Fe is typically fully occupied even on non-event days, while off-street parking options are generally around 40 to 50 percent occupied. During events, things get much busier—on-street parking fills up early in the day, and all parking lots and garages fill close to capacity.



Parking Management Programs—Short-Term and Customer Parking

The city uses paid parking as the primary method to manage demand for its short-term Downtown/Railyard district parking. Short-term parkers, like customers and event attendees, can park for \$2 per hour on-street, or choose a parking lot or garage for \$1-2 per hour, or a \$12 daily maximum rate. Outside of the Downtown core, parking is generally unmanaged by the City. This poses a challenge in some areas, like near the arts and entertainment venue Meow Wolf, where overflow parking spills onto the surrounding streets.

Parking Management Programs—Employee and Resident Parking

The city also offers parking options to long-term parkers, like employees and residents. Downtown employees can purchase a monthly permit for downtown parking lots and garages for around \$70-\$130 per month, depending on the facility. Long-term permits are also available for parking on certain downtown streets. For some residents whose neighborhoods are especially impacted by short-term

parking demand in Santa Fe’s busiest areas, the City offers a free Resident Parking Permit, which grants the resident exclusive access to on-street parking on their street.

Parking Revenues

The City’s parking is operated by an Enterprise Fund, meaning that the parking assets must generate enough revenue to pay for themselves. Currently, Santa Fe’s parking assets typically generate about \$5 million each year, paying for about \$4.5 million in expenses related to parking infrastructure and maintenance, as well as new parking projects and debt service on existing parking projects. With its remaining revenues, the parking fund can also finance, completely or partially, ancillary projects or programs, such as the Santa Fe Pickup Program.



How Does the Community See Parking in Santa Fe?

Goals for Public Parking

When surveyed, the community highlighted the following top three goals for managing public parking:

#1: Make it easier and more pleasant to use other forms of travel, like walking and biking.

#2: Reduce vehicle congestion.

#3: Make it easier to find parking.

Parking Management Practices and Principles

When surveyed, the community showed great interest in using parking as a “lever” to improve the experience of other modes. For example, survey respondents indicated that bike lanes, transit stops, curbside dining, and other uses should be prioritized in the public right-of-way over on-street parking. In addition, respondents agreed that the desire of the community to encourage other travel options, like transit, walking, and biking, is a particularly key factor when determining the price of a parking space. The community also indicated support for industry best-practice parking management, wherein on-street short-term parking is made available on a first-come, first-served basis, rather than reserved for certain users.

COMMUNITY-DRIVEN GOALS FOR PARKING

Santa Fe has made substantial progress in creating a parking program that supports travel without a single-occupancy vehicle. Based on input from the Santa Fe community, the next phase of parking management within the context of the City of Santa Fe Multimodal Transition Plan seeks to:

Effectively Manage Fluctuations in Demand

Santa Fe attracts an average of two million overnight visitors annually, with most people visiting between April and October. The city also hosts over 20 major special events every year, each with tens of thousands of attendees. These tourism-driven temporary changes in population result in significant fluctuations in access and parking demand—meaning that Santa Fe must use creative, adaptable, and

flexible parking approaches that effectively serve users during the highest-demand periods, but do not waste space and resources during periods of more typical demand.

Align Development Policy with Overall Parking Approach

Santa Fe has experienced substantial population growth in the last decade and is projecting new development of housing and commercial space in the coming years. The City must use progressive, future-forward parking policies, such as by reducing parking requirements to avoid excess parking and to consider parking management where feasible to encourage non-auto access, to ensure that these new buildings offer parking and access in a way that mirrors the City's overall desire for a multimodal approach that prioritizes people over cars.

Align Management and Pricing Strategies to Use Parking as a “Lever” for Transportation Demand Management and Promoting Connectivity

Santa Fe already has a robust paid parking program, which generates revenues that support the parking system as well as broader transportation initiatives and options for the Santa Fe community. The City must continue to align parking management and pricing strategies with its desire to use parking as a way to support and promote connectivity and use of travel options other than a personal vehicle.

Support Santa Fe's Economic Vitality and Sustainability with Strong Parking Revenues

There is no such thing as “free parking”—parking is expensive, and costs the City money to build, operate, and maintain, even when those using it are not paying for it. The City must charge appropriate prices for its parking and use proven parking management strategies to support overall economic vitality and make sure that parking works as an engine for Santa Fe's businesses and the tourism industry.

PARKING WITHIN THE MULTIMODAL PLAN CONTEXT: RECOMMENDATIONS

The recommendations presented in this section are focused around:

- Effectively managing fluctuations in demand using core parking management strategies, such as responsive pricing and remote parking for special events.
- Aligning development policy with an overall parking approach through more progressive off-street parking requirements for new buildings.
- Considering a flexible curb management strategy that embodies Santa Fe's desire to prioritize people over cars.

Demand-Based Pricing

Why Demand-Based Pricing?

Demand-based pricing—where prices are set based on consumer demand—can help balance congestion in the parking system, free up spaces in prime areas, and ensure that parking options are offered at prices appropriate to the service and convenience they provide. In Santa Fe, demand-based pricing can also be used to reflect the substantial changes in parking system demand experienced in peak seasons and during special events.

Recommendations

Differentiate between On-Street and Off-Street Parking

The curb is an extraordinarily valuable piece of real estate, and commands substantial parking demand compared to off-street options. Because of this, on-street parking should be universally more expensive than off-street public parking. This will help to incentivize visitors to park off-street to free up the closest and most convenient on-street parking for users who need to maximize convenience and are willing to pay more for it. It will also incentivize turnover and encourage shorter stays on the street while encouraging longer stays or all-day stays in the off-street facilities.

In the future, on-street parking should be priced at least \$1 per hour more than the most expensive off-street parking option. In addition, the City should explore charging at least 50 cents more per hour for the Sandoval Garage and Water Street Lot (which are in the heart of downtown) than the Community Convention Center Garage, which is on the north end of the city center. Different rate schedules based on the location of a parking space or facility, and the aggregate parking demand in the respective area, is an appropriate and effective way to balance out demand in the parking system and capture the value of the curb while providing users with a menu of price options.

Create Demand-Based Differences in Monthly Permit Prices

The monthly permit prices can also be adjusted and aligned to reflect the different rate schedules used for hourly parking across the parking system. A similar menu of price options should apply for the same reasons as for hourly parking. Currently, \$68.25 per month is charged for both the SFCCC and the Sandoval Garage, even though the Sandoval Garage is in a more high-demand and more central area. Our recommendation is that the higher \$131.25 should be charged for the Water Street Lot as well as for the Sandoval Garage, while perhaps a price lower than \$68.25 a month should be explored for the SFCCC Garage and Railyard Garage to incentivize parking there and increase usage of those garages during non-event times. These price changes could be coordinated with improved transit shuttle services that serve these garages. The expansion of the Historic District Shuttle hours of operation, as well as the expanded Saturday service on other transit routes, will help to implement this strategy by expanding shuttle access to the more outlying parking facilities.

Consider Seasonal Pricing

Further, the City could consider applying seasonal differences to their parking prices. It is a widespread practice amongst managed parking programs in places with high levels of predictable variation in terms of levels of visitor/tourist activity to have different schedules or rate/fee models for their parking systems, depending on the season. Mostly, such high levels of variation exist in resort communities like Aspen, Colorado and Park City, Utah, with winter levels significantly higher or lower than summer levels, or with both winter and summer levels being significantly higher than spring and fall levels. These other resort areas use net revenue generated by seasonal pricing to help support their public transit and trails systems. While Santa Fe is not strictly a resort community, and its downtown core features high levels of activity year-round, the opportunity may still exist for daily parking rates to vary, both on-street and off-street, by season. In this scenario, slightly higher rates and fees would apply during the summer and fall months compared to winter and spring months.

Remote Parking

Why Remote Parking?

Given the significant additional parking demand that occurs during large events during the warmer months, establishing remote parking could be a cost-effective strategy for the City that avoids the significant up-front capital costs associated with constructing new parking facilities, which may go underutilized for substantial portions of the year.

Recommendations

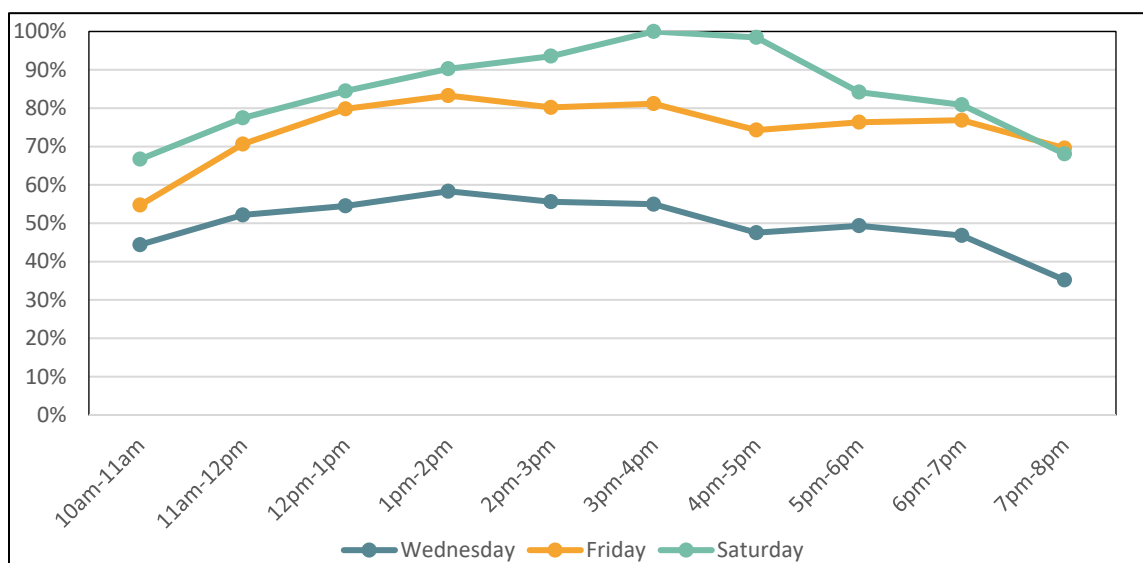
Leverage Facilities for Large Events

For the largest events, the parking facilities at the New Mexico Rail Runner Express South Capitol station offer a strong potential remote parking option during large events. These parking facilities are currently used by state government agencies, are underutilized during prime event times (evenings and weekends) and offer an excess supply of parking with immediate access to the rail station.

Leverage Facilities for Smaller Events

For smaller events taking place in the city core, however, the main New Mexico State Capitol site can also offer remote parking opportunities. Study of traffic activity levels in and around the Santa Fe Plaza area, to which this site is immediately adjacent, indicate the need for excess/relief parking capacity during the peak summer month (August), one of the most event-filled months of the calendar year. Figure V- 1 shows traffic activity in the area on a typical weekday versus a typical Friday and Saturday as a function of the maximum StreetLight Index value for the area. Saturday peak traffic activity is about 17 percent higher than the Friday peak and about 40 percent higher than the average weekday peak.

Figure V-1: Santa Fe Plaza Monthly Average Traffic Activity as a Percent of Maximum Observed, August 2019



Build a Framework for Success of Remote Parking Options

With any remote parking option, the City will need to provide ample marketing and public outreach, as well as signage, to communicate the existence of remote parking to prospective users, as well as provide incentives for why users should use the remote parking instead of simply waiting for inexpensive parking to become available downtown. Signage needs to be both in and near the remote parking sites themselves, as well as be positioned downtown and even along major arterials and access routes into the City. Signage could either be static or dynamic, displaying real-time parking information about whether downtown parking facilities have available parking or are full and when remote parking facilities are open and available, if they are to be used during events only.

Potential usage of remote parking would have to surpass a critical threshold necessary to make this option financially viable for the City. Remote parking may be most feasible as an ad-hoc option to address potential temporary parking supply crunches resulting from summer events such as the Folk Art Market or the Santa Fe Independent Film Festival. In other words, remote parking could only be used on certain specified days, as opposed to being available every day for the entire season.

Remote parking, particularly with the South Capitol option, would require a shuttle program be implemented. This would come with an additional operational cost that would be ongoing on any day or days that remote parking is being used. Service would need to be frequent enough to make remote parking competitive from a convenience perspective, even if it were provided free of charge.

Adjust Citywide Base Minimums

Why Adjust Base Minimums?

There is increasing awareness nationwide regarding the disadvantages of excessive requirements for off-street parking. Community design can be degraded by excessive parking that is never or only infrequently used, with parallel impacts on water quality, heat island effects and degradation of pedestrian travel. Desired new development (such as affordable housing) or reuse of older structures can be limited or made infeasible by high parking requirements. At a broader level, excessive parking has been shown to encourage additional auto use by margins of 40 to 50 percent.

Recommendations

Recommended adjustments, shown in Table V-1, to citywide base off-street parking requirements for new development achieve the goals of simplifying and consolidating where possible and revising some baseline minimums to bring them more in line with those observed in other municipalities, such as Albuquerque, as well as with Urban Land Institute (ULI) recommendations.

Note that only selected major land use categories for which changes are recommended are shown below. Also note that for some land uses, the proposed rates are based on observed average peak demand ratios for selected land uses found in the 5th Edition of the *Institute of Transportation Engineers' Parking Generation Manual*. Text in green represents proposed additions and strikethrough text in red represents proposed eliminations.

Table V-1: Proposed Changes to Baseline Minimum Parking Requirements in Santa Fe Code

Selected Major Land Use Category	Selected Specific Land Use	Minimum Parking Requirement by City Code
RESIDENTIAL		
Household Living	Attached dwelling unit (2-5 units):	2 spaces per dwelling unit
	Attached dwelling unit (Studio)	1 space per dwelling unit
	Attached dwelling unit (over 5 units): Less than 800 square feet of heated floor area (One Bedroom)	4 assigned space and .25 unassigned space per dwelling unit 1.25 spaces per dwelling unit. On-street parking may be allowed to count towards requirement at the discretion of the planning director.
	Attached dwelling unit (over 5 units): 800-1,200 square feet of heated floor area (Two Bedrooms)	4 assigned space and 0.5 unassigned space per dwelling unit 1.50 spaces per dwelling unit. On-street parking may be allowed to count towards requirement at the discretion of the planning director.
	Attached dwelling unit (over 5 units): More than 1,200 square feet of heated floor area (Three or More Bedrooms)	4 assigned space and 1 unassigned space per dwelling unit 2 spaces per dwelling unit. On-street parking may be allowed to count towards requirement at the discretion of the planning director.
PUBLIC, INSTITUTIONAL AND CIVIC		
Day Care, Nursery, or Kindergarten	Day care facilities	Two spaces plus one additional space for each ten children 2.5 spaces per 1000 square feet
Educational	Elementary and junior high schools/middle schools	One space for each classroom, workshop, laboratory or office plus one space per 200 square feet of auditorium, gymnasium and cafeteria 0.15 spaces per student calculated based on intended maximum student capacity of facility.
	Senior high schools	Four spaces for each classroom, workshop, laboratory or office plus one space per 200 square feet of auditorium, gymnasium and cafeteria 0.30 spaces per student calculated based on intended maximum student capacity of facility
	Post-secondary educational facilities	3.75 spaces per 1000 square feet
COMMERCIAL		
Food & Beverages	Drive-in eating and drinking establishments Fast food restaurants with drive-in services	One space per each 30 square feet with a 10 space minimum One space per each 75 square feet
	Eating and drinking establishments Drinking establishment	One space per each 50 square feet of serving area One space per each 100 square feet
	Liquor stores	One space per each 200 square feet of net leasable area
	Restaurants	One space per each 200 square feet of net leasable area One space per each 200 square feet
	Offices	One space per each 200 square feet of net leasable area
Recreation & Entertainment	Medical offices	One space per each 200 square feet of net leasable area
	Non-medical offices	One space per each 350 300 square feet of net leasable area
	Gymnasiums, stadiums, field houses, grandstands and related facilities	One space per each four seats or spectator spaces equal to 30 percent of the total permitted occupancy
	Recreational and entertainment theater Recreational, entertainment, and movie theaters	One space per each three four seats

Table V-1: Proposed Changes to Baseline Minimum Parking Requirements in Santa Fe Code (Cont.)

Selected Major Land Use Category	Selected Specific Land Use	Minimum Parking Requirement by City Code
Retail Sales & Services	Art galleries	One space per each 200 square foot of net leasable area
	Bicycle sales and repair	
	Blueprinting and photocopying	
	Business machines sales and service	
	Carpet stores	
	Currency exchanges	
	Drug stores	
	Dry cleaning establishments	
	Flea markets	One space for every 500 square feet of total vendor area as designated on the site plan
	Florist shops	One space per each 200 square feet of net leasable area
	Food stores	
	Funeral parlors	
	Furniture stores	
	Garden supply and nursery	
	General merchandise and appliance stores	
	General repair shops, e.g. electrical	
	Gift shops	
	Hardware stores	
	Interior decorators	
	Neighborhood groceries and laundromats	One space per each 400 square feet of net leasable area One space per each 300 square feet of net leasable area
	Opticians or optometrists	One space per each 200 square feet of net leasable area
	Other specific merchandise stores, e.g. draperies, fireplaces, glass, greeting cards, jewelry	
	Paint and wallpaper stores	
	Radio and television service and repair shops	
	Shopping centers General retail and services	
	Sporting goods stores	One space per each 200 square feet of net leasable area
Service Establishments	Barber shops and beauty salons	One space per each 200 square foot of net leasable area
ACCESSORY		
Accessory dwelling units	All	One space per unit if the accessory dwelling unit is less than 1,000 square feet, otherwise, two spaces per unit. On-street parking may be allowed to count towards requirement at the discretion of the planning director.

Eliminate Parking Minimums in Key Areas

Why Eliminate Parking Minimums?

While the elimination of minimum parking supply requirements for new development remains uncommon on a citywide basis, numerous municipalities both large and small have taken steps to eliminate them for their central business districts and other, similar central and/or historic urban areas within their cities. This strategy has been implemented to encourage more productive use of land, aid in redevelopment, and provide a more attractive pedestrian environment. It is particularly appropriate within areas that have active parking management and a good public parking program.

Recommendations

Albuquerque is one of the cities to have led the way in eliminating parking minimums. It has been over a decade since the City removed minimum parking requirements in its downtown and Old Town Historic District for all land uses and prohibited the construction of new parking surface lots in those districts. In 2017, the city enacted its Integrated Development Ordinance, which added three other districts to the exemption. Las Cruces, NM has also eliminated its parking minimums for its downtown.

Santa Fe's code already specifies alternative minimums for the BCD (Business-Capitol District) zone, but in the future, the City could consider eliminating off-street parking requirements in the zone altogether.

Expand Possible Parking Reductions

Why Expand Possible Parking Reductions?

Offering administrative parking reductions for new development can be a simple method for expanding mobility programs, options, and infrastructure—and unlike straight requirements, they are easy to implement and mutually beneficial. Many cities nationwide allow developers to achieve reductions in their off-street parking requirements by providing amenities the community wants and needs, such as carshare and bikeshare programs, bike parking, subsidized transit passes, and more.

Recommendations

Consider Administratively Granted Reductions for Proven TDM Strategies and Initiatives

Currently, Santa Fe has five broad categories of potential parking reductions, most of which are dependent on district. However, the Code does not include some other reduction possibilities that have emerged from other municipalities that have recently overhauled or revamped their parking codes and requirements. Such possible reductions include one for proximity to transit, one for electric vehicle charging stations provided on site, and one for affordable housing, though there are many others. Cities such as Denver, CO now allow for reductions in instances where carshare spaces are provided, or where micromobility, such as scooters and bikeshare, is supported or within immediate proximity.

Relatedly, Santa Fe should consider allowing all potential reductions on a city-wide basis. All of Santa Fe's existing parking reductions except one (the allowance for a transit facility) can only be applied in certain districts, namely the BCD, C-2, BIP, and MU districts. The benefits of the multimodal transition plan as it relates to parking should not be limited to only certain districts; the entire city can benefit from reduced parking supply where supply would otherwise be overabundant and unused.

For any development, there should be automatic reductions granted for items such as proximity to transit. Moreover, it should be allowable for the City Planning Commission to allow substantial reductions based on the results of a shared parking study if such reductions are desired by property

owners and developers. If extending reductions citywide, a percent cap can be applied to districts falling outside BCD, C-2, BIP, and MU, where reductions can be added together and combined but not exceed the percentage in any circumstance.¹ Typically, in municipalities that have adopted such a policy, the maximum reduction (in percent) possible is between 25 percent and 50 percent.

Table V-2 outlines a list of selected Transportation Demand Management (TDM) strategies and the expected associated reduction in both vehicle miles travelled (VMTs) as well as reduction in overall peak parking demand that can be expected when the strategy or strategies is/are applied to a development.

Given the vision of the Metropolitan Transportation Plan (MTP), the City should consider a schedule of possible reductions in parking requirements that is modelled after Table V-1. This schedule should be applicable citywide. An automatic 25 percent reduction should apply for all dwelling units designated as affordable, modelled after the most common automatic reduction percentage observed, based on industry research on affordable housing parking reductions. Reductions should not be able to combine to more than 50 percent.

Table V-2: Estimated Reduction in VMT and Peak Parking Demand by TDM Strategy		
Strategy	Estimated VMT Reduction	Estimated Reduction in Peak Parking Demand
Secure Bicycle Parking	0.6%	<1%
Valet Bicycle Parking	0.1%	<1%
Bikeshare Station	0.2%	<1%
Electric Bikeshare Program	0.3%	<1%
Bikeshare Membership	1.1%	<1%
End-of-Trip Facilities (showers, lockers, repair)	0.4%	<1%
Internal Fleet of Bicycles	0.1%	<1%
Subsidized Carshare Membership	4.1%	<1%
Carshare Parking	0.5%	<1%
Preferential Parking for 4+ Carpools	0.1%	<1%
Dedicated Carpool Pick-Up/Drop-Off	0.1%	<1%
Guaranteed Ride Home	1.0%	<1%
Local Shuttles	Varies based on distance	1-2%
Multi-modal Wayfinding	0.1%	<1%
Real time Transit Displays	0.1%	<1%
Transportation Demand Management (TDM) Coordinator	2.5%	<1%
Online Mobility Platform	1.5%	<1%
Mobility Hub	0.3%	<1%

¹ City of Santa Fe Zoning Map, https://www.santafenm.gov/document_center/document/167

Consider An Administratively Granted Reduction for Providing "Unbundled" Parking

Historically, residential parking in multi-family developments has been bundled, meaning that parking and the expectation of available parking is built into one's rent or purchase price. Parking is not paid for separately, and one cannot opt out of being provided parking. However, it is becoming a more widespread practice in dense, urban environments to have residential parking come unbundled, meaning that it is treated separately from the dwelling unit. A resident may elect to purchase or not purchase a permit to use one or more parking spaces, with a separate fee and fee schedule applicable.

Many cities across the United States, especially ones with denser, more expensive downtowns or transit-orientated developments where land is scarce and rents are much higher than average, are moving towards encouraging or even requiring unbundled parking for new multifamily residential developments. Separating the cost to rent a parking space from the cost of the unit is an effective method for promoting sustainability, as well as for allowing flexibility and choice on the part of both the property developer and the resident.

According to MobilityLab, a TDM researcher in Arlington County, VA, trips using a single-occupant vehicle are about 12.5 percent higher for commute trips and about 40 percent higher for non-commute trips for residents living in developments with bundled parking versus unbundled parking, all other things being equal. By giving the developer an additional source of revenue, as well as a way to recoup and reduce a portion of overall parking costs, the developer may be incentivized to more carefully consider the appropriate amount of parking for a project (and not provide too much parking). Also, allowing tenants who do not need parking the option to not pay for it is an effective way to allow units in a development to be affordable at market rate to a wider range of incomes and more diverse range of potential residents, since the cost of parking can be subtracted out of the total rent.

While it is not recommended that Santa Fe consider requiring unbundled parking given the administrative complexities of enforcing such a requirement, the City should consider allowing for an administratively-granted reduction up to 20 percent for unbundling parking from a multifamily unit if a market-rate price is charged for each parking space.

Establish Parking Maximums

Why Establish Parking Maximums?

Most municipalities nationwide, including the City of Santa Fe, use minimum off-street parking requirements by use to ensure that adequate parking is provided for new developments. However, in districts trying to foster pedestrian-friendly, transit-centric environments, minimum off-street parking requirements can encourage car-centric behaviors and increase single-occupancy vehicle usage. Conversely, parking maximums (wherein there is a maximum parking allowance by use for new development) are a complementary regulatory framework for districts where mobility, rather than parking, is the primary focus.

Recommendations

Santa Fe should consider adding parking maximums to its parking minimums for certain selected land uses. While maintaining parking minimums ensures that a certain basic expectation of parking supply is met with regards to new development, having parking maximums sets a similar expectation for what the upper limit of parking supply might be, removing the possibility that developers might go far above and beyond the minimum and construct significantly more parking than what is necessary.

A simple method for applying a parking maximum is to establish a percentage of allowable additional parking supply over the minimum required—as an example, 120 percent of the parking minimum. In districts where there is no parking minimum, a ratio can be established (e.g., a maximum parking supply of 1.5 spaces per dwelling unit).

Expand the Existing Loading Zone Permit Program

Why Expand the Existing Loading Zone Permit Program?

Loading and deliveries consume an exceptional amount of valuable curb space. While the City already charges for use of its loading zones, a tiered model, where permit holders pay equitably for the time they occupy the loading zone space, should be considered. This will reduce congestion in prime areas and free up space for other users.

Recommendations

Per best practices identified in peer communities, the City should consider a revision to its permit fees and introduce a tiered model that allows for different price points and allowed dwell times, as depicted in Table V-3.

Table V-3. Current and Proposed Model for Loading Zone Permit Program in Santa Fe						
Loading Zone Permit Metric	Current		Proposed			
Price (Excluding Processing Fees and Taxes)	\$84	\$99.75	\$50	\$100	\$200	\$400
Type of Business or Entity	Businesses located within city limits	Businesses located outside city limits	All businesses			
Max Duration Allowed	20 Minutes	20 Minutes	15 Minutes	30 Minutes	60 Minutes	2 Hours
Parking at Meters and in Travel Lane Permitted in Limited Instances (Up to Max Duration)?	No	No	Yes	Yes	Yes	Yes
May be Registered to More than One Vehicle?	Yes	Yes	Yes	Yes	Yes	Yes

The fee schedule for loading zone permits is administratively determined by the City of Santa Fe's Parking Division and can therefore be altered administratively. However, in order to make changes to other aspects of the loading zone permit program, amendments to Sections 12-6-8.1 – 12.6.8.4 of its Uniform Traffic Ordinance will be required, which specify allowed dwell times and other restrictions and provisions of what is allowed under the Ordinance. To allow loading zone permitted vehicles to park in metered spaces, amendments to Sections 12-9-3.3 and 12-9-3.4 may also be required, which discuss parking at metered parking spaces.

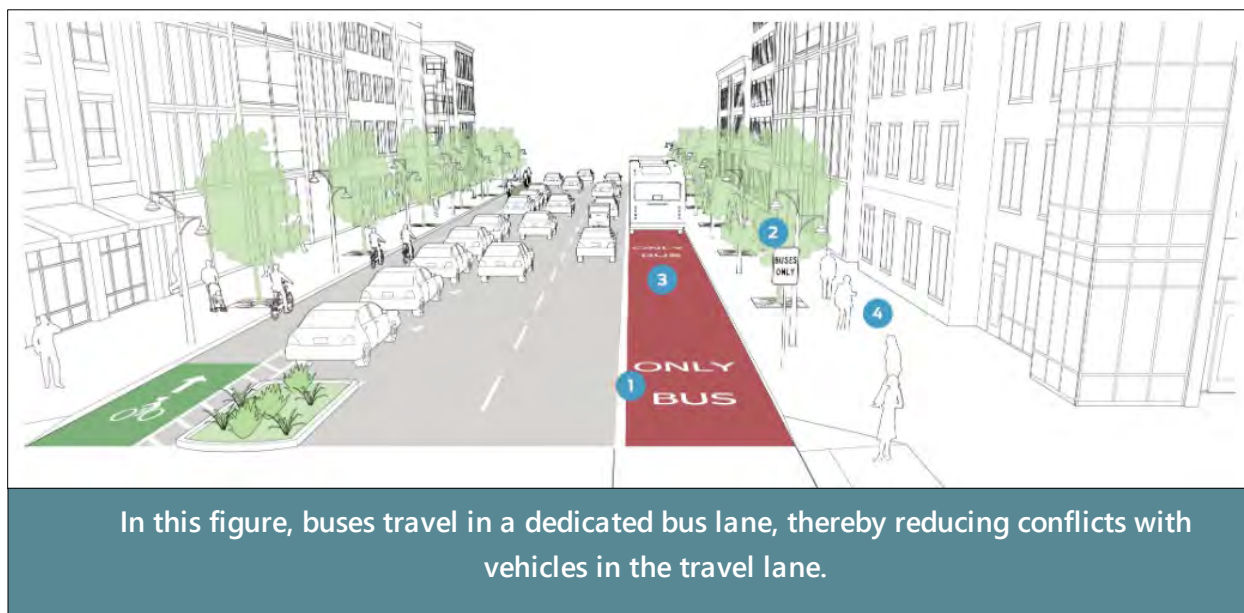
Create a Curb Management Plan

Why Curb Management?

While Santa Fe's existing parking policies and strategies acknowledge the importance of the curb and effective curb management, the City should explore taking their curb management practices to the next level and implement a framework for managing all modern functions of the curb, including micromobility options like e-scooters and e-bikes, Transportation Network Companies (TNCs) like Uber and Lyft, commercial delivery, and other uses that will evolve and shift over time.

Figure V-2: Transit Street Design Guide, Curbside Transit Lane

Source: NACTO Transit Street Design Guide²



In this figure, buses travel in a dedicated bus lane, thereby reducing conflicts with vehicles in the travel lane.

Recommendations

In order to achieve the long-term goals of the Multimodal Transition Plan, it is critical that the City begin building the foundation for a comprehensive curb management strategy now. Steps would include developing a framework for curb management citywide and prioritizing certain uses of the curb in different neighborhoods and land use contexts. Table V-4 depicts a sample prioritization matrix for different uses of the public right-of-way.

Table V-4: Sample Prioritization Matrix				
	Industrial	Residential	Commercial	Mixed-Use/CBD
Comprehensive Transportation Plan Goals	1	1	1	1
Access for Business	2	5	2	3
Access for People	3	2	3	2
Activation of Community Space, Greening	5	3	5	4
On-Street Parking	4	4	4	5

² NACTO Transit Street Design Guide: <https://nacto.org/publication/transit-street-design-guide/transit-lanes-transitways/transit-lanes/curbside-transit-lane/>

IMPLEMENTATION AND ACTION PLAN

Goal #1: Action Steps for Implementation

Near-term and mid-long-term action steps are identified for **Goal #1: Effectively manage fluctuations in demand using core parking management strategies, such as responsive pricing and remote parking for special events**. Near-term and mid-long-term action steps for implementation of Goal #1 are illustrated in Table V-5.

Table V-5: Goal #1 Action Steps				
Time Period	Action	Description	Cost	Revenue Potential
Near-Term	Identify suitable remote parking options and explore short-term agreements	Develop a short list of suitable remote parking options and explore terms with site owners/operators. Consider piloting a remote option during a large event in Summer 2022.	\$\$	None
	Collect parking data	Using the License Plate Recognition (LPR) cameras currently owned by the City, conduct parking supply and occupancy study in key areas.	\$	None
	Eliminate parity between on-street and off-street	Consider increasing hourly on-street pricing by a small margin (\$0.25-0.50) with a graduated rate and creating uniform hourly pricing in all off-street lots and garages at \$1.00/hour with no graduated rate.	\$	High—given the on-street occupancies, increases to on-street rates have high revenue potential even with the elimination of off-street graduated rates.
Mid-Long-Term	Implement tiered on-street pricing	Implement tiered on-street rates based on parking occupancy data collection. Existing ParkMobile meters can be programmed with the new rates to keep capital costs low.	\$	High—tiered rates can result in the highest-demand areas achieving substantially higher revenue than current rates.
	Long-term agreements and shuttle program for remote parking facilities	Develop long-term agreements for remote parking facilities to be used during special events and peak summer weekends.	\$\$\$	None

Goal #2: Action Steps for Implementation

Near-term and mid-long-term action steps are identified for **Goal #2: Align development policy with overall parking approach through more progressive off-street parking requirements for new buildings.**

Near-term and mid-long-term action steps for implementation of Goal #2 are illustrated in Table V-6.

Table V-6: Goal #2 Action Steps				
Time Period	Action	Description	Cost	Revenue Potential
Near-Term	Host City Council Work Session focused on parking code updates	Hold a City Council Work Session to go over adjustments to baseline requirements and new administrative parking reductions	\$	None
	Adjust citywide minimums	Adjust baseline citywide minimums through ordinance	\$	No direct revenue, although adjusting citywide minimums could spur new development, resulting in a higher tax base for the City and can also increase housing affordability
	Explore and adopt additional parking reduction opportunities	As a secondary effort, explore and adopt into ordinance additional parking reduction opportunities	\$	No direct revenue, although creating more opportunities for parking reductions could spur new development, resulting in a higher tax base for the City and can also increase housing affordability
Mid-Long-Term	Eliminate parking minimum in BCD zone	Eliminate parking minimums in the BCD zone through ordinance	\$	No direct revenue, although eliminating minimums in BCD could spur new development, resulting in a higher tax base for the City and can also increase housing affordability
	Establish parking maximums citywide	Set and adopt parking maximums citywide through ordinance	\$	None, although parking maximums could increase housing affordability

Goal #3: Action Steps for Implementation

Near-term and mid-long-term action steps are identified for **Goal #3: Consider a flexible curb management strategy that embodies Santa Fe's desire to prioritize people over cars.** Near-term and mid-long-term action steps for implementation of Goal #3 are illustrated in Table V-7.

Table V-7: Goal #3 Action Steps				
Time Period	Action	Description	Cost	Revenue Potential
Near-Term	Implement tiered loading zone permit rates	Adopt tiered rates for loading zone permits, depending on how much time they allow the holder to occupy the zone	\$	High—higher loading zone permit costs for longer-term permits will increase revenues.
	Develop curb priorities by land use context.	Alongside decision-makers and the community, develop and adopt priorities for the public right-of-way for each land use context (e.g., residential, downtown core, commercial, etc.)	\$	No direct revenue, although this effort will prime future initiatives to monetize other uses of the curb space.
Mid-Long-Term	Formalize curb priorities in ordinances and land development code.	Adopt curb priorities in ordinance and in land development code, so that new development usage of the public right-of-way can align with Santa Fe's priorities.	\$	None
	Look towards monetization of all curb uses.	Consider expanding current charges for on-street parking and freight delivery to other uses of the curb, such as Uber and Lyft, food delivery, etc.	\$\$	High—up front capital costs for technology and/or video data collection may be required for implementation, but monetizing other modes has substantial revenue potential

FOCUS AREA SUMMARIES

Downtown/Railyard Focus Area

As the historic downtown core of Santa Fe, the Downtown/Railyard Focus Area is the densest of the three parking areas—the city’s primary location for special events, shopping, dining, and employment. Because of its bustling activity, this Focus Area has the most critical parking challenges of the three focus areas, from balancing demand to navigating diverse and intense needs for public curbside space. Key recommendations for this area include incorporating demand-based pricing, eliminating parking minimums in core areas (like the Business-Capitol District), establishing parking maximums, and identifying remote parking options to effectively manage large event activity.

Midtown/Rufina Focus Area

The evolving Midtown/Rufina Focus Area is home to several localized hot spots, such as the Meow Wolf immersive art installation, which generate excess parking demand that spills over onto surrounding streets and into surrounding neighborhoods. However, the predominant challenge in this Focus Area is an overabundance of surface parking, which degrades the urban design and character and reduces pedestrian connectivity. Key recommendations for this Focus Area include actively managing on-street parking in high-demand areas, leveraging underutilized surface parking as a remote option for special events, reducing parking minimums, and allowing for parking reductions in exchange for mobility infrastructure and programming.

Figure V-3: Parking Along St. Michaels Drive in the Midtown/Rufina Focus Area

Source: Santa Fe MPO



Airport Road Focus Area

The Airport Road Focus Area is slated for greater connection and mobility, as the future site of the Southside Transit Center. Presently, the Focus Area’s primary parking challenge is an overabundance of underutilized surface parking. Key recommendations in this Focus Area include leveraging surface parking options as remote parking for Downtown special events and exploring progressive parking policy to reduce the provision of off-street parking when new development comes online.

Chapter VI: Comprehensive Multimodal Transition Plan

INTRODUCTION

The concept of mobility in Santa Fe and across the nation is currently in a process of change. While the past 120 years have been a period of increasing reliance on the motor vehicle, as a society we are now seeing many of the disadvantages of this trend, in terms of the livability, the impact on the urban fabric, traffic congestion, climate change, and the limitations on mobility options among disadvantaged members of the community. To address these issues and improve overall livability in Santa Fe, this plan is designed to transition Santa Fe from its current auto-dominated mobility system to one that provides a balance between the various modes and reduce greenhouse gas emissions.



A multimodal transportation system offers safe and convenient routes and services for people walking, biking, taking transit, driving, and riding shared modes as part of their daily travel routines. Users of a multimodal transportation system have the same needs as drivers. They need to go to the grocery store, school, and jobs. In order to truly promote and facilitate the use of multimodal transportation, a city must be accessible to non-single-occupant-vehicle (non-SOV) transportation.

Feedback from public outreach surveys and conversations conducted as part of this plan – and Santa Fe’s previous transportation plans – has shown that people in Santa Fe choose their transportation mode by these three factors: 1) time 2) convenience, and 3) safety.

1. In this time-starved day and age, when parents rush from school drop-off to work, back to school pick up, to the grocery store, and home, cutting down transportation time is one of the few areas where people can try to control their time. Multimodal transportation needs to be **EFFICIENT**.
2. You cannot take a bus if you do not know where the nearest stop is or when the bus comes. You cannot ride your bike to work if the trail keeps crossing streets and there are no signs telling you where the next segment is. And you cannot walk to your destination if the street grid is so circuitous and confusing that you constantly have to look at the tiny map on your phone. In addition, bus schedules must be reliable and not change unexpectedly, and similarly bike lanes must be kept clear of debris so that they are reliable routes. If multimodal transportation requires google maps and advance planning and scheduling, it will not get used. That planning time is part of the “time” factor above. Multimodal transportation needs to be **EASY**.

3. No one wants to feel like they are taking a high risk just to go to the pharmacy or corner store – even more so if one is traveling with children. Multimodal transportation needs to not just be safe but, as importantly, feel **SAFE**.

The barriers, opportunities, and recommendations discussed throughout this document will address how the multimodal transportation network of Santa Fe can evolve into a faster, easier, and safer network for its users.

The individual elements of this plan work together to strengthen overall alternative transportation options, such as in the following ways:

- As virtually all transit passengers also walk or bike as part of their overall trip, improvements to active transportation networks encourage transit use. In the opposite direction, expansion of transit service generates greater use of non-motorized facilities.
- Parking strategies will de-emphasize use of the private automobile and make better use of existing parking capacity. They will encourage longer stays and generate a shift to walking – in particular for shorter trips. At the same time, improvements in pedestrian facilities also reinforce this shift by making walking between destinations more attractive.
- Reductions in parking requirements over time will yield an urban form that allows activities to be less separated by expansive parking lots, encouraging walking between stores and other destinations.

The previous chapters present details with regards to plan elements on an individual modal basis. This comprehensive plan summarizes the elements and focuses on how the individual modal improvements can work symbiotically to provide true, viable multimodal alternatives for Santa Fe residents and visitors.

CITYWIDE MULTIMODAL TRANSITION STRATEGIES

The following are Multimodal Transition Plan elements that address mobility for the city as a whole. The reader is encouraged to refer to the individual modal chapters for additional detail.

Public Transit

- Design and implement Transit Signal Priority along the Cerrillos Road corridor between downtown and the Southside Transit Hub to give transit riders on this key corridor more convenient service and encourage a shift from auto use.
- Establish microtransit service in Museum Hill and Southwest areas, with potential expansion to other areas over the long term.
- Extend transit service to the airport. In addition to serving residents, this encourages visitors to make an entirely “car free” visit to Santa Fe.
- Expand Saturday service, both by extending hours of service (starting earlier and ending later) and increasing frequency on Routes 2 and 24.
- Expand transit service to newly developing areas (such as Tierra Contenta and Las Soleras)
- Construct bus stop improvements throughout the system, with a focus on improving safety conditions and pedestrian access.
- Improve transit marketing (including the website) and real-time passenger trip planning and bus arrival information.

- Consider increased zoning density around the Southside Transit Hub and a new Midtown Transit Hub.
- Expand the usefulness of Santa Fe Trails as a first-mile/last-mile service for Rail Runner and other intercity public transit services.

Active Transportation

- Establish a Bicycle and Pedestrian Coordinator position within the City's Public Works Division to support ongoing implementation of the City's and MPO's Multimodal Transportation Plans.
- Strategically acquire easements and construct short connecting pathways at the end of existing dead-end streets to make effective low-street routes through existing neighborhoods.
- Replace standard crosswalks with high visibility crosswalks as a routine part of road resurfacing projects and repainting operations, focusing on high crash locations for bicyclists and pedestrians, and consider bulbouts to increase pedestrian visibility and shorten crossing lengths.
- Prioritize pedestrian improvements that access high activity bus stops, as defined in Appendix L.
- Implement bicycle, pedestrian, and trail wayfinding programs with custom branding on key facilities. This will encourage expanded use and exploration of the non-motorized networks, particularly among visitors unfamiliar with the community.
- Define specific performance measures in the Santa Fe Metropolitan Pedestrian Master Plan to measure progress towards the Plan's goals.
- Revise the City's development review process, as follows:
 - Strive to reduce the number and width of curb cuts that impact pedestrian and bicycle travel, and coordinate business access to reduce the number of interactions between pedestrian and bicyclists with automobiles turning in and out of parking lots.
 - Work to expand connectivity between and through developments and neighborhoods. Santa Fe's more recent development has many examples of areas with only limited bike/ped access options, requiring active transportation onto busy roadway corridors and reinforcing the dominance of the private automobile.
 - For larger multifamily developments, encourage or incentivize the provision of secure indoor bike storage, e-bike charging stations, and shared cargo e-bikes.
- Revise the Santa Fe Street Design Standards as follows:
 - Reduce the minimum lane width on arterial streets from 11 feet to 10 feet.
 - For large lot developments, increase the required number of connections to the greater street grid.
 - Increase the minimum required widths for bikeways along arterials and collectors.
 - Increase minimum sidewalk widths to at least 6 feet along all roadway types, and wider in areas with high pedestrian activity.
- Consider adopting local design guidelines for roadway projects sponsored by the City, consistent with the recently-enacted Federal law (H.R. 3684.) that provides the City with greater design flexibility beyond the standards adopted by the NMDOT.

- Increase the rate of projects identified in the Public Right of Way Transition Plan and Bike Master Plan to achieve completion by 2035 and provide time for changes in mobility patterns in order to help meet the City's 2040 climate goal.
- Update the MPO's Complete Streets Resolution with a specific requirement to provide safe access for all roadway users as part of roadway design, reconstruction, and new construction projects.
- Define performance indicators regarding pedestrian and bicycle facilities in the Metropolitan Transportation Plan to provide a more level playing field against the existing vehicle performance metrics.
- Reconsider implementing a pilot bike-share program, potentially including e-bikes, cargo bikes, and/or scooters.
- Establish procedures for implementing temporary street closures or auto restrictions, which can be used for special events as well as to provide real-world tests of shifts in active transportation and the impacts of vehicle route changes.
- Prohibit and enforce restrictions on parking in designated bike lanes and bikeways.
- Promote active transportation through an annual mailer and through postings on City social media.
- Incentivize non-auto travel modes among City employees.
- Use the Bicycle and Pedestrian Advisory Committee to review Active Transportation Plans, provide input to roadway projects, and to review progress towards active transportation goals.
- Improve on-street bike lane markings by (1) extending markings through intersections, (2) provide shared lane markings where right-turn lanes merge with bike lanes, (3) re-establish the green paint program at key locations such as trail crossings or where parking in the bike lanes is a particular problem and (4) widen the standard width of bike lane striping from 6 inches to 9 inches.
- Consider the use of advisory shoulder markings (dashed shoulder lanes) on low speed, low volume roadways with rural character.
- As part of the planned 2024 Bicycle Master Plan Update, conduct a comprehensive Level of Traffic Stress network analysis and improve the vision map to specify bike lane types.

Parking Management

- Adjust parking space requirements to better match current parking demand patterns:
 - Requirements should be increased for daycare facilities, restaurants, offices (non-medical), neighborhood groceries.
 - Requirements should be decreased for studio apartments, fast food restaurants (with drive-in service), bars, brewpubs, movie theaters and general retail/shopping centers.

Of note, the parking rate for a shopping center is recommended to be reduced by 20 percent (from 5 spaces per thousand square feet to 4 spaces). This change, which reflects the shift to more on-line shopping, increases the flexibility for potential re-use of existing extensive parking lots around Santa Fe's commercial centers for other uses such as multifamily housing.

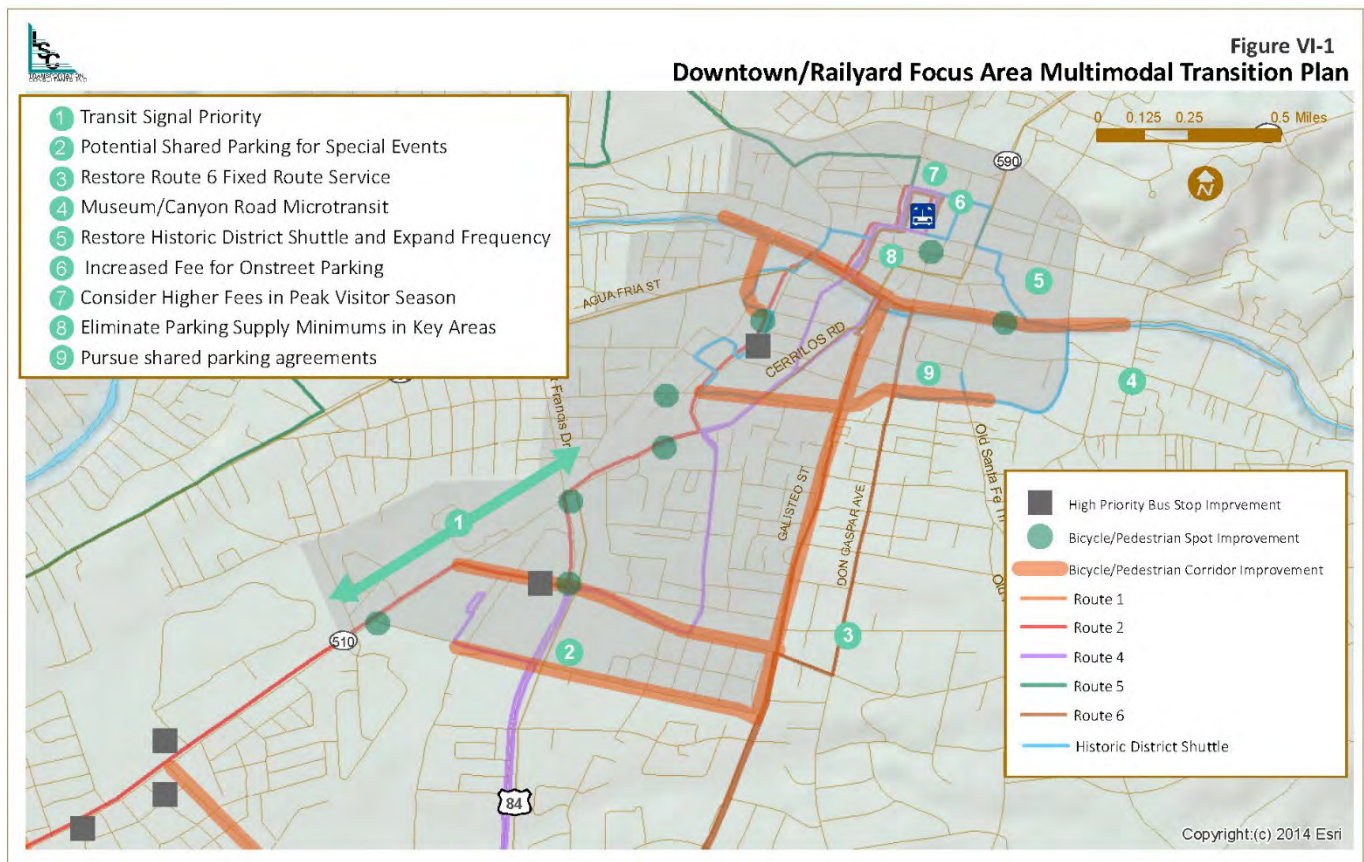
- Implement parking minimum reductions for projects throughout the city that include other mobility strategies, such as provision of carshare or bikeshare, proximity to a transit hub (including the Southside and Midtown Hubs), and for affordable housing.
- Encourage shared parking agreements between nearby land uses with differing peaks in parking demand (such as residential and office).
- Establish parking maximums (such as 20 percent over the defined parking minimum) in order to avoid unattractive and largely unused parking lots and to promote more walkable urban design.
- Implement curb management that prioritizes curb space for high turnover activities (short parking stays, delivery trucks, transit stops) over long-term parking.

FOCUS AREA MULTIMODAL TRANSITION STRATEGIES

In addition to citywide strategies, this plan provides detailed plan elements for three “focus areas” – the Downtown/Railyard area, the Midtown/Rufina area, and the Airport Road area. Respectively, these areas are intended to provide examples for the portions of Santa Fe that developed prior to the private automobile, the areas that developed in large part during the mid-20th-Century growth of the private automobile, and the areas that largely developed in the last few decades of the 20th Century to today.

Downtown/Railyard Focus Area

Key overall strategies in the Downtown/Railyard Focus Area are to re-establish and expand public transit services, make new active transportation connections both within and to/from the area, and modify parking management to make better utilization of existing parking capacities. These improvements are summarized in Figure VI-1 and summarized below.



Public Transit

- Re-establish Routes 5 and 6 as full scheduled service routes, along with the Historic District Shuttle. In the longer term, increase frequency of the Historic District Shuttle, particularly in peak visitor periods.
- Implement a Museum Hill/Canyon Road microtransit service.
- Construct improvements to the Downtown Transit Center.
- Expand Saturday Services.

Active Transportation

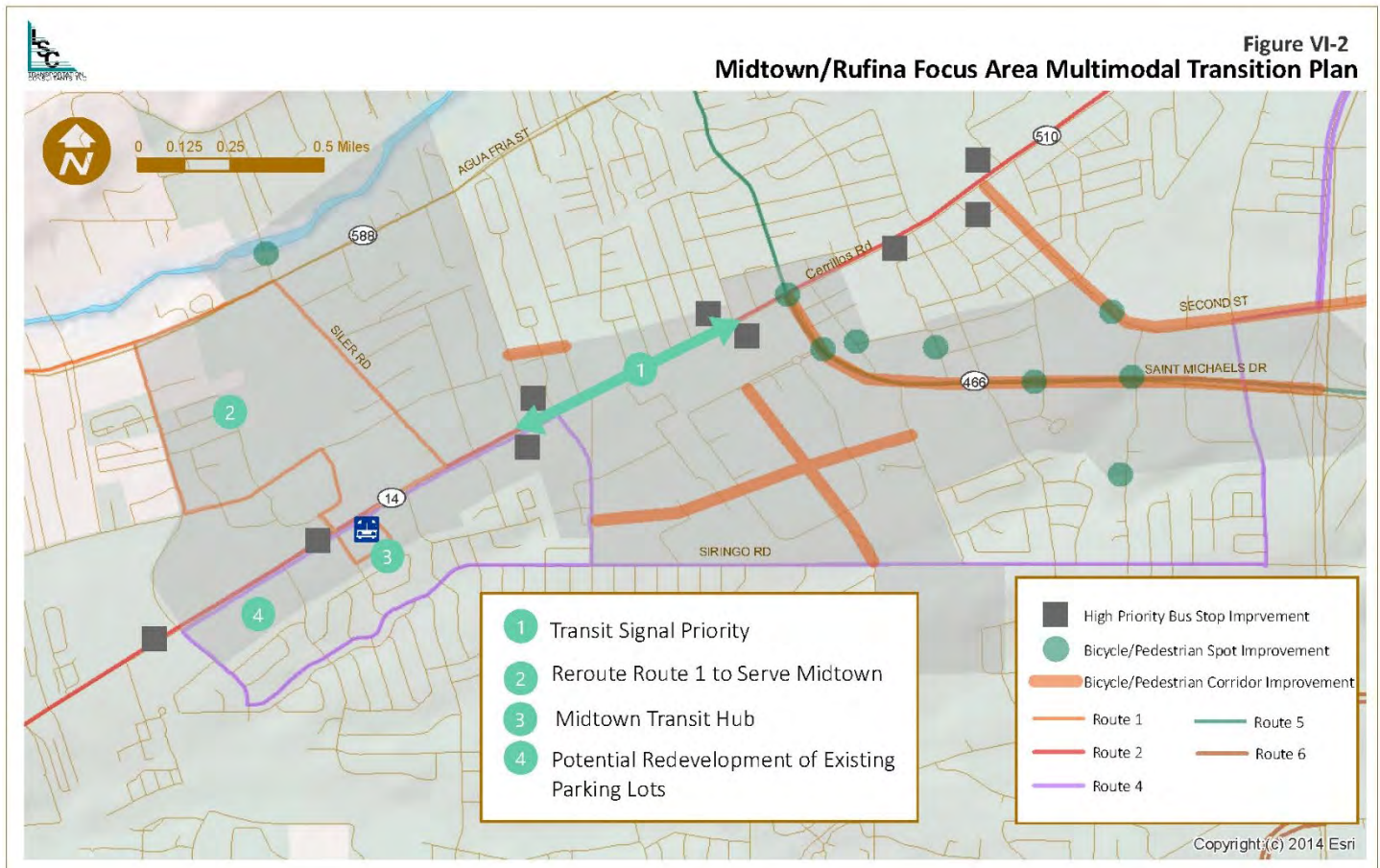
- Provide lane reduction to Paseo de Peralta resulting in two travel lanes and a protected bike lane.
- Treat the section of Montezuma Avenue and De Fouri Street that connects the Rail Trail and the River Trail as an on-street trail connection by widening sidewalks, adding crosswalks, and using paint markings and signage.
- Study the possibility of modifying Galisteo and Don Gaspar Streets into a multimodal priority corridor by installing a buffered bike lane, completing the missing sidewalks, and improving pedestrian crossings at intersections. This provides a good opportunity to connect existing bike lanes and provide an active transportation corridor between downtown and the South Capital area/residential areas to the south, while serving as a demonstration project for other possible future multimodal corridors.
- Pursue crosswalk improvements on the Acequia Trail at Railfan Road and Cerrillos Road, on the Rail Trail crossing of Cordova Road.
- Create an off-street connection between the River Trail and the Rail Trail.
- Provide wayfinding signage at various locations and kiosks where the River Trail enters the downtown in both directions.

Parking Management

- Increase the costs for on-street parking to encourage a shift to off-street parking.
- Consider higher parking fees during peak visitor seasons.
- Pursue shared parking agreements with State facilities for remote parking, supporting special events on weekends and evenings.
- Eliminate parking minimums in portions of Downtown and the Railyard with active parking management and high potential for non-auto travel.

Midtown/Rufina Focus Area

Under this plan, the Midtown/Rufina Focus Area Plan will transition to providing a new multimodal hub, with enhanced public transit services and facilities, as well as improved active mobility options. These improvements are summarized in Figure VI-2 and summarized below.



Public Transit

- A key strategy in the Midtown/Rufina area to establish a Midtown Transit Hub. Along with revisions to routes to better serve Midtown and improvements in service quality on other routes, this could form the nucleus of redevelopment into transit-oriented development, including reuse of existing unused surface parking for high-density housing.
- Revise Routes 1 and 4 to serve Midtown. This will add service to the Rufina Circle area (including Meow Wolf and the Santa Fe Trails offices) and provide Midtown with new connections to southeast Santa Fe and Agua Fria Street.
- Expanded Saturday Services.
- Transit Signal Prioritization to speed transit connections with downtown and southwest Santa Fe.

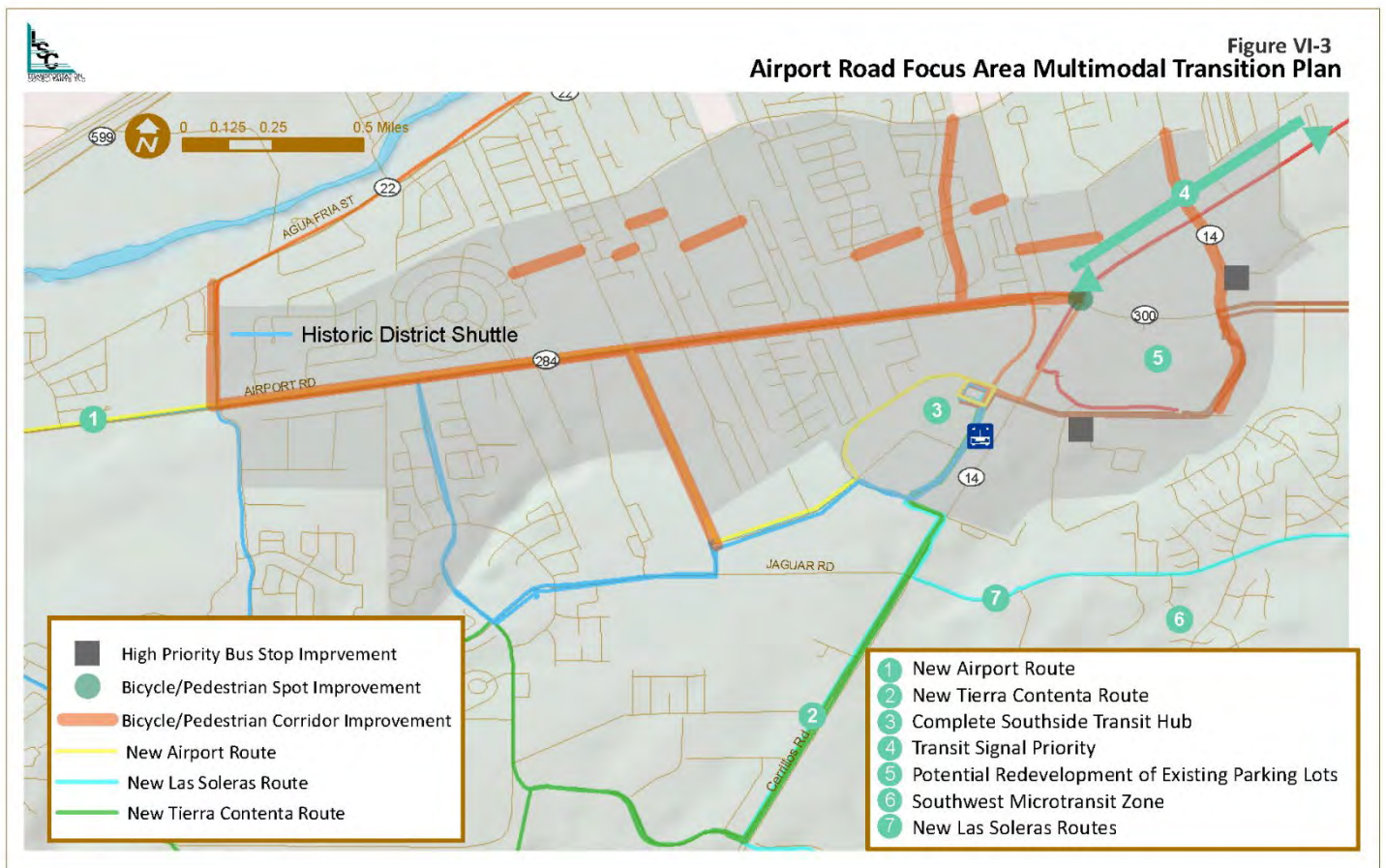
Active Transportation

- Modify the Cerrillos Road/Osage Avenue and at St. Michaels Drive/5th Street intersections to improve pedestrian conditions.
- Provide bike lanes where possible along San Mateo Road and 2nd Street.

- Pave the connection between the Rail Trail and Calle Sombra and provide signage.
- Provide attractive bicycle routes through the Midtown Campus area.
- Provide trailhead kiosks at key entrances to the Rail Trail.
- Provide a buffered or protected bicycle lane along St. Michaels Drive west of St. Francis Drive in right-of-way available by reducing St. Michaels Drive from 6 lanes to 4 lanes.
- Construct short connections that can tie together existing active transportation facilities and low-stress streets: (1) between Rufina Street and Maez Road, (2) between Llano Street and Mann Street, and (3) between Hopewell Street and St. Michaels Drive.

Airport Road Focus Area

As the most recent of the focus areas to develop, the Airport Road Focus Area is also most reflective of auto-oriented planning and land use patterns. The overall strategy is to enhance transit services, and to make strategic improvements to streets, roadways, and active transportation facilities to make biking and walking a viable option for short trips (or for access to transit services). The high population density in this area indicates significant potential for non-auto travel, if safe and attractive facilities and services can be provided. These improvements are summarized in Figure VI-3 and summarized below.



Public Transit

- Construct the Southside Transit Hub and realign routes to serve the new hub. The relocation of the transfer point from the Santa Fe Place Mall to the new location will allow schedules to be much more consistent and allow more convenient transfers between routes. Specifically, Routes 24 and 26 can be rescheduled to provide direct transfers.

- A new route should be implemented in the near term serving the Santa Fe Regional Airport.
- As development occurs, new routes should be implemented serving Tierra Contenta and Las Soleras.
- Microtransit Service should be implemented connecting the Southside Transit Hub with the Community College and other destinations to the south.
- Expanded Saturday service will increase resident's access to jobs, shopping, and recreation.

Active Transportation

- Consider new mid-block crosswalks with beacons to provide access to bus stops not located near signals along Airport Road.
- Implement a beautification program to landscape the area between the sidewalk and road to help buffer pedestrians from the effects of high volumes of traffic.
- Enhance existing bike lanes along South Meadows Road by adding a painted buffer and bollards. This would particularly benefit the safety of students bicycling to/from Sweeney Elementary School and Ortiz Middle School.
- Increase the visibility of the existing bike lane along Rufina Street through improved striping and signage.
- Design and install bicycle facilities along the Zafarano Drive corridor to serve commercial areas and provide a connection to the Arroyo de Las Chamisos Trail.
- Use the existing shoulder width on Calle Atajo between Airport Road and Agua Fria Street to paint a buffered bike lane as a commitment to implementing the MPO's Metropolitan Bicycle Master Plan.
- Construct a series of relatively short east/west shared use paths parallel with Airport Road to provide a useful network of connections that avoid travel along Airport Road. Consider these new connections as part of development review for new land use proposals in the area.
- Widen sidewalks along Airport Road to eight feet to serve as joint bicycle/pedestrian side paths. The limited roadway network in this focus area makes enhanced facilities along (but not on) Airport Road of high importance.
- Provide a pedestrian crossing of Airport Road at Lopez Lane/Camino Entrada, providing connections to bicycle lanes on Camino Entrada and access to the Southside Transit Hub.

CONCLUSION

Overall, implementation of this Multimodal Transition Plan will significantly expand the viability of public transit, walking, and bicycling to access jobs, services, and shopping throughout Santa Fe. The following presents the key specific benefits of this plan:

- Implementation will substantially reduce carbon emissions and associated climate change impacts of the community, through the following:
 - Enhancement to traditional fixed-route service, including expanded service area, expanded hours of service, and faster service through transit signal prioritization.
 - New flexible microtransit options to better serve neighborhoods and expand first-mile/last-mile service.

- New transit hubs that, along with greater flexibility on parking requirements, encourage future development in a less auto-dominated land use pattern.
 - Significantly expand the effective bicycle/pedestrian network through strategic connections and crossing improvements.
 - Establishing a Bicycle/Pedestrian Coordinator to increase the rate that improvements are implemented.
 - Changing policies and regulations to encourage lower auto ownership rates.
- For visitors, it will expand the ability to have a fully car-free visit to Santa Fe, by providing transit service to the airport, expanding connections to rail stations and enhancing active transportation modes. These will both increase the quality of their visit (by not having to bother with parking and traffic) while reducing the traffic impact that visitors have on the community.
- Implementation will also improve social equity by enhancing low-cost public transit options, focusing bicycle/pedestrian improvements in disadvantaged neighborhoods, and reducing the cost of new housing (through reductions in parking requirements).
- The plan includes both on-the-ground improvements in facilities in services for near-term benefit, as well as policy modifications that when implemented, will help transform the community character over time to better balance Santa Fe's mobility options.

AADT – Annual Average Daily Traffic, the total volume of vehicle traffic on a road for a year divided by 365 days.

Active Mode – Active transportation is any self-propelled, human-powered mode of transportation, such as walking or bicycling.

ADA – Americans with Disabilities Act of 1990.

ADA Complementary Paratransit Service (Santa Fe Ride) – The Americans with Disabilities Act (ADA) requires transit agencies operating fixed-route transit service to provide a complementary paratransit service for those who are unable to use the fixed-route service. Santa Fe Ride is the curb-to-curb complementary paratransit service operating within $\frac{3}{4}$ mile of the fixed routes (it also serves non-ADA trips for seniors aged 60 and over and individuals who qualify under the ADA in other areas of the city). Hours of operation are the same as for the fixed route.

Base Minimums – Parking minimums are requirements, as dictated by a municipality's zoning ordinance, for all new developments to provide a set number of off-street parking spots. These minimums look to cover the demand for parking generated by said development at the peak times.

BCD – Business-Capitol District, a zoning district in the City of Santa Fe. According to the City of Santa Fe Code of Ordinances: *“In recognition of the fact that the economic health of the city depends on the economic viability of the BCD, the purpose of the BCD is to provide for a mixture of land uses, including residential uses, designed to promote the district's economic well being while preserving the unique architecture, townscape and aesthetics that foster a strong tourist industry and sustain the quality of life, sense of community and historical identity in the district and the city.”*

Bike-Share Program – A shared transportation service where bicycles are available for shared use to individuals on a short-term basis either for a price or for free. Many bike share systems allow people to borrow a bike from a "dock" (though some are dockless) and return it at another dock belonging to the same system. Docks are special bike racks that lock the bike and only release it by computer control. The user enters payment information, and the computer unlocks a bike. The user returns the bike by placing it in the dock, which locks it in place.

BPAC – Bicycle and Pedestrian Advisory Committee

CMAQ – Congestion Mitigation and Air Quality Improvement Program

CNG – Compressed Natural Gas is an alternative fuel type for transit vehicles that produces less emissions than petroleum-based products like diesel fuel because it has a lower carbon content.

Commuter – A person who travels some distance to work on a regular basis.

Demand Response Service – Any non-fixed route system of transporting individuals that requires advanced scheduling by the customer, including services provided by public entities, nonprofits, and private providers.

FHWA – Federal Highway Administration

First-Mile/Last-Mile – Term used to describe the beginning and/or end of an individual's trip made primarily by public transportation. While individuals are generally comfortable walking 0.25 mile to/from a transit stop, distances of a mile may make destinations difficult or impossible to access by a short walk. This gap from public transit to a destination is termed a first-mile/last-mile connection.

Fixed-Route Service – Transit service for the general public operating on fixed routes and schedules over roadways.

Focus Area – A specifically defined area with unique characteristics and existing zoning. In the context of this study, three focus areas were selected to test approaches that can be applied throughout the city.

FTA – Federal Transit Administration

[GRT](#) – Gross Receipts Tax, a tax applied to a company’s gross sales, without deductions for a firm’s business expenses, like costs of goods sold and compensation.

[High-Visibility Crosswalks](#) – Crosswalks that make use of longitudinal or “continental,” or “ladder” style pavement markings, which are highly visible to approaching traffic.

[Microtransit](#) – A ride hailing form of transportation which employs on-demand dynamic route transportation technology to serve multiple passengers in the same vehicle along a route that can either be fixed or flexible. Microtransit companies serve passengers using dynamically generated routes and may expect passengers to make their way to and from common pick-up or drop-off points. Passengers use the app on their smartphone or desktop computer to request a ride, though it is important to note that passengers always have the option to call a dispatcher to schedule a ride. The software then typically dispatches (unless there is a need for a manual revision). Microtransit includes the use of software and smartphone technology which: (1) allow the passenger to reserve a ride directly (without the use of a dispatcher), 2) provides the driver with pick-ups and drop off assignments in real time, and (3) calculates the most efficient route between passenger pick-ups/drop offs. General routes and schedules are followed, but these can be modified as passenger demands evolve. Microtransit services typically use wheelchair accessible vans instead of larger buses. Applied appropriately, microtransit programs can carry more passengers than a Dial-a-Ride service for a smaller cost, is more convenient for more potential riders and is more efficient in low-density areas.

[Mobility](#) – Mobility is having transportation options that you can count on to get you where you need to go.

[Mode](#) – Transportation mode refers to different ways by which goods or people are transported from one place to the other.

[MPO](#) – Metropolitan Planning Organization

[Multimodal](#) – Having or using a variety of transportation modes, including walking, bicycling, automobile, public transit, etc.

[NCRTD](#) – North Central Regional Transit District

[NMDOT](#) – New Mexico Department of Transportation

[On-Demand Transit Service](#) – Santa Fe Trails bus service currently operates several on-demand transit routes. This style of service is different from microtransit, as defined in this glossary. The Santa Fe Trails on-demand service is bus service along existing bus routes that only operates upon request. To use the service, riders call the Santa Fe Trails Call Center to request a ride and wait for a bus to pick them up at a designated stop.

[Paratransit Service](#) – A shared ride public transit service for individuals who, because of their disabilities, are unable to ride fixed route bus service.

[PROW](#) – Public Right of Way

[Public Transit](#) – Public transportation systems include a variety of transit options (buses, light rail, subways, etc.) and these systems are available to the general public, may require a fare, and will run at scheduled times.

[Remote Parking](#) – A supply of off-street parking at a location not adjacent to a specific site.

[Shared Mobility Options](#) – Transportation options or services that are share among users. Examples include carsharing, ridesourcing, microtransit, micromobility, bike-sharing, etc.

[Shared Parking](#) – A tool through which adjacent property owners share their parking lots and reduce the number of parking spaces that each would provide on their individual properties.

[SOV](#) – Single-Occupant Vehicle

Standard Crosswalks – A place designated for pedestrians to cross a roadway, traditionally using only two parallel painted lines.

TDM – Transportation Demand Management, a set of strategies aimed at maximizing traveler choices.

Title IV – Title VI of the Civil Rights Act of 1964, 42 U.S.C. 2000d et seq. ("Title VI") prohibits discrimination on the basis of race, color, or national origin in any program or activity that receives Federal funds or other Federal financial assistance.

Transit Hub – A place where passengers can transfer between transit vehicles, as well as between different transportation modes.

TSP – Transit Signal Priority, a system that modifies traffic signal timing or phasing when transit vehicles are present or are soon to arrive. While there are various options, TSP systems typically do not always provide a green indication to transit vehicles, but instead are designed to extend an existing green indication (or otherwise modify signal timing, such as shifting the sequence of signal phasing) to speed transit operations without unduly impacting other traffic.

VMT – Vehicle Miles Traveled, measures the amount of travel for all vehicles in a geographic region over a given period of time, typically a one-year period.

Wayfinding – Information systems that guide people through a physical environment and enhance their understanding and experience of the space.

MULTI-MODAL TRANSITION PLAN



A plan that aims to help everyone access Santa Fe by public transit, walking, bicycling and parking.



**AUTO DOMINATED
MOBILITY**



**BALANCED
MOBILITY**



ANALYZE



ENGAGE PUBLIC

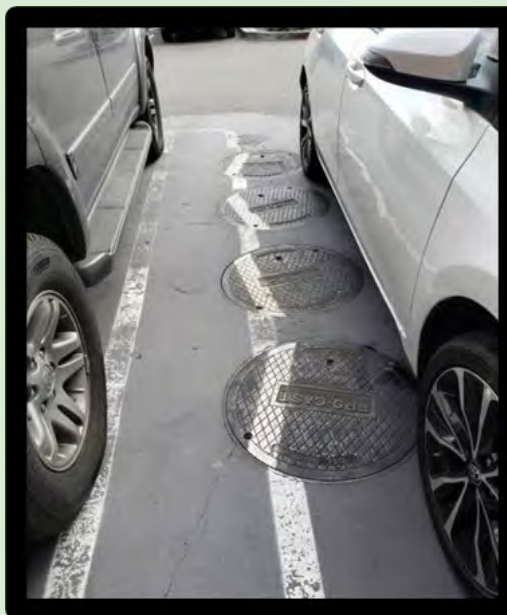


DRAFT RECOMMENDATIONS

SANTA FE TRAILS
5 YEAR TRANSIT
SERVICE PLAN

PARKING
MANAGEMENT AND
POLICY
ON-STREET AND
OFF -STREET

ACTIVE TRANSPORTATION
WALKING
BIKING





- Scope of Work Developed
- RFP Let

2019



2020

- LSC, Inc, Groundwork Studio, Alta Planning and Walker Consultants Selected
- Pandemic delays start



- Work Commences

2021



2022

- January draft complete
- Review and approval process commences



WHAT
PROBLEMS ARE
WE TRYING TO
ADDRESS?

SAFETY

GHG

EQUITY

PUBLIC
HEALTH

SPRAWL

AFFORDABLE
LIVING

ADA ACCESS

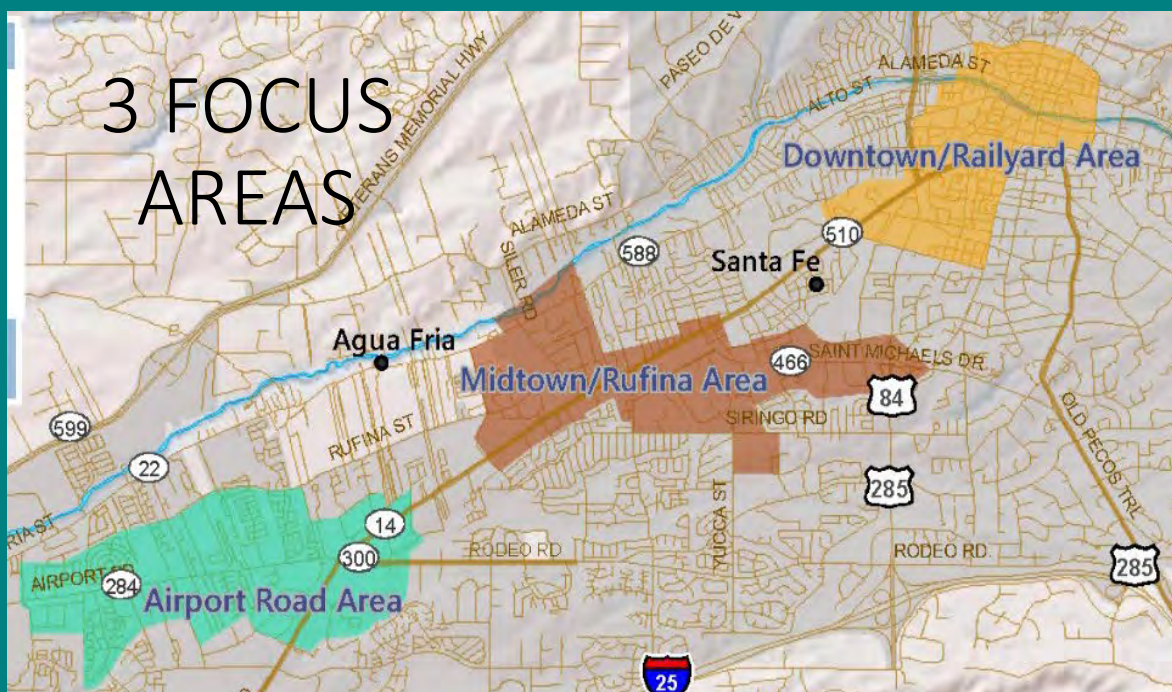


Pedestrian Fatalities & Crashes in Santa Fe

Year	Fatal Crashes		Injury Crashes		Property Damage Only Crashes		Total Crashes	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
2016	1	7.7%	22	15.9%	2	22.2%	25	15.6%
2017	4	30.8%	37	26.8%	1	11.1%	42	26.3%
2018	5	38.5%	28	20.3%	2	22.2%	35	21.9%
2019	1	7.7%	26	18.8%	3	33.3%	30	18.8%
2020	2	15.4%	25	18.1%	1	11.1%	28	17.5%
Total Crashes	13	100%	138	100%	9	100%	160	100%

(Source: Traffic Safety Bureau, New Mexico Department of Transportation)

3 FOCUS AREAS



DOWNTOWN

MANAGED
ON-STREET
PARKING

WALKABLE/BIKEABLE

MOSTLY ROADS
NOT STREETS

MIDTOWN

OVERBUILT
OFF-STREET
FREE PARKING

**AIRPORT
ROAD**

HIGHEST GROWTH
RATE

HIGHEST DENSITY PER
HOUSEHOLD

GENERAL THEMES

TRANSIT

Fixed Route
Modifications

On-Demand
Paratransit
Microtransit



PARKING

Off-Street Managed
Parking

On-Street Parking
Regulations –
Minimums



ACTIVE TRANSPORTATION

Pedestrian Safety/ADA
Improvements
Road/Intersection Design

Bikeway Improvements
Road/Intersection Design



What People Want...

*5,674 Survey Responses -Transit Driver Workshop
Stakeholder/Focus Groups and Project Website*

- Remove Barriers & Increase Access to Transit, Walking and Bicycling
- Students would take cars less with support from peers & parents & increased guidance
- Reduce time for transit & more people will use it.
- Public Parking: Make it easier & more pleasant to walk/bike, reduce vehicle congestion, make it easier to find parking.

Top Recommendations

TRANSIT

Expand Saturday Service

Revise Routes 1 and 4 to
Serve Midtown /Consider
Midtown Hub

Transit Signal Prioritization

Begin Microtransit service

Expand Service to Tierra
Contenta and Los Soleras

PARKING

Responsive Parking

Update Land Use Code
Parking Minimums

Establish Parking
Maximums

Introduce Options to
Reduce Parking Spaces

Incentivize Shared
Parking

ACTIVE TRANSPORT

Update Code Design Standards

Local Design Standards
Move Away from DOT Standards

High Visibility Cross Walks

Wayfinding

Buffered Bike Lanes & Markings

Institutionalize Ped/Bike Counts

TRANSIT SERVICE PLAN PROPOSED ROUTE MODIFICATIONS

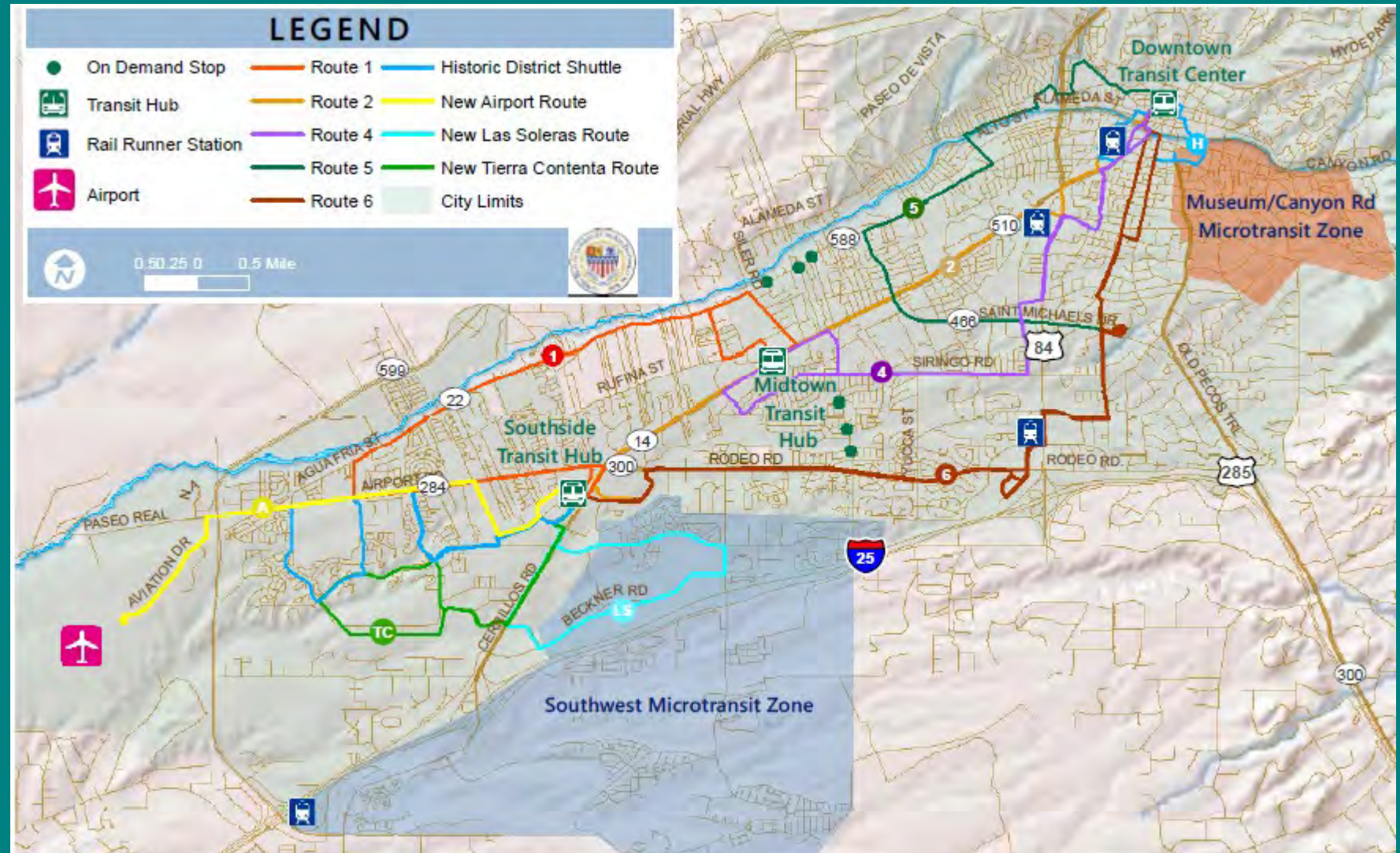
On-Demand
Midtown Hub

Route 1 – Reroute

Airport Route

Las Soleras Route

Tierra Contenta
Route

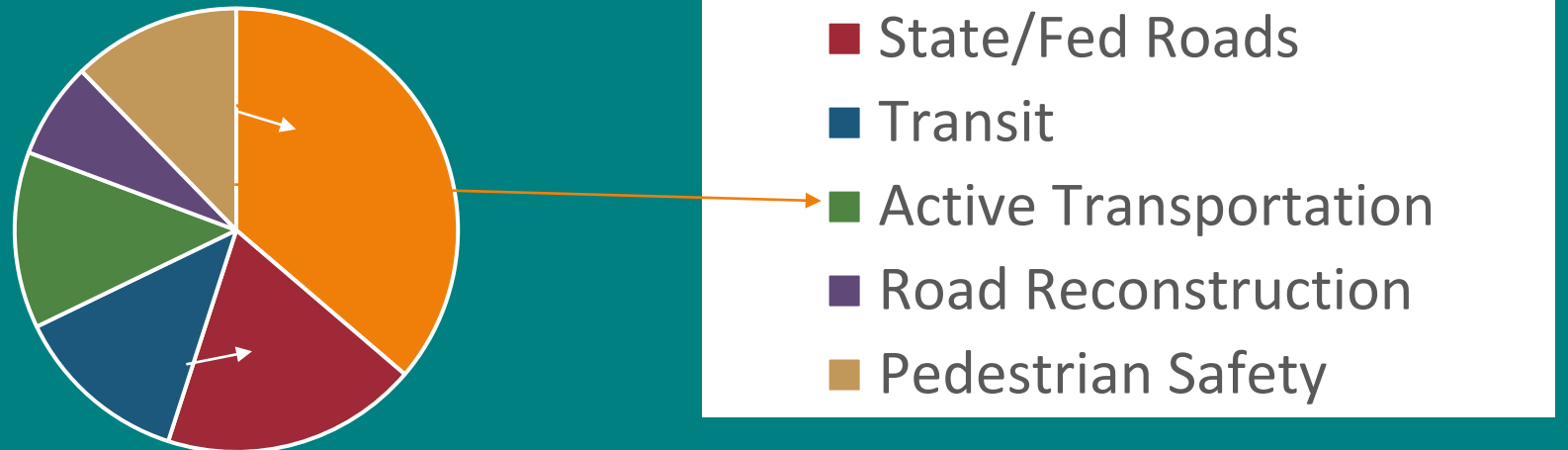


The Arc of Implementation

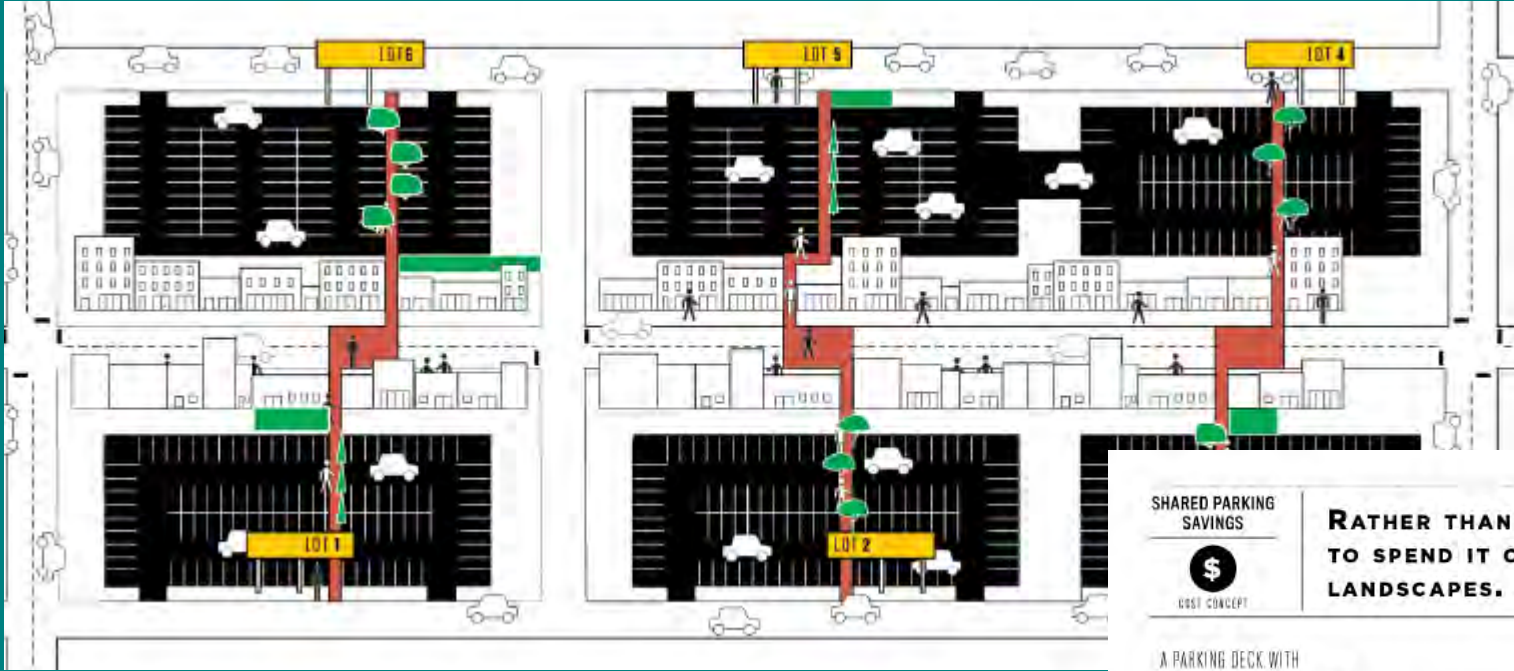
Implement Core Policy & Regulatory Recommendations

(Parking Mins, Parking Demand Management, Code Design Standards, Update Zoning Code that incentivizes transit, walk, bike, Implement Key Plans – ADA Transition, 2040 Sustainability, MPO Master Plans, Transit Route Modifications and Microtransit)

Diversify Long-Term Funding Portfolio



What Does It Look Like?



SHARED PARKING SAVINGS



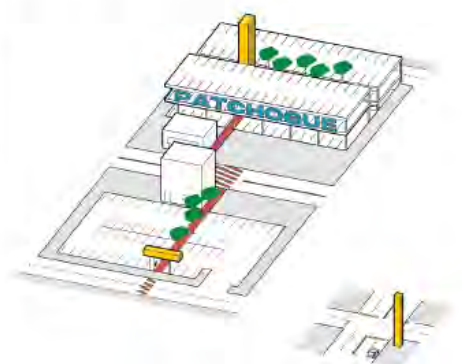
COST CONCEPT

RATHER THAN SPEND MONEY ON A BIGGER PARKING DECK, WE PROPOSE TO SPEND IT ON A SHARED PARKING SYSTEM OF PATHWAYS, SIGNAGE AND LANDSCAPES.

A PARKING DECK WITH
300 SPACES - \$9.0M



A PARKING DECK WITH
210 SPACES - \$6.3M



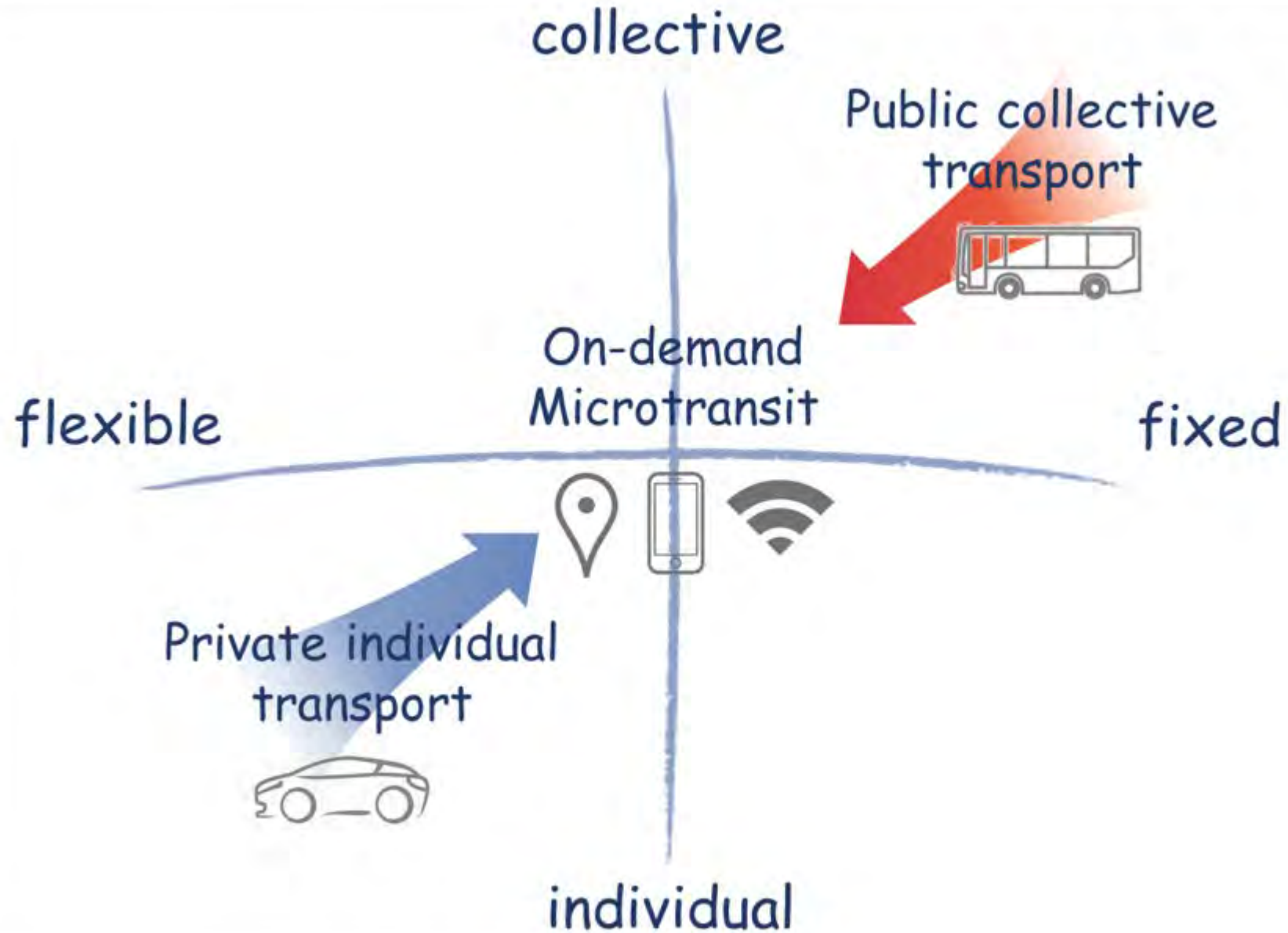
SHARED PARKING ALLOWS FOR A
30%
REDUCTION IN REQUIRED PARKING
THAT WOULD YIELD

**\$2.7M
SAVED**

THIS SAVINGS COULD THEN BE
INVESTED INTO THE SIGNAGE,
PATHWAYS AND LANDSCAPES THAT
MAKE SHARED PARKING POSSIBLE.



What Does It Look Like?



What Does It Look Like?

