

Appendix 2A

Parking Comparables

Introduction

Parking management comparables were developed for five cities with the purpose of understanding the elements of existing parking programs to learn from. The comparables discussed below describe how the cities use parking management programs for their downtowns. The range of communities represented offer valuable insight regarding the need for a comprehensive management approach, the value of stakeholder participation, and finally, the willingness to make adjustments over time.

Los Gatos

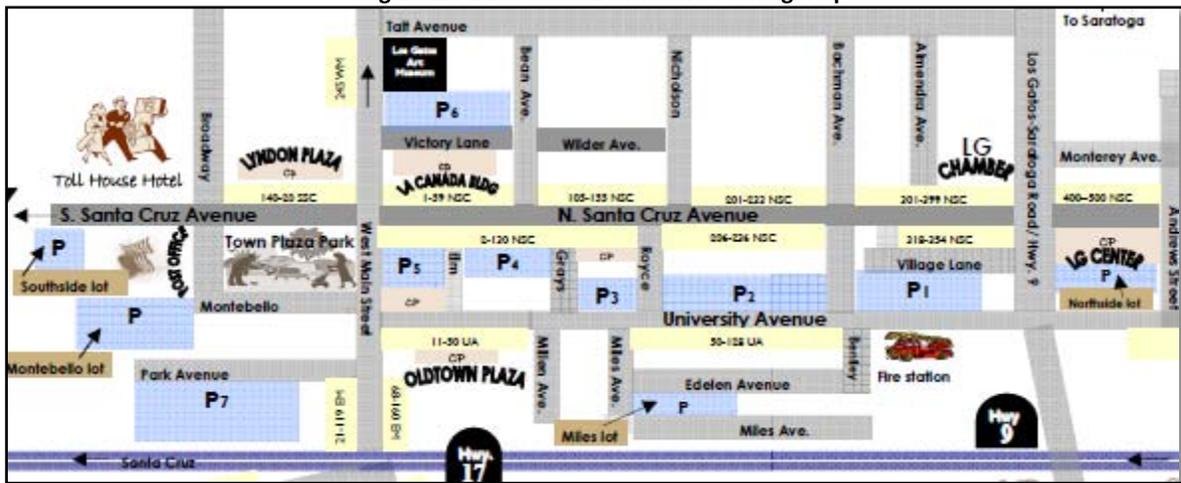
Background

Los Gatos is a town of less than 30,000 residents located in Santa Clara County southeast of San Jose. Downtown Los Gatos is considered a pedestrian-friendly shopping and dining area consisting of approximately 200 businesses.

Parking Supply

Throughout downtown are six public off-street parking lots that are free of charge. These lots have a three-hour time limit between 9 AM and 6 PM, Monday through Saturday. There are a limited number of off-street spaces designated for all day parking that quickly fill up each day. On-street parking is also free and has a two-hour time limit. Immediately adjacent to downtown are primarily residential streets that require a residential permit to park on street in the evenings between the hours of 6 PM and 9 AM. Los Gatos also has some on-street spaces that require parking permits all day.

Figure 1A-1 Los Gatos Downtown Parking Map



Source: City of Los Gatos

Demand

Town staff does not conduct regular parking counts to measure occupancy. Casual observation leads City staff to believe that on- and off-street parking are well utilized most days of the week, including weekends, with the busiest times between noon and 5 PM.

Enforcement

Parking time limits are enforced by marking tires with chalk. Despite the time restrictions, reparking is allowed and is an accepted and encouraged practice for those who drive to work in downtown. Drivers are allowed to move their cars throughout the day within the same lot but are encouraged to ensure that the original chalk marks are in a location different from where an enforcement officer originally places it. Los Gatos has attempted an employee parking program several times in the past. There were enough complaints to lead staff to propose an employee parking permit program several times, most recently one year ago and four years before that, however there was not enough support from downtown businesses to gain approval from the City Council.

Holiday Valet Service

Each holiday shopping season (between Thanksgiving and Christmas Eve) the City establishes a valet parking program in downtown which has been well received by users. The service is free and open to everyone, both employees and visitors. No time limits apply to the valet program which makes it popular with employees. One parking lot is used for valet and typically doubles that lot's capacity. On average, the City will valet park 1,500 cars during one season. Valet service provision is annually put to bid and the contract is often established to not exceed \$18,000. The 2011 shopping season cost approximately \$16,000.

Future Plans

There are currently no major parking plans on the horizon for Los Gatos. The City considers itself a conservative community and is unlikely to impose more restrictive parking policies on itself.¹

Lessons for Los Altos

The experiences from Los Gatos show that support for a parking management program is an essential component for the implementation of a new program. In general, the City manages its downtown parking fairly well with the exception of employee parking. A lack of long-term spaces for employee parking is a reoccurring issue for the City. Despite complaints of employee parking availability and several attempts to utilize an employee permit program the City has been unable to address this challenge due to low support from downtown businesses.

Los Gatos also provides an example of a successful holiday valet service program which has been well received by users. The holiday valet service has been a successful method to temporarily increase the capacity of parking spaces during the peak shopping season. If funds are available, this service can create convenience for visitors and employees while also addressing an increase in demand.

¹ Cross, G. (2012, October). Telephone interview.

Mountain View

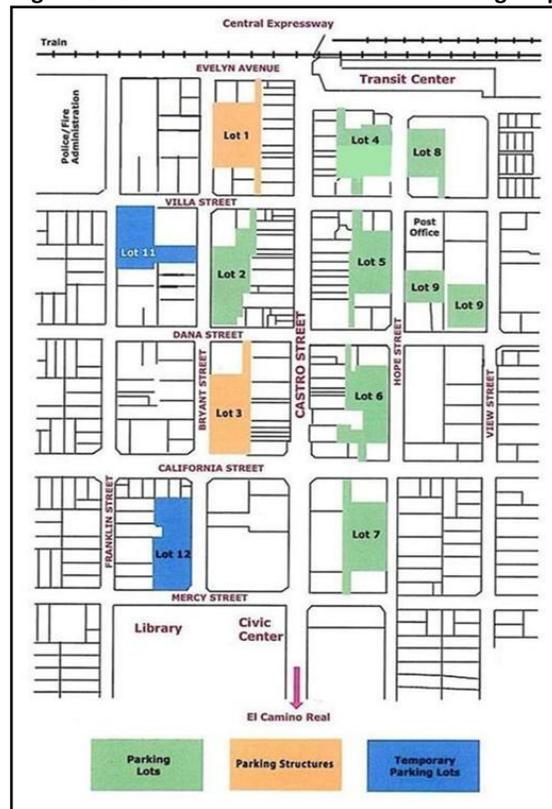
Background

Mountain View is located adjacent to Los Altos and Palo Alto in the northwest corner of Santa Clara County. The City further adds to Silicon Valley with many major company headquarters such as Google, and LinkedIn. The City has a pedestrian-friendly downtown centered on Castro Street between Mercy Street and Evelyn Avenue. Just north of downtown is the transit center which links the Caltrain commuter rail with the Santa Clara Valley Transportation Authority (VTA) light rail system. The City of Mountain View maintains a Downtown Precise Plan (DPP) which provides a framework for the preservation and development of the area. The parking objectives in this DPP are to ensure that the downtown is accessible by providing adequate parking.

Parking Supply

Similar to Los Altos and Los Gatos, the City of Mountain View maintains free parking for downtown visitors. Parking can be found in structures and lots, as well as on-street, throughout the core area. Figure 1A-2 shows the location of the lots and structures throughout the downtown. Variations of time regulations are present with the majority of parking subject to a 2-hour time limit; lot 11 being the only 3-hour lot. A limited amount of 1-hour parking can be found along Castro Street and segments of West Evelyn Avenue and Church Street; shorter, less than one hour parking is found along Villa Street, Bryant Street, and Mercy Street. On-street parking neighboring the downtown core is primarily unrestricted with segments of 5-hour parking. Parking in structures is not allowed between the hours of 2 AM and 6 AM for both public and permit holders.

Figure 1A-2 Downtown Mountain View Parking Map



Source: City of Mountain View

Parking Permits

The City of Mountain View offers downtown permits which can be purchased by employers, their employees, and downtown residents. These permits enable employees and residents long-term parking in the downtown area. Applicants must have their residence or business located within the Downtown Parking District to be eligible. The available purchasing options include an annual, a monthly, and a book of 25 one-day permits costing \$240, \$40, and \$40 respectively. The book of 25 one-day permits can be purchased by business owners and are only for the use of customers; parking is permitted in parking lots, but not for on-street parking. The parking locations for annual and monthly permit holders are located in specified lots and levels; these permit holders are allowed to park for a maximum of 72-hours. Permits are valid in the outer lots (6 through 9, 11 and 12) and the upper levels of lots 1 and 3; permits are not valid in lots 2, 4 and 5 to maintain parking availability for visitors in the central downtown.² The City is currently planning to evaluate the current permit program based on recent utilization data including shifting employee permits to lesser used facilities and consideration of a potential tiered pricing system to get the most of their current parking facilities.

Parking Assessment District

The City of Mountain View has formed two parking assessment districts and a maintenance assessment district throughout its history for the purpose of operation and maintenance of off-street parking. No direct documentation was found for the original district – Parking District No. 1. However, the resolution to form Parking District No. 2 included the absorption of Parking District No. 1's parking facilities and was adopted in 1959; it is likely that the boundaries of Parking District No. 1 were similar to those of Parking District No. 2.³

In 1979 there were concerns about the City's ability to cover the operating and maintenance costs of the parking lots in District No. 2, given the passage of Proposition 13 and a pending deficit in the District's fund. The City moved to form the Downtown Parking Maintenance Assessment District (PMAD) which was intended to pay off the deficit from District No. 2 and to cover the ongoing costs of operating and maintaining the parking facilities; the boundaries of the PMAD were the same as those of Parking District No. 2. The same procedures took place as the forming of Parking District No. 2, in which an engineer's report with assessments was prepared, followed by a public hearing meeting. The engineers report follows a two part assessment formula where 75 percent is based on the number of parking spaces required given the existing land uses on each parcel, and the remaining 25 percent is based on the size of the parcel as a percentage of the total size of all parcels in the district.⁴

From its original adoption the annual assessment has gradually increased over the years to \$158,606 for fiscal year 1996 to 1997. This was the last time the assessments were increased due to the passage of Proposition 218, which required a voting process to increase or make changes to assessments. Over the past 14 years, the City has continued to collect the same \$158,606 from the assessment district. Staff has found that currently the funds from the assessment combined with other district revenues, such as licenses and permit fees, property tax, leases, interest earnings etc., have been adequate for the costs of the PMAD. For fiscal year 2011 to 2012 the estimated parking district revenue was \$406,526 which included the assessment districts \$158,606, the remaining amount came from other district revenues; the parking district does not receive general fund revenues. The estimated parking district revenue covered the PMAD operating budget for the fiscal year which was set at \$362,177. The remaining balance of revenue is put to annual funding for future maintenance projects, such as painting structures, or carried over to the next year.⁵ Although the current system for funding the PMAD is currently experiencing a positive balance, there is concern that over the years the PMAD costs will increase and upset this balance.⁶

² City of Mountain View (2012).

http://www.mountainview.gov/city_hall/community_development/economic_dev/downtown_parking_permits.asp

³ City of Mountain View (2011). Downtown Mountain View Parking Study

⁴ City of Mountain View (2011). Downtown Mountain View Parking Study

⁵ City of Mountain View (2011). Downtown Parking Maintenance and Operation Assessment District for Fiscal Year 2011-2012

⁶ City of Mountain View (2011). Downtown Mountain View Parking Study

Administration & Enforcement

An engineer's report is prepared annually which estimates the budget for the operation and maintenance costs of the PMAD. These estimates are based on the same two part assessment formula used in the formation of the PMAD, which is calculated on a per parcel basis. The city opted not to increase the assessment since the 1996/1997 fiscal year. By maintaining the assessment, the City Attorney's Office concluded that the Proposition 218 requirement for a ballot was not required. A majority vote of property owners would have allowed the City to increase the assessment, but it could have also resulted in the dissolution of the district if majority approval was not achieved.

The Mountain View police are responsible for the enforcement of the downtown parking regulations and the cost for exceeding the posted time limits range from \$36 to \$38 dollars. Enforcement is done manually with chalk and tickets are primarily hand written with a limited number of handheld computers for officers to use. It is estimated that approximately 4 hours per day is spent on patrolling the downtown on enforcement rounds.

Parking In-Lieu Fee

In 1988 when the Downtown Precise Plan was originally adopted it included a parking in-lieu fee for specified properties within the Downtown. These specified areas are mostly in the historic Castro Street commercial area where properties are physically not able to provide parking due to their unique small sizes and shapes. The fee was originally a onetime fee of \$9,000 per space and increased to \$13,000 in 1991 for the construction of the first downtown parking structure; this increase was based on the actual cost of the construction. In 2000, the fee was increased again to its current fee of \$26,000 per space; again, this increase was based on the actual cost of construction for an additional parking structure. The funds generated from this program have assisted in the construction of two parking structures since its original adoption.⁷

Results

The economic division which manages the City's permit parking program has not received a significant amount of complaints and is led to believe that the program has been effective.⁸ Although the system is working reasonably well now, the City is feeling the strain of growing parking demand and is beginning to look at ways to restructure the employee program to shift demand and create more employee parking spaces.

Lessons for Los Altos

The City of Mountain View offers insight on how to manage employee parking while also maintaining convenient parking for visitors. By providing a limited number of permit spaces closer to the central downtown (top floors of lots 1 and 3) more convenient spaces are made available for visitors. Employees, however, are still provided with adequate parking farther from the central downtown in the outlying parking lots. Mountain View also offers a day pass similar to Los Altos. While the City does enforce parking, it is not a systematic or rigorous program. As such, significant parking overstays were observed during the most recent parking study (2010). The City's assessment district has been a useful tool to fund parking in the downtown, however it has been near impossible to increase the assessment level since its initiation.

⁷ Staff Report to City Council (September, 2000) <http://laserfiche.mountainview.gov/WebLink/0/doc/18735/Page1.aspx>

⁸ Joanne Francis (2013, January 16). Telephone Interview

Sunnyvale

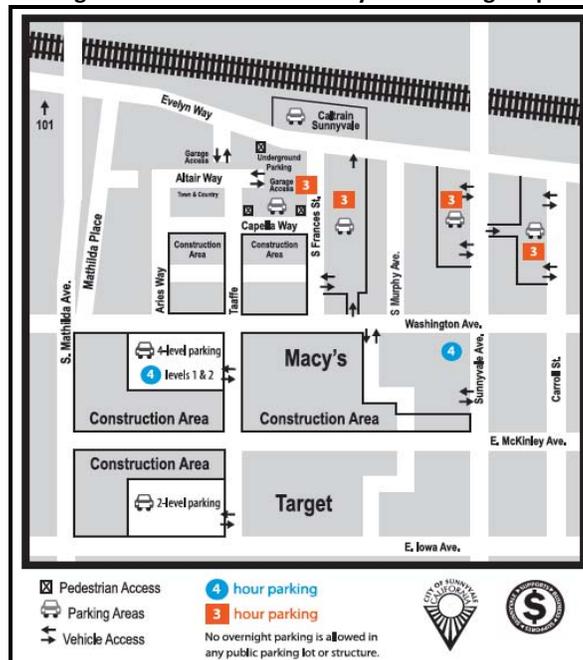
Background

Located in the northwest corner of Santa Clara County and sharing borders with Mountain View and Cupertino, Sunnyvale is one of the major cities which make up the Silicon Valley. Aside from housing research facilities and high-technology companies, the downtown maintains a mixture of various uses such as retail, residential, office, and civic. The downtown can be found south of Evelyn Avenue, near the Caltrain Sunnyvale station, and generally bounded by Bayview Avenue to the east, Charles Street to the west, and El Camino Real to the south. The 2003 Downtown Specific Plan has been in place as an update to the 1993 Downtown Specific Plan with the goal of establishing and maintaining downtown as the cultural, retail, financial and entertainment center of the community.⁹

Parking Supply

Sunnyvale maintains free parking throughout its downtown area. Available on-street and off-street parking can be found throughout the area with underground and structured parking (See Figure 1A-3). Generally, 4 hour parking is available in the larger lots located south of Washington Avenue with 3 hour on- and off-street parking available throughout the core to the north; Murphy Avenue has the only 1 hour on-street parking. Although the timed areas are labeled, metering is not used and enforcement is done with ticketing; the City currently does not have any plans of implementing metering.¹⁰ Parking enforcement officers chalk tires and handwrite tickets for time violations within the downtown, tickets cost \$53. The Sunnyvale Caltrain station maintains its own parking structure located immediately north of the core area; this 439 space structure is open for downtown parking and includes 15 bicycle racks, however, parking is not free.¹¹

Figure 1A-3 Downtown Sunnyvale Parking Map



Source: City of Sunnyvale

⁹ City of Sunnyvale. (2003). Downtown Specific Plan

¹⁰ Whithouse, J. (2012, September 13). Telephone Interview

¹¹ Caltrain website (2012). <http://www.caltrain.com/stations/sunnyvalestation.html>

Parking Assessment Districts

In the mid 1960s the City Council approved the authorization of the City of Sunnyvale to tax properties within the downtown for the purpose of operation and maintenance of parking facilities as well as the development of new facilities. The defined boundary, known as the Downtown Parking Maintenance District, is broken into four separate zones (See Figure 1A-4). Property owners within these zones benefit from being part of the maintenance district as they are allowed to maximize their parcel's value with increased development capabilities, such as developing or redeveloping property without the supporting on-site parking requirements.¹²

The properties located within the district are annually assessed and are responsible for the operation and maintenance cost of parking facilities only within their respective zones; enforcement costs are not included in the assessment fees, the program is designed for the operation and maintenance of parking facilities within the district and all enforcement fees and revenues are a part of the City's general fund. In accordance to Proposition 218 a minimum voter approval of 50 percent is required before a proposed assessment, which is based proportionately on the benefits a parcel receives, can be approved.

The Public Works engineers are tasked to make the assessment calculations which, upon approval, are then given to the Santa Clara County Tax Collector. The assessment calculations are revised for the fiscal year with respect to the maintenance and operation costs of the given year. The operation and maintenance costs are calculated first, then pro-rated to each parcel based on deficit parking spaces; which covers the full cost of operating and maintaining the parking for the district. The annual assessment for 2009 to 2010 was approximately \$152,000, and \$153,000 between 2010 and 2011.

The City has never needed to provide additional funds and finds the Downtown Parking Maintenance District to be an effective program. Although one of the purposes of the Assessment Districts is to generate funding for development of new facilities, the City has never used the funds for this purpose. Any surplus funds remaining are carried over to the following year unless they will be used for the development of new facilities or for operational reserves.

Parking Permits

The City of Sunnyvale employs a parking program for both residents (RPP) and employees (EPP) located within the downtown parking district. Residents and employees benefit from the program by being exempt from time restrictions and allowing long term parking. The costs for these permits are incorporated into the assessment district taxes and are essentially free to residents and employers. The City has not received any complaints regarding the program and is viewed to be satisfactory. These programs are managed by the public works department and are seen as two separate programs.

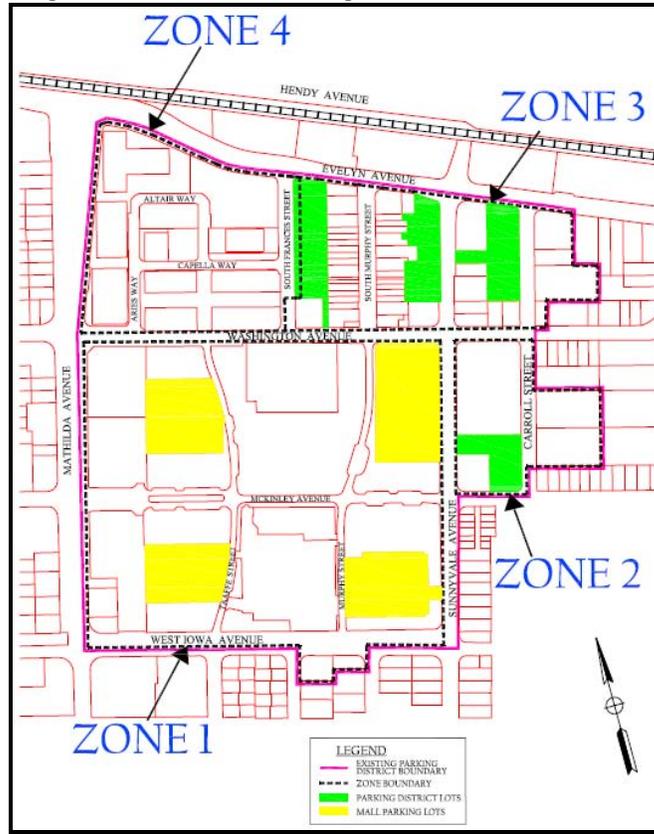
The Residential Permit Parking Program (RPP) requires residents to complete an application process which involves providing proof of vehicle registration/ownership and proof of residence; this program also encompasses permits for caregivers, guests, and contractors/handyman.¹³

The Employee Permit Parking Program (EPP) does not have an application process similar to the RPP program. Instead, permits are distributed to employers based on the number of employees listed on their business license. Employers eligible for this program are located within the downtown parking assessment districts.

¹² City of Sunnyvale website. <http://sunnyvale.ca.gov/Departments/PublicWorks/DowntownParkingMaintenanceDistrict.aspx>

¹³ City of Sunnyvale: Public Works Department. "Instructions for Completing Residential Permit Parking Application"

Figure 1A-4 Downtown Parking Maintenance District Zones



Source: City of Sunnyvale

Future Plans

The City currently has no plans in place to add to the Downtown Parking Maintenance District or make any adjustments to the permit programs. Instead of making any changes to their existing management the City has been requiring developers to provide even more parking and will likely continue this requirement in the future.

Lessons for Los Altos

The City has been able to utilize its Parking Assessment District to provide a permit program for both employees and residents. This program has been successful for the City at managing the parking in the downtown area. The cost to operate the program is incorporated into the taxes associated with the parking district which enables the City to operate the program at essentially no cost to them. This approach for a permit program seems to be ideal for cities which have an assessment district. It should be noted that it requires significant political will of the business community to be willing to pass the self assessment required to create a district.

Palo Alto

Background

Palo Alto is located in the northwest corner of Santa Clara County and shares its borders with Mountain View and Los Altos, among other cities. The City serves as a central economic focal point of Silicon Valley with many technology companies and research facilities. In addition, Palo Alto has a lively retail and restaurant trade, and is home to areas of Stanford University. The City offers free parking; however, chooses to manage their downtown parking with 1) a system of color-coded time zones, 2) permits for visitors or businesses, and 3) a parking assessment district.

Color Zone

One of the greatest challenges facing the City in the 1990s was reparking, which they termed “sleeper parking.” Sleeper parking refers to the practice of employees who park in on-street spaces, and by moving their vehicles from one parking space to another when the time is up, monopolize many of the most convenient on-street parking spaces. This restricts the availability of these prime spaces to shoppers, restaurant customers, and other visitors. In order to manage this issue the City formed colored zones.

The City divided the core business district of downtown into four color-coded zones (purple, coral, lime, and blue) which are signed (See Figure 1A-5). People must move their vehicles out of the zone once the time limit expires or they will receive a ticket. Two hour restricted parking areas that are outside the color zones are identified with signage. Short term parking (30 minutes), commercial loading zones, passenger loading zones, and disability parking are exempt. The other exception is the existence of a privately owned garage which charges for parking.

Outreach

City staff, in collaboration with the Palo Alto Chamber of Commerce, formed the Parking Committee which produced a parking brochure clearly illustrating the locations and color zone of available parking downtown. Prior to the effective date of the sleeper parking restrictions, all of the signs were replaced by the new signs and the parking brochure was mailed to all of the downtown merchants. In addition, special events and considerable publicity through newspaper articles and advertisements were planned around the effective date. The Parking Committee also conducted training sessions for downtown employers and employees.¹⁴

Figure 1A-5 Downtown Palo Alto Parking Map



Source: City of Palo Alto

¹⁴ Aggarwal, A. (October 17, 1996). Color Zone Parking in Downtown Palo Alto

Enforcement

In the first four to six weeks after the program was effective, warnings were issued to violators instead of citations to help people get accustomed to the new parking restrictions.¹⁵ Warnings included a copy of the parking brochure as an extra measure to educate violators about the new system. In the first nine months after the initial grace period, vehicle license plate number and citation data showed a 97.3 percent compliance rate. In addition, a comparison of the number of citations issued in the same area prior to color zone implementation indicates that 2,889 fewer citations were issued in 1995 (Aggarwal, 1996).

Parking enforcement within the Police Department is comprised of seven Parking Enforcement Officers (PEO), one Parking Enforcement lead, and a supervising Police Sergeant. Mondays through Fridays, a PEO was assigned to a specific zone to conduct proactive regulatory enforcement. The uniqueness of the color zones requires that the PEOs walk the entirety of each color zone and manually enter the license plates of every parked vehicle into handheld citation computers. On any given day, an individual PEO entered between 750 and 1,000 license plates.¹⁶

Back in 2005 or 2006 the City changed the classifications from "Parking Enforcement Officers" to "Community Service Officers." Currently there are eight full-time officers and one full-time, non-sworn management position, which are funded by the General Fund. Typically four of the officers patrol the color zones (one officer in each color zone) to check for reparking and permit violations¹⁷.

Funding

According to the 2004 report, PEOs wrote about 50,000 citations a year for enforcement in downtown, outside of downtown, and California Avenue areas, which contributed approximately \$1.8 million annually in revenue to the General Fund.¹⁸

Spillover Issues

Although the City provided as many additional permit spaces as possible for downtown employees so that spillover parking into adjoining neighborhoods would not increase, parking surveys conducted after program implementation showed that there was an increase of about 100 non-residential vehicles parking in the residential neighborhoods. In March of 2004, staff conducted another survey in the residential areas surrounding the downtown color zones and found that approximately 577 non-resident vehicles parked in the neighborhoods north of University Avenue and approximately 766 non-resident vehicles parking in the neighborhoods south of University Avenue. At Council direction, staff worked with members of the Downtown North and SOFA Neighborhood Associations from 1996 to 2001 and developed a proposal for a residential parking permit program. However, due to budget constraints, the program was never implemented.

Results

The City Council adopted the color zone parking ordinance in 1995 on a one-year trial basis. After one year it was concluded that the program was successful in freeing up more parking spaces for visitors in the downtown area. Evaluation of success was dependent on several factors such as spillover parking into adjoining neighborhoods, availability of parking spaces, availability and demand for parking permits, and responses from citizens, merchants, and visitors (Aggarwal, 1996, p. 6). There were, however, some issues that had surfaced during the year that still needed attention. Therefore, the program was extended for another year to increase marketing and outreach efforts, conduct customer and employee surveys, and determine support for a Residential Permit

¹⁵ Johnson, L. (November 10, 1994). City Manager's report: "Sleeper parking resolution adopting restricted parking zones"

¹⁶ Venable, M., Aggarwal, A. (July 12, 2004). City Manager's report: "Status report on downtown and California Avenue parking"

¹⁷ McAdams, K. (2011, February). Telephone interview

¹⁸ Venable, M., Aggarwal, A. (July 12, 2004). City Manager's report: "Status report on downtown and California Avenue parking"

Parking Program. Based on the success of the color zone program, the program was made permanent in 1997 (Venable, 2004).

In general, owners/managers of restaurants and most business establishments have found that the color zone program has increased the number of available parking spaces. However, in 2004 several complaints were documented with regard to reparking within the same color zone when making multiple trips to the business district in one day. In response to this concern, the City created 33, 30-minute parking spaces with green curbs throughout Downtown which are excluded from the color zone restrictions. This enables drivers to park in a 30-minute space to run short errands and repark in the same color zone in a regular two-hour spot at a later time without receiving a citation. Staff has also addressed this issue by granting a one-time dismissal after an appeal or complaint is received by the City (Venable, 2004, p.5).

Parking Permits

The City provides permits to dissuade downtown employees from parking in adjoining neighborhoods. The Revenue Collections department distributes permits. They offer one-day visitor permit cards for \$16 which allows people to park for the entire day in off-street spaces only and can be purchased at the Palo Alto Civic Center. Permits are also available for employees and employers located in the downtown parking assessment district. These permit stickers can be purchased quarterly at \$135 or annually at \$420 and are usable for parking in any of the nine off-street parking lots and garages. There are also transferable permits cards usable at three parking garages that are sold to business owners or employees for a maximum of two quarters at \$270 and can be used on multiple vehicles.¹⁹ Permits are also available for the parking lot near the Sheraton Hotel at reduced rates of \$75 per year or \$26 per quarter.

As the downtown permit program is a small portion of downtown parking management, the same four community service officers who patrol the color zones for reparking also watch out for vehicles with expired permits. Parking citations cost \$29 to \$39 and go to the General Fund. Permit fees, along with taxes from the assessment district go into the Assessment District Fund. Each department involved with the parking program (e.g. Police or Transportation Department) gets reimbursed from the fund. The rest of the fund is used to cover parking district operation and maintenance costs. This includes sweeping, landscaping, signing and lighting.

Parking Assessment District

The City of Palo Alto has two Parking Assessment Districts, one of which is located within their downtown (University Avenue District) and a separate one known as the California Avenue District. Within these districts several surface lot and parking structure facilities can be found. In order to pay for the construction and purchases of these parking facilities, bonds were issued and the parking assessment district fees are used to pay the annual bond payments. The funds collected are then used for payment of principal and interest on bonds for capital improvements. Operation and maintenance costs for the parking facilities are funded through the permit fees, which include enforcement and the staff costs for distribution.²⁰

The University Avenue District assessments are based on the bond payments and are distributed to the various properties based on square footage; a credit is given for spaces that are provided by the owner. Because it is already known what the full bond payment will be, voters approve of a fixed fee over the term of the bond. With fees not increasing over the years, an annual voting process is not necessary. The University Avenue District also utilizes an in-lieu fee policy for properties within the district. The fee is currently set at as a onetime fee of \$67,100 per space and it is generally determined through the planning process if the fee will apply. The fees collected from this policy are for the purpose of constructing new parking facilities and cannot be used for

¹⁹ City of Palo Alto website. <http://www.cityofpaloalto.org/depts/pln/transportation/parking/default.asp>

²⁰ Rius, R. (February 2013) Telephone Interview

operation and maintenance costs.²¹ According to Palo Alto, no properties have taken advantage of this program to date.

The California Avenue District assessments are also based on bond payments and are distributed to the various properties based on a two part formula, similar to Mountain View. Seventy-five percent of the assessments is based on the required parking for the existing land use and 25 percent is based on the size of the parcel as a percentage of the total size of all parcels in the district; a credit is also given for spaces that are provided by the owner. The bonds issued for the California Avenue District were issued prior to Proposition 218 and because all assessment funds generated by the California Avenue District were dedicated to paying these bonds before Proposition 218, assessment fees to pay these bonds are exempt from Proposition 218. However, annual meetings are held to allow each property owner the opportunity to question the computation of his/her assessment.²²

Administration

Once the Public Works engineers make the assessment calculations, the City Council may approve them, after which they are sent to the Santa Clara County Tax Collector. The Director of Public Works has the authority to adjust parking assessment area requirements. However, it is the Chamber of Commerce Parking Committee which oversees the Downtown Palo Alto Parking Assessment District. The committee meets on a monthly basis and is responsible for the district budget and the cleanliness and safety of downtown parking structures.²³

Lessons for Los Altos

The color zones which the City employs for management of the parking in downtown has had varied success. In general it has opened up additional parking for visitors; however it required a significant amount of effort for implementation. Enforcement of the color zone system is also a fairly expensive task to undertake involving several officers for patrol. In addition, the color zone program has created a spillover issue of employee vehicles in nearby adjacent neighborhoods. Stricter enforcement of parking regulations in the downtown core can have negative effects on the outlying area. Lastly, with such a complex system it can create confusion for visitors and possibly divert them from visiting downtown.

Palo Alto's employee permit program is similar to Los Altos in its flexibility in that the pass is transferrable and good for any off-street facility. One additional benefit the Palo Alto program offers is an employee day pass, somewhat similar to the program offered in Los Altos.

Palo Alto's assessment district was a valuable tool used to fund parking related improvements in the district. However, it requires significant political will of the business community to be willing to pass a self assessment.

Campbell

Background

Downtown Campbell is considered by the City to be the historic, cultural, and civic center. Traditionally, it has been located along East Campbell Avenue between Winchester Boulevard and the railroad tracks to the west of Highway 17; it has since expanded further along Campbell Avenue in both the east and west directions. Within the boundaries of the downtown area are several community resources and landmarks which include City Hall, the Aimsley House, Hyde Park, the Orchard City Green, and the Campbell library. Beginning in the late 1960s and early 1970s the downtown area saw a decline in its vitality and importance as a retail focus within the City, due

²¹ Naszigar, M. (February 2013) Telephone Interview

²² Naszigar, M. (February 2013) Telephone Interview

²³ Palo Alto Chamber of Commerce website. www.paloaltochamber.com

to the upraising of larger shopping centers. In an effort to revitalize the central core of the City the Central Campbell Redevelopment Project Area was created in 1983. The purpose of the project area was to restore the historic role as the symbolic, cultural, functional, and economic focal point of the City by eliminating blight and revitalizing the central core.²⁴

Downtown Parking

The downtown consists of approximately 1,800 designated parking spaces which includes both on-street and off-street parking. The available parking is a mixture of loading, temporary, and hourly parking (see Table 1A-1) with on-street spaces mostly limited to 2 hours and long term parking further from the central downtown. Garages can be found at N. 2nd Street and Civic Center Drive as well as S. 1st Street at Rincon Avenue, while several lots can be found throughout the area; the 1st Street parking garage was funded by an assessment district in 1970 while the 2nd Street parking garage was completed using bonds from the redevelopment agency. The assessment district used to fund 1st Street garage was never used afterwards.

Parking for the entire downtown is free with time limits.²⁵ Enforcement of time regulations is done with manual chalking and hand written tickets. Costs for exceeding the time limit is \$40 and \$70 for removal of chalk.

The City also does not utilize any permit programs and uses the time restrictions as a means to dissuade employees from parking on-street. Staff has not received any complaints regarding the management of parking in the downtown and does not foresee any need to implement a permit program.²⁶

Table 1A-1 Downtown Campbell Parking Spaces

	Total	20 Minute Loading	20 or 30 Minute	2-hour	4-hour	Long Term	City Hall Parking	Private Parking
Designated Parking Spaces	1,861	3	8	238	22	853	127	610

Source: City of Campbell

Downtown Revitalization

The Central Campbell Redevelopment Project Area’s principal goals were to reestablish the downtown as the City’s vibrant core. The first step in accomplishing this goal was the development of a Downtown Revitalization Plan. In 1988, five years after the creation of the project area, the Campbell Downtown Development Plan was completed. The purpose of this plan was to carry out the goals of the Central Campbell Redevelopment Project Area. Since its original adoption the plan has been updated in 1996, and most recently, 2006, as a means to take into account changing conditions. The parking goals of the 2006 Downtown Development Plan were to provide adequate and accessible parking. The objectives of the plan include the establishment of a policy for a parking in-lieu fee program and the development of a parking management plan.

The parking in-lieu fee program was intended for the development of new parking which would be funded by developers or new businesses. New businesses and development within downtown would pay a fee in-lieu of the parking requirements for their establishment. These fees would be collected and used to fund new parking facilities.²⁷

²⁴ City of Campbell. (2001). General Plan

²⁵ Fama, D. (2012, September 11). Telephone interview.

²⁶ Fama, D. (2013, January 9). Telephone interview

²⁷ Fama, D. (2012, September 11). Telephone interview.

The Parking Management Plan was to be developed alongside property and business owners with the goal of developing a plan which maximized the use of existing parking. Stated objectives for the management plan included maximizing more convenient (closer, short term) spaces for customers by encouraging business owners to have employees park in long term spaces; and promote and facilitate shared parking facilities.²⁸

Interim In-Lieu Fee Policy

In 2007 the City adopted an interim parking in-lieu fee policy until a formal policy could be approved. A formal in-lieu fee policy required the completion of a downtown parking demand study to act as a nexus to support the policy. Unfortunately, due to poor economic conditions and the closure of a parking garage (which would cause a flawed study) the parking demand study was never conducted. With no plans to complete the study, council abandoned the interim in-lieu fee policy in 2010.

The interim in-lieu fee policy required any new development or business to pay a fee of \$6,000 per parking space over the required parking of the existing or previous use. During the time this policy was in place the City did not collect any funds as no applications processed warranted the fee. It was also unknown by staff if any business or development might have been discouraged due to the fee.

Implementation

At the time of this writing, implementation of the parking management goals set forth in the Downtown Development Plan has not fully implemented. In light of the recent economic recession, City Council has been unable to implement an in-lieu fee program.²⁹ The parking management plan was not completed and it is uncertain when the plan is expected to be accomplished.³⁰

Results

The City of Campbell has unfortunately been unable to apply its parking management policies for its downtown revitalization and currently has no other future plans in place. The results of the Downtown Development Plan's goals for parking have had no measurable change to the existing parking conditions.

Lessons for Los Altos

The City of Campbell offers insight on management strategies that have been successful for their downtown. Instead of utilizing a permit program, the City relies on time restrictions to persuade employees to park further from the downtown; enabling more spaces for visitors closer to the core. The City also provides valuable experience with regard to parking in-lieu fee policies. Having been unable to complete a parking demand study, the parking in-lieu fee policy which the City hoped to make permanent was never realized.

²⁸ City of Campbell. (2006). Downtown Campbell Development Plan & Standards

²⁹ Fama, D. (2012, September 11). Telephone interview.

³⁰ Fama, D. (2012, September 11). Telephone interview.