

APPENDIX A

IMPLEMENTATION EXAMPLES

Appendix A – Implementation Examples

Following are examples where some Toolbox recommendations have been implemented, along with a web source for further information on most.

Park Once

Santa Monica, CA

The downtown plan seeks a “Park Once -Pedestrian First” approach which emphasizes prominent identification of parking entrances so that visitors park at the first available parking facility. New commercial development pays into a shared parking fund and is not required to provide separate parking. An active street frontage is essential to encourage walking, which calls for ground-floor retail fronting the structures to minimize “dead space” and conceal parking facilities to improve street level views¹.

Monrovia, CA (Dick Singer, City of Monrovia Public Information Officer)

It seemed a risk worth taking - locating a 12-screen, 2,400-seat movie theater in the middle of Monrovia's Old Town without providing the usual adjacent parking structure.

It made sense. Monrovia's Old Town business district is compact (six blocks long and two wide) and abutted by residential neighborhoods on three sides. Medium and high-density housing (mainly for senior citizens) had been developed immediately adjacent to the commercial properties. Both MTA and Foothill Transit buses provide service to the edges of Old Town and Monrovia has an active dial-a-ride service providing door-to-door public transportation.

Old Town was redeveloped in the 1970s as a pedestrian-friendly "main street" shopping and service district. Free public parking lots and street parking combined to provide more than 1,200 spaces scattered throughout the district that were never more than 80% filled. For several years, a Friday night Family Festival street fair - running weekly from March through to Christmas - drew as many as 8,000 people on a typical summer night with very little overflow parking into residential neighborhoods. Additionally, most of the businesses using public parking for their employees closed at 5 p.m. and few stores stayed open past 7 p.m., meaning that a shared parking plan seemed feasible - daytime use for office workers and nighttime use for theater goers.

The theater was to go up on one of the public parking lots, so those spaces had to be replaced, and were by the expansion of another City-owned lot and the re-configuration of a sidestreet adjacent to both that lot and the theater site. When the theater opened, there were more spaces than before the project began. In its first six months of operation, the

¹ Muller, J (2004) “Piecing Together City’s Parking Puzzle”, Santa Monica Daily Press, 31 July 2004.

theater has attracted good crowds and the parking has yet to be a problem. Lot and street parking is sufficient to handle the demand and convenient enough so movie-goers will happily walk two-to-three blocks between their cars and the theater to stroll past shops and restaurants.

The shared-parking plan has worked well in the project's early stages. The second phase of our plan is now about to begin. Theater crowds are drawing a new business mix to the district (as planned) and more nighttime business uses are anticipated to develop over the next year. An assessment district is now in the works to finance more Old Town parking – either a structure or an additional street-level lot - to handle the expected increase in demand.

More information at

<http://www.vtpe.org/tm/tm89.htm>

Parking & Transportation Fund

Pasadena, CA

Prior to 1993, all curb parking in Old Pasadena was free, restricted only by a two-hour time limit. Employees typically parked in the most convenient spaces, moving their cars periodically to avoid citations, and customers had difficulty finding places to park. City staff proposed installing meters but the merchants and property owners opposed the idea. They realized that employees occupied many of the most convenient curb spaces, but they feared that meters would discourage customers from coming to the area. Customers and tenants, they assumed, would simply go to shopping centers (such as the nearby Plaza Pasadena) that offered free parking. Meter proponents countered that anyone who left because they couldn't park free would make room for others who were willing to pay for parking and who would probably spend more money while they were in Old Pasadena.

Debates about the meters dragged on for two years before the city compromised with the merchants and property owners by offering to spend all meter revenue to pay for public investments in the district. The desire for public improvements soon outweighed the fear of driving customers away. They agreed to an unusually high rate of \$1 an hour for curb parking, and to the unusual policy of operating the meters in the evenings and on Sunday.

The city installed the parking meters in 1993, and immediately borrowed \$5 million to finance the "Old Pasadena Streetscape and Alleyways Project," with the meter revenue dedicated to repaying the debt. The bond proceeds paid for street furniture, trees, tree grates, and historic lighting fixtures throughout the area. Dilapidated alleys were turned into safe, functional pedestrian spaces with access to shops and restaurants.

Old Pasadena's 690 parking meters yielded \$1.3 million (\$1,826 per meter) in 2001. Additional revenue from valet parking services at meter spaces, and investment earnings on the meter fund balance brought total 2001 revenue to \$1.4 million (\$2,096 per meter). The total capital and operating expenses for collecting the revenue amounted to \$383 per

meter (18 percent of total meter revenue). Old Pasadena therefore received \$1.2 million of net parking revenue (\$1,712 per meter) to fund additional public services.

More information at

<http://www.sonomatlc.org/Parking/PBDs/BusinessPBD/SmallChange-1.htm>

In-Lieu Fees

Pasadena, CA

The city's "Parking Credit Program" allows property owners in Old Pasadena to pay a small fee in lieu of satisfying minimum parking requirements on-site. The fee is annual, rather than the lump sum common for similar fees in many other cities, allowing developers to avoid financing problems. (On the downside, this has created some revenue collection issues, particularly where property has changed owners.) The fee is set at an extremely low rate (\$127 per year per space in 2004).

The in-lieu fee revenue has helped to fund two public parking structures, which total 1,567 spaces, and provided a public contribution to a private structure that is open to the public. (One space has been built for every 1.5 parking credits awarded; fewer spaces are required since the spaces are shared between different uses.) These in-lieu fees provide only a small portion – 5% – of the funding needed to build and operate the garages, but they do provide the link between the waiver in minimum parking requirements, and the provision of public parking.

More information at

<http://www.ci.pasadena.ca.us/planning/deptorg/curplng/pkgcredit.asp>

Payment Options

New York, NY

The Port Authority of New York and New Jersey offers subscribers to its E-ZPass (debit account/ mounted payment device system for toll payments) who replenish their accounts with a major credit card the ability to pay for parking at the three Port Authority airports and at Albany International Airport in Albany, New York with their E-ZPass device. The Port Authority reports that drivers save an average of 15 seconds by opting to pay for airport parking using E-ZPass.

More information at

<http://www.panynj.gov/AboutthePortAuthority/PressCenter/PressReleases/PressRelease/index.php?id=298>

Aspen, CO

The City of Aspen provides several parking payment options in downtown areas including tokens, pre-paid "smart cards", and pre-paid in-car meters.

Vancouver, BC, Canada

All City of Vancouver parking meters accept payment by mobile phone as an alternative to paying at the meter with coins.

Washington, DC

Washington Metropolitan Area Transit Authority from April 2007 is piloting credit card/smart card payment options for parking at six Metrorail stations. Each facility will have one exit lane that accepts credit card or "SmarTrip" card payments.

More information at

http://www.wmata.com/about/MET_NEWS/PressReleaseDetail.cfm?ReleaseID=1586

Wayfinding

San Jose, CA

Visitors will soon be able to receive information on availability at city-owned downtown lots and garages by sending a text message from their cell phone. Users will get a response in minutes.

More information at

http://www.sjdowntownparking.com/text_msgs.php

Chicago, IL

Metra, the city's commuter rail provider, has installed a comprehensive system at its park-and-ride facilities that allows users to know, not only the number of spaces available in the parking garage, but the amount of available spaces at other station parking garages up and down the line. The dynamic message signs provide the available number of spaces at each lot and static directional arrows direct the drivers to these lots.

More information at

http://www.its.dot.gov/jpodocs/reports/14318_files/study_site_desc.htm

Valet Parking

Manhattan Beach, CA

The City, lacking sufficient short-term parking capacity especially during evenings and on the weekends, to support downtown restaurants and merchants, worked with the business district to create a parking management program that included valet parking. A valet service provider uses ten designated spaces as valet stands where cars are dropped off or picked up. According to an article in *Parking Today* (1999), the program successfully increased the parking capacity by 210 spaces. Customers are charged \$2.50 for the first two hours and \$1 for each subsequent 20 minutes, with a cap at \$12.50 for the total charge.

More information at

<http://www.scag.ca.gov/livable/publications/parkingstudy.pdf>

Pasadena, CA

The City of Pasadena implemented a valet parking program that regulates valet parking in the historic 20-block Old Pasadena area. Restaurants are the most common business that uses valet parking. One operation is allowed per block. As a result, one operator might serve four restaurants. Parking demand for prime spaces is high and restaurant customers are willing to pay for valet parking services.

More information at

<http://www.scag.ca.gov/livable/publications/parkingstudy.pdf>

Zoning

Excerpts of recent changes to the City of San Francisco’s zoning ordinances are presented below, as applicable to some of the recommendations contained within the preceding memo. All changes are related to the creation of an overlay zoning district – The Mid-Market Special Use District

Sec. 249.27. Mid-Market Special Use District.

Purposes. The Mid-Market Special Use District promotes the development of a mix of uses in the Mid-Market Redevelopment Project Area, including new housing of a range of types and affordable to a variety of income levels. These controls support the development of arts, cultural, and entertainment uses and encourages the adaptive reuse of historic resources in the district. Design controls ensure that uses at the lower floors enhance public safety and encourage active uses along Market Street and other public rights-of-way. In accordance with the City’s Transit First Policy and in recognition of the district’s accessibility by means other than private automobile, accessory parking is limited, long-

term parking is discouraged, and additional short-term parking to support arts, cultural and entertainment uses is permitted subject to a Conditional Use review.

Above-Grade Parking. Parking accessory to a permitted use or in replacement of surface parking lots shall be limited to no more than three levels above grade with a total maximum height not to exceed 35 feet above street grade. Variance from this requirement shall not be permitted under if such parking is accessory to a permitted use.

Street-Facing Use Requirements. Frontages of newly constructed buildings which face a public street or a public alley shall be lined with active uses for a minimum depth of 25 feet on the ground floor and 15 feet on all floors above. Active uses shall be provided along the length of the building frontage between all parking and the public right-of-way.

General Exceptions. This street-facing use requirement may be reduced provided the following criteria are met:

- It can be demonstrated that adherence to the street-facing use requirements described above is not possible given the constraints of the project site.
- Active uses as defined above occupy the ground floor for an average depth of 20 feet from the street-facing property line and the ground floor has a ceiling height of no less than 16 feet for the full depth of the required active uses.
- Parking on upper floors is entirely screened from public rights-of-way in a manner that accentuates ground floor retail and other uses, minimizes louvers and other mechanical features, and is in keeping with the overall massing and architectural vocabulary of the building's lower floors.
- The project sponsor has incorporated space-saving parking technologies and practices such as valet and tandem parking, mechanical parking stackers and other available techniques.

Separating Parking Costs From Housing Costs. Residential units shall be made available for rent or purchase at a price separate from the price of a parking space

Above-Grade Parking Setback. Any parking built above street grade must be set back at least 25 feet on the ground floor and 15 feet at all other levels from any façade facing a public right-of-way. Space for active uses shall be provided along the frontages for the above-mentioned setback depths.

Ground Floor Commercial Uses. Active, pedestrian-oriented commercial uses are a required ground floor use on street-facing building frontages in the locations listed in this subsection. Where these uses are required, they shall occupy no less than 75 percent of the building frontage and shall be open at the pedestrian eye-level allowing visibility to the inside of the building. Such openings shall use clear, un-tinted glass, except for decorative or architectural accent. Any decorative railings or decorative grille work, other than wire mesh, which is placed in front of or behind such windows, shall be at least 75 percent open to perpendicular view and no more than six feet in height above grade.

Definition of Active Uses.

- **Ground Floor.** Active uses at the ground floor shall include those that are oriented to public access and walk-up pedestrian activity, and generate human-oriented activity. These uses shall not include any use whose primary function is the storage of goods or vehicles, utility installations, any office use, any use oriented toward motorized vehicles, or any use or portion of a use which by its nature requires non-transparent walls facing a public street. Some uses are restricted as follows:
 - Non-Auto Vehicle Sales and Rental are only considered as active uses if their use is limited to the sales and rental of bicycles, or the sales of scooters or motorcycles, and no curb-cuts, garage doors, or loading access are required on streets where such are restricted in this Code, and pedestrian movement on abutting sidewalks is not infringed.
 - Public Uses considered active uses except utility installations.
 - Residential Uses are considered active uses only if a majority of residential uses at the ground level have direct, individual pedestrian access to a public sidewalk or street. Spaces accessory to residential uses, such as fitness or community rooms, are considered active uses only if they meet the intent of this section and have access directly to the public sidewalk or street.
- **Floors Above the Ground Floor.** Active uses on floors above the ground floor shall include all office uses, all residential uses, hotels, and any industrial or light industrial use that is permitted in the district and meets the intent of this Section.

Sec. 155.5 Bicycle Parking Required For Residential Uses

For buildings of 4 dwelling units or more, bicycle parking shall be provided in the minimum quantities specified in the table below, regardless of whether off-street car parking is available. The maximum requirement is 400 spaces.

Figure 1 - Bicycle Parking Requirements

Housing Type	Minimum Bike Parking Space Required
Dwelling Units	1 Space/ 2 Dwelling Units for up to 50 Units. 1 Space/ 4 Dwelling Units over 50
Group-Housing	1 Space/ 3 Bedrooms
Senior Housing	None Required
Disabled Housing	None Required

Layout. Above a requirement of 100 spaces, up to one-third of the spaces may require the bicycle to be parked in a vertical position. Large developments with multiple buildings are encouraged to site required bicycle parking in smaller facilities located close to residential entries for each building, rather than in one large centralized garage space. Required bicycle parking spaces shall not be provided within dwelling units, balconies, or required open space.

Sec. 166. CAR SHARING.

Definitions. For purposes of this Code, the following definitions apply:

- A "car-share service" is a mobility enhancement service that provides an integrated citywide network of neighborhood-based motor vehicles available to members by reservation on an hourly basis, or in smaller intervals, and at variable rates. Car sharing is designed to complement existing transit and bicycle transportation systems by providing a practical alternative to private motor vehicle ownership, with the goal of reducing over-dependency on individually owned motor vehicles.
- A "car-share organization" is any public or private entity that provides a membership based car-share service to the public and manages, maintains and insures motor vehicles for shared use by individual and group members. The Planning Department shall maintain a list of recognized car-share organizations meeting the standards and intent of this Section.
- An "off-street car-share parking space" is any parking space generally complying with the standards set forth for the district in which it is located and dedicated for current or future use by any car share organization through a deed restriction, condition of approval or license agreement. Such deed restriction, condition of approval or license agreement must grant priority use to any car-share organization that can make use of the space, although such spaces may be occupied by other vehicles so long as no car-share organization can make use of the dedicated car-share spaces.
- A "car-share vehicle" is a vehicle provided by a car share organization for the purpose of providing a car share-service.
- A "property owner" refers to the owner of a property at the time of project approval and its successors and assigns.

Requirements for Provision of Car-Share Parking Spaces

In newly constructed buildings in DTR districts and in the Mid-Market Special Use District containing residential uses or existing buildings being converted to residential uses, car-share parking spaces shall be provided as follows:

Number of Residential Units	Number of Required Car Share Parking Spaces
0-49	0
50-200	1
201 or More	1, plus 1 for every 200 dwelling units over 200

In all other newly constructed buildings, one car-share parking space shall be provided for each increment of parking permitted, as follows:

Number of Residential Units	Number of Required Car Share Parking Spaces
0-24	0
25-75	1
76-125	2, plus 1 for every 50 dwelling units over 125

The required car-share spaces shall be made available, at no cost, to a car-share organization for purposes of providing car-share services for its car-share service subscribers. At the election of the property owner, the car-share spaces may be provided:

- On the building site,
- On another off-street site within 800 feet of the building site, or
- If approved by the Board of Supervisors, at a curbside site on a public street within 800 feet of the building site.

The parking areas of the building shall be designed in a manner that will make the car-share parking spaces accessible to non-resident subscribers from outside the building as well as building occupants.

Prior to Planning Department approval of the first building or site permit for a building subject to the car share requirement, a Notice of Special Restriction on the property shall be recorded indicating the nature of requirements of this Section and identifying the number and location of the required car-share parking spaces. The form of the notice and the location or locations of the car-share parking spaces shall be approved by the Planning Department.

All car-share parking spaces shall be constructed and provided concurrently with the construction and sale of units.

If it is demonstrated to the satisfaction of the Planning Department that no car-share organization can make use of the dedicated car-share parking spaces, the spaces may be occupied by non-car-share vehicles; provided, however, that upon ninety (90) days of advance written notice to the property owner from a car-sharing organization, the property owner shall terminate any non cars-haring leases for such spaces and shall make the spaces available to the car-share organization for its use of such spaces.

Sec.167. Separating Parking Costs from Housing Costs in New Residential Buildings

All off-street parking spaces accessory to residential uses in new structures of 10 dwelling units or more, or in new conversions of non-residential buildings to residential use of 10 dwelling units or more, shall be leased or sold separately from the rental or purchase fees for dwelling units for the life of the dwelling units, such that potential renters or buyers have the option of renting or buying a residential unit at a price lower than would be the case if there were a single price for both the residential unit and the parking space. Renters or buyers of on-site inclusionary affordable unitsshall have an equal opportunity to rent or buy a parking space on the same terms and conditions as offered to renters or buyers of other dwelling units.

Exception. The Zoning Administrator may grant an administrative exception from this requirement for projects for which low-income housing tax credit financing requires that costs for parking and housing be bundled.