The Downtown Redwood City
Parking Management Plan

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Table of Contents

Introduction

Downtown Redwood City is on the verge of becoming the entertainment capital of the San Francisco Peninsula. Already, the Fox Theatre brings nationally recognized musical acts to Downtown, such as Tony Bennett, Neil Young, and Itzhak Perlman. Next door, the Little Fox Theatre brings smaller but incredibly talented acts to a more intimate setting. Both venues draw people from all over the Bay Area. At the end of this year, Century Theaters will relocate from Bayshore Road to the heart of Downtown, bringing with it 1,000,000 to 2,000,000 people per year. Across from the Fox Theatre, Courthouse Square (debuting in 2006) will be the most incredible public space in the county, if not the entire region. This is a place where people will want to be.

This will bring many good things to Downtown Redwood City. The sheer numbers of people will enliven our sidewalks, making them much more interesting and much comfortable. The whole district will take on a much more festive mood, and will be a wonderful destination for residents and visitors alike. There will be much more "to do" in Redwood City. Much of the added foot traffic will undoubtedly work its way into local shops and restaurants, adding to their prosperity while simultaneously enticing more shops and restaurants to locate here—both of which will cause sales tax revenue for the City to rise. Finally, and perhaps most importantly, the rejuvenated area will act as a source of pride for all Redwood City residents—the heart of their city will once again be a place that is important, prosperous, and *alive*. Downtown will become the "living room" of the Redwood City community.

Most of these new visitors to Downtown will arrive by automobile, and they will need a place to store that automobile while they are enjoying themselves. Since the parking space is the place where most will first set foot in the area, it acts as an arrival point and sets the mood for their Downtown experience. Will there be a convenient space available? Will there be an inexpensive space available? If they have to walk, will the walk be pleasant? Will they have to carry a pocketful of quarters, or will there be another way to pay? Will they have to move their car every hour or so to avoid a ticket?

There are about as many approaches to downtown parking as there are downtowns. And while many downtown parking programs have positive features, most have very negative features, too—and it is very difficult to get it just right. If there is enough parking, then it is often too much, cluttering the landscape with lifeless asphalt expanses and bunker-like garages. If it is free, then it usually comes at the risk of an expensive ticket or the hassle of moving your car around to comply with time limits. If you pay, it is usually inconvenient to do so—who has that many quarters?

To develop a plan, City Staff thoroughly researched the parking patterns in Downtown. Occupancy surveys were conducted as were field observations. This data was analyzed by time and by area to understand when and where parking problems existed.

In addition, the future was examined. As a part of the environmental impact report for the retail/cinema project the added parking demand of the project was calculated and the impact on the Downtown parking system was assessed. This was invaluable information. Also, the proposed Downtown Precise Plan was examined for the potential additional development that it would allow Downtown and the parking impact this would have.

Finally, parking systems throughout the region and across the nation were examined, as was academic research on parking management. All available approached were studied and looked at for applicability to Redwood City.

Working with the Community

In addition to analyzing the current and projected parking needs in Downtown and researching the breadth of approaches (good and bad) used in other cities, staff held a series of three interactive public workshops with Downtown stakeholders. The purpose was to help them understand the challenges that lie ahead and our options for dealing with them, as well as for staff to learn from those "in the trenches" what are the problems and strengths of our parking system and what they feel is needed to make it better.

Workshop #1 was held on March 15th. During this meeting staff gave a presentation discussing the factors laid out in the introduction to this report—the new patterns of parking use that will likely result upon the opening of the cinema, the high cost of building new parking, the park once nature of Downtown, etc. There was then a lively discussion period where the attendees asked staff questions and voiced some of their concerns.

Workshop #2 was held on March 29th. For this session, staff brought a menu of the options available to us to the group and explain the advantages and disadvantages of each. An interactive game was then played in which the group plotted areas which they thought were best for employee and customer parking, and also what they thought were the best approaches for issues such as time limits, prices, etc. The results of this exercise are included at the end of this report in figures 11 through 13.

At Workshop #3, which was held on April 12, staff unveiled their recommendations for Downtown parking. The details of how this proposed system would work were described, and why each aspect was chosen was explained in detail. The attendees were very supportive, and offered great suggestions for refinements to make the plan even better.

The workshops were a great success. The stakeholders really seemed to grasp the difficulty of managing parking in a lively, walkable downtown and were very receptive to changing the system in order to make it work well under the new circumstances that will arise later this year. In addition, staff learned an incredible amount from those with first-hand knowledge about Downtown's needs and that knowledge has benefited this plan tremendously.

The Focus of the Parking Management Plan

There are many important aspects of parking. Two of the main aspects are the management of public parking and parking requirements for new development.

Public parking management refers to how we regulate City-owned parking in order to ensure that it is used as efficiently and effectively as possible. There are 2,856 City-owned parking spaces in lots and garages and on the streets in the Downtown area, and ensuring that they are well managed is a critical piece of the Downtown puzzle. Public parking management consists primarily of prices charged for parking and time limits on parking spaces.

Parking requirements for new development refer to the amount of private parking spaces that must be constructed by developers when they build new buildings or when merchants open new businesses. Almost every zoning ordinance in the country contains such requirements, and they were created in an attempt to prevent the public parking supply from being overburdened by the private development which generated the need for parking in the first place.

This report at this time will only deal with parking management. Parking requirements will be a future topic that staff will bring to the Planning Commission and then to the City Council.

Background Data

Who is Responsible for Providing Parking?

Many people look to their local governments to provide ample downtown parking. Technically, however, the responsibility to provide parking in all areas of the City falls on the private property that generates the need for the parking in the first place.

Article 30, Section 1 of the Zoning Ordinance says…

> **30.1 Purpose.**
> The purpose of this article is to require that all uses of land in the City which normally terminate or generate vehicle trips provide on that land, or reasonably close, adequate space on which to park and load the vehicles involved, in order that the public streets may be used primarily for the movement of traffic and not the storage of vehicles. (Ord 1130, eff. 7-10-64: Ord 1130.272, eff. 11-15-90)

In most areas of a city this works. Downtowns are more challenging, though. Downtowns work and are appealing because there is so much to do in such a small area. So, by definition, there isn't a lot of room for parking in a downtown. Also, in the auto age downtowns provide an extra appeal because they are oriented to the pedestrian (while most other areas of our cities are oriented to the automobile). Keeping our downtowns pedestrian-friendly requires us to devote less space to auto storage than we might in other environments.

Having such an area, which is compact, walkable, and lively is highly desirable to much of the population and is an important part of any city's land use "portfolio," just as industrial zones, auto dealerships, and regional retail is also important. So it is therefore in the City's best interest to work together with merchants and property owners to find a solution to the Downtown parking issue, rather than just telling them to build it all themselves.

Conventional Approaches to Creating Parking Are Not Good Enough

While we must work together with merchants to ensure that Downtown's parking supply is adequate, we must develop creative ways to do it. The conventional approach used in most cities in the United States is inadequate and inappropriate for downtowns, and is particularly inadequate for Downtown Redwood City.

What is the conventional approach? First of all, curb parking is made free to attract customers. Then, to relieve congested curb parking, cities create on-site parking requirements in their zoning ordinance. This means that when houses, shops, or offices are built, parking must be built along with them. How much parking? Well, frankly, a lot. Usually, the amount of parking needed

during the busiest hour of the busiest day of the year is estimated for various uses and is then required as the minimum parking requirement. The intent is to accommodate all parking needs on the site of the project. It is assumed that this parking will be free and will not be shared with neighboring properties, meaning efficiency is minimized and demand is maximized.

This approach does not create attractive, walkable environments, but it can work if land is plentiful and cheap. However, this approach is antithetical to downtowns. Downtowns work precisely because they contain so many activities in such a small area. The conventional approach to parking spreads things out to the point where a real downtown just isn't possible. Our favorite downtowns—whether they be the big Downtown Chicago, the medium-sized Savannah, Georgia, or the small Downtown Carmel—would not be possible to build under conventional codes. But would we be better off without Carmel, Savannah, or Chicago (or Redwood City, for that matter)? No! These are great places and we must retain them and expand them.

However, even if we didn't care about creating nice places and we wanted to apply the conventional parking approach to Downtown, we probably couldn't. Property values are incredibly high in Downtown and they're getting higher. This makes surface parking lots an unattractive proposition. Anyone who pays top dollar for land wants to have as much of it generating revenue as possible, and surface parking doesn't do that. Above-ground parking structures are much more efficient with land, but they are very, very expensive. In fact, they tend to cost $20,000 to $25,000 or more per space. Underground garages are the most land-efficient, but they are also the most expensive. The new municipal garage under the retail/cinema project is costing the City about $30,000 per space. New garages in Palo Alto cost their local government nearly $51,000 per net new space.

Put simply, we cannot just build our way out of this situation.

Do we need to have enough parking? Absolutely. But we must be sure to have "just enough" and not "more than enough." And with that just enough amount we must be very shrewd and efficient, in order to make it work as well as possible.

The Current Downtown Parking Situation

The Downtown Parking Management Plan will look at the area shown in **Figure 1**, which is generally bounded by the Caltrain tracks, Brewster, Veterans, and Maple. In this area there is a parking supply of 6,135 spaces. 1,229 of these are City-operated on-street spaces. The City operates another 1,627 spaces in off street-facilities (including the new Jefferson Garage). In addition there are 1,674 spaces operated by other governmental agencies and at least 1,605 operated by private entities.

City-Controlled Downtown Parking

On-Street Spaces	**1,229**
Jefferson Garage (under the cinema)	**590**
Middlefield Lot	**204**
Marshall Garage ground floor	**102**
Marshall Garage upper floors	**285**
Main Street Lot	**151**
Library Lot	**51**
Winslow Lot	**53**
Perry Street Lot	**52**
City Hall Lot	**139**
TOTAL	**2,856**

Currently, this system is underused and is more than enough for our needs. At our peak of activity, which is 1pm on weekdays, only 69% of those spaces are occupied. During the dot-com craze, that figure was 78%, which was still far below the 85% that is considered ideal.

Figure 2 on shows the current usage of Downtown public parking during the Noon hour. The table below shows current peak hour use by facility type.

Current Average Downtown Parking Occupancy During Fridays at 1:00pm
Public and Private Parking

Area	Total Spaces	Number of Spaces Occupied	Occupancy Rate
On-Street, Broadway	87	85	98%
On Street, All	1,229	853	69%
City Lots and Garages	752	469	62%
Other Public Lots and Garages	878	508	58%
Private Lots and Garages	1,605	992	62%
Downtown Totals	4,464	2,822	63%

Although we have a sizable surplus, it doesn't always *feel* like we have a parking surplus. On-street spaces on Broadway, which are the most desirable spaces in the district, are at or near 100% occupancy all day long. This means that people who really want them probably cannot get them. However, right around the corner, within a very comfortable walk, there are usually plenty of empty spaces. Does this mean we have a *shortage* (as the motorist may perceive it) or a *management* problem?

At night, the crunch is Different. All meters shut down at 6:00pm and time limits are not in effect. On many evenings this makes sense. There is no competition for parking, so there is no need to manage it. However, when there is significant activity at the Fox Theatre, currently our main nighttime activity generator, Broadway and all side streets are completely congested. The Winslow lot (behind Pizza and Pipes) is completely filled. Meanwhile, two blocks away, on-street spaces sit empty, and the Marshall Garage sits nearly empty. Due to the lack of parking management, prime spaces near the Fox are more congested during the evening, despite the fact that there are fewer cars in Downtown competing for them. See **Figure 3** for a graphic depiction of current evening parking use.

Why is this? Effective parking management compels some people to distribute themselves away from prime parking areas. Time limits do this theoretically by capping the visit time at an hour or two, after which time one must leave, freeing the space for someone else (this is referred to as "turnover"). Pricing does this by making people pay more for prime parking (which deters

employees from sitting there all day) and by luring bargain hunters away from the core with better deals in garages and peripheral areas. Without these mechanisms in place, parking congestion will (and does) occur, no matter how many parking spaces there are.

The Parking Situation After the Opening of "On Broadway."

After the "On Broadway" retail/cinema project is completed and open for business, demand for parking will rise appreciably. In addition, the nature of that parking demand will change. While there will still be a major spike of activity at the noon hour on weekdays, the new peak of activity for Downtown will be 8pm to 9pm on Fridays. According to the "On Broadway" EIR, there will be a public parking deficit of 29 spaces at this time.

Since the completion of the EIR, however, the City has entered into an agreement with the County of San Mateo which will allow the general public to use their large garage at Middlefield Road and Bradford Street during some weekday evenings and Friday evening through Sunday night. This agreement has brought an additional 797 spaces into the Downtown public parking supply during the new peak period of activity. Adding these spaces to the public supply creates a surplus of 768 spaces during the new Friday evening peak. With a sellout show at the Little Fox, that surplus drops to 688 spaces. Even with simultaneous sellouts at the Little Fox and the main Fox Theatre—a rare occasion—there would still be a surplus of 250 public parking stalls in the Downtown core.

Available Public Parking Spaces During Fridays, By Hour
Public Parking Only

Time	Retail/ Cinema EIR Addendum	With County Garage	With Little Fox Sellout	With Big Fox Sellout
10:00 - 11:00am	1,044	1,044	1,044	1,044
11:00 - 12:00pm	929	929	929	929
12:00 - 1:00pm	280	280	280	280
1:00 - 2:00pm	168	168	168	168
2:00 - 3:00pm	232	232	232	232
3:00 - 4:00pm	266	266	266	266
4:00 - 5:00pm	401	401	401	401
5:00 - 6:00pm	427	1,224	1,144	706
6:00 - 7:00pm	539	1,336	1,256	818
7:00 - 8:00pm	175	972	892	454
8:00 - 9:00pm	(29)	768	688	250
9:00 - 10:00pm	182	979	899	461
10:00 - 11:00pm	462	1,259	1,179	741
11:00 - 12:00am	1,204	2,001	1,921	1,483
12:00 - 1:00am	1,539	2,336	2,256	1,818

There will be intense competition for prime parking spaces during this time. Periods that are now relatively quiet in Downtown, namely evenings and weekends, will now be vibrant with activity. Downtown will change from a daytime and office oriented district to a multi-functional 18-hour a day district.

Fortunately, even during the busiest nights of the year, there will be enough parking spaces to go around. However, without very effective parking management, it will not feel like nearly enough parking is available.

The Unique Nature of Parking in Downtowns

It is very clear that the parking challenge before us is significant. However, downtowns, by their very nature, possess certain parking advantages as well. Identifying and taking advantage of these assets is one of the keys to our parking destiny.

Downtown: A Park Once Environment

Assume that you have the afternoon off, and you are going to take care of some errands. First, you might stop by the post office to send a package to someone. Next, let's say that you drop a watch off to get repaired. Next you meet a friend for some conversation over coffee, and lastly you pick up a book that you've been meaning to read before you finally head home.

In a non-downtown setting you would probably need a parking space at each one of these destinations. That would mean, for this example, that you needed four parking spaces for this afternoon.

However, in a good downtown, your afternoon would be different. You would conceivably only need one parking space for the afternoon. You could easily walk from the post office to the watch repair shop to the coffee shop to the bookstore and back to your car again. Why is this? There are three main characteristics of a good downtown that make it possible.

1. Compactness
2. Mixed-use
3. Walkability

First, downtowns are compact. This means that a given number of activities take up less space. This is because buildings are usually taller and cover more of their site. By bringing everything closer together, the need to drive from one place to another is reduced.

Second, downtowns are mixed-use in nature. This means that offices, shops, restaurants, services, and residences can all be found very close together, sometimes in the same building. Non-downtown areas typically segregate these functions from each other, which causes them to be further from each other than they are downtown. This distance is usually beyond a comfortable walk, which most people consider to be ¼ of a mile or less.

Finally, good downtowns are walkable. What does "walkable" mean? Technically you can walk just about anywhere, right? That is true. But to be truly walkable, a place must be inviting to walkers and must provide them with comfort, security, and interest. Sidewalks must not only be present, but they must be sufficiently wide. Street trees and awnings should protect from the sun and rain. Parked cars should protect them from traffic. Storefronts and architecture should offer

visual interest. The street pattern should be fine grained and interconnected so that pedestrians can take direct routes to their destination. When all of these factors are in place, a downtown is truly walkable.

Fortunately, Downtown Redwood City has all of these traits and is building on them as we speak. Downtown Redwood City is a "park once" environment and an effective parking management plan will capitalize on this quality and enhance it. This is critical, because park-once environments have many advantages. First, they simply require fewer parking spaces. A given number of shops and restaurants will require fewer parking spaces if they are clustered together in a park-once downtown environment than they would if they were scattered about the landscape in the typical fashion. This saves businesses, property owners, and the City a lot of money because, as we discussed earlier, parking is *expensive*. In addition to cost savings, having fewer parking facilities makes an area much more attractive. Also, with fewer parking lots come fewer driveways cutting across sidewalks, which adds to pedestrian comfort and safety.

Finally, and perhaps most importantly, by encouraging people to park once and walk to all subsequent destinations, we add bodies to the sidewalk. Why is this important? There are several reasons. First, it gives merchants an opportunity for "customer sharing." If people walk by a business on their way to somewhere else, that business has the opportunity to attract the customer in and sell them something, too. If the customer parks at each destination and never hits the sidewalk, this opportunity doesn't exist. Second, it adds safety to the area. A busy sidewalk is a safe sidewalk. Danger (or the perception of danger) lurks when a street is deserted, but in the company of your fellow citizens you can be assured of a good level of security. Criminals hate witnesses. Lastly, to paraphrase the great urbanist Jane Jacobs, life attracts life, and dullness repels life. People love to be in the presence of other people, and by creating a park once environment we create busy sidewalks which are an attraction in themselves and will encourage more people to visit Downtown.

Shared Parking

In cities there are many different types of land uses, such as offices, cinemas, shops, restaurants, and hotels. Each of these uses tends to have differing peak use periods. Offices, for example, are busiest during the weekdays until 5:00pm or so. Cinemas, by contrast, tend to be inactive in the morning, mellow in the afternoon, and lively at night and on the weekends. Hotels are relatively idle during the day and need a lot of parking over night, while everything else is empty. This all applies to downtowns and non-downtowns alike.

In non-downtown areas, each property acts as a self contained unit and is usually pretty large. Walking from one property to another isn't realistic or desirable, because some shopping centers and office parks are so big that you can't even get out of them within a comfortable walking time! Not only that, but the walk isn't usually pleasant. Harsh parking lots and busy arterial roads await the pedestrian—most people will not voluntarily subject themselves to such conditions. Therefore, each property must be able to park all of its customers and employees on-site. To do this, parking lots must be sized to meet every possible situation, including the biggest day of the year.

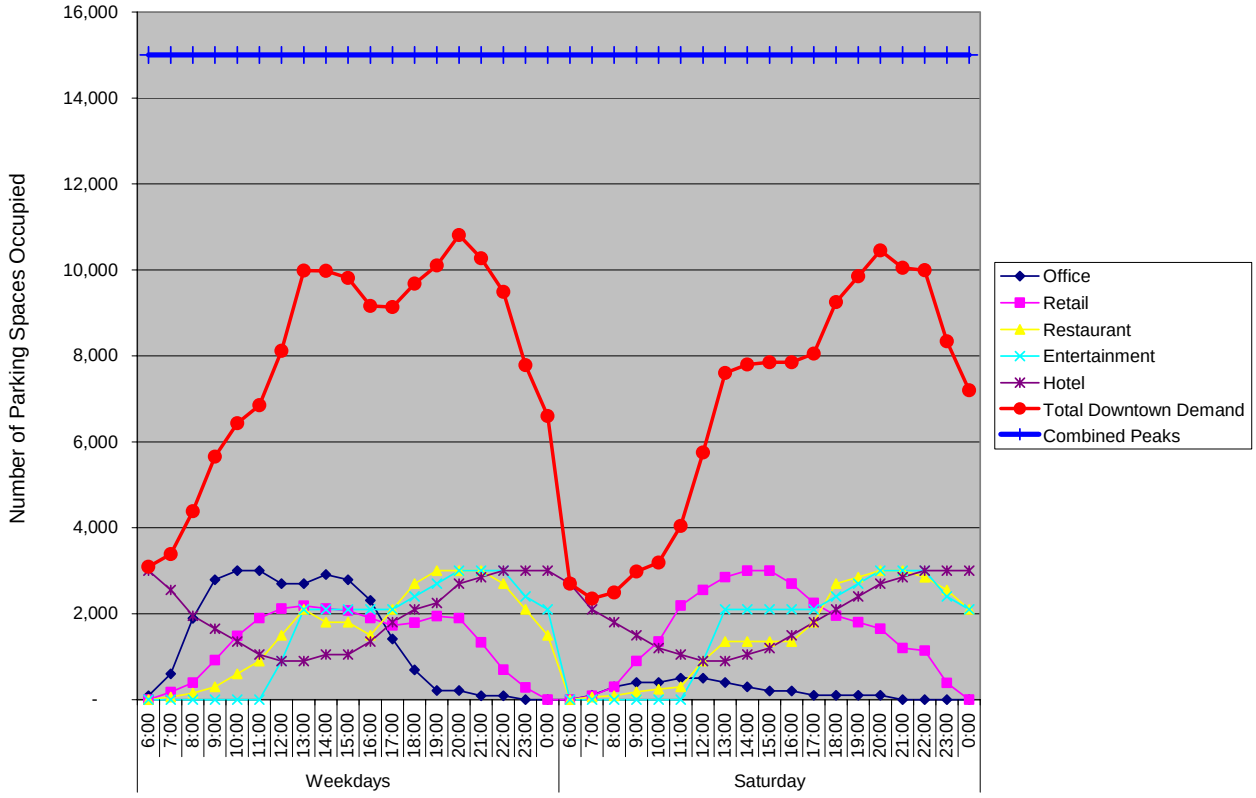
Downtowns, however, can be different. Properties are small and close together and connected by a walkable sidewalk network. It is comfortable to walk from place to place. In fact, it can be a joy! Many private downtown parking lots, though, still contain menacing signs that say things like “Keep out! Unauthorized vehicles will be towed at owner’s expense.” If those signs come down, though, and property owners are willing to share their parking, an amazing opportunity opens up.

To illustrate this, let’s use an example. Assume that in a great fictional downtown there is a theater which sits right next to an office building. The theater has about 1,500 seats, which means at its peak it needs about 500 parking spaces. The office building is 167,000 square feet in size, which means that at its peak it also needs about 500 parking spaces. If these buildings are in non-downtown settings (or if they are in downtowns but have “keep out” signs in their parking lots) then they each need a parking lot which has at least 500 spaces, which creates a total of 1,000 parking spaces between them. But, if they are located in a downtown environment and they agree to share parking, then they may only need 500 spaces **for both buildings**, or only 250 each**!** This is because of their differing periods of activity. During the day when the office building is bustling with activity, the theater is closed and empty. At night, all of the office workers go home and the theater doesn’t get busy until and hour or two later. Assuming a cost of $20,000 per parking space, this represents a savings of $10 million!

This applies at the district level, too. To illustrate this, we will devise a hypothetical downtown. This downtown has 1 million square feet of office space, 545,500 square feet of retail space, 150,000 square feet of restaurants, theaters with a total of 10,000 seats, and hotels with a total of 3,000 rooms. This means that at their peak, of these land use categories needs 3,000 spaces.

The chart below, based on mixed-use parking standards developed by the Urban Land Institute, demonstrates the efficiencies of shared parking in our hypothetical downtown. The thin lines show the parking needs of different uses throughout the day and week. The thick red line represents the total number of parking spaces occupied at any given time. The thick blue line represents the maximum number of stalls ever needed by each use, combined. In a suburban setting, the blue line would be the number of stalls necessary, due to a lack of shared parking, walkability, and density. However, due the efficiencies of a downtown, ***the actual number of spaces occupied at any given time (red) never comes close to the theoretical need (blue).***

The "Shared Parking" Efficiencies of Downtowns



If parking is shared, a maximum of 10,808 parking spaces are needed at any one given time in our hypothetical downtown. If parking is not shared, due to a suburban setting or "Keep Out" signs, then the number of parking spaces needed is 15,000.

So, just like the "park once" aspects of Downtown, shared parking is a tool that can dramatically lower the number of parking spaces needed in a very effective way, adding to the beauty and parking efficiency of the area.

Can We Add Any Inexpensive Spaces to Our Surplus?

So, we know that we will have a small surplus of spaces during our biggest night, and that due to our "nice places" goals and the high cost of new garages, we must effectively manage our parking system rather than build major new parking facilities. However, it sure would be nice to have a little more of a surplus during those busiest times. Can we add a few more spaces cheaply?

There are a few options available to us to add a limited number of inexpensive spaces to our surplus. These options are all being explored by staff and some have already been used.

Diagonal Parking

On-street parking spaces are typically parallel spaces, meaning that parked cars face the same direction as traffic and are parallel to the curb. However, some streets have diagonal spaces which meet the curb at a 45 degree or 60 degree angle. Parallel parking lanes require much less roadway width—7 to 9 feet compared with 15 to 18 feet for diagonal parking lanes. However, diagonal spaces are much more efficient where the roadway width exists. Parallel parking can fit about 4.5 spaces per 100 feet of curb, whereas diagonal parking can squeeze in nearly double that amount, or about 8.3 spaces per 100 feet of curb width. This efficiency is not gained by smaller stall sizes, but rather through a more efficient layout.

There are several Downtown streets which have adequate curb-to-curb width to accommodate diagonal parking without losing travel lanes. Staff is inventorying these streets and how many extra spaces diagonal conversions may provide. In addition, there may be other opportunities for "road diets" as proposed by Dan Burden, where 4 lane roads are reduced to 2 or 3 lanes in order to slow traffic and enhance safety and walkability. Such conversions would likely also provide the opportunity to add prime on-street parking spaces by using diagonal parking to fill the space freed up by the removal of traffic lanes. In addition to creating prime parking for very little cost, these conversions would have the added benefit of slowing traffic, thus increasing safety for motorists and comfort for pedestrians.

Shared Use Agreements

The "biggest night" occupancy level of 92% stated above is a pretty alarming figure. That means that very few spaces will be available, much less than the 15% ideal. Will Downtown be able to function under such circumstances? Fortunately, it will. There are a few reasons why this figure isn't as bad as it sounds. First of all, this is only during the busiest hour of the busiest days, which will only occur every so often. Most of the time, less than 92% of our parking supply will be occupied. Second of all, it only includes City-operated parking (meaning the 2,856 parking spaces owned by the City), as well as the 797 parking spaces in the County Garage that will be available some weekday evenings and all weekends evenings. Parking spaces in lots owned by other agencies (such as Caltrain and the County) and private offices are NOT included in this number, of which there are approximately 2,400 more spaces. Can we take advantage of these spaces?

In 2003 the City entered into an agreement with the County of San Mateo to use their garage on Middlefield Road during evenings and weekends for free parking for the general public. This added nearly 800 spaces to the available supply when they are needed the most. In return, the City assumes liability during the times that it uses the garage, and pays a pro-rated share of the maintenance costs of the garage.

There are hundreds upon hundreds of parking spaces which may be made available under similar agreements. This would bring many parking spaces into the available supply when they are most needed without adding curb cuts, asphalt deserts, or vertical bunkers to the Downtown landscape. Staff is working vigorously to identify all such available opportunities and to capitalize on them.

Valet Parking

Restaurants are busy at nights. Banks are busy during the day. Many of each reside in Downtown. Can a mutually beneficial relationship be cultivated? City staff is currently identifying lots whose owners are interested in partnering with a restaurant or other business to serve as a storage area for valet parking. This is incredibly efficient. A prime curbside parking space could then conceivably park dozens of cars every hour instead of just one.

Signage

Some people may be willing to park in off-street parking facilities, if only they could find them. Staff is currently working with a consultant on an extensive wayfinding sign program. These signs will direct visitors to parking areas, ensuring that they can find them if they need them.

Lighting

Some visitors may be aware of off-street parking areas, but don't want to park there because of a dark and uncomfortable walk during evening hours. Staff is investigating the lighting situation and is identifying dark areas and options to brighten them so that all visitors feel comfortable using our parking facilities, regardless of the time.

Parking Management Discussion

As was mentioned earlier, parking management refers to how public parking is controlled through prices, time limits, and other regulations. Why do we manage parking? The number one reason is to create "turnover" of spaces, meaning people leave the spaces after a while so that someone else may use them. If there were always spaces available when and where people needed them, then parking management wouldn't be necessary. In compact downtown situations where there is competition for space, management is needed. A secondary reason that parking is managed is to generate revenue to operate parking facilities and perhaps to fund other programs as well.

There are two primary tools that are available to cities to manage public parking, and the City Council must set policy on both of them in order for Downtown Redwood City to be ready for the new visitors that will begin frequenting the area later in the year. They are:

1. Prices
2. Time Limits

Prices and time limits must be recalibrated for the whole Downtown area in order to be ready for the opening of the "On Broadway" project. The area which will be examined is shown in **Figure 1**.

Prices

Why charge for parking? People love free parking, right? Why not give it to them? The answer could be summed up by the quote below:

> *"Of course there's not enough parking. If you gave away free pizza, would there ever be enough pizza?!"*
> Andres Duany, Elizabeth Plater-Zyberk, and Jeff Speck in *Suburban Nation*

When the supply of any commodity is limited and demand for it is near or above that limited supply, the price goes up. If the commodity is free, then it will be quickly used up and exhausted by the first people who get to it, and there can be no rational distribution to those who might need it or want it more.

This is the main reason to charge for parking in a downtown. The alternative of flooding the market with parking spaces is cost-prohibitive and is damaging to the features which make downtowns attractive, namely beauty, walkability, and compactness. Thus, the supply is limited.

Struggling downtowns often have an overabundance of parking and almost always have spaces available when and where they are needed. Such places do not need to charge for parking and

probably shouldn't. Suburban strip malls sometimes have greater supplies of parking than is needed and often do not need to charge for parking either. However, do we want Downtown Redwood City to be a struggling downtown or a strip mall?

Obviously, the answer is "no." Downtown is already a major employment center and the City and its redevelopment agency have made several wise investments that will solidify it as a strong shopping, dining, and entertainment destination, too. We will have a lively downtown, and we will have to deal with parking in a creative way. But that's okay—this is a good problem to have.

Therefore, the main reason to charge for parking is to ration a limited supply of a coveted product. By charging for parking, people will be encouraged to move from spaces as quickly as possible in order to pay as little as possible, and spaces are made available to others. Thus, charging for parking makes fewer spaces feel like more.

Without parking management in general, and fees in particular, employees and merchants tend to park in the best spaces all day, depriving paying customers of the most convenient spots. Obviously, merchants and employees "shouldn't" park in prime spaces, but they do.

The secondary reason to charge for parking is that it generates revenue. This shouldn't be the main reason to do it, although for some cities it is. The revenue generated is necessary to operate the parking system and to pay for new parking facilities. The "rationing" powers of pricing are a far more powerful incentive to charge for parking in lively downtowns.

Market-Rate Pricing

The ideal occupancy rate for a block of downtown parking is considered to be 85%, which means that 1 out of every 8 spaces is always available, even on the main drag, and even during the busiest hours. This way, a precious public resource is not wasted, while at the same time there is always a space or to for those who really want them. This is achieved not through time limits, but by a strategic pricing structure. The most desirable spaces (on-street spaces in the core) are the most expansive, while side streets are less, and off-street parking is even less. The least desirable and least used spaces may even be free. This system lures bargain hunters and employees out of prime areas, freeing up a few prime spaces for customers who really want them and are willing to pay for them. If a block or lot has an average occupancy of greater than 85% then the parking is congested and the price must go up. If a block or lot has an average occupancy of *less* than 85% then the parking is underused and the price must go down, or go away altogether.

Professor Donald Shoup, the most vocal advocate for market-rate prices, once explained their effectiveness using the "Goldilocks Principle:"

> The price is too high if many spaces are vacant, and too low if no spaces are vacant. Children learn that porridge shouldn't be too hot or too cold, and that beds shouldn't be too soft or too firm. Likewise, the price of curb parking shouldn't be too high or too low. When about 15 percent of curb spaces are vacant, the price is just right. What alternative price could be better?

What motivates parkers?

In order to effectively use market-rate prices to create available spaces when and where they are needed, we must first understand what motivates parkers. Some feel that people will park where they "should." Merchants "should" park on side streets. Employees "should" park in the garage outside of the shopping area. Transit commuters "should" park at the transit garage.

Indeed, they should. Unfortunately, people don't always do what they should. People tend to act in their individual self-interest when making decisions, and this includes when they are making decisions as to where to park. According to parking expert Donald Shoup, "most models of parking choice assume drivers act in their rational self interest, rather than for moral reason, in deciding whether to obey the law… The essence of parking enforcement is thus economic, and it is futile to rely on rules absent economic incentives." Australian parking researchers Russell Thompson and Anthony Richardson advise us to "assume that parkers are rational and will behave dishonestly if the effect (on the parker) is positive."

Basically, carrots (rewards) and sticks (punishments) can influence people's decision on where to park, but appeals to moral virtue or concern for the common good will not.

Market-rate pricing takes parkers' needs into account and appeals to those needs, enticing them to park where the downtown needs them to park. In order to understand the various needs of parkers, they can be divided into four groups.

The Unpleasables

The unpleasables are a small but vocal group of downtown parkers. They want to park right in front of their destination, for free, all day. Sadly, nothing can be done to please them. Free parking will be jammed up and unavailable to them when they want it, and would thus anger them. Enforcement of time limits may free up a space or two for them, but then they may get a ticket, which of course will not please them. Charging them is of course upsetting, as is asking them to walk.

The Dream Parkers

The dream parkers are called such because they are a dream from the parking manager's point of view. They are easy-going folks who just want to get out of their car and hit the sidewalks. They'll walk, they'll pay—they really don't mind what they have to do as long as it is reasonable. Unfortunately, they are also a small group. The vast majority of parkers fit into one of the next two categories.

The Convenience Hunters

Convenience hunters want to be close to their destination. That is their primary concern. Usually they are coming to the area for a relatively short period of time to shop, eat, or run errands. They are often in a hurry and this adds to their desire for close-in parking spots. Like everyone else they enjoy free parking, but they want a convenient space badly enough that they are willing to pay for it.

The Bargain Hunters

As the name implies, bargain hunters are looking for a great deal. They are typically people who will be Downtown for a while and don't want to rack up a large tab for parking. Often times they are employees, merchants, or people on all-day Downtown visits. Typically they are willing to do what it takes to get that bargain, whether it be circling around the block or walking a few blocks. They just want that bargain. It is useful to note that while the Bargain Hunters are willing to walk, they are not martyrs. They are only willing to walk if it saves them some money.

Setting Prices to Meet People's Needs

When prices are "correct," the needs of the Bargain Hunters and the Convenience Hunters are met by *different* parking spaces. This causes them to spread out and ration the parking supply. When the prices are wrong, the Bargain Hunters and Convenience Hunters compete for the same parking spaces, congesting them, even though other spaces may sit empty.

Oddly, it seems that most cities get it wrong. If a city's downtown is lively and vibrant and there is a lot of competition for parking, it makes no sense to make all parking free. Yet that is just what many cities insist on doing. Naturally, the on-street parking in front of the shops and restaurants gets completely congested, because it is both a *bargain* and *convenien*t! Both groups are competing for these same spots. To compensate, rigid time limits are aggressively enforced in an attempt to de-congest the prime spaces and to remove employees from them, but this often results in customers getting inconvenienced by having to move their car every so often or, worse yet, burdened with an expensive ticket for being just a few minutes late. Ironically, employees (the main focus of the time limits and ticket-writing) often develop very sophisticated systems to rotate cars and avoid tickets while still congesting the prime customer parking spaces.

Some cities accept that they must charge for parking in their lively downtowns, but they get the prices backwards. With all commodities, rarer and more coveted products cost more, while less desirable and more plentiful products cost less. This holds true for everything from diamonds to petroleum to limited edition Darth Vader action figures. This is the basic law of supply and demand. Why would parking not be subject to these same forces? Well, it is. In downtowns, the most desirable parking spaces are the on-street spaces right in front of the businesses that are major attractors. On-street spaces on side streets are usually a little less desirable but still pretty good. Surface lots are a little less desirable, and garages seems to be even less desirable to most parkers (although weather conditions can make garages more desirable that surface lots at times). Spaces located beyond a 3 to 5 minute walk from the parker's destination (whether on the street, or in a garage or lot) are the very least desirable spaces. Yet how many cities price their on-street parking spaces cheaply, while charging more for garage spaces? This is even worse than making all spaces free! Why would someone want to pay $3 per hour to park in a garage 2 blocks away when you can pay 50 cents an hour to park right on the main street? Cities with this sort of pricing system often build expensive new garages expecting to relieve their parking problems, only to find the new garages underused while the main street remains congested.

Downtown Redwood City's current pricing system is not perfect, but it is not the worst, either. It is illustrated in **Figure 4**. Most parking is 25 cents an hour, while some peripheral streets and lots

have meters for 12 and a half cents an hour. However, there are oddities to current system that create problems. Broadway, from Main Street to El Camino Real (where the majority of restaurants, shops, and entertainment venues are located) is free. Predictably, on-street spaces on Broadway are usually congested all day long, even though the Downtown as a whole has plenty of available parking. At slow times it is often possible to find Broadway completely full while spaces a short distance away on side streets are completely empty. Why? You must pay on the side streets. There are also spaces irregularly scattered throughout Downtown that are free, following no apparent pattern, and these too are often gridlocked while metered spaces across the street or around the corner sit empty. This is often done to "help out" businesses on the block. But if the free spaces are overcrowded and unavailable, have we really done anyone a favor? All of this leads to inconvenient, inefficient, and confusing parking patterns.

Certainly the people who get the coveted free/underpriced parking space right in front of their destination are pleased. What a great deal! But there aren't enough of those magical spaces for everyone. So the majority of people can't get what they want and are upset by it. What Bargain Hunter will be happy about paying a lot of money to park in an undesirable space? What Convenience Hunter will be happy about being forced to walk because there wasn't a space available on the main street? Pleasing a few lucky people while upsetting the majority is not a good way to do business.

Will Charging for Parking Drive Away Business?

Frankly, not too many people decide where to go for a night out on the town based on free parking. People typically are seeking a fun, unique experience when they are going out to dinner or to see entertainment. They want to go to a place that is exciting and lively. What about shoppers? Granted, discount shoppers want a deal on everything, including parking. But no downtown can ever compete with big box "power centers" to attract discount shoppers. Thankfully, they don't need to. People who shop in downtowns are not usually looking for bargain basement prices on jumbo packages of paper towels. Rather, they are seeking unique products and unique environments. Niche shopping and "experience" shopping have been the saviors of downtown retail in the era of mega discount chains. In addition, shoppers and diners are typically less sensitive to parking charges because they are there for relatively short periods of time, meaning they accumulate less of a fee than an employee or someone else who will be in Downtown all day. Thus, shoppers and diners (priority customers for prime parking spaces) have a competitive advantage over long-term parkers.

There are a few things that DO seem to stand out to visitors of downtowns, though. One is a lack of available spaces. This causes people to cruise around until they can find one, and it is frustrating. Why spend 15 minutes circling around blocks looking for a space? Who wants to do that? Underpricing curb parking cannot relieve this problem, because it cannot create more spaces. Charging the market price CAN create open spaces, however, and allow anyone to find a prime space if they want it badly enough.

Cruising causes many problems. First of all, the people who are forced to cruise are justifiably upset. Secondly, all of these cars circling around for a parking spot can cause major traffic congestion on downtown streets. No single exhaustive study of the phenomenon of cruising has

been conducted, but several small studies have been done. Of the studies performed, an average of 30% (and a high of 74%) of downtown traffic was caused by cruisers. The average cruising time was about 8 minutes.

Not only is this frustrating to people who are wasting their time by cruising, but this causes problems for others, too. This adds to the consumption of gasoline and the emission of air pollution, in addition to creating unnecessary noise and fumes for people on the sidewalks. Motorists who are not cruising experience unnecessary delays, and extra traffic accidents probably occur due to the extra driving. Proper parking pricing can reduce or eliminate cruising. If a space that meets the parker's needs is available as soon as they enter the neighborhood, then why would anyone cruise?

When all parking is free or pricing is backwards (garages and lots cost more than curbside spaces), long-term parkers are NOT motivated to park in less desirable off-street parking facilities. Both Palo Alto and Berkeley are struggling with underused new garages which were built in an attempt to relieve curbside parking congestion. Palo Alto's parking is all free, and Berkeley's charges are backwards, with curbside parking costing 50 cents an hour and garages costing $1.50 to $3.00 per hour.

People tend to feel swindled when they don't get a better deal for using a less desirable product. This is exacerbated when off-street parking is MORE EXPENSIVE than the prime curbside spaces. Then people are *really* motivated to seek the curbside spaces, even if they don't necessarily need curbside convenience. The obvious outcome is that curbside parking becomes unbearably congested.[*]

Permits

Permits are a pricing tool. By offering a discounted rate to people who buy permits, we are offering an incentive to park in the areas in which permits are valid. In addition to being a good deal, permits are attractive because of the convenience factor—there is no meter to pay, no shuffling of cars to worry about, and no risk of a ticket.

Desirable on-street parking should not be a deal. We are not trying to attract people to it. It attracts people all on its own, because it is the most convenient parking. Permits should be used to attract people (especially employees and merchants) off of the streets and into off-street facilities that are less desirable for customers. Offering permit parking is not an obligation of the City, and should not be viewed as such. Employees, merchants, residents, and other long-term parkers should have to compete for parking just like anyone else, and if they don't want to then they should provide their own private off-street parking, as the zoning ordinance requires. Rather, parking permits should be viewed as one more pricing tool that can be used to decongest

[*] It should be noted that the $5.00 per hour price that will be in place in the Jefferson Garage, Marshall Garage, and Middlefield Lot during evenings and weekends (see Page **Error! Bookmark not defined.** for more detail) creates a "backwards" situation as described above. Fortunately, validations will be available which makes these facilities free to parkers with validations, which puts them somewhat back into a proper pricing relationship with the on-street parking. This situation was caused by the Parking Facilities Agreement between the City and the developer of the retail/cinema project. This agreement was entered into before this plan was developed.

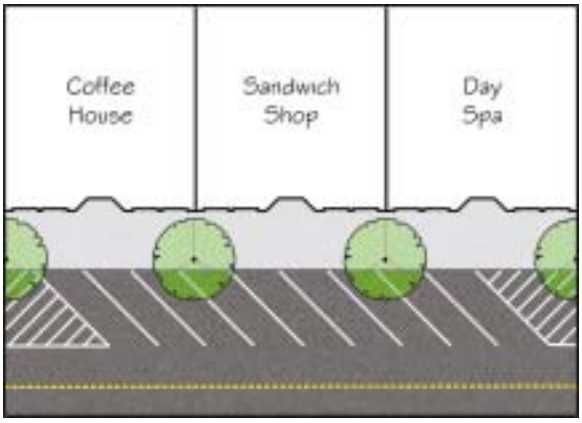
curb parking by luring long-term parkers out of prime spaces with the promise of convenience and a good deal.

In major cities with strong transit service, such as San Francisco and Philadelphia, permits and other discounts for long-term parkers are often frowned upon. This is due to the fact that it assists automobile commuters. Older and bigger cities with great transit systems and limited roadway capacity often seek to incentivize commuting by transit while seeking to disincentivize commuting by automobile. This strategy has environmental and economic merits, but is only feasible in areas with world-class transit systems. Caltrain and Samtrans are great assets, but they are not on par with San Francisco Muni, the New York subway, the Washington Metro, or the London "Tube." In Redwood City we should seek to incentivize transit ridership whenever possible while also acknowledging the reality that most Downtown workers will be arriving by automobile.

Time Limits

Another tactic that cities use to create turnover of prime parking spaces is to limit the time that one may park in a given space. Violators of the time limit are issued a citation. Downtown Redwood City's time limits, which are in effect from 9am to 6pm Monday through Friday, are shown in **Figure 7**.

It seems like this would be a simple and effective system, but it often is not. For one thing, it is very difficult to set the time limits. Do we arbitrarily pick time limits? That doesn't sound like a good idea, but it seems to be the method used by some cities. Do we try to anticipate how much time each business's customers need to park? This seems more rational, but how do we do it? To illustrate the difficulties in doing this, let us consider a hypothetical downtown block which has a coffee house (ie: Starbuck's or Peets's), a sandwich shop, and a day spa. Let's say that the coffee house's customers only stay for an average of 15 minutes, the sandwich shop's clientele almost always leave within an hour, and the day spa's customers stay for average of two hours. What is the appropriate time limit for this block?



Do we set the time limit at two hours, which would theoretically allow everyone's customers to stay for the time that they need? This would be very likely to attract employees, who would only need to rotate their cars four times during the day to avoid a ticket. So then we might pick a shorter time limit, say an hour, which might eliminate some of that—but now the day spa's customers will be forced to face tickets or walk further than they want.

Another approach might be to mix it up—perhaps three spaces at 15 minutes, three spaces at one hour, and three spaces at two hours. This seems reasonable, right? Unfortunately, it isn't. We

must remember two things: First, downtowns are a host to a widely diverse range of businesses, each with their own peculiar fluctuations in activity (think back to the "shared parking" discussion). Second, curbside parking spaces are highly convenient and desirable and are impossible to add once maximized, so we need to use these resources as efficiently as possible. Together, these two realities mean that one parking space must fulfill several needs throughout the day. For example, our coffee house may be very busy during the early morning (meaning perhaps it needs all nine spaces at that time) but very mellow during the lunch hour (during which time it may only need one space). The sandwich shop will be closed during the morning, when it would need no parking spaces, but during lunchtime it may need every space on the block. Unfortunately, three of them would be unavailable to sandwich shop customers, because the time limits are too short. They are short for the coffee house's sake, but the coffee house doesn't need all three 15-minutes spaces during lunchtime—so they sit empty. In the afternoon, when both the sandwich shop and the coffee house aren't very busy, the day spa is very active and needs parking, but the empty spaces on their block can't be used by their customers because the time limits are too short. Frankly, it is exhausting to think of all of the different time limit needs for all of the different businesses and how you might accommodate them.

Another issue with time limits is that enforcement of them is very labor intensive. First, a tire on each car must be marked with chalk. Then, that block must be revisited after the time limit has passed… two hours later, one hour later, maybe only 15 minutes later. Any car which still has a chalk mark is issued a citation. If time limits are very short, then the officer must return very frequently. If multiple time limits are involved, then it is even more complex.

This system can be effective and causing customers to leave quickly. However, employees often figure out systems for avoiding a ticket by moving their car to another space before the time limit is up, by erasing the chalk before the enforcement officer returns, or by swapping spaces with a co-worker several times during the workday. To thwart such behavior, some cities divide their downtown into zones, and one must leave that entire zone before the end of the time limit or face a ticket. This is only slightly more effective at removing employees but us much more inconvenient for customers.

No matter how strict the time limits are, if prices are free or backwards, then employees will probably still park in prime spaces. For example, until 1995, all curbside parking in Aspen was free. Predictably, it was congested—primarily by employees. Time limits were fairly tight (90 minutes) and yet this didn't stop employees from using the prime spaces. City staff called the ticket-avoiding technique used by employees the "90 Minute Shuffle." In 1991 a 340-space parking garage was built to relieve the problem. According to Aspen's city manager: "Despite its convenient location and $1.50 a day rate, only during special occasions did it ever fill. On most days the garage remained over half empty, while tremendous congestion and competition raged for free on-street parking a block away."

Absent appropriate prices, the only way for time limits to create turnover in a busy downtown is to back them up with aggressive enforcement. If the enforcement isn't aggressive, people will figure it out quickly and flagrantly violate the time limits—especially employees, who have the advantage of being downtown all day every day and can easily figure out patterns and rhythms to parking enforcement patrols. For the purposes of this discussion, "aggressive enforcement" shall

mean that tickets are issued *immediately* upon the expiration of the time limit, with no grace period, and enough officers are on duty to ensure that all violators are cited at all times. But aggressive enforcement leads to customers getting tickets too, often for just being a few minutes late. Who wants to find a $25 parking ticket sitting on their windshield at the end of a visit for being two minutes late back to their car? Moreover, who wants their customers to conclude their Downtown experience that way?

Even if a visitor is quick enough to avoid a ticket, they don't want to spend their evening watching the clock and moving their car around. If a customer is having a good time in a restaurant, and they are happy to pay the market price for their parking spot, do we want them to wrap up their evening early because their time limit wasn't long enough? Do we want them to skip desert or that last cappuccino in order to avoid a ticket?

In a recent "intercept" survey, shoppers in Downtown Burlingame were asked which factor made their parking experience less pleasant recently. (This is an interesting survey for us in Redwood City to examine, because their retail scene has evolved into a much more advanced and successful stage of development than ours has. It is a little like looking into the future.) The number one response was "difficulty in finding a space" followed by "chance of getting a ticket." "Need to carry change" was third, and the factor that least concerned the respondents was "cost of parking." It is interesting to note that Burlingame has the most expensive on-street parking on the Peninsula (75 cents per hour) and yet cost was the least troubling factor for most people. Downtown Burlingame has very strict time limits, allowing only one-hour parking on Burlingame Avenue (their "main street") and two hours on side streets.

The ticket anxiety that results from time limits and backward pricing is a very real problem. When time limits and aggressive enforcement are implemented in an attempt to rectify the problems caused by bad prices (rather than fixing the bad prices) things can get ugly. On March 31, 2005 the San Francisco Examiner reported that parking enforcement officers were being assaulted by parkers who were frustrated over getting a ticket. One driver allegedly drove his Land Rover at a parking enforcement officer, hurling him onto the hood of the car and then fleeing the scene. Another parker threw scorching coffee into the face of an officer and served 200 hours of community service as a result. According to the Examiner, "abuse is so prevalent that there's a weekly report detailing incidents of spitting or threats, and workers at the citation bureau on Howard Street have a metal detector and a security guard to ward off angry drivers collecting towed cars…" San Francisco's parking prices are notoriously backwards, with curbside costing $1 to $2 per hour, and off street parking costing much more than that.

Market-rate prices are the only known way to consistently create available parking spaces in popular areas. If we institute market-rate prices, and adequate spaces are made available, then what purpose do time limits serve? None, other than to inconvenience customers. If there is a space or two available on all blocks, then who cares how long each individual car is there? The reality is that it doesn't matter.

Parking Assessment Districts

One other option which has been mentioned in parking discussions and is not currently being recommended by staff is a parking assessment district. Parking assessment districts have the ability to generate money for parking by charging Downtown properties an assessment on their property tax. The funds can then be used to pay off bonds for the construction of a parking garage, or for other parking-related uses. There are three main problems with parking assessment districts:

1. Politically unpopular
2. Costs get passed on to businesses and customers, regardless of how much parking they use or don't use
3. Does nothing to manage the use of parking

Market-rate prices have the benefits of only charging parkers for parking (not everyone else), of rationing the supply of limit parking spaces, and of generating significant revenue to operate the parking system and provide for other Downtown improvements. Therefore, if market-rate pricing is instituted, a parking assessment district is unnecessary at this time.

Case Studies of Other Parking Programs

To understand the effectiveness of various parking approaches, we will examine parking in four small city suburban downtowns.

Palo Alto

Downtown Palo Alto is a very lively and successful downtown, with many offices, restaurants, retail shops, and nightlife. There are uniquely local enterprises as well as well-liked national chains to be found there. There is attractive historical architecture and walkable streets. It is busy at day and night, and on the weekends.

All parking in Downtown Palo Alto is free. To create turnover and discourage employees from taking prime spaces, the district is divided into four color-coded zones (introduced in 1995). After two hours, cars must be moved and may not re-park in the same zone. Enforcement of this system is very strict, and is in effect Monday through Friday, from 8:00am to 5:00pm.

Downtown Palo Alto is a major employment center, so employee parking can be a significant problem. To keep employees out of the prime curbside spaces, the zone-wide time limits are strictly enforced. According to the Daily News, 52,000 parking citations were issued in Palo Alto last year, or an average of 142 per day.

To deal with the inconvenience that the strict two-hour time limits place on customers, the City offers all-day permits for $15, which can be purchased at City Hall. This works out to $1.66 per hour. Said Diana Diamond of the Daily News, "Who wants to take the trouble to go to City Hall just for a long lunch and some shopping?"

Parking on the street is so congested that the city doesn't even conduct occupancy surveys. According to their traffic engineer, there is no point—occupancy is 100% at practically all times. To relieve this congestion, the City recently built two new garages at convenient locations. The garages created a total of 713 new spaces at a cost of nearly $36.36 million (about $51,000 per new space). These garages were paid for by an assessment levied on Downtown property owners and in-lieu parking fees levied on developers of new buildings. Recent reports indicated that the garages are not well used, and that occupancy has lagged behind projections. Prime curbside spaces are still completely congested, however. To remedy this, the City is considering a $500,000 signage program.

While free parking is nice, it comes at a high cost in Palo Alto. Inconvenience, ticket anxiety, congestion of primes spaces, higher taxes on businesses and developers, and expensive but underused garages are just some of the "prices" that are being paid in order to keep free parking alive.

San Mateo

San Mateo has a strong Downtown. There are many restaurants and some interesting shops, and also a successful Century cinema with 12 screens. San Mateo's current parking system was implemented in late 2003. All on-street parking is 50 cents per hour and is restricted by a two-hour time limit. Garages cost 50 cents an hour for lower levels (with a two hour limit), and 25 cents per hour for upper levels (with 4 and 10 hour time limits). There are also some peripheral surface parking lots that are free. All parking is free after 6pm and on Sundays.

This system seems to work reasonably well. While occupancies seem to be above the desired 85% rate, there are occasionally open spaces on the main streets. During the lunch hour and Thursday, Friday, and Saturday evenings, though, it is very difficult to find a desirable space.

It is interesting to note that an article in the Examiner from January 30, 2004 which reported on the new parking system was titled "Free parking, a luxury of better times." However, a better headline might have been "Free parking, a luxury of worse time." The parking prices were the result of increased competition for parking, and the increased competition is a result of increased business in the downtown. That is a good problem to have—far better than having a dead downtown.

Burlingame

Burlingame has a strong retail downtown. Many desirable national chains have stores there, and there are also many interesting local shops. Burlingame is also endowed with great architecture and good walkable streets.

Burlingame also has the closest thing to market-rate pricing on the Peninsula. Curb parking on Burlingame Avenue costs 75 cents per hour, and side streets cost 25 cents per hour. Peripheral areas are free. Like San Mateo, Burlingame also shuts off the meters at 6pm and on Sundays.

During Monday through Thursday evenings this doesn't seem to cause too many problems, and spaces can be found. During the weekends, though, congestion often occurs.

Downtown Burlingame also has very strict time limits. Burlingame Avenue is one-hour maximum, and side streets are only two hours.

During the enforcement hours, occupancy rates range from 84% to 96%--not perfect, but close. Before the current price structure was imposed, Burlingame Avenue was 100% occupied at nearly all times.

According to surveys, ticket anxiety is a major problem in Downtown Burlingame. Enforcement is very aggressive and time limits are tight, so tickets are commonplace. The need to carry change is also a complaint—Burlingame has conventional parking meters. Of four factors presented to parkers during an intercept survey (lack of available spaces, chance of getting a ticket, need to carry change, and price) the price was the least concerning factor.

Pasadena

This summary of the parking management system in Old Pasadena is excerpted from "The High Cost of Free Parking" by Donald Shoup:

> Old Pasadena had no parking meters until 1993. All curb parking was free and was restricted only by a two-hour time limit. Because employees parked in the most convenient curb spaces and moved their cars periodically to avoid citations, customers had difficulty finding places to park. The city's staff proposed installing meters to regulate curb parking, but the merchants and property owners opposed the idea. They feared that meters, rather than freeing up space for customers, would discourage customers from coming at all. Customers and tenants, they assumed, would go to shopping centers with 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 if they could find a space, and that the want of convenient short-term parking kept many potential customers away. Proponents also argued that people who were willing to pay for parking would be likely to spend more money in the shops while they were in Old Pasadena.
>
> Debates about the meters dragged on for two years before the city reached a compromise with the business and property owners: All the meter revenue would be used to pay for public investments in Old Pasadena. Parking meters came to be seen in a new light — as a source of revenue — and the desire for public improvements suddenly outweighed the fear of driving customers away. The business and property owners agreed to an unusually high rate of $1 an hour for curb parking and even to operating the meters in the evenings and on Sundays.
>
> The city also liked the arrangement because it wanted to improve Old Pasadena. The meters could provide the $5 million needed to finance the city's ambitious plan to improve Old Pasadena's streetscape and to convert its alleys into walkways with access to shops and restaurants. In effect, Old Pasadena became a parking benefit district. Business and property owners bought into the proposal for parking meters because they were bought off with the resulting revenue.
>
> The city installed the parking meters in 1993 and then immediately borrowed $5 million to finance the "Old Pasadena streetscape and alleyways project," with the parking 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 walkways with access to shops and restaurants.

In 2001, Old Pasadena's 690 parking meters yielded $1.3 million, or $1,867 per meter. The parking meter zone earned additional revenue from valet parking services that use meter spaces, as well as from investment earnings on the meter fund balance, so the total revenue was $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 revenue). Old Pasadena therefore received $1.2 million of net parking revenue ($1,712 per meter) to fund additional public services.

Summary of Adopted Actions

After considering all available strategies, current and projected parking patterns, and the needs of the community a Downtown parking strategy has been developed. In order to meet the new demands that will be placed on the Downtown parking system, the following actions have been adopted as part of the Downtown Redwood City Parking Management Plan:

Action #1: Institute Market-Rate Pricing

Of all of the options available, only market-rate pricing can guarantee available on-street spaces, convenience, and positive experiences for Downtown visitors. Some people may argue that market-rate prices are too high and will discourage people from coming to Downtown. First of all, if parking is underused due to overpricing, then the market-rate approach dictates that we must lower the price (down to free if necessary) to attain an 85% occupancy rate. If the parking is well used, then obviously we haven't run anyone off.

Initially, prices have to be picked by the City before we can track the occupancy levels and determine accurately what the true market price is. Based on current prices and occupancy levels in Downtown Redwood City and an analysis of prices in other Peninsula cities, the initial price structure will be as follows:

Weekdays, 10am to 6pm:

Broadway and cinema side streets curb parking	$0.50 per hour
Other core curb parking	$0.50 per hour
Peripheral curb parking	$0.25 per hour
Outer office areas, curb parking	$0.25 per hour
Perry Street Lot	$0.50 per hour
Winslow Lot	$0.25 per hour
Main Street Lot	$0.25 per hour
Library Lot "A"	$0.50 per hour
Library Lot "B"	$0.50 per hour

Weekdays, 6pm to 10pm and Weekends, 10am to 10pm:

Broadway and cinema side streets curb parking	$0.75 per hour
Other core curb parking	$0.50 per hour
Peripheral curb parking	$0.25 per hour
Outer office areas, curb parking	Free
Perry Street Lot	$0.50 per hour
Winslow Lot	$0.25 per hour
Main Street Lot	$0.25 per hour
Library Lot "A"	$0.50 per hour
Library Lot "B"	$0.50 per hour

These initial prices are also mapped out in **Figure 5** and **Figure 6**.

The ultimate market-rate prices may vary from these slightly, but it is impossible to know for sure until the cinema and other new businesses open. Staff feels that this price structure will give us an excellent starting point which will work very well at the beginning and will give us a good baseline to base future changes on, ensuring that the system works better as time passes.

Note:

Three parking facilities are missing from the list of process above. The Jefferson Garage, Marshall Garage, and Middlefield Lot are subject to the Parking Facilities Agreement between the City and the developer of "On Broadway." This agreement—**developed before and separately from this plan**— *dictates that during specified periods the fee in these facilities must be $5.00 per hour for the general public, and free to cinema patrons (for 4 hours) and others with validations from Downtown businesses (for 1 to 2 hours). The periods for which the $5.00 charge applies are as follows:*

Jefferson Garage	*Monday through Thursday: 5pm to 2am* *Friday: Noon to 2am* *Saturday, Sunday, and holidays: All day*
Middlefield Lot	*Monday through Thursday: 5pm to 2am* *Friday: 2pm to 2am* *Saturday, Sunday, and holidays: All day*
Marshall Garage	*Monday through Thursday: 5pm to 2am* *Friday: 5pm to 2am* *Saturday, Sunday, and holidays: All day*

During other periods the City may set prices as it deems appropriate.

Action #2: Eliminate Time Limits

Parking tickets and forced car shuffling aggravate customers. As was stated earlier, absent appropriate prices, the only tactic available to cities to create turnover are strict time limits backed up by aggressive enforcement. But aggressive enforcement means that not only do employees get tickets, but customers get tickets too—often for just being a few minutes late. Who wants to find a $25 parking ticket sitting on their windshield at the end of a visit for being two minutes late back to their car? Moreover, who wants their customers to conclude their Downtown experience that way?

On top of all of that, time limits don't even seem to do the job of creating available spaces for customers who really want them.

Removing time limits is a very bold approach. Most cities do not do it this way. However, staff has full confidence that it will succeed. If, for some reason, market-rate prices do not generate sufficient vacancies, then it would be relatively easy to institute time limits, which staff would be prepared to do if directed by the Council. The potential for customer convenience is incredible, though, and time limits are to be removed and occupancy shall be rigorously monitored in order to ensure that the prices are sufficient to generate the needed 15% vacancy rate.

Action #3: Convert the Core to Computerized "Pay-By-Space" Meters

While market-rate prices make sense in theory and have worked well in reality, they create a few challenges for the cities that implement them. First, the market-rate price isn't likely to be excessive, but it isn't going to be dirt cheap, either. How many quarters can we expect people to carry? Another issue deals with the nature of the desirability of parking spaces. The desirability, and therefore the market-price, will vary from block to block depending on the proximity to popular destinations. In order to get the prices right, we will have to make our best educated guess and set initial prices, and then monitor the use to see if we got it right. If the use is too low, we will need to lower the price, and if it the use is too high, we will need to raise the price. This is tough with conventional parking meters. Finally, depending on the activity levels throughout the day, the market price for the evenings may be too expensive for lunchtime, or vice versa. If we overcharge or overcharge during parts of the day, we will not have an optimal system. Unfortunately, conventional meters are not capable of variable prices.

Fortunately, technology has caught up to us. Several companies now sell computerized multi-space parking meters. These meters can replace several conventional meters and are usually paced in the center of the block. They can accept coins, bills, and credit cards for payment. Since they are connected to a central computer via a cellular internet technology, prices can be changed instantly from a computer at City Hall, rather than by having Public Works mechanically adjusting every single individual meter. Computerized multi-space meters are also capable of variable price structures.

There are several other benefits to computerized multi-space meters. They include:

1. **Better urban design.** With one or two meters per block instead of ten or twenty, the appearance of our sidewalks will be greatly improved.
2. **Quicker repairs.** In the event of mechanical failures an alert is sent to the Public Works Department to ensure a speedy response.
3. **Solar power.** No electrical power cables need to be run to the meters. Many run on solar power.
4. **Better information.** Multi-space meters can display information on a large, clear, interactive screen, which means that they can convey much more information much more effectively than a conventional meter.
5. **Revenue control.** Because each transaction is recorded on the central computer, missing revenue can be immediately identified by auditors.
6. **Better data collection.** Because the meters collect detailed records of their use, it is very easy for the parking manager to analyze the parking patterns of Downtown and to know exactly where there are problems, exactly what the occupancy rate is throughout the day. This information is critical in setting proper prices. With the automatic collection of this data by the meters, parking consultants are not needed to conduct occupancy surveys.

There are two types of multi-space meters: Pay-and-display and pay-by-space. Pay-and-display meters work this way: after parking, the parker walks to the meter and pays for the desired amount of time. A receipt is the printed which displays the time at which the parking will expire, and the parker displays this ticket on their windshield.

Pay-by-space meters work a little differently. Each parking space has a number, which is stenciled on the curb. The parker then enters the number of their parking space, pays for the desired amount of time, and is on their way.

After much research, the City has decided on using the pay-by-space type. There are several advantages to using this equipment, which are as follows.

1. **Convenience.** Upon paying, visitors do not need to return to their car to display their receipt. They can simply pay and go. If they want to purchase more time, they don't need to return to their car, they can pay at the nearest meter, because all of the meters will be networked, allowing parkers to pay for any space from any machine.
2. **No ticket anxiety.** Customers can add time from any machine or via cell phone, making compliance with the parking rules a breeze.
3. **Easier enforcement.** Enforcement officers do not need to look at the dashboard of each car to see who hasn't paid. They can easily find out who is in violation at the meter itself or from hand-held devices.
4. **Friendliness.** A grace time can be programmed into these machines that will give customers a few extra minutes to return before a violation is displayed.

Many cities, such as San Francisco, Berkeley, Boston, West Hollywood, and Aspen have installed pay-by-space meters and have had success with them. Staff feels that they are ideal for the core area, identified in **Figure 8**. In addition to the curb parking in the Downtown core, all parking lots not affected by the Parking Facilities Agreement between the City and the On

Broadway developer shall be equipped with these meters (Main Street Lot, Library Lot, City Hall Lot, City Hall Lot B, Winslow Lot, and Perry Street Lot). This equals approximately 50 meters.

Action #4: Keep Downtown meter revenue in Downtown

Currently, all parking meter and permit revenue is deposited into the Parking Fund. These monies may be used only for expenses related directly to the maintenance and operation of the Downtown parking system. Currently, the fund nearly breaks even. However, once parking charges are collected into the evenings and on the weekends and once market prices are charged, some excess revenue will probably be generated.

The opening of the cinema and imposition of the new parking management system discussed in this paper represent a major shift in the Downtown parking paradigm. This makes it difficult to know exactly what parking revenues will be once the cinema opens up and once the new prices are implemented, it is possible to make good estimates. Assuming moderate increases in parking use and the initial price scheme laid out in Recommendation #1, anywhere from $1.4 million to $1.8 million dollars (net) should eventually be generated per year, once the system is up an running. The low figure assumes that the number of cars parking in Downtown DOES NOT INCREASE with the opening of the cinema and drastic increases in expenses. This is unlikely. The high figure is based on moderate increases in parkers and operating expenses. In an attempt to be as conservative as possible, staff developed a "doomsday" scenario in which all parking was only $0.25 per hour, occupancy rates *fell* below current levels, and parking use was so low on evenings and Sundays that charging wasn't justified during those periods. This scenario resulted in an annual balance of $160,000 after expenses.

After all of the City's parking costs are paid, surplus revenue from the previous fiscal year shall be used for improvements to the Downtown. Only the area with parking meters shall receive the improvements, and the use of these funds shall be at the discretion of the City Council, under the advisement of a Parking Fund Advisory Committee (PFAC) made of up Downtown merchants. The boundaries of the area to receive benefits from meters shall match the boundaries of the metered area in **Figure 1**.

Action #5: Modify the Parking Permit Program

As an additional attraction to keep employees out of prime customer parking areas, the parking permit program shall continue, with some changes to make it work more efficiently. Currently, there are two kinds of permits: Marshall Garage Permit Level permits and 10-Hour Meter permits. The Marshall Garage Permit Level permits cost $20 per month and can only be used on the upper levels of that facility in the designated permit areas. The 10-Hour Meter permits can be used at any 10-hour meter in Downtown, which can be found in the Main Street lot, the Middlefield lot, the Perry lot, the lower level of the Marshall garage, and on some streets in the outer areas of Downtown, such as Bradford and Arguello.

Several changes are included in this plan. Originally, it was thought that permits should only be valid during traditional business hours. However, there was concern that the suggested permit program did not meet the needs of many current permit holders in light of the extended hours of meter operation of City lots and garages. In particular, there was major concern that many Marshall Garage permit holders who work late and on the weekends would have to pay the $5 per hour rate after office hours and that this would present a significant inconvenience. This would also represent a change from the current system, in which Marshall Garage permit holders do not have to pay to park in that facility at any time and no specific limitations for the validity of these permits is described in the current code language which governs them. Therefore, to meet the diverse needs of Downtown workers, the City has adopted a more diverse permit program than initially discussed.

There would be two primary permit types: Marshall/Middlefield permits and Perry/Winslow/Main Permits. The Marshall/Middlefield permits will be valid in both the Marshall Street Garage and the Middlefield Road Lot and will be the replacement for the old Marshall Garage Permit Level permits. Like the old Marshall permits, they will also be a credit card style permit which will active proximity sensors to open the gate to the parking facilities.

The Perry/Winslow/Main permits will be valid in the Perry Street Parking Lot, the Winslow Street Parking Lot, and the Main Street Parking Lot. These will be the replacements for the old 10-hour meter permits. Like the old 10-hour meter permits they will be simple windshield cards that will be displayed on the dashboard of the vehicle and would allow the holder to park for free during the specified valid times of the permit.

Each of these permit types will have three levels of access that can be purchased:

- Bronze (valid weekdays until 7pm)
- Silver (valid all day on weekdays)
- Gold (valid at all times).

This system should accommodate many different needs. This program is described in detail in the following table:

Redwood City Downtown Parking Permit Program

Permit Type	Valid Area	Valid Times	Monthly Cost	Yearly Cost
Marshall/Middlefield Bronze Permit	Marshall Street Garage and Middlefield Parking Lot	Valid in Middlefield Parking Lot Monday through Friday, from the time at which meters begin operation until 7:00pm; valid in Marshall Street Garage Monday through Friday, from the time at which meters begin operation until 7:00pm	$30.00	$330.00
Marshall/Middlefield Silver Permit	Marshall Street Garage and Middlefield Parking Lot	Valid in Middlefield Parking Lot Monday through Friday, from the time at which meters begin operation until 7:00pm; valid in Marshall Street Garage Monday through Friday, all hours	$35.00	$385.00
Marshall/Middlefield Gold Permit	Marshall Street Garage and Middlefield Parking Lot	Valid in Middlefield Parking Lot Monday through Friday, from the time at which meters begin operation until 7:00pm; valid in Marshall Street Garage at all times	$40.00	$440.00
Perry/Winslow/Main Bronze Permit	Perry Street Parking Lot, Winslow Street Parking Lot, and Main Street Parking Lot	Monday through Friday, from the time at which meters begin operation until 7:00pm	$40.00	$440.00
Perry/Winslow/Main Silver Permit	Perry Street Parking Lot, Winslow Street Parking Lot, and Main Street Parking Lot	Monday through Friday, all hours	$50.00	$550.00
Perry/Winslow/Main Gold Permit	Perry Street Parking Lot, Winslow Street Parking Lot, and Main Street Parking Lot	All times	$60.00	$660.00

Proposed permit areas are shown in Figure 10.

Library Area Parking Congestion

The area around the Library is very congested, and competition for this parking will probably remain intense. This plan addresses the Library with a few key strategies:

- A slightly higher initial meter rate near the Library than in the Main Street Parking Lot, which would discourage retail and restaurant employees from parking near the Library. Due to this area's intense use and high desirability this fits in perfectly with the market-rate pricing strategy.
- Meter the City Hall employee lot (Library Lot "B") and allow the public to park in spaces not occupied by permit holders (currently this lot is "permit only" until 4:00pm on weekdays). This will add some spaces to the supply available to Library users.
- Allow the Library to validate parking for its customers in the Middlefield Lot, the Jefferson Garage, and the Marshall Garage. This has two benefits: it will lure some parkers out of the congested Library Lots (improving access for Library users by creating open parking spaces) and it also provides a free parking option for Library users, which was a major concern for some members of the community and the City Council.

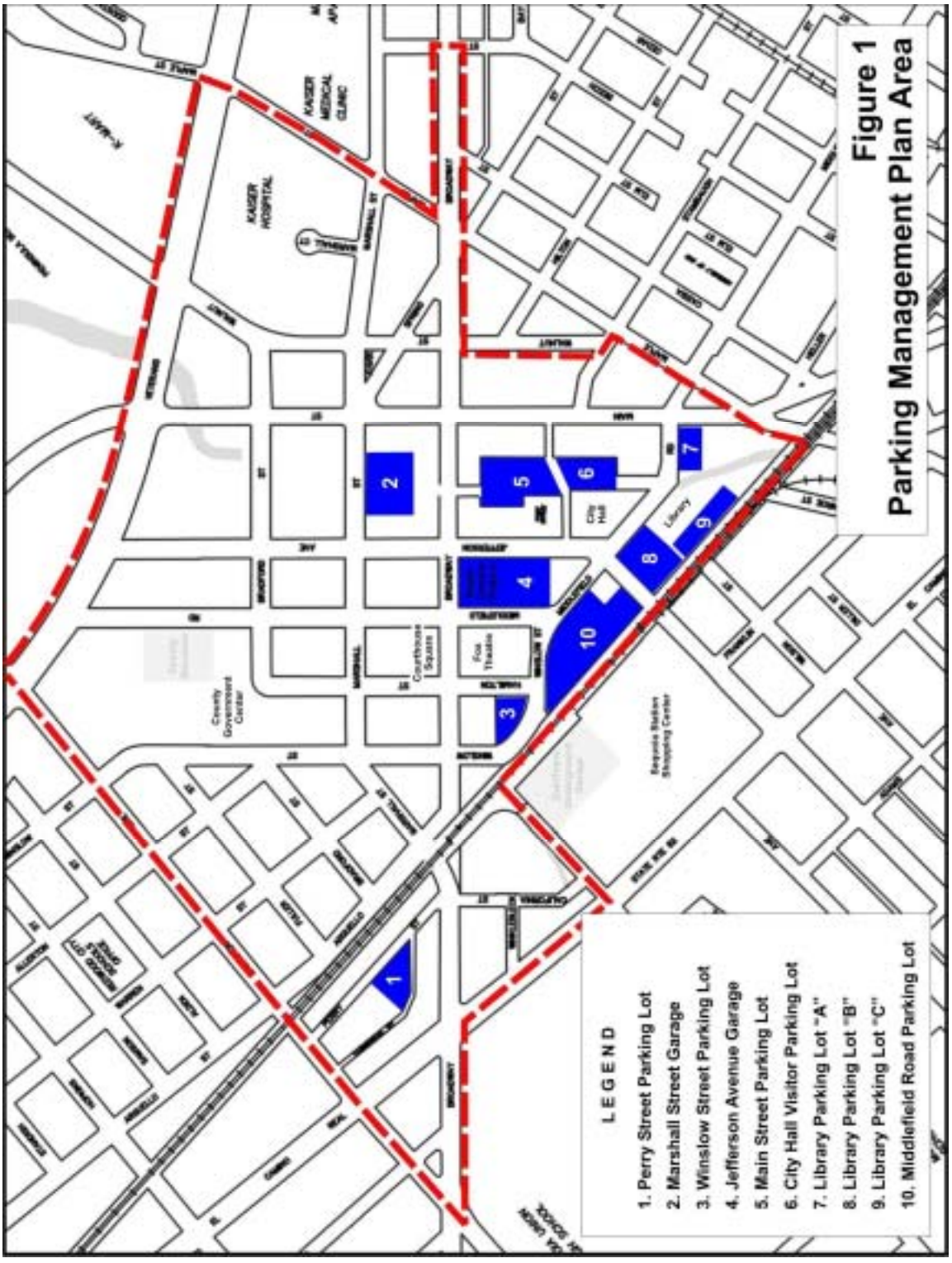
Conclusion

By using all of the tools available to us, we can ensure that parking in the new Downtown Redwood City is a pleasant experience. Our constrained parking supply and the high levels of activity that we will be experiencing are making it necessary to charge market-rate prices for parking. This means that there will no longer be free curb parking in the core. In return for paying the fair market price, however, we are able to give much back to the parker:

1. 1 in 8 spaces always available
2. No need for a pocket full of quarters
3. No ticket anxiety for those who pay
4. No “90 minute shuffle”
5. No cruising
6. No more parking meter “picket fences”
7. Some funding for street cleaning, security, lighting, and other Downtown needs

Staff believes that this is a fair trade. Our workshops with Downtown merchants, property owners, and other stakeholders indicate that many in the community feel that this is a fair trade also. Implementing this plan will be much more difficult to do than leaving the system as it is or only making minor modifications, but staff feels that it is necessary to undertake these actions in order to meet the challenges ahead.

Appendix 1
Figures



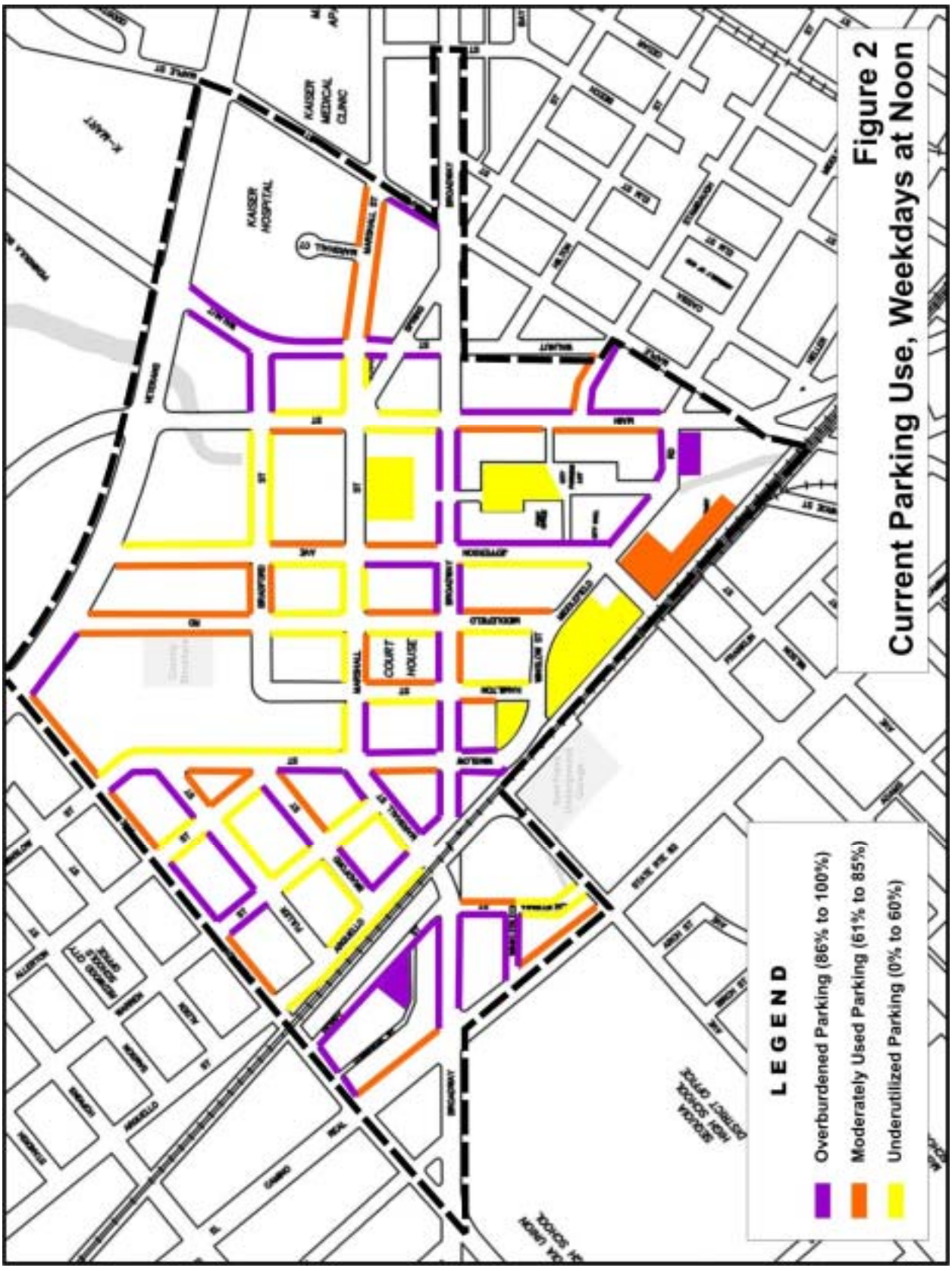


Figure 2
Current Parking Use, Weekdays at Noon
LEGEND
Overburdened Parking (86% to 100%)
Moderately Used Parking (61% to 85%)
Underutilized Parking (0% to 60%)
KAISER HOSPITAL
KAISER MEDICAL CLINIC
COURT HOUSE

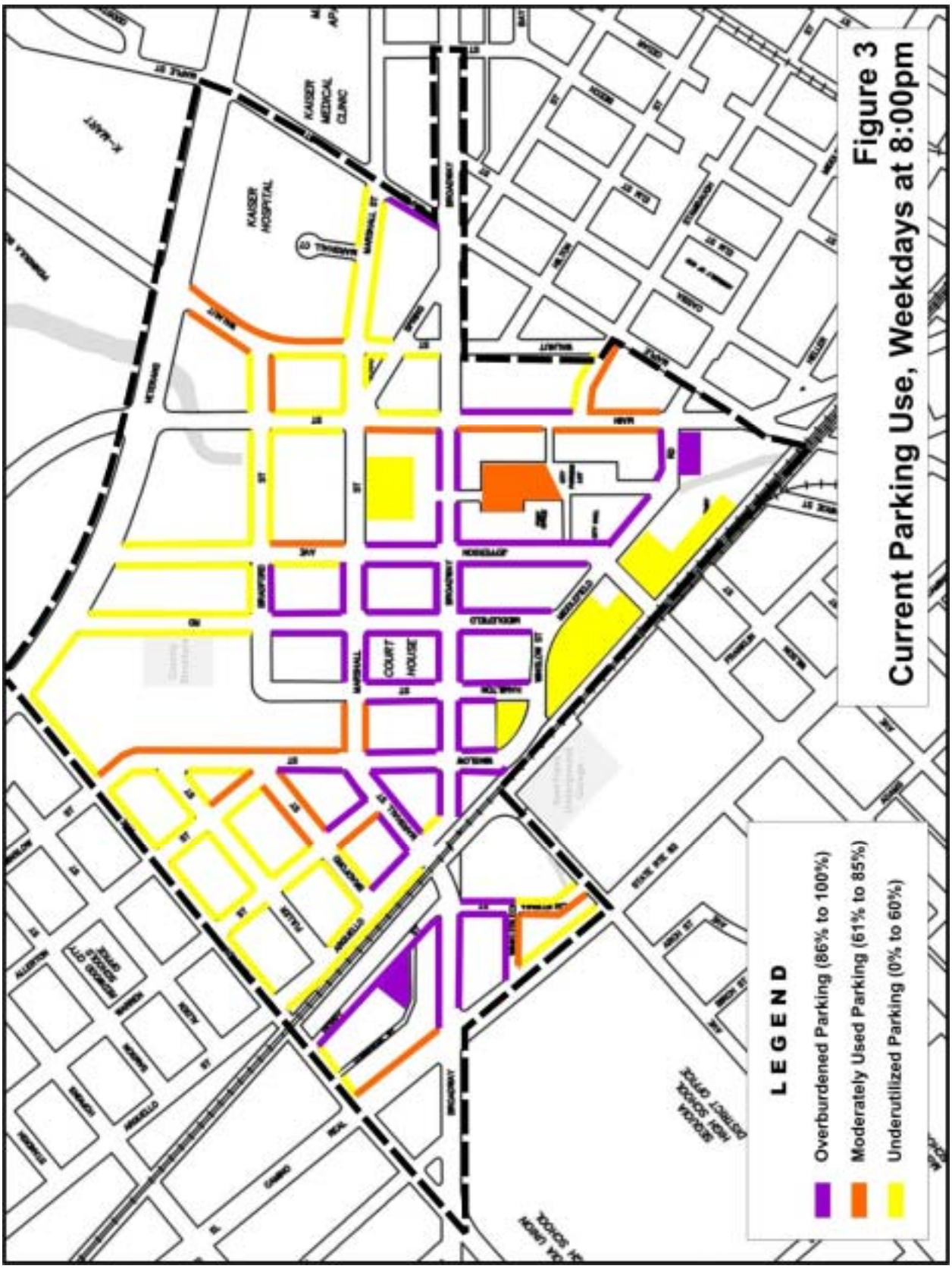


Figure 3
Current Parking Use, Weekdays at 8:00pm
LEGEND
Overburdened Parking (86% to 100%)
Moderately Used Parking (61% to 85%)
Underutilized Parking (0% to 60%)
KAISER HOSPITAL
KAISER MEDICAL CLINIC
COURT HOUSE

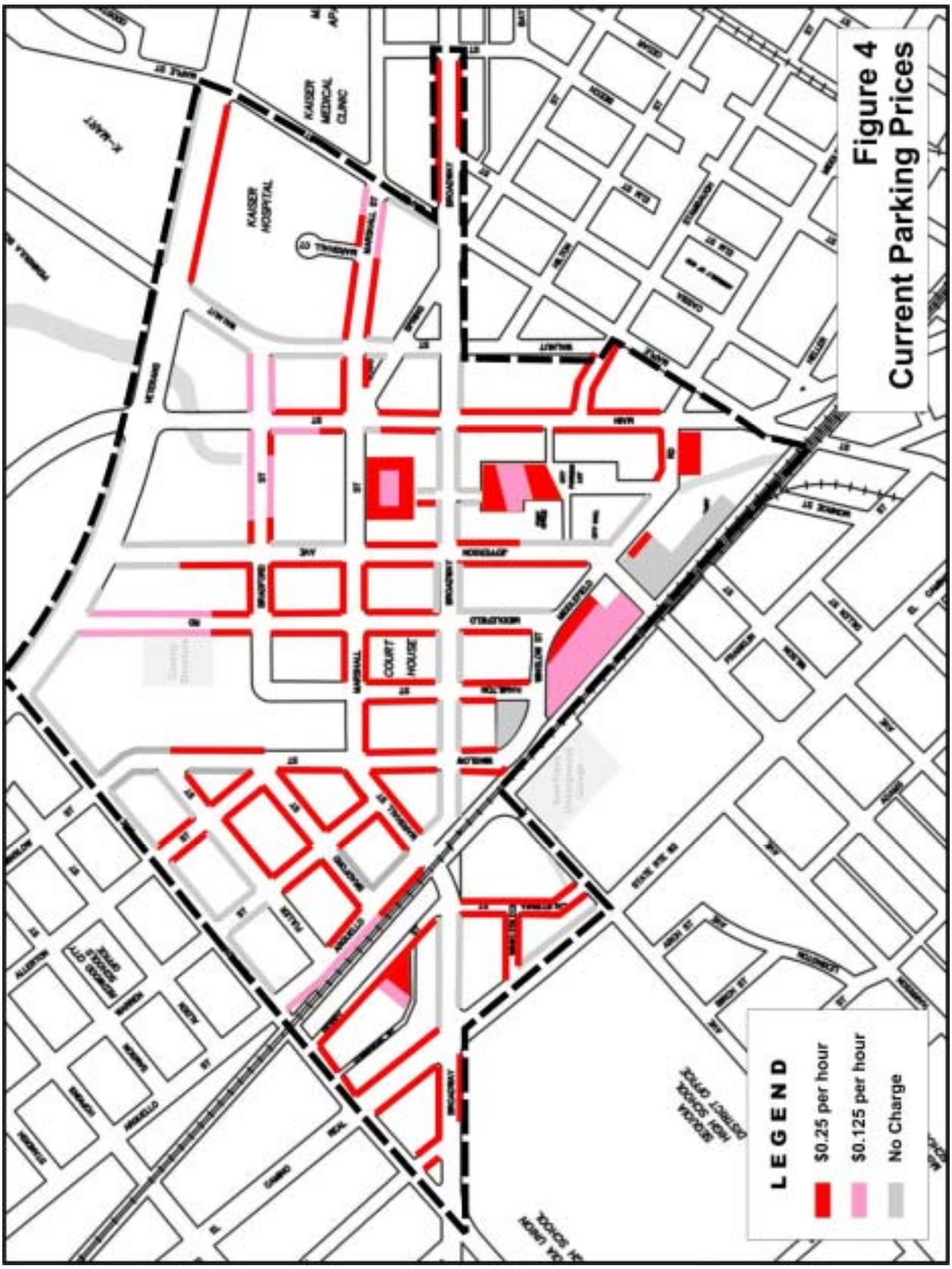


Figure 4
Current Parking Prices
LEGEND
$0.25 per hour
$0.125 per hour
No Charge
KAISER HOSPITAL
KAISER MEDICAL CLINIC
COURT HOUSE
BROADWAY
MARSHALL ST

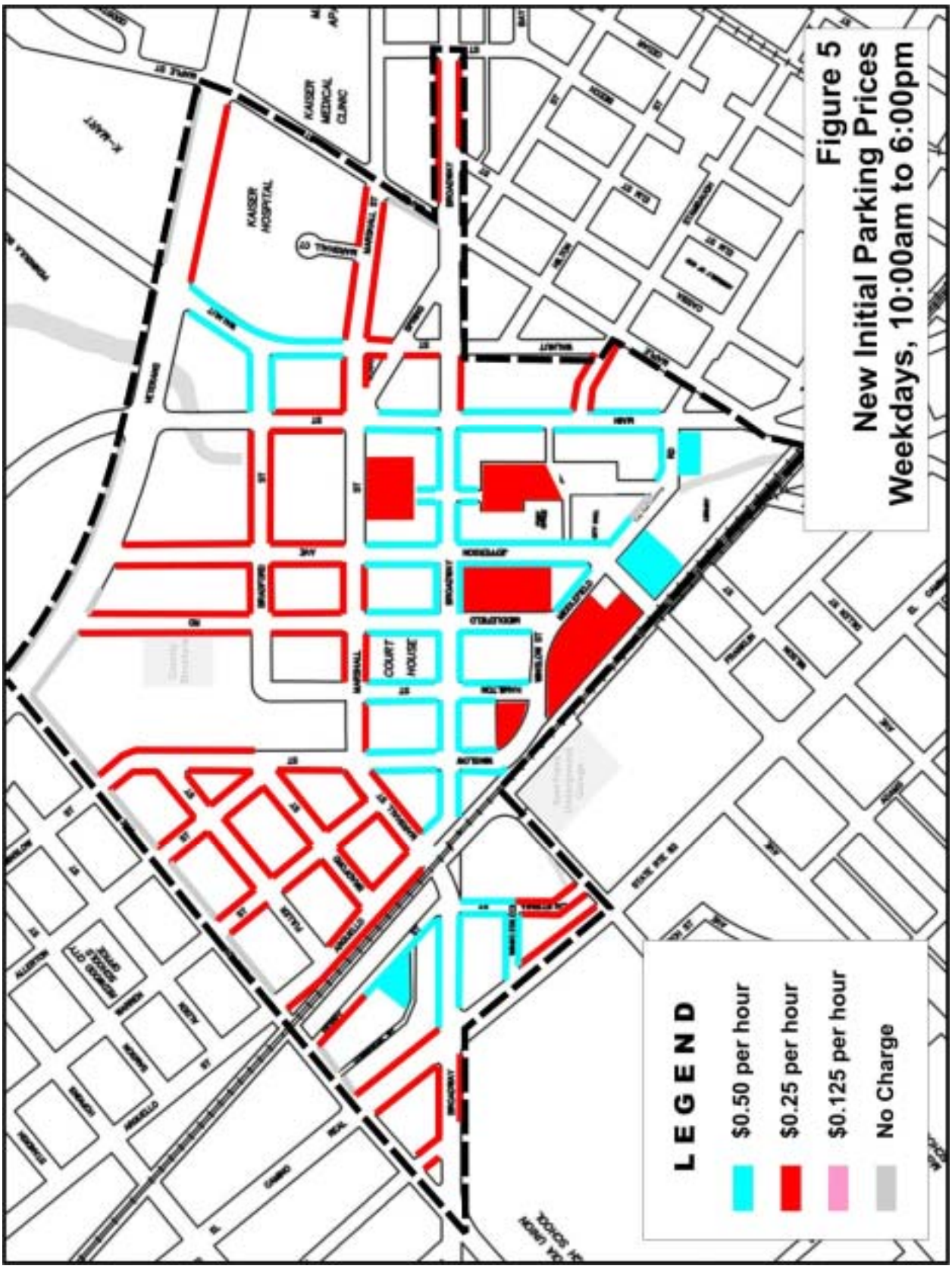


Figure 5
New Initial Parking Prices
Weekdays, 10:00am to 6:00pm
LEGEND
$0.50 per hour
$0.25 per hour
$0.125 per hour
No Charge
KAISER HOSPITAL
KAISER MEDICAL CLINIC
COURT HOUSE
BROADWAY
MARSHALL ST

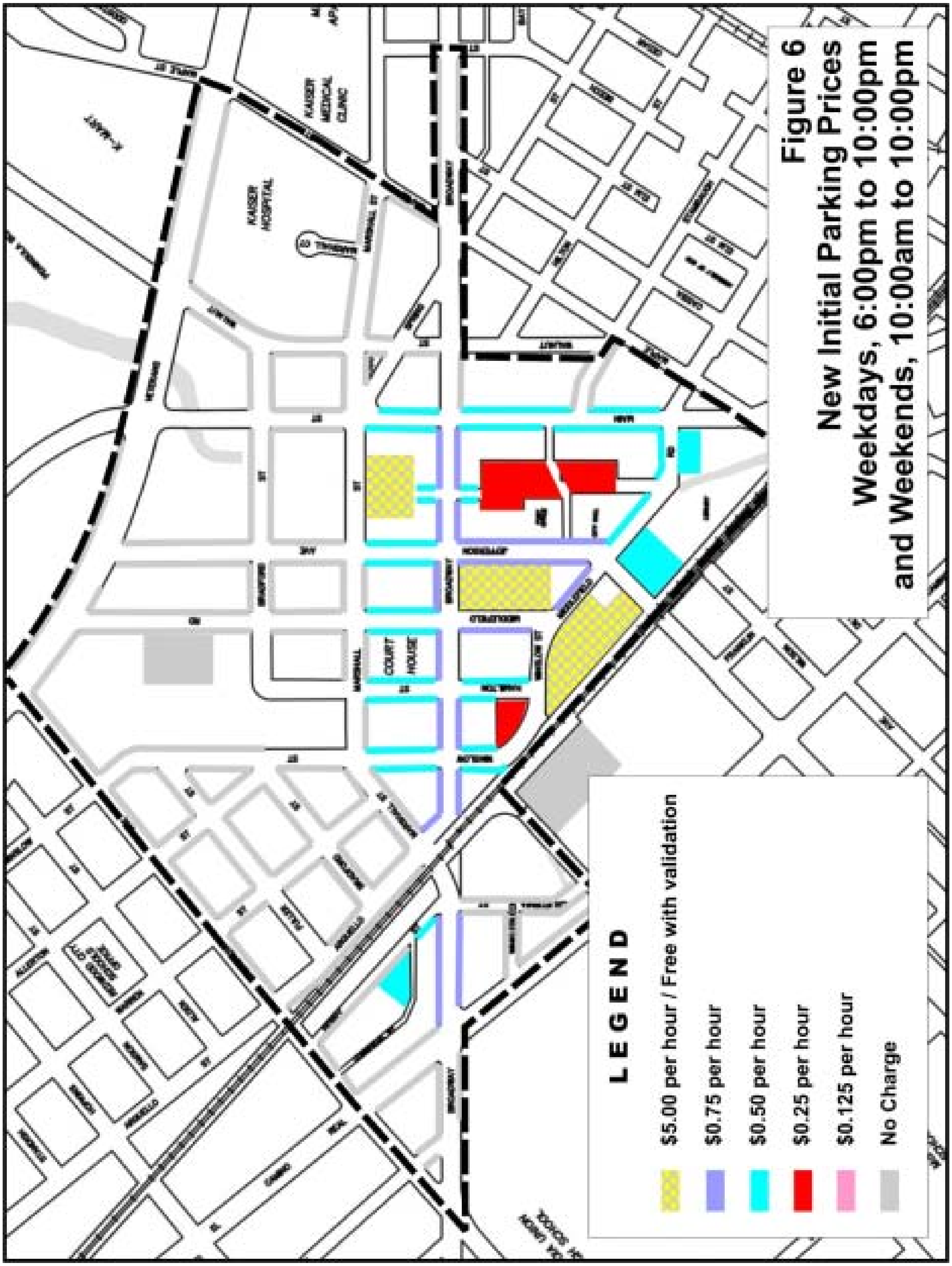


Figure 6
New Initial Parking Prices
Weekdays, 6:00pm to 10:00pm
and Weekends, 10:00am to 10:00pm
LEGEND
$5.00 per hour / Free with validation
$0.75 per hour
$0.50 per hour
$0.25 per hour
$0.125 per hour
No Charge
KAISER HOSPITAL
KAISER MEDICAL CLINIC
COURT HOUSE

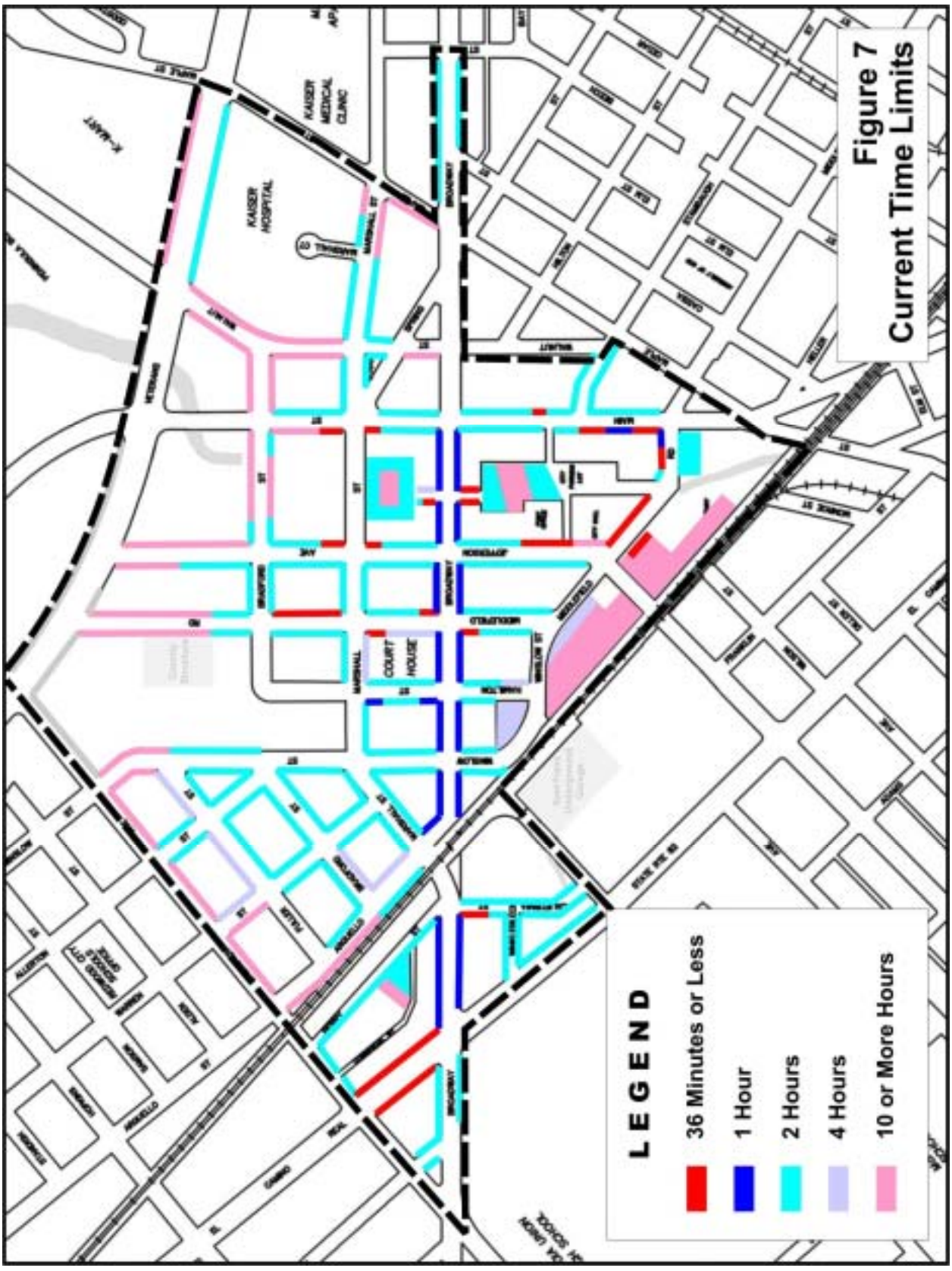


Figure 7
Current Time Limits
LEGEND
36 Minutes or Less
1 Hour
2 Hours
4 Hours
10 or More Hours
KAISER HOSPITAL
KAISER MEDICAL CLINIC
COURT HOUSE

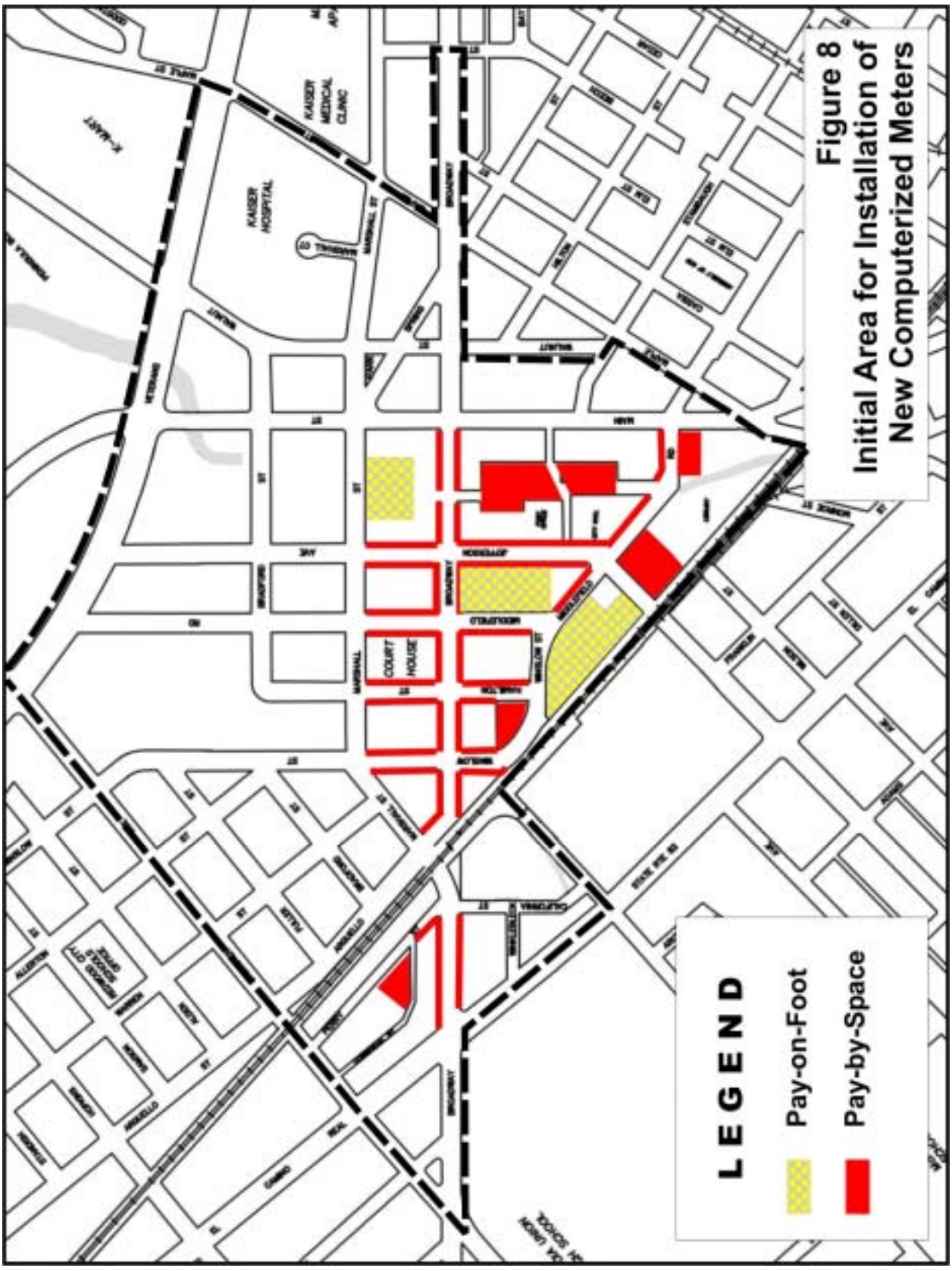


Figure 8
Initial Area for Installation of
New Computerized Meters
LEGEND
Pay-on-Foot
Pay-by-Space
KAISER HOSPITAL
KAISER MEDICAL CLINIC
COURT HOUSE
BROADWAY
MARSHALL ST

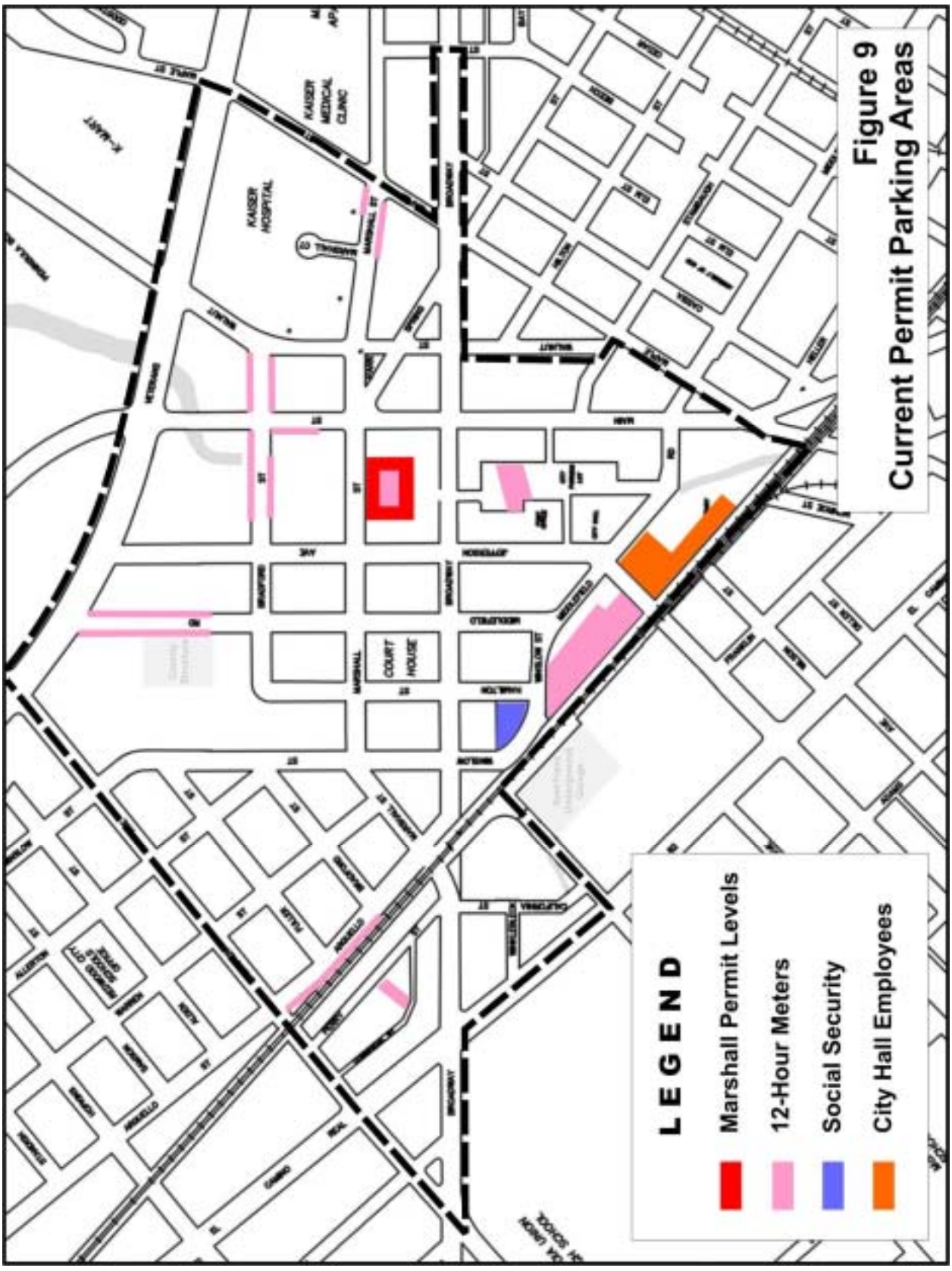


Figure 9
Current Permit Parking Areas
LEGEND
Marshall Permit Levels
12-Hour Meters
Social Security
City Hall Employees
KAISER HOSPITAL
KAISER MEDICAL CLINIC
COURT HOUSE

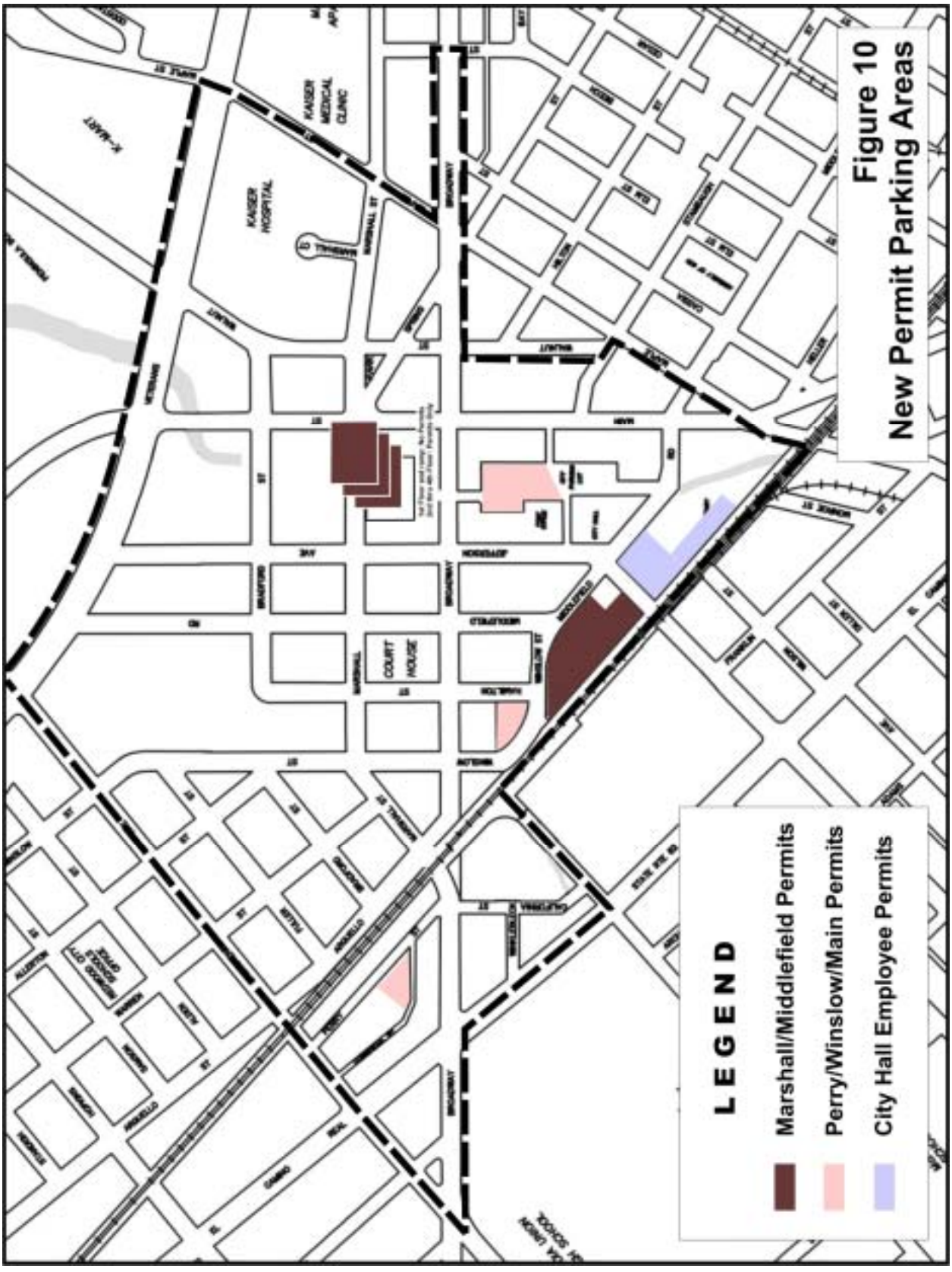


Figure 10
New Permit Parking Areas
LEGEND
Marshall/Middlefield Permits
Perry/Winslow/Main Permits
City Hall Employee Permits
KAISER HOSPITAL
KAISER MEDICAL CLINIC
COURT HOUSE
K-MART


DIRECTIONS:
Place dots on the 3 best areas for employee parking
Figure 11
Workshop #2 Participants'
Preferred Locations for Employee Parking
EL CAMINO REAL
BROADWAY
Cherry Street Lot
Court-house Square
JEFFERSON
MAIN
MARSHALL ST
KAISER HOSPITAL
KAISER MEDICAL CLINIC
Fox
City Hall
City Hall Lot
Library Lot
Sequoia Station Shopping Center
SEQUOIA HIGH SCHOOL DISTRICT OFFICE
EMPLOYEE PARKING


DIRECTIONS:
Place dots on the 3 areas where turnover for customer parking is most important
Figure 12
Workshop #2 Participants'
Preferred Locations for Customer Parking
EL CAMINO REAL
BROADWAY
Perry Street
Courthouse Square
Fox
City Hall
KAISER HOSPITAL
KAISER MEDICAL CLINIC
Sequoia Station Shopping Center
SEQUOIA HIGH SCHOOL DISTRICT OFFICE
JEFFERSON
MAIN
CUSTOMER PARKING

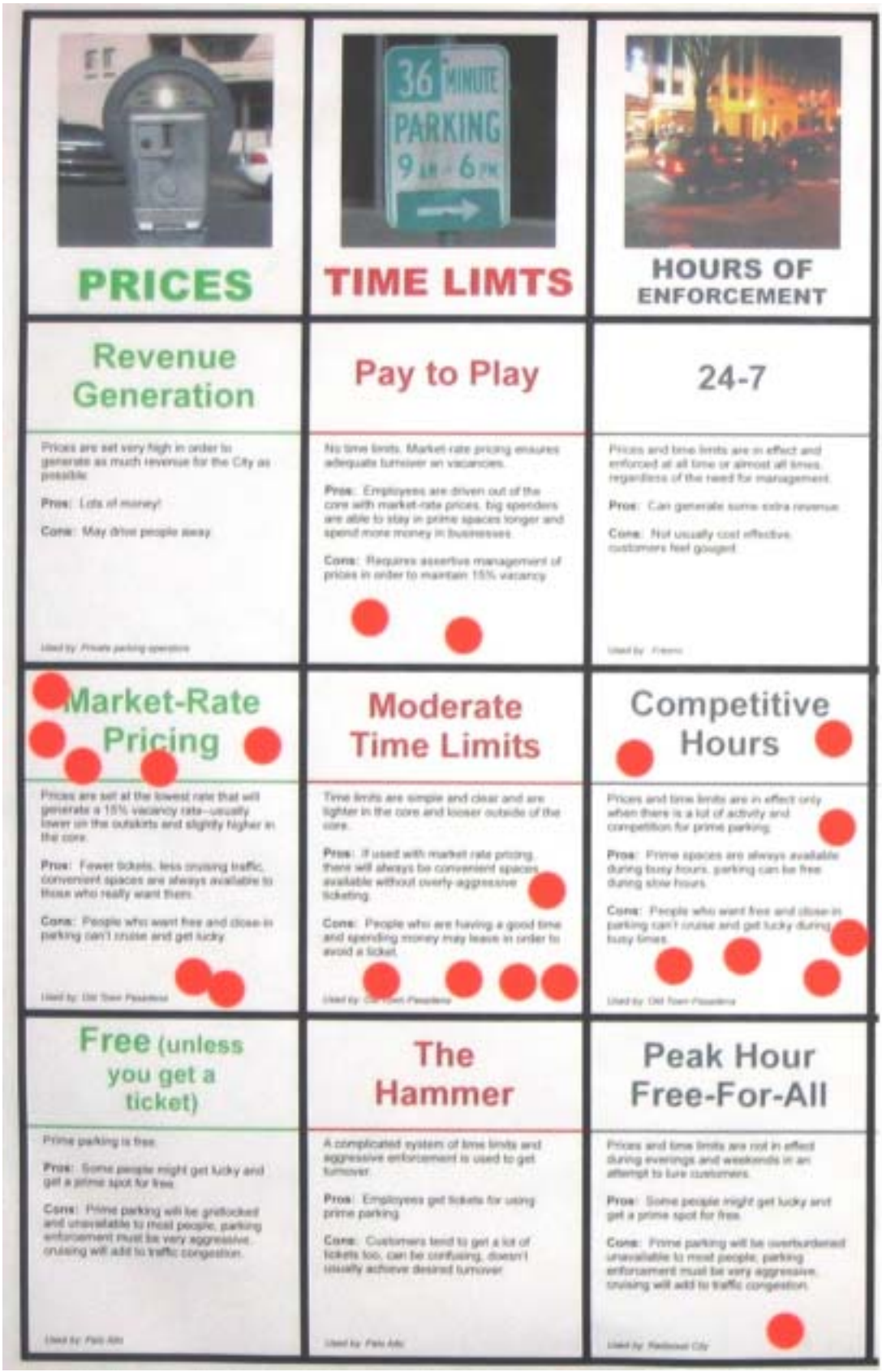


Figure 13
Workshop #2 Participants' Preferred Parking Plan Elements

Appendix 2
Ordinance

The ordinance adopted on July 25th, 2005 implements the Parking Management Plan that was discussed at the City Council meeting of June 6, 2005. The five recommendations of that plan were as follows:

Recommendation #1: Establish parking prices on the fair market rate.

Recommendation #2: Eliminate time limits.

Recommendation #3: Switch meters in the core area to computerized pay-by-space models.

Recommendation #4: Utilizes Downtown meter revenue exclusively for Downtown parking and other improvements

Recommendation #5: Modify the parking permit program.

The ordinance includes four parts. Part 1 of the ordinance removes time limits from the Downtown area, per Recommendation #2 of the Parking Management Plan. Time limits outside of the Downtown area—where there are not meters to ensure adequate turnover—have not been changed. The table in Part 1 of the ordinance merely re-states existing time limits outside of the Downtown area, reordered to reflect the removal of Downtown time limits and placed in a table for improved accessibility.

Part 2 of the ordinance implements Recommendations #1 (establish prices based on the fair market rate) and #4 (utilizes Downtown meter revenue for parking and traffic related improvements pursuant to Section 20.121) of the Parking Management Plan. It sets the base rates that were shown in the Plan and also puts into place a mechanism for incremental adjustments, up or down, of those rates in order to maintain the use of parking areas close as possible to the 85% "target occupancy rate" that is ideal for ensuring easy ingress and egress, reducing cruising traffic, and offering parking opportunities to as many different people as possible. A maximum meter rate of $1.50 is also established.

Part 2 of the ordinance also amends appropriate language in order to allow for the installation of computerized pay-by-space parking meters per Recommendation #3 of the Parking Management Plan. The rest of Part 2 of the ordinance contains other parking meter regulations that are unaffected by the Parking Management Plan and have simply been reordered to fit into this new version of Division 4 of the code.

Part 3 of the ordinance creates a new parking permit program for Downtown, establishing new types of permits, the periods for which they are valid, and the costs of these permits. This implements Recommendation #5 of the Parking Management Plan.

Part 4 of the ordinance also implements Recommendation #5 of the Parking Management Plan. Division 9 regulated ***un***metered parking lots, so the primary change pertains to the parking area behind the Library, which would become a permit-only zone for use by City Hall and Library employees and City fleet vehicles.

Part 5 of the ordinance establishes the effective date of these changes, which would be February 1, 2006.

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF REDWOOD CITY AMENDING CHAPTER 20, ARTICLE VII OF THE REDWOOD CITY MUNICIPAL CODE BY AMENDING SECTIONS 20.96 THROUGH 20.96.21 IN THEIR ENTIRETY AND DIVISIONS 4, 5 AND 9 IN THEIR ENTIRETY

RECITALS

Whereas, planned new development in Downtown Redwood City is likely to increase traffic and parking demand. *(Downtown Mixed Use Retail/Cinema Project Environmental Report, 2000)*; and

Whereas, the City has conducted a substantive review of the literature and the practices of other cities to determine the most effective ways of managing the traffic and parking demand; and

Whereas, based on that review the City has determined that the most effective tool for managing on-street parking is a program of pricing the on-street public parking at a rate so as to achieve a fifteen percent (15%) vacancy rate in the parking spaces on each block. (*See Shoup, Donald. The High Cost of Free Parking, American Planning Association Planners Press. 2005);* and

Whereas, underpriced on-street parking causes "cruising," which adds to traffic congestion. *Shoup, page 291*; and

Whereas, a vacancy rate of about 15% is necessary to avoid cruising-induced traffic, to facilitate easy ingress and egress, and to offer parking opportunities to as many different people as possible. *Shoup, page 297* ; and

Whereas, California Vehicle Code Section 22508 authorizes cities to establish parking meter zones and to fix the rate of fees for such zones; and

Whereas, parking meter rate ordinances "may … justify a fee system intended and calculated to hasten the departure of parked vehicles in congested areas, as well as to defray the cost of installation and supervision." *DeAryan v. City of San Diego*, 75 CA2d 292, 296 (1946); and

Whereas, such parking meter rate ordinances are for the purpose of regulating traffic and the parking of vehicles in the public streets, not a tax for revenue purposes. *Id* at 293; and

Whereas, receipts from such parking meter rate ordinances "may be used not only in defraying the expenses of installation, operation and control of such parking space and parking meters, but also those incurred in the control of traffic which may affect or be affected by the parking of vehicles in the parking meter zones thus created, including those incurred in connection with painting lines and signs, maintaining mechanical traffic signals and other expenses of regulating traffic and enforcing traffic regulations with respect to all traffic which may affect or be affected by the parking of vehicles in parking meter zones." Id at 296; and

Whereas, using parking meter rates to achieve a vacancy rate of about 15% negates the necessity for time restrictions on the use of parking spaces; and

Whereas, certain formerly unmetered off-street parking facilities must be metered in order to meet the demands of changing patterns of use of Downtown parking; and

Whereas, the parking permit program requires modifications in order to meet the demands of changing patterns of use of Downtown parking.

NOW THEREFORE BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF REDWOOD CITY THAT:

1. Sections 20.96 through 20.96.21 of Chapter 20, Article VII, Division 1, are hereby amended in their entirety to read as follows:

Sec. 20.96. PARKING TIME LIMITED ON CERTAIN DESIGNATED STREETS DURING CERTAIN DESIGNATED PERIODS:

When signs are erected giving notice thereof, parking shall be limited as specified in the table below. Such limitations on parking shall be effective daily except on Sundays and holidays.

Street	Side	Limits	Maximum Parking Period	Applicable Hours
Arch Street	Easterly	Brewster Avenue to a point one hundred twenty-five feet (125') northerly of Brewster Avenue	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Arguello Street	Both	Brewster Avenue to Alden Street	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Arguello Street	Westerly	Alden Street to Hopkins Avenue	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Arguello Street	Westerly	Whipple Avenue to a point one hundred feet (100') southerly of Whipple Avenue	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Birch Street	Both	Broadway to a point one hundred ninety five feet (195') northerly of Broadway	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Brewster Avenue	Both	Warren to Arguello	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Brewster Avenue	Northwesterly	From a point sixty feet (60') northeasterly of northeasterly line of Arch Street to Broadway	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Brewster Avenue	Southeasterly	Broadway to Arch Street	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Broadway	Both	Brewster Avenue to Duane Street	One (1) hour	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Broadway	Southerly	From Douglas Avenue to a point two hundred twenty four feet (224') easterly of Douglas Avenue	One (1) hour	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Cedar Street	Southerly	Main Street to El Camino Real	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Charter Street	Northerly	Hancock to El Camino Real	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Clinton Street	Both	Brewster to Broadway	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Clinton Street	Easterly	Seventy five feet (75') northerly of Broadway	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Edgewood Road	Both	El Camino Real to Wellesley Crescent	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
El Camino Real	Southwesterly	James Avenue to a point eighty feet (80') northwesterly from the center line of Harrison Avenue	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
El Camino Real	Southwesterly	From a point one hundred forty feet (140') southeasterly from the center line of Jefferson Avenue to Hazel Avenue	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
El Camino Real	Northeasterly	James Avenue to a point one hundred seventy five feet (175') northwesterly	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six

		from the center line of Jefferson Avenue		o'clock (6:00) P.M.
El Camino Real	Northeasterly	From a point one hundred seventy five feet (175') southeasterly from the center line of Wilson Street to Charter Street	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
El Camino Real	Southwesterly	Brewster Avenue to Whipple Avenue	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
El Camino Real	Southwesterly	From a point one hundred forty three feet (143') southeasterly of Whipple Avenue to Brewster Avenue	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
El Camino Real	Southwesterly	Whipple Avenue to a point one hundred forty three feet (143') southeasterly of Whipple Avenue	One (1) hour	between the hours of nine o'clock (9:00) A.M. to twelve o'clock (12:00) A.M. midnight.
El Camino Real	Southwesterly	Edgewood Road to Claremont Street	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Euclid Avenue	Westerly	From Upton Street to a point two hundred ten feet (210') southerly of Upton Street	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Harrison Avenue	Northerly	El Camino Real to Adams	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Heller Street	Westerly	From Laurel Street to one hundred twenty five feet (125') southerly of Laurel Street	One (1) hour	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Hess Road	Both	From Woodside Road to one hundred fifty feet (150') northwesterly of Woodside Road	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Hopkins Avenue	Both	El Camino to Arch Street	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Jefferson Avenue	Northwesterly	From a point two hundred ten feet (210') northeasterly from the center line of El Camino Real to Franklin Street	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Jefferson Avenue	Southeasterly	From a point one hundred forty five feet (145') southwesterly from the center line of El Camino Real to Adams Street	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Lathrop Street	Both	Chestnut Street to El Camino Real	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Madison Avenue	Southerly	Seventy five feet (75') westerly of El Camino Real	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Main Street	Both	Maple to Beech	One (1) hour	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Main Street	Both	Chestnut Street to El Camino Real	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Veterans Boulevard	Southwesterly	Brewster Avenue to Convention Way	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Veterans Boulevard	Easterly	From Convention Way to Brewster Avenue	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M

Whipple Avenue	Northerly	Stafford Street to Arguello Street, except on which parking is prohibited during all or any specific hours	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Whipple Avenue	Both	El Camino Real to Arch Street, except on which parking is prohibited during all or any specific hours	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Whipple Avenue	Northerly	From Upland Road two hundred thirty feet (230') easterly thereof	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.
Wilson Street	Southerly	El Camino Real to Franklin Street	Two (2) hours	Between the hours of nine o'clock (9:00) A.M. to six o'clock (6:00) P.M.

2. Division 4 of Chapter 20, Article VII is hereby amended in its entirety to read as follows:

DIVISION 4. PARKING METER ZONES

Sec. 20.115. MANNER OF ESTABLISHING PARKING METER ZONES:

Parking meter zones in streets, public rights-of-way, and publicly controlled off-street parking facilities rates and regulations for use therein shall be as established in this Division.

Sec. 20.116. ESTABLISHMENT OF DOWNTOWN METER ZONE:

The Downtown Meter Zone is hereby established and is described as follows:

That certain area of the City of Redwood City, County of San Mateo, State of California, bounded by the following described line:

Commencing at the point where the centerline of Brewster Avenue intersects with the northeasterly edge of the Veterans Boulevard right-of-way, extending along the centerline of Brewster Avenue to the southerly edge of the Broadway right-of-way; extending along the southerly edge of the Broadway right-of-way to the centerline of El Camino Real; extending along the centerline of the El Camino Real to the centerline of James Avenue; extending along the centerline of James Avenue to the centerline of the Southern Pacific Railroad; extending along the centerline of the Southern Pacific Railroad to the westerly edge of the Maple Street right-of-way; extending along the westerly edge of the Maple Street right-of-way to the centerline of Stambaugh Street; extending along the centerline of Stambuagh Street to the westerly edge of the Walnut Street right-of-way, extending along the westerly edge of the Walnut Street right-of-way to the southerly edge of the Broadway right-of-way; extending along the southerly edge of the Broadway right-of-way to the centerline of Beech Street; extending along the centerline of Beech Street to the northerly edge of the Broadway right-of-way; extending along the northerly edge of the Broadway right-of-way to the centerline of Maple Street; extending along the centerline of Maple Street to the northerly edge of the Veterans Boulevard right-of-way; extending along the northerly edge of the Veterans Boulevard right-of-way to the point of commencement.

Sec. 20.117. ESTABLISHMENT OF DOWNTOWN METER ZONE BASE METER RATES FOR ON-STREET PARKING AREAS:

Under the authority of California Vehicle Code section 22508, the City Council hereby establishes the following Base Meter Rates for the following on-street parking areas within the Downtown Meter Zone:

			Base Meter Rate (Per Hour)	
Street	**Side**	**Limits**	**Monday through Friday, 10:00am to 6:00pm**	**Monday through Friday, 6:00pm to 10pm; and Saturday through Sunday, 10:00am until 10:00pm**
Allerton Street	Southwesterly	Brewster Avenue to Fuller Street	$0.25	Free
Allerton Street	Northeasterly	Brewster Avenue to Fuller Street	$0.25	Free
Allerton Street	Southwesterly	Fuller Street to Bradford Street	$0.25	Free
Allerton Street	Northeasterly	Fuller Street to Bradford Street	$0.25	Free
Arch Street	Southwesterly	Brewster Avenue to Broadway	$0.25	Free
Arch Street	Northeasterly	Brewster Avenue to Broadway	$0.25	Free
Arguello Street	Southwesterly	Brewster Avenue to Marshall Street	$0.25	Free
Arguello Street	Northeasterly	Fuller Street to Bradford Street	$0.25	Free
Arguello Street	Northeasterly	Bradford Street to Marshall Street	$0.25	Free
Arguello Street	Northeasterly	Marshall Street to Broadway	$0.50	$0.75
Bradford Street	Northwesterly	Arguello Street to Warren Street	$0.25	Free
Bradford Street	Southeasterly	Arguello Street to Warren Street	$0.25	Free
Bradford Street	Northwesterly	Warren Street to Allerton Street	$0.25	Free
Bradford Street	Southeasterly	Warren Street to Allerton Street	$0.25	Free
Bradford Street	Northerly	Middlefield Road to Jefferson Avenue	$0.25	Free
Bradford Street	Southerly	Middlefield Road to Jefferson Avenue	$0.25	Free
Bradford Street	Northerly	Jefferson Avenue to Main Street	$0.25	Free
Bradford Street	Southerly	Jefferson Avenue to Main Street	$0.25	Free
Bradford Street	Northerly	Main Street to Walnut Street	$0.50	Free
Bradford Street	Southerly	Main Street to Walnut Street	$0.50	Free
Broadway	Northerly	Arch Street to El Camino Real	$0.25	Free
Broadway	Southerly	Arch Street to El Camino Real	$0.25	Free
Broadway	Northerly	El Camino Real to Perry Street	$0.50	$0.75
Broadway	Southerly	El Camino Real to California Street	$0.50	$0.75
Broadway	Northerly	Arguello Street to Winslow Street	$0.50	$0.75
Broadway	Southerly	Arguello Street to Winslow Street	$0.50	$0.75
Broadway	Northerly	Winslow Street to Hamilton Street	$0.50	$0.75
Broadway	Southerly	Winslow Street to Hamilton Street	$0.50	$0.75
Broadway	Northerly	Hamilton Street to Middlefield Road	$0.50	Free
Broadway	Northerly	Middlefield Road to Jefferson Avenue	$0.50	$0.75
Broadway	Southerly	Middlefield Road to Jefferson Avenue	$0.50	Free
Broadway	Northerly	Jefferson Avenue to Main Street	$0.50	$0.75
Broadway	Southerly	Jefferson Avenue to Main Street	$0.50	$0.75
Broadway	Northerly	Maple Street to Beech Street	$0.25	Free
Broadway	Southerly	Cassia Street to Beech Street	$0.25	Free

California Street	Westerly	Broadway to Winklebleck Street	$0.50	Free
California Street	Easterly	Broadway to Winklebleck Street	$0.50	Free
California Street	Westerly	Winklebleck Street to James Street	$0.25	Free
California Street	Easterly	Winklebleck Street to James Street	$0.25	Free
El Camino Real	Northeasterly	Brewster Avenue to Broadway	$0.25	Free
El Camino Real	Southwesterly	Brewster Avenue to Broadway	$0.25	Free
El Camino Real	Northeasterly	Winklebleck Street to James Street	$0.25	Free
Fuller Street	Northwesterly	Warren Street to Allerton Street	$0.25	Free
Fuller Street	Southeasterly	Warren Street to Allerton Street	$0.25	Free
Fuller Street	Northwesterly	Allerton Street to Winslow Street	$0.25	Free
Fuller Street	Southeasterly	Allerton Street to Winslow Street	$0.25	Free
Hamilton Street	Westerly	Marshall Street to Broadway	$0.50	$0.50
Hamilton Street	Easterly	Marshall Street to Broadway	$0.50	$0.50
Hamilton Street	Westerly	Broadway to Winslow Street	$0.50	$0.50
Hamilton Street	Easterly	Broadway to Winslow Street	$0.50	$0.50
Jefferson Avenue	Easterly	Veterans Boulevard to Bradford Street	$0.25	Free
Jefferson Avenue	Westerly	Veterans Boulevard to Bradford Street	$0.25	Free
Jefferson Avenue	Easterly	Bradford Street to Marshall Street	$0.25	Free
Jefferson Avenue	Westerly	Bradford Street to Marshall Street	$0.25	Free
Jefferson Avenue	Easterly	Marshall Street to Broadway	$0.50	$0.50
Jefferson Avenue	Westerly	Marshall Street to Broadway	$0.50	$0.50
Jefferson Avenue	Easterly	Broadway to Middlefield Road	$0.50	$0.75
Jefferson Avenue	Westerly	Broadway to Middlefield Road	$0.50	$0.75
Main Street	Easterly	Bradford Street to Marshall Street	$0.25	Free
Main Street	Westerly	Bradford Street to Marshall Street	$0.25	Free
Main Street	Easterly	Marshall Street to Broadway	$0.50	$0.50
Main Street	Westerly	Marshall Street to Broadway	$0.50	$0.50
Main Street	Easterly	Stambaugh Street to Middlefield Road	$0.50	$0.50
Main Street	Easterly	Broadway to Stambaugh Street	$0.50	$0.50
Main Street	Westerly	Broadway to Middlefield Road	$0.50	$0.50
Maple Street	Northwesterly	Marshall Street to Broadway	Free	Free
Marshall Street	Northwesterly	Arguello Street to Warren Street	$0.25	Free
Marshall Street	Northwesterly	Warren Street to Winslow Street	$0.25	Free
Marshall Street	Southeasterly	Arguello Street to Winslow Street	$0.25	Free
Marshall Street	Southerly	Winslow Street to Hamilton Street	$0.25	Free
Marshall Street	Northerly	Hamilton Street to Middlefield Road	$0.25	Free
Marshall Street	Southerly	Hamilton Street to Middlefield Road	$0.25	Free
Marshall Street	Northerly	Middlefield Road to Jefferson Avenue	$0.25	Free
Marshall Street	Southerly	Middlefield Road to Jefferson Avenue	$0.25	Free
Marshall Street	Northerly	Main Street to Walnut Street	$0.25	Free
Marshall Street	Southerly	Spring to Walnut Street	$0.25	Free
Marshall Street	Southerly	Walnut Street to Maple Street	$0.25	Free
Marshall Street	Northerly	Walnut Street to Marshall Court	$0.25	Free
Marshall Street	Northerly	Marshall Court to Maple Street	$0.25	Free
Middlefield Road	Easterly	Veterans Boulevard to Bradford Street	$0.25	Free

Middlefield Road	Westerly	Veterans Boulevard to Bradford Street	$0.25	Free
Middlefield Road	Easterly	Bradford Street to Marshall Street	$0.25	Free
Middlefield Road	Westerly	Bradford Street to Marshall Street	$0.25	Free
Middlefield Road	Easterly	Marshall Street to Broadway	$0.50	$0.50
Middlefield Road	Westerly	Marshall Street to Broadway	$0.50	$0.50
Middlefield Road	Westerly	Broadway to Winslow Street	$0.50	$0.75
Middlefield Road	Northeasterly	Winslow Street to Jefferson Avenue	$0.50	$0.75
Middlefield Road	Northeasterly	Jefferson Avenue to Main Street	$0.50	$0.50
Perry Street	Southwesterly	Brewster Avenue to Commercial Way	$0.25	Free
Perry Street	Southwesterly	Commercial Way to Broadway	$0.50	$0.50
Stambaugh Street	Northeasterly	Main Street to Maple Street	$0.25	Free
Stambaugh Street	Southwesterly	Main Street to Maple Street	$0.25	Free
Veterans Boulevard	Northeasterly	Brewster Street to Main Street	Free	Free
Veterans Boulevard	Southwesterly	Brewster Street to Middlefield Road	Free	Free
Veterans Boulevard	Southwesterly	Middlefield Road to Jefferson Avenue	Free	Free
Veterans Boulevard	Southerly	Walnut Street to Maple Street	$0.25	Free
Veterans Boulevard	Northerly	Walnut Street to Maple Street	Free	Free
Walnut Street	Westerly	Veterans Boulevard to Bradford Street	$0.50	Free
Walnut Street	Westerly	Bradford Street to Marshall Street	$0.50	Free
Walnut Street	Easterly	Veterans Boulevard to Marshall Street	$0.50	Free
Walnut Street	Easterly	Marshall Street to Spring Street	$0.25	Free
Walnut Street	Westerly	Marshall Street to Spring Street	$0.25	Free
Walnut Street	Westerly	Broadway to Spring	$0.25	Free
Warren Street	Northeasterly	Brewster Avenue to Fuller Street	$0.25	Free
Warren Street	Southwesterly	Brewster Avenue to Fuller Street	$0.25	Free
Warren Street	Northeasterly	Fuller Street to Bradford Street	$0.25	Free
Warren Street	Southwesterly	Fuller Street to Bradford Street	$0.25	Free
Warren Street	Northeasterly	Bradford Street to Marshall Street	$0.25	Free
Warren Street	Southwesterly	Bradford Street to Marshall Street	$0.25	Free
Winklebleck Street	Southerly	El Camino Real to California Street	$0.50	Free
Winklebleck Street	Northerly	El Camino Real to California Street	$0.50	Free
Winslow Street	Easterly	Brewster Avenue to Bradford Street	$0.25	Free
Winslow Street	Westerly	Brewster Avenue to Fuller Street	$0.25	Free
Winslow Street	Westerly	Fuller Street to Bradford Street	$0.25	Free
Winslow Street	Westerly	Bradford Street to Marshall Street	$0.25	Free
Winslow Street	Easterly	Marshall Street to Broadway	$0.50	$0.50
Winslow Street	Westerly	Marshall Street to Broadway	$0.50	$0.50
Winslow Street	Easterly	Broadway to Hamilton Street	$0.50	$0.50
Winslow Street	Westerly	Broadway to Hamilton Street	$0.50	$0.50

Sec. 20.118. ESTABLISHMENT OF DOWNTOWN METER ZONE BASE METER RATES FOR SPECIFIED OFF-STREET PARKING AREAS:

The following base meter rates are hereby established for certain off-street parking areas:

		Base Meter Rate	
Parking Facility	**Description of Location**	**Monday through Friday, 10:00am to 6:00pm**	**Monday through Friday, 6:00pm to 10pm; and Saturday through Sunday, 10:00am until 10:00pm**
Library Parking Lot "A"	Located southwesterly of the intersection of Main Street with Middlefield Road	$0.50	$0.50
Library Parking Lot "B"	Located southeasterly of the intersection of Jefferson Avenue with Middlefield Road	$0.50	$0.50
City Hall Parking Lot	Located at the east side of City Hall, near the rear entry thereof, 1017 Middlefield Road	$0.75	$0.75
Winslow Street Parking Lot	Located northwesterly of the intersection of Winslow Street with Hamilton Street	$0.25	$0.25
Perry Street Parking Lot	Located northwesterly of the intersection of Perry Street with Commercial Way	$0.50	$0.50
Main Street Parking Lot	Located at the southerly of Broadway, between Main Street and Jefferson Avenue, and northeasterly of City Hall, 1017 Middlefield Road	$0.25	$0.25

Sec. 20.119. ESTABLISHMENT OF DOWNTOWN METER ZONE BASE METER RATES FOR SPECIFIED OFF-STREET PARKING AREAS:

The following base meter rates are hereby established for certain off-street parking areas:

Parking Facility	**Description of Location**	**Peak Hours**	**Hourly Rate For Peak Hours**	**Base Hourly Rate For Non-Peak Hours**
Jefferson Avenue Garage	Located southwesterly of the intersection of Broadway with Jefferson Avenue	Monday through Thursday, 5:00pm until closing, but no later than 3:00am; Friday, from 12:00pm until closing, but no later than 3:00am; and Saturdays, Sundays, and holidays from opening until closing, but no later than 3:00am.	$5.00	$0.25
Middlefield Road Parking Lot	Located westerly of the intersection of Middlefield Road and Jefferson Avenue	Monday through Thursday, 5:00pm until closing, but no later than 3:00am; Friday, from 2:00pm until closing, but no later than 3:00am; and Saturdays, Sundays, and holidays, from opening until closing, but no later than 3:00am.	$5.00	$0.25
Marshall Street Garage	Located southerly of Marshall Street, between Jefferson Avenue and Main Street	Monday through Friday, 5:00pm until closing, but no later than 3:00am; and Sundays, and holidays from opening until closing, but no later than 3:00am	$5.00	$0.25

Sec. 20.120. PERIODIC ADJUSTMENT OF DOWNTOWN METER ZONE METER RATES:

Under the authority of California Vehicle Code section 22508, the City Council hereby adopts the following process for adjusting Downtown Meter Zone meter rates from time to time to manage the use and occupancy of the parking spaces for the public benefit in all parking areas within the Downtown Meter Zone.

A. To accomplish the goal of managing the supply of parking and to make it reasonably available when and where needed, a target occupancy rate of eighty-five percent (85%) is hereby established.

B. At least annually and not more frequently than quarterly, the Parking Manager shall survey the average occupancy for each parking area in the Downtown Meter Zone that has parking meters. Based on the survey results, the Parking Manager shall adjust the rates up or down in twenty-five cent ($0.25) intervals to seek to achieve the target occupancy rate. The base parking meter rate, and any adjustments to that rate made pursuant to this ordinance, shall become effective upon the programming of the parking meter for that rate. A current schedule of meter rates shall be available at the City Clerk's office.

C. The hourly meter rate shall not exceed one dollar and fifty cents ($1.50) without the express approval of the City Council.

D. This Section does not apply to the parking facilities described in Section 20.119 of this Division during the "peak hours."

Sec. 20.121. USE OF DOWNTOWN METER ZONE PARKING METER REVENUES:

Revenues generated from on-street and off-street parking within the Downtown Meter Zone boundaries shall be accounted for separately from other City funds and may be used only for the following purposes:

A. All expenses of administration of the parking program

B. All expenses of installation, operation and control of parking equipment and facilities within or designed to serve the Downtown Core Meter Zone

C. All expenses for the control of traffic (including pedestrian and vehicle safety, comfort and convenience) which may affect or be affected by the parking of vehicles in the Downtown Core Meter Zone, including the enforcement of traffic regulations as to such traffic.

D. Such other expenditures within or for the benefit of the Downtown Core Meter Zone as the City Council may, by resolution, determine to be legal and appropriate.

Sec. 20.122. ACQUISITION, INSTALLATION, MAINTENANCE, REGULATION, OF METERS; ROLE OF CITY MANAGER:

The City Manager is hereby directed to provide for the purchase, acquiring, installation, operation, maintenance, supervision, regulation and use of the parking meters provided for in this Division and to maintain the meters in good workable condition.

Sec. 20.123. LOCATION AND OPERATION OF METERS:

A. Conventional parking meters installed in a parking meter zone shall be placed immediately adjacent to individual parking places described in the following section and shall be placed on the curb or sidewalk if the parking place is adjacent to a curb or sidewalk. Each conventional parking meter shall be arranged that upon the expiration of the time period for which payment was deposited it will indicate by a proper visible signal that the lawful parking period for the adjacent parking meter space has expired and in such cases the right of such a vehicle to occupy the space shall cease.

B. Each pay-by-space machine, pay-and-display machine, or pay-on-foot machine shall conspicuously display the applicable parking rates and instructions for use of the machine. Each pay-by-space or pay-and-display machine shall, upon the deposit of the appropriate United States coins, currency, credit card, or city prepaid parking card with respect to a parking meter space controlled thereby, dispense a receipt showing the amount of time purchased and when the lawful parking period will expire for that space. Upon expiration of the lawful parking period, the right of a vehicle to occupy the space shall cease.

Sec. 20.124. MARKING OF INDIVIDUAL PARKING SPACES; VEHICLES TO BE PARKED WITHIN MARKED LINES:

The City Manager shall have lines or markings painted or placed upon the curb, right of way or parking lot adjacent to each parking meter for the purpose of designating the parking space for which the parking meter is to be used. Spaces regulated by pay-by-space machines shall be assigned numbers, which shall be clearly painted onto the curb next to each such space. It shall be unlawful and a violation of this Division to park any vehicle across any such line or marking or to park the vehicle in such position that the same shall not be entirely within the area so designated by such lines or markings.

Sec. 20.125. MANNER OF PARKING IN SPACES PARALLEL TO CURB:

When a parking space in any parking meter zone is parallel with the adjacent curb or sidewalk and is regulated by a conventional parking meter, any vehicle parked in such parking space shall be parked with the foremost part of such vehicle nearest to such meter.

Sec. 20.126. USE OF METER REQUIRED:

A. When a vehicle is parked in any space controlled by a conventional parking meter or a pay-by-space machine and payment is required pursuant to Section 20.117, 20.118, or 20.119 the operator of the vehicle shall, upon entering the parking space, immediately purchase time by depositing coins indicated on such meter or by depositing other forms of payment which may be accepted at pay-by-space and pay-and-display machines such as dollar bills, credit cards, or prepaid city parking card as specified on such machines. Failure to put the meter in operation by purchasing time, and (if applicable) failure to place the receipt on the vehicle dashboard as prescribed, shall constitute a violation of this Division.

B. When a vehicle is parked in any space controlled by a pay-and-display machine and payment is required pursuant to Section 20.117, 20.118, or 20.119 the operator of the vehicle shall, upon entering the parking space, immediately purchase time by depositing coins indicated on such meter or by depositing other forms of payment which may be accepted at pay-by-space and pay-and-display machines such as dollar bills, credit cards, credit cards, or prepaid city parking card as specified on such machines. The operator of the vehicle shall immediately cause the parking receipt provided by the machine to be placed face up on the driver's side dashboard of the vehicle. Failure to put the meter in operation by purchasing time, and (if applicable) failure to place the receipt on the vehicle dashboard as prescribed, shall constitute a violation of this Division. Upon the deposit of payment and placing such meter in operation, the parking space may be lawfully occupied by such vehicle for the time indicated by the meter.

C. When a vehicle is parked in any space controlled by a pay-on-foot machine and payment is required pursuant to Section 20.117, 20.118, or 20.119 the operator of the vehicle shall, upon entering the parking facility, press the specified button at the gate to receive a voucher. Prior to departure from the facility, the operator of the vehicle shall deposit the voucher into the pay-on-foot machine and shall pay for the time used by depositing the amount of money specified by the machine in a form of payment which may be accepted at the machine such as coins, dollar bills, credit cards, or prepaid city parking card as specified on such machines. Failure to remove

vehicle from the parking facility within fifteen (15) minutes of payment shall constitute a violation of this Division. Failure to pay for time used shall constitute a violation of this Division.

Sec. 20.127. INJURING OR TAMPERING WITH METERS:

It shall be unlawful and a violation of the provisions of this Division for any person to deface, injure, tamper with, open or willfully break, destroy or impair the usefulness of any parking meter installed under the provisions of this Division or post supporting such parking meter.

Sec. 20.128. USE OF SLUGS AND SIMILAR DEVICES PROHIBITED:

It shall be unlawful and a violation of the provisions of this Division to deposit or cause to be deposited in any parking meter any slugs, device or metallic substance, or any other substitute for any of the coins or other payment types specified in Section 20.123.

Sec. 20.129. OVERTIME PARKING:

If the vehicle shall remain parked in any such parking space beyond the time for which payment has been made, the parking meter shall indicate such illegal parking and in that event, such vehicle shall be considered as parked overtime and beyond the period of legal parking time and the parking of a vehicle overtime or beyond the period of legal parking time in any such part of a street where any such meter is located shall be a violation of this Division.

It shall be unlawful and a violation of the provisions of this Division for any person to cause, allow, permit or suffer any vehicle registered in the name of, or operated by such person to be parked overtime or beyond the period of legal parking time established for any parking meter zone.

Sec. 20.130. PARKING OR REMAINING ADJACENT TO EXPIRED METER:

It shall be unlawful and a violation of the provision of this Division for any person to permit any vehicle to remain or be placed in any parking space adjacent to any parking meter while the meter is displaying a signal indicating that the vehicle occupying such parking space has already been parked beyond the period of time prescribed for such parking space.

Sec. 20.131. DUTY OF POLICE WHERE VEHICLE PARKED OVERTIME; ISSUANCE OF CITATION:

It shall be the duty of each police officer or parking enforcement deputy to take the number of any meter at which any vehicle is overparked, as provided in Section 20.124; the state vehicle license of such vehicle; the time and date of such overparking, and make of such vehicle; and issue, in writing, a citation for illegal parking in the same form and subject to the same procedure provided for by the laws of the State applicable to the traffic violations within the City.

Sec. 20.132. PAYMENT OF FINE TO AVOID PROSECUTION:

Any operator or owner of a vehicle to whom a citation has been issued in accordance with the preceding section may, within fifteen (15) days of the time of the issuance of such citation, pay to the appropriate court, as a penalty for and full consideration of such violation, the sum of twenty-five dollars ($25.00). The mailing, in a sealed envelope properly addressed through the United States mail, of a check, money order, or postal order, within fifteen (15) days from the time of issuance of the citation, or notice of such violation, or the deposit at the City Hall of the sum of twenty-five dollars ($25.00) within fifteen (15) days constitutes a compliance with this provision. Delivery of such envelope shall be the responsibility of such owner or operator. The failure of

such owner or operator to make such payment within the fifteen (15) days shall render such owner or operator subject to the penalties provided for violation of the provisions of this Division.

Sec. 20.133. PROVISIONS FOR TEMPORARY SUSPENSION OF METER RATES:

The provisions of Division may be suspended from time to time by motion of the City Council in any case where the Council finds that strict compliance would not serve the public interest, including but not limited to the use of public streets and sidewalks for celebrations, special public events, celebration of holiday seasons and any other such activity or purpose as the City Council in its sole discretion shall determine.

Sec. 20.134. DEFINITIONS:

For the purposes of this Division the following words and phrases shall have the meanings respectively ascribed to them by this Section:

OPERATOR: Every individual who shall operate a vehicle as the owner thereof or as the agent, employee or permittee of the owner.

PARKING MANAGER: The person so designated by the City Manager to monitor the occupancy of parking areas and adjust meter rates according to the provisions of Division 4.

PARKING METER: Any mechanical device which accepts payment for the use of parking spaces as described in this Division. Such mechanical devises shall include but not be limited to conventional parking meters, pay-by-space machines, pay-and-display machines, and pay-on-foot machines.

STREET: Any public street, avenue, road, boulevard, highway or other public place located in the City and established for the use of vehicles.

VEHICLE: Any device in, upon or by which any person or property is, or may be transported upon a street or highway, except a device which is operated upon rails or tracks.

Sec. 20.135--20.149. RESERVED

3. Division 5 of Chapter 20, Article VII is hereby amended in its entirety to read as follows:

DIVISION 5. PARKING PERMITS

Sec. 20.150. ISSUANCE; FEE:

A. The City Manager is hereby authorized to issue parking permits to the public in accordance with the following schedule and subject to the payment of the following fees:

Permit Type	Valid Area	Valid Times	Monthly Cost	Yearly Cost
Marshall/Middlefield Bronze Permit	Marshall Street Garage and Middlefield Parking Lot	Valid in Middlefield Parking Lot Monday through Friday, from the time at which meters begin operation until 7:00pm; valid in Marshall Street Garage Monday through Friday, from the time at which meters begin operation until 7:00pm	$30.00	$330.00
Marshall/Middlefield Silver Permit	Marshall Street Garage and Middlefield Parking Lot	Valid in Middlefield Parking Lot Monday through Friday, from the time at which meters begin operation until 7:00pm; valid in Marshall Street Garage Monday through Friday, all hours	$35.00	$385.00
Marshall/Middlefield Gold Permit	Marshall Street Garage and Middlefield Parking Lot	Valid in Middlefield Parking Lot Monday through Friday, from the time at which meters begin operation until 7:00pm; valid in Marshall Street Garage at all times	$40.00	$440.00
Perry/Winslow/Main Bronze Permit	Perry Street Parking Lot, Winslow Street Parking Lot, and Main Street Parking Lot	Monday through Friday, from the time at which meters begin operation until 7:00pm	$40.00	$440.00
Perry/Winslow/Main Silver Permit	Perry Street Parking Lot, Winslow Street Parking Lot, and Main Street Parking Lot	Monday through Friday, all hours	$50.00	$550.00
Perry/Winslow/Main Gold Permit	Perry Street Parking Lot, Winslow Street Parking Lot, and Main Street Parking Lot	All times	$60.00	$660.00
Library Parking Lot “C” Gold Permit	Library Parking Lot “C”	All times	$20.00	$220.00

B. The City Manager is hereby authorized to issue parking permits, without charge, to City employees, officers, volunteers, and visitors as follows:

Permit Type	Valid Area	Valid Times
“C.E.” Permit	Library Parking Lot "B" and Library Parking Lot "C"	Valid in Library Parking Lot "B" on Mondays through Fridays, from the time which meters begin operation until 6:00pm; valid in Library Parking Lot "C" at all times
“C.O.” Permit	Main Street Parking Lot	All times
City Hall Visitor Permit	City Hall Parking Lot	All times, with the exception that such permits shall be of a temporary nature and shall only be valid on they day during which they were issued.

C. In order to ensure orderly and efficient use of the parking supply, the City Manager is authorized to limit the number of permits which may be issued, in which case priority shall be based on the order in which requests for such permits are received.

D. The City Manager is authorized to collect deposits, require the submission of application forms, and to establish other administrative procedures for the parking permit program as may be necessary from time to time.

Sec. 20.151. FORM:

The parking permit may consist of a windshield card or may be in such other form as the City Manager may prescribe.

Sec. 20.152. PAYMENT OF FEE IN ADVANCE; PRORATION; REFUNDS:

Payment shall be made to the City Manager in advance on an annual calendar year basis for an annual permit, or on a calendar month basis for a monthly permit. The fee payable for a monthly permit purchased after the sixteenth of the month shall be one-half (1/2) the monthly fee established by resolution of the City Council. The fee payable for an annual permit shall be the fee established by resolution of the City Council, which amount shall be prorated on a monthly basis for issuance thereof after January 1 of any year; provided, however, during the last two (2) months of each calendar year monthly permits only may be purchased.

Sec. 20.153. DISPLAY WHERE VISIBLE; RELIEF FROM PAYMENT OF METER FEES:

When a windshield card parking permit is placed so as to be clearly legible through the windshield of a vehicle, the operator thereof shall be relieved of the obligation of putting the meter, pay-by-space machine, or pay-and-display machine in operation by the deposit of money therein during the time periods for which such permit is valid. If the permit is not so visible, the vehicle and operator shall be subject to the provisions of Division 4 of this Article. If the permit is visible but is used during periods for which it is not valid or in a manner for which it is not valid as established by this Division, the vehicle and operator shall be subject to the provisions of Division 4 of this Article.

Secs. 20.154 -20.159. RESERVED:

4. Division 9 of Chapter 20, Article VII is hereby amended in its entirety to read as follows:

DIVISION 9. REGULATED, UNMETERED OFF-STREET PARKING FACILITIES

Sec. 20.184. REGULATED, UNMETERED OFF-STREET PARKING FACILITIES DESIGNATED:

The following off-street parking facilities, owned or operated by the City, are hereby designated as regulated, unmetered off-street parking facilities:

A. Police Department Parking Lot, located at the front, unenclosed area, of the Police Department building, 1301 Maple Street.

B. Municipal Services Center Parking Lot, 1300 Broadway.

C. Library Parking Lot “C,” located directly behind and southerly of the Main Library branch, 1044 Middlefield Road.

The City Manager shall cause parking spaces to be designated and shall cause appropriate signs to be posted, and markings to be made, in all regulated, unmetered off-street parking facilities designated in this Section.

Sec. 20.185. PERMITS ISSUED:

The City Manager is hereby authorized to issue parking permits for use in regulated unmetered off-street parking facilities in accordance with such rates and regulations as shall be established by resolution of the City Council.

The parking facility permit may consist of a windshield card or may be in such other form as the City Manager may prescribe.

Sec. 20.186. PERMIT OR CITY IDENTIFICATION REQUIRED:

A. It shall be unlawful for any person to permit any vehicle to occupy or remain in any space in the Police Department Parking Lot for more than one hour, except on Sundays and holidays, when signs are erected giving notice thereof, unless such vehicle displays a valid parking permit or said vehicle bears distinctive markings, or logo, or sign (collectively, “City identification”) identifying said vehicle as City-owned or as an otherwise duly designated City vehicle.

B. It shall be unlawful for any person to permit any vehicle to occupy or remain in any space in the Municipal Services Center parking lot for more than one hour, except on Sundays and holidays, when signs are erected giving notice thereof, unless such vehicle displays a valid parking permit or said vehicle bears distinctive markings, or logo, or sign (collectively, “City identification”) identifying said vehicle as City-owned or as an otherwise duly designated City vehicle.

C. It shall be unlawful for any person to permit any vehicle to occupy or remain in any space in the Library Parking Lot “C” unless such vehicle displays a valid parking permit or said vehicle bears distinctive markings, or logo, or sign (collectively, “City identification”) identifying said vehicle as City-owned or as an otherwise duly designated City vehicle.

Sec. 20.187. DISPLAY OF PERMIT:

Windshield card permits shall be placed so as to be clearly legible through the windshield of a vehicle parked in a regulated unmetered parking facility.

Sec. 20.188. NO PARKING AREAS:

It shall be unlawful for any person to permit any vehicle to occupy or remain in, or adjacent to, any area marked or posted by signs for no parking, or parking prohibited, or adjacent to any curb painted red, as so designated by the City Manager in any off-street parking facility described in Section 20.184, or in any turnaround circle or other traffic circulation portion of said facility so designated

Sec. 20.189. VEHICLES TO BE PARKED WITHIN LINES:

It shall be unlawful and a violation of this Division to park any vehicle across lines designated parking spaces or to park a vehicle in such position that the same shall not be entirely within the area so designated by such lines.

Sec. 20.190. ISSUANCE OF CITATION:

It shall be the duty of each police officer or parking enforcement deputy to take the designated name or description of the regulated unmetered parking facility at which any vehicle is parked in violation of Sections 20.186 through 20.189 of this Division; the state vehicle license of such vehicle; the time and date of such parking; and the make of such vehicle; and issue, in writing, a notice to appear (citation) for illegal parking in the same form and subject to the same procedures provided by the laws of the State applicable to traffic violations within the City.

Sec. 20.191. PAYMENT OF FINE TO AVOID PROSECUTION:

Any operator or owner of a vehicle to whom a citation has been issued in accordance with the preceding section may, within fifteen (15) days of the time of the issuance of such citation, pay to the appropriate court, as a penalty for and full consideration of such violation, the sum of twenty-five dollars ($25.00) plus applicable surcharges established by resolution. The mailing, in a sealed envelope properly addressed through the United States mail, of a check, money order or postal order, within fifteen (15) days from the time of issuance of the citation, or notice of such violation, or the deposit with the court of the sum of twenty-five dollars ($25.00), plus applicable surcharges, within fifteen (15) days constitutes compliance with this provision. Delivery of such envelope shall be the responsibility of such owner or operator. The failure of such owner or operator to make such payment within the fifteen (15) days shall render such owner or operator subject to the penalties provided for violation of the provisions of this Division

Sec. 20.192--20.199. RESERVED

5. This ordinance shall take effect on May 1, 2006.

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