Public Review Draft Report

Downtown Los Altos Parking Strategy

Prepared for the
City of Los Altos

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Executive Summary

Overview

Like many communities stretching between San Jose and San Francisco, the City of Los Altos developed its downtown near its rail station as a mixed-use, village-like environment. Throughout the twentieth century, the automobile replaced rail and a greater portion of the downtown's area was converted to vehicle parking. The City's *Downtown Vision Plan*, 2018, reimagines the three surface parking "plazas" in downtown as opportunity sites for development, including affordable housing, hospitality and entertainment uses, office uses, and structured parking in place of the existing surface parking. While community members surveyed generally find parking "easy" or "somewhat easy" to find in Downtown, increases in demand with densification and new development could create parking challenges for the City as well as opportunities for growth.

This Parking Strategy report represents the City's efforts to address current and future parking challenges within Downtown. The existing parking conditions in Downtown Los Altos are documented, including an inventory of the parking supply and demand through a parking occupancy and turnover study of public and private on- and off-street parking facilities. The results of this parking survey provide data to support analysis of actual parking patterns (rather than perceptions of parking patterns), and to establish key parking trends occurring throughout Downtown Los Altos. Developers active in Los Altos and the surrounding communities were interviewed as to how parking affects the economic feasibility of constructing housing in Downtown. Additionally, community members were surveyed about the conditions of Downtown parking through two workshops, a pop-up event, and an online questionnaire.

Based on key findings from the parking occupancy and turnover study, economic feasibility assessment, and community outreach, the report includes a proposed set of strategies designed to increase the publicly available parking supply, better manage demand, adjust parking policies in anticipation of new development, and finance components of the parking program. The recommendations from this plan are intended to proactively address existing and future parking challenges in a way that supports the continued success of Downtown Los Altos as a destination as well as a place to live and work.

Existing Conditions

Study Area

The study area for the parking strategy report (Downtown Los Altos) is defined as the triangular area bounded by Foothill Expressway, South San Antonio Road, and West Edith Avenue. Within this area, the street segments with the highest on-street parking occupancy are referred to as the Downtown Core. Some strategies included in the report reference remote parking facilities outside of Downtown, including the Los Altos Community Center lot and the diagonal parking spaces on Lincoln Avenue between Sherman Street and University Avenue. A map of the study area and remote parking facilities is shown in Figure 1.

Figure 1 Study Area and Remote Parking Facilities

Parking Supply

The vehicle parking supply within Downtown Los Altos consists of 2,504 spaces, including 395 on-street spaces, 1,305 public off-street spaces, and 804 private off-street spaces. The majority of on-street spaces (60 percent) have two-hour time limits and most public off-street spaces (79 percent) have three-hour time limits.

Parking Occupancy and Turnover

On the days and hours surveyed during the peak holiday shopping season, the overall study area generally has a substantial supply of vacant parking available. Peak parking space occupancy rates within Downtown ranged between 54 and 60 percent. Peak occupancy for public spaces (up to 71 percent) was significantly higher than for private off-street spaces (up to 38 percent). The lowest peak occupancy at private off-street lots (26 percent) was recorded on a Saturday when several offices with dedicated lots were closed. Maximum peak parking occupancy by type of space is summarized in Figure 2.

Figure 2 Peak Parking Occupancy by Space Type

Parking demand during peak hours varied by block, the side of the street, and parking lot, with some areas being mostly vacant while others were fully occupied. Spaces in the Downtown Core on Main Street, State Street, and one block from those in both directions on Second and Third Streets were the most heavily occupied. During peak hours of demand, on-street parking occupancy in the Downtown Core exceeded 85 percent on several blocks.

According to parking turnover data for Downtown Los Altos, most vehicles were parked for fewer than two hours and relatively few vehicles were parked long term. Despite few drivers parking long term, long term vehicles made up a disproportionate number of the total hours in which vehicles occupied parking spaces (i.e. the sum of each vehicle's time spent in a parking space). For example, on the Thursday surveyed, only 19 percent of vehicles parked on-street for three hours or more, but those vehicles comprised 47 percent of the total hours that vehicles occupied on-street spaces. Drivers parking for over three hours in time-limited on-street spaces tended to stay for five hours on average, while drivers parking for over three hours in time-limited off-street spaces averaged a 5.4-hour stay. This greater length

of stay suggests that employees may be parking for several hours in "prime" time-limited spaces that are intended for use by visitors and customers.

Future Parking Demand

Future demand for parking in Downtown Los Altos is uncertain based on the unknown amount of development that will occur. According to conversations with developers, residential parking is likely to be provided on site within each building, while commercial (office and retail) development could utilize underused parking resources within Downtown. Based on the current peak parking demand ratio in Downtown of 1.51 spaces per 1,000 occupied gross square feet and the current vacancy rate, the existing parking capacity would be expected to meet the needs of 505,298 additional square feet of commercial space. It is not recommended that over half a million square feet of commercial development (e.g., retail, office, etc.) be added with no additional parking as in this scenario every space within Downtown would be occupied, making finding an empty space excessively difficult. Instead, this figure should be used as a maximum limit for new developments' ability to use existing parking resources. It is more likely that any new development would provide some of their own parking in surface lots or underground garages rather than relying solely on existing parking resources. Future parking demand estimates should be updated regularly once development projections based on actual applications are available.

Economic Feasibility Assessment

Housing Development Feasibility

According to interviews with developers active in Los Altos and surrounding communities, the approximate average minimum parking ratios to ensure that Downtown housing is marketable is two spaces per unit for owner-occupied townhomes, 1.25 to 1.5 spaces per unit for owner-occupied condominiums in multifamily buildings, and 1.0 to 1.5 spaces per unit for rental housing in multifamily buildings. Despite high construction costs, developers often build underground parking in Downtown Los Altos to maximize the usage of small lots, especially given the Downtown height limit of three stories. Interviews with developers indicated that owner-occupied units are financially feasible to build within Downtown while multifamily rental products are not financially desirable.

Potential buyers and tenants in Los Altos show strong preferences for on-site parking, which limits the feasibility of alternative, off-site parking arrangements for residential developments (i.e., residents park at a nearby underutilized public or private lot). However, developers noted that off-site parking would be more likely to be used for a resident's second parking space, for guest spaces, or if in a secure area immediately adjacent to the housing. Developers would consider paying fees in lieu of providing required parking spaces if the in-lieu fee per space is lower than the construction cost of an underground parking space (estimated to cost about $60,000 per space with stacked parking and $85,000 per space without stacked parking).

While some residential developments within Downtown could be located on existing surface parking lots (parking "plazas") according to the *Downtown Vision Plan*, the interviews with developers indicate that market-rate housing development projects likely have very limited ability to fund public parking to replace the spaces lost. Replacing public parking could become financially viable if the developments were granted increased zoning capacity (for example, the ability to build additional floors of units) and reductions in other City fees. Figure 3 includes a summary of the previously mentioned feedback from developers.

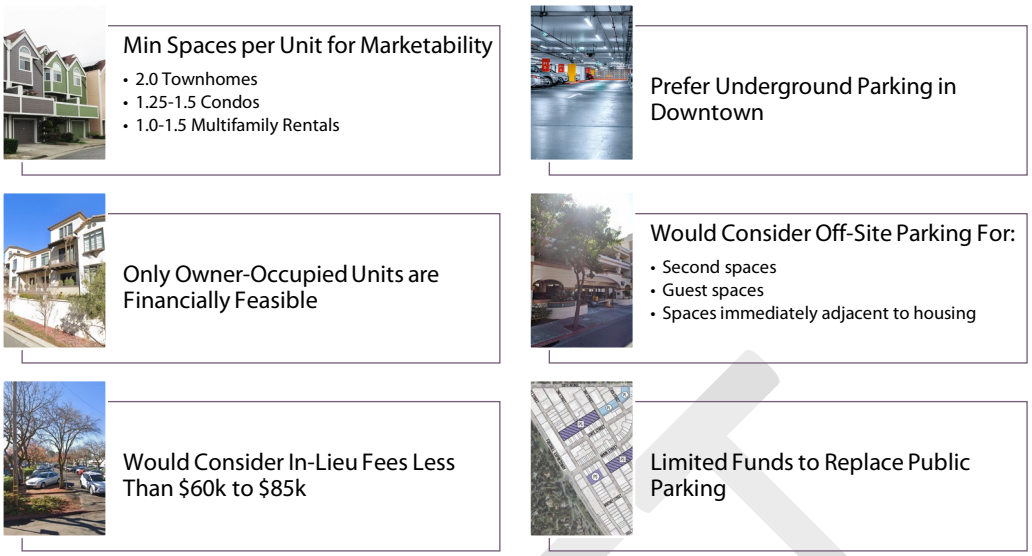


Figure 3 Summary of Feedback from Housing Developers

The economic study also indicates that Downtown Los Altos lacks the high-quality regional transit connections that could decrease residents' dependence on cars and associated demand for on-site parking. As a result, Transportation Demand Management (TDM) strategies such as free transit passes for residents would not be an effective substitute for parking in Downtown. The complete economic and financial feasibility assessment from Strategic Economics is included in Appendix A.

Affordable Housing Considerations

Interviews with developers indicate that affordable housing projects in Downtown Los Altos would require at least one space per unit to meet residents' needs for access to jobs and amenities, given limited transit service and limited walkable access to major destinations. Since a parking ratio of one space per unit is relatively high for affordable housing projects and parking would have to be built in a costly structured or underground format, developers may be reluctant to pursue affordable housing projects Downtown. Affordable housing developers that do pursue projects within Downtown may also require significant local funding contributions (such as dedication of public land) and may be receptive to lowering development costs through alternative parking arrangements such as off-site parking in a public facility.

Community Survey

From February to April of 2024, community feedback regarding parking in Downtown Los Altos was collected via stakeholder interviews, a virtual workshop, an in-person workshop at the Los Altos Community Center, a two-hour pop-up at the Veterans Community Plaza, and an online questionnaire. Generally, respondents to the questionnaire felt that parking in Downtown was easy or somewhat easy to access, while 26 percent of respondents to the questionnaire and five percent of workshop attendees found it difficult to find parking Downtown. All respondents to the questionnaire felt that parking in Downtown was safe or very safe although the issue of safety did arise in a stakeholder meeting.

Regarding metered paid parking, some community members were concerned that meters would deter visitors to Downtown or drive them to other nearby areas where there are free parking spaces. Other community members suggested implementing low-cost, on-street metered parking with slightly higher rates on State Street and Main Street to ensure turnover of high-demand spaces. When surveyed about underground parking, some community members supported that underground parking would free up space for parks and green space, while others were concerned about the safety, cost, and level of need for underground parking. There was limited support for maintaining Downtown parklets and general interest in reclaiming parklets

to restore lost on-street parking spaces. At the same time, many community members want to prioritize Downtown space for public amenities such as additional businesses, affordable housing, parks, open space, and art rather than allocating more space to parking. Improving bicycle and pedestrian connections to Downtown was encouraged by community members.

Community members supported the creation of shared parking agreements with commercial developments as well as the addition of more disabled parking spaces on main streets and maintenance of existing disabled parking spaces. In response to questions about employee parking in Downtown, community members supported employee permit programs and other methods to better manage employee parking. While there should be adequate employee parking, strategies included discouraging employees from parking long term in high-demand spaces and concentrating "White Dot" Employee Parking Permit (EPP) spaces in lower-demand areas. A summary and detailed responses from community outreach are included in Appendix B.

Challenges Addressed in The Study

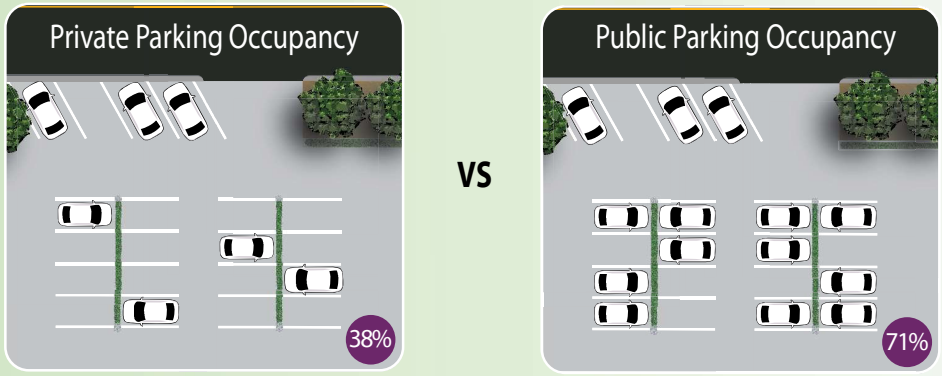
Causes of Parking Challenge

Based on a review of the parking occupancy and turnover data, interviews with developers, and community feedback, the following items in Figure 4 contribute to the current parking challenges in Downtown Los Altos.

Causes of Parking Challenge

1 Reserved Private Parking

Private parking comprises 32% of downtown spaces. Reserved parking accommodates parking demand with less efficiency than public parking. Surveys showed that only 26% to 38% of all private spaces were in use during peak hours of occupancy. In contrast, 65% to 74% of public on-street spaces and 63% to 71% of public off-street spaces were occupied during peak hours.



2 Employee Parking and Enforcement

Drivers exceeding time limits for public spaces tended to stay for five or more hours on average. This length of stay combined with the recent decline in the number of active employee permits indicates that employees park long term in time-limited spaces and risk citation, possibly realizing that enforcement is infrequent.

3 Allocation of Public Space

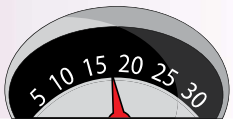
Feedback from community members indicates that there are conflicting views of how public space in Downtown should be allocated, although many feel there are better ways to use public land in Downtown than surface parking. While some wished to maintain the existing surface parking "plazas," others supported replacing the parking plazas with underground parking to free space for parks and green space. Community members also desired to use public space for affordable housing and more businesses rather than parking. Regarding public street space, there was a general interest in reverting public space used for parklets back to on-street parking.

4 High Market Values & Lack of High-Quality Transit Limit Potential Strategies

The economic study of parking in Downtown Los Altos notes that there are strong expectations of on-site parking among the buyers and renters in Los Altos. This expectation of on-site parking limits the feasibility of alternative parking arrangements (such as having residents park at a nearby underutilized public or private lot) that would allow the parking supply in Downtown to be used more efficiently. Additionally, lack of high-quality transit access limits the ability of developers to reduce vehicle use by providing less parking and/or offering free transit passes to residents.

5 Future Parking Demand in Downtown Core

In the Core Downtown, there are times of day during which parking occupancy on several blocks exceeds 85 percent. While this is currently manageable, future densification and completion of developments may result in a need to meter the highest-demand spaces. Parking meters are an effective tool to manage excess demand for spaces and achieve a targeted occupancy level such that when a driver wants to park, they can typically find one or two empty spaces in their desired location.



6 Limited Funds for Replacement of Parking

Should the City wish to replace the parking lost from development on public, surface parking "plazas," private developers have limited funds to build replacement public parking. Developers could build replacement public parking with certain concessions from the City such as increased zoning capacity and reductions in other City fees.

Parking Management Plan Strategies

Included in the report is a diverse range of strategies summarized in the previous section to address the parking challenges for Downtown Los Altos, as well as adjustments in policies in anticipation of new development and finance components of the parking program. These strategies were informed by feedback from community members, developers, and other stakeholders. The recommended strategies are divided into two phases. The first, "short-term," phase includes strategies prioritized for the next two years and the second, "mid-term," phase includes strategies planned two to five years in the future. Strategies from both phases are summarized below, with each strategy explained in greater detail later in the report.

Short-Term (0 – 2 Years) Strategies

Short-Term Action 1 Business Improvement District (BID)

A Downtown Business Improvement District (BID) should be created that includes a Transportation Management Association (TMA) component. A BID would provide supplemental public services within Downtown via funding from annual assessments paid by property owners and/or businesses in its boundary, and businesses, local government, as well as residents on occasion would be represented in the BID. As a component of the BID, the Downtown TMA would be a public-private organization that provides transportation services and education to businesses and employees in the district. TMAs typically aim to reduce vehicle trips and congestion by managing transportation resources and promoting commute alternatives to driving alone. They can help businesses collectively provide Transportation Demand Management (TDM) services and measures to employees, as well as monitor and report vehicle trips to help assess the effectiveness of vehicle trip reduction efforts.

It is also recommended that Downtown Los Altos be established as a Parking Benefit District (PBD). Through the PBD, City revenues from drivers parked in priced on- or off-street spaces, parking citations, parking permits, parklet fees, and in-lieu fees would return to the area in the form of transportation and public realm improvements (so community members can see that these fees have a visible and clear benefit to Downtown). A Downtown PBD would differ from the TMA as the PBD is the mechanism that allows revenues that often go into the General Fund to remain within the district that generates them, while the TMA would manage the transportation policy and resources within Downtown.

Short-Term Action 2 Shared Parking Agreements

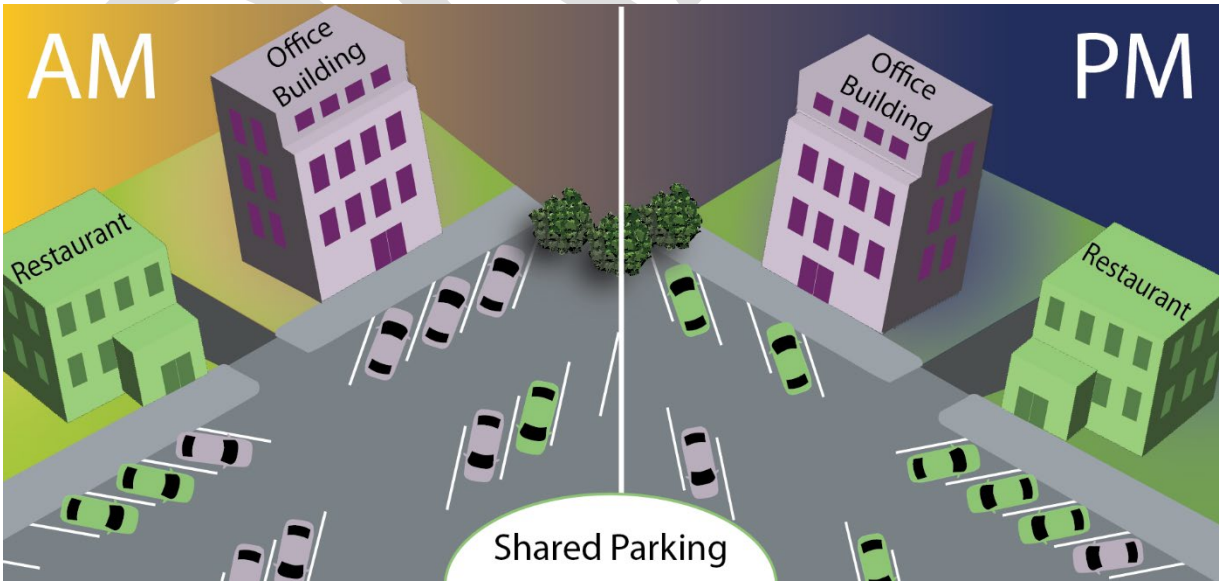


Figure 5 Illustration of a shared parking agreement

Currently, peak occupancy for private off-street parking in Downtown is substantially lower (26 to 38 percent) than for public on- and off-street parking (65 to 75 percent and 63 to 71 percent respectively). Shared parking agreements would allow some vacant private off-street spaces to be used for public parking. The agreements would be formed between the TMA and private lot owners and provide for privately-owned off-street parking to be available to the general public during specified periods of time, usually at times of low demand for its associated tenants. Compensation for the use of private lots may be made in the form of lease agreements that also outline specific provisions related to maintenance, operations, security, and liability. Signage would also be provided to clearly indicate the times when the lots are available to the general public. Benefits to shared parking agreements include increasing the supply of easily accessible public parking, allowing customers not to worry about getting towed for parking at one business while visiting another, using the existing parking supply more efficiently, reducing costs (as the cost of sharing parking is less than the construction of new supply), and providing new and/or increased revenues for property owners, among other benefits.

The TMA should pursue shared parking agreements with private off-street lot owners in the Downtown area. According to a review of Downtown private parking lots and their occupancy at various times of day, it was estimated that up to 365 parking spaces could potentially be made available during weekdays before 5:00 p.m. as well as 576 spaces after 5:00 p.m. on weekdays, 516 spaces before 5:00 p.m. on weekends, and 606 spaces after 5:00 p.m. on weekends. As future development may replace one or more Downtown surface parking "plazas" within the next five years, it is recommended that the zoning code be amended to require that the number of plaza parking spaces lost be provided by the development through a shared parking agreement or equivalent measure approved by the City.

Short-Term Action 3 Adjust Parklet Pricing

According to feedback from community members, there is general interest in converting outdoor dining spaces, or "parklets," back to on-street parking spaces. While parklets do provide a community benefit by creating a more pedestrian-oriented environment and freeing space for outdoor dining, the current cost to establish a parklet is $553 for the initial permit application and $3 per square foot of parklet annually which is far lower than parklet fees charged in other communities (for example, $10.52 per square foot in Redwood City or $48 per square foot in Walnut Creek) or the average value per square foot of leasable retail area in Downtown Los Altos ($54.34 per square foot). It is recommended that the annual cost to renew the parklet permit be adjusted to reflect the theoretical value of an on-street parking space, which may be interpreted as either how much revenue the space would be expected to generate if it were metered or the price per square foot of leasable retail area.

Short-Term Action 4 Mobility Information

The City should update its website to consolidate mobility information for Downtown Los Altos in one location and feature new resources. The website should offer information on accessing Downtown via driving, bicycling, and transit, as well as interactive maps of public vehicle and bicycle parking locations, parking costs, parking regulations, and parking occupancy. Links to the Valley Transportation Authority's (VTA) SmartCommute portal and other regional resources for subsidized transit or paratransit should be included on the website. Providing this information on mobility options could encourage people to use alternatives to driving alone, to drive in less congested areas, or to park in underutilized facilities.

Short-Term Action 5 Introduce In-Lieu Fee

The City's Zoning Code should be amended to establish the area bounded by Foothill Expressway, South San Antonio Road, and West Edith Avenue as a "Downtown Parking District." Within this area, it is recommended that developers be able to provide fewer parking spaces than the minimum parking requirements if they pay an "in-lieu" fee per omitted space (approximately $32,000 per space based on the Downtown Vision Plan). The fees paid would be returned to the TMA to be spent on local transportation and/or public realm improvements. As private parking spaces in Downtown are generally underutilized, allowing developers to provide fewer spaces than is required could lead to more efficient utilization of Downtown land.

Short-Term Action 6 Bicycle Parking Improvements

Many of the existing bicycle racks in Downtown Los Altos include decorative features and unusual shapes which, while visually appealing, are less space efficient, cost effective, intuitive to use, and flexible to different bike types and attachments than traditional bicycle rack shapes (specifically, inverted U or post-and-ring racks). It is recommended that the City invest in new short-term bicycle parking spaces in standardized inverted U or post-and-ring shapes. The City should also provide long-term bicycle parking (i.e. bicycle lockers, bicycle rooms, or another acceptable method of long-term bicycle parking) in Downtown to allow employees and residents to store bicycles without fear of bicycle wheels and attachments being stolen.

Mid-Term (2 - 5 Years) Strategies

Mid-Term Action 1 Move "Yellow Book" Visitor Permits Online

While the City allows Downtown businesses the option to purchase 25 "Yellow Book" all-day parking permits for customers at $25, it is recommended that the City replace this system with $1 per day online, all-day visitor permits to be purchased online. Rather than require the permits be printed and displayed on a vehicle's windshield, the permits should be linked to the vehicle's license plate number upon purchase.

Mid-Term Action 2 Relocate "White Dot" Employee Spaces

The City maintains a "White Dot" Employee Parking Permit (EPP) Program which allows Downtown business owners and employees to park all day in designated spaces for $40 per quarter or $100 per year. These dedicated spaces are marked with a white dot and are located in the surface parking plazas. To make conveniently located off-street public parking spaces more readily available for customers, encourage higher turnover of parking spaces, and to address community feedback regarding employees parking in high demand areas, it is recommended that the White Dot spaces be relocated over time to less convenient, shared parking facilities and new underground garages within Downtown as they are established. If parking demand due to long-term growth becomes sufficiently high, the White Dot spaces may need to be moved farther to remote parking facilities outside of the Downtown Core but within a reasonable walking distance of Downtown.

Mid-Term Action 3 Parking Meters

Current peak, on-street parking occupancy on several blocks in the Downtown Core reaches capacity. It is probable that with future growth in Downtown, on-street parking demand in the Downtown Core may exceed capacity and priced on-street parking would be an appropriate strategy to manage demand. Metered parking should not be treated as a means to generate revenue; instead, the goal is to achieve a desired parking occupancy level by establishing prices that effect a turnover of spaces such that when a driver wishes to park, they can do so without circling the block or searching aimlessly. Technology can assist enforcement efforts. For example, Automatic License Plate Recognition (ALPR) capabilities could be built into meters to improve enforcement Downtown, remove the need for curbside enforcement officers, and discourage employees from parking long term in time-limited spaces without permits. Figure 6 illustrates this and other benefits of metered parking.

Figure 6 Benefits of Metered Parking

Priced on-street parking in the Downtown Core should be initiated in the mid-term by (1) establishing a policy goal, or target for the occupancy of on-street parking, (2) installing smart parking meters that are easy to use and enforce, (3)

commit to periodically monitoring occupancy and adjusting meter rates and regulations to meet established targets, and (4) dedicate meter revenues to the Downtown Parking Benefit District.

The Sentry Meter from Municipal Parking Services includes ALPR capabilities for automatic parking enforcement without the need for personnel, and the Sentry Meter can be programmed with a "grace period" (typically 5-30 minutes) so that parkers are not cited immediately with an expired meter. Rather than maintain the existing time limits for on-street parking spaces, a "2-plus" graduated rate structure should be established so that drivers have the flexibility of staying more than two hours and patronizing several local businesses during the same trip, if they are willing to pay higher meter rates after the second hour. While offering flexibility, the graduated rate structure would maintain turnover in high-demand spaces. Should meters with automatic parking enforcement be implemented in off-street parking plazas, there would be no need for public enforcement of off-street facilities. Until those meters are present, enforcement by City or personnel would remain necessary for off-street parking plazas.

Mid-Term Action 4 Enhanced Parking Enforcement

If enhanced parking enforcement is needed in Downtown (i.e. parking meters installed do not include ALPR and automatic enforcement), the City should invest in an electric interceptor with ALPR mounted on the vehicle, and a full-time Community Service Officer (CSO) should be hired or an outside company providing enforcement services should be contracted to increase the current level of enforcement. Improved enforcement would encourage turnover in high-demand spaces Downtown and address the existing challenge of employees parking long term in time-limited spaces and risking citation.

Mid-Term Action 5 Safety Improvements

If parking plazas in Downtown are replaced with underground or structured parking, the perceived safety of the structures should be increased by one or more of the following strategies in and/or near the structures: emergency blue light phones where a person can press a button and immediately dial emergency services, a camera system, enhanced lighting, and signage warning users to take valuables with them and/or indicating that cameras are present.

Mid-Term Action 6 Parking Wayfinding

While many residents and visitors to Downtown would use local knowledge or online resources to choose a parking facility ahead of time, the City should install wayfinding signage throughout Downtown to benefit drivers searching for parking without a facility in mind by directing them to the nearest lot. Wayfinding signage would also communicate to drivers which shared private parking facilities are currently available to the public. A range of signage can be used, from basic metal or plastic signs to dynamic electric signage that tracks the number of available spaces in a facility or area.

Mid-Term Action 7 Require Accessible On-Street Parking

The City Code currently requires accessible spaces for off-street parking lots per *California Building Code,* 2022. To improve access to new buildings Citywide for persons with disabilities, the City Code should also reference the *Public Right-of-Way Accessibility Guidelines* (PROWAG), United States Access Board, 2023, which requires that a minimum number of disabled parking spaces must be provided if any changes are made to on-street vehicle parking.

Mid-Term Action 8 Maintain and Upgrade Parking Facilities

Existing parking "plazas" and future underground or structured parking should be regularly repaved and restriped, and electric vehicle stations with clear and conspicuous signage and pavement markings should be provided in existing and future public parking facilities.

Parking Demand Analysis

Overview of Study Area

The study area for the downtown area parking study is bounded by Edith Avenue, San Antonio Road, and Foothill Expressway. The assessment of parking within the study area includes public on-street and off-street spaces as well as private off-street parking lots. Public off-street parking comprises the majority (52 percent) of the parking supply in the study area.

The downtown area is comprised of a mix of land uses that includes small-scale retail and commercial as well as multi-family apartments and condominiums. Main and State streets are the primary commercial streets and centers of retail activity.

Methodology

Parking inventory and regulations were determined through field observations, including counting all on-street parking spaces as well as spaces in public parking lots and private parking lots that are publicly accessible (i.e., not gated or closed for construction) and noting any regulations.

Parking occupancy and turnover counts were conducted on the following days during the peak holiday shopping season:

- December 13, 2023 (Wednesday)
- December 14, 2023 (Thursday)
- December 16, 2023 (Saturday)

In order to observe parking behavior and demand at key time periods of the day, occupancy data was collected at hourly intervals between the hours of 8 a.m. and 8 p.m. Occupancy counts were collected for all on-street parking spaces in the study area and all publicly accessible off-street facilities, including those with reserved parking for customers and employees.

Parking turnover data in the study area was also collected for all on-street spaces as well as all public off-street parking facilities. Four digits of license plate numbers were collected every hour, tracking vehicle length of stay to the nearest hour.

Parking Inventory

The total parking supply inventory is comprised of 2,504 spaces, including 395 on-street spaces and 2,109 off-street spaces, of which 1,305 are for public use and 804 are privately owned.

On-street parking is available on most streets in the study area but only comprises approximately 16 percent of the total supply. Of the 395 on-street spaces, 60 percent are two-hour time-limited (236 spaces) and 32 percent are unregulated (126 spaces). There are 12 on-street spaces with a 20-minute time limit. There are no accessible on-street parking spaces designated in the study area.

Off-street parking in the study area is provided in 12 public facilities with 1,305 spaces and 40 private facilities with 804 spaces for a total of 2,109 spaces. Of the off-street public facilities, 79 percent (1,027 spaces) have three-hour time limits.

Table 1 provides a detailed breakdown of parking types by various restriction categories for public on-street and both public and private off-street facilities within the study area. Figure 7 shows the predominant regulations for each block face and Figure 8 shows the parking regulations for off-street parking facilities.

Table 1 – Parking Inventory by Facility Type

Location	Parking Space Type										Total	Percent
	Unregulated	Unregulated Except NP 6-9 a.m.	Loading	Short (<30 min)	Medium (1-2 hrs)	Long (3 hrs)	ADA	Motorcycle	EV	Private/ Reserved		
On-Street, Public	126	10	9	12	236	-	-	2	-	-	**395**	**16%**
Off-Street, Public	-	-	61	9	137	1,027	63	-	4	4	**1,305**	**52%**
Off-Street, Private	-	-	2	-	-	-	43	-	6	753	**804**	**32%**
Total	**126**	**10**	**72**	**21**	**373**	**1,027**	**106**	**2**	**10**	**757**	**2,504**	
Percent	**5%**	**<1%**	**3%**	**1%**	**15%**	**41%**	**4%**	**<1%**	**<1%**	**30%**	**100%**	

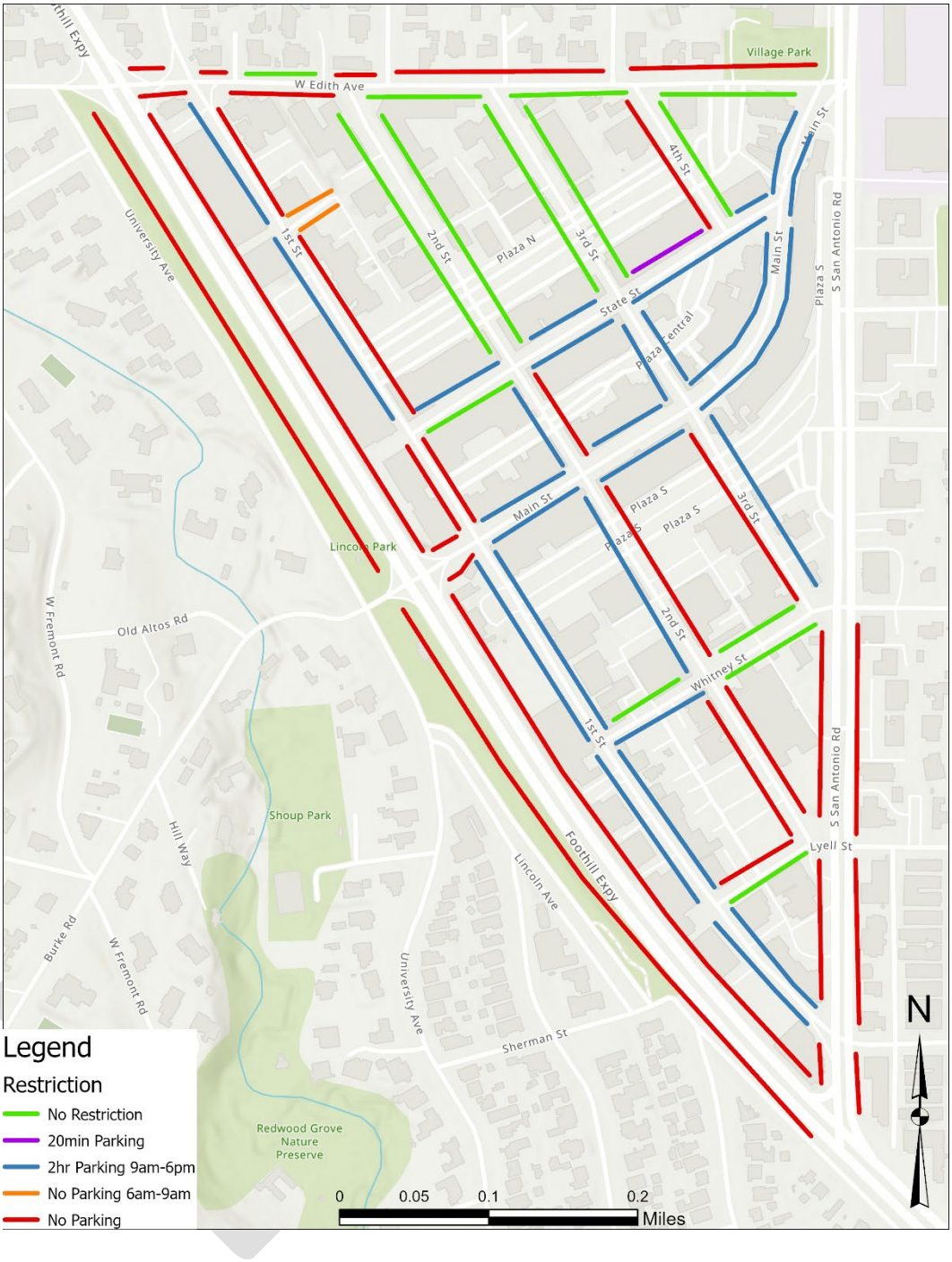


Figure 7 On-Street Parking by Block Face

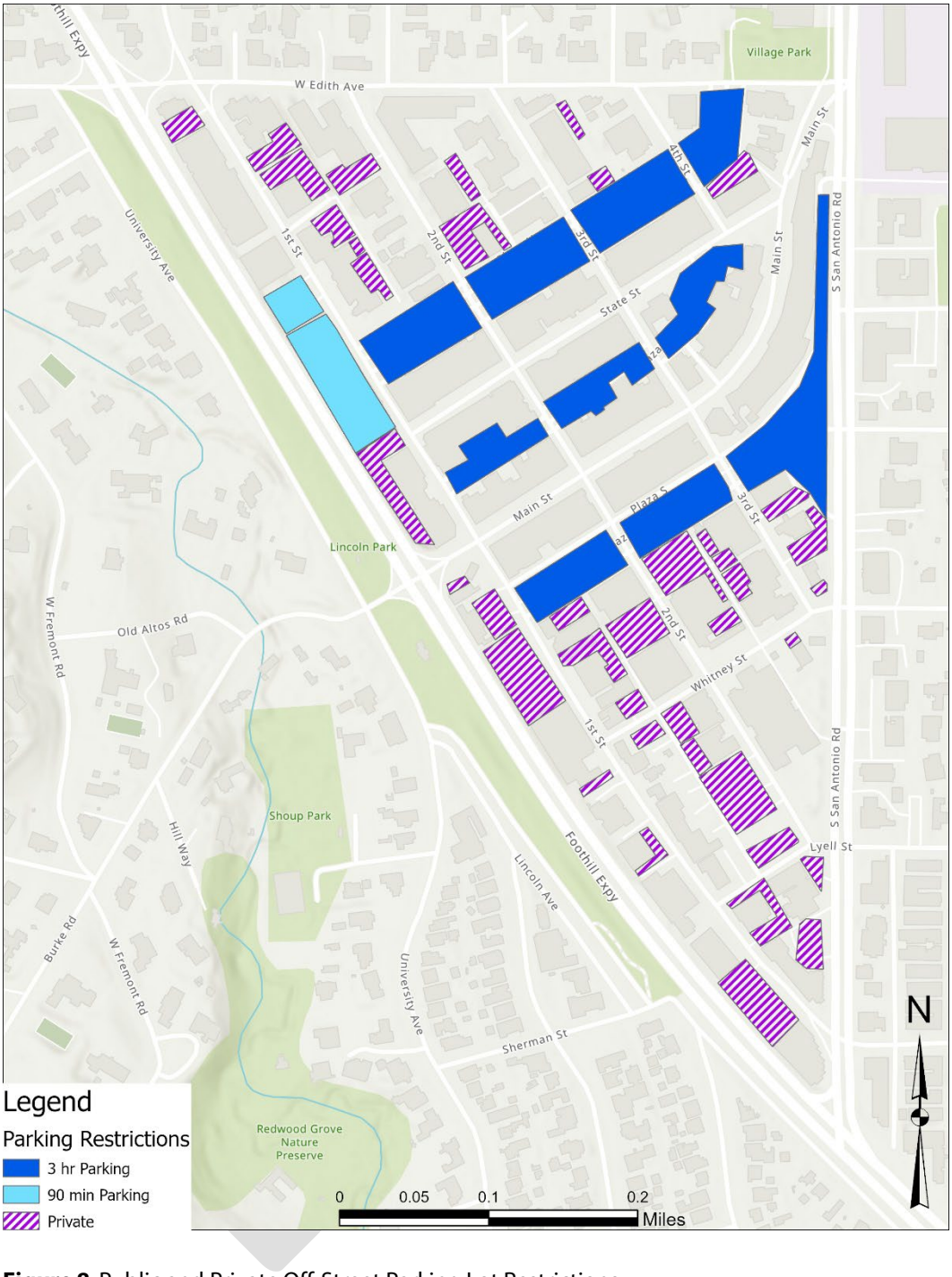


Figure 8 Public and Private Off-Street Parking Lot Restrictions

Occupancy and Length of Stay

This section provides an overview of the findings relative to parking occupancy and length of stay, including a summary of the count methodology as well as key figures.

Occupancy

The number of parked vehicles in on-street spaces, public lots, and private lots was assessed to identify the peak hours of usage for each day. The peak hours of demand for each day were determined to be from 12 p.m. to 1 p.m. on Wednesday and Thursday and from 1 p.m. to 2 p.m. on Saturday. The highest overall peak demand occurred on Wednesday when roughly 60 percent of the total parking supply was occupied. Public parking facilities were utilized at a significantly higher rate than private lots, with public facilities reaching a peak occupancy of 71 percent on Wednesday while private lots were 36 percent occupied. The lowest private lot occupancy occurred on Saturday at 26 percent, and the usage of private parking facilities did not exceed 38 percent over the course of the surveys.

The results of the parking occupancy survey are presented in Table 2.

Table 2 – Peak Parking Occupancy for Study Area

Location	Parking Supply	Wednesday, 12 p.m.		Thursday, 12 p.m.		Saturday 1 p.m.	
		Occupied Spaces	Percent Occupied	Occupied Spaces	Percent Occupied	Occupied Spaces	Percent Occupied
On-Street, Public	395	273	69%	291	74%	255	65%
Off-Street, Public	1,305	926	71%	825	63%	895	69%
Off-Street, Private	804	292	36%	304	38%	212	26%
Total	**2,504**	**1,491**	**60%**	**1,420**	**57%**	**1,362**	**54%**

Note: Data collected Wednesday, December 13, Thursday, December 14, and Saturday, December 16, 2023

On Wednesday, the highest parking utilization for on-street spaces was focused on Second and Main streets where occupancies of 85 percent and above were observed as well as on State Street where occupancies were generally higher than 75 percent. The data for Wednesday parking on-street is shown in Figure 9.

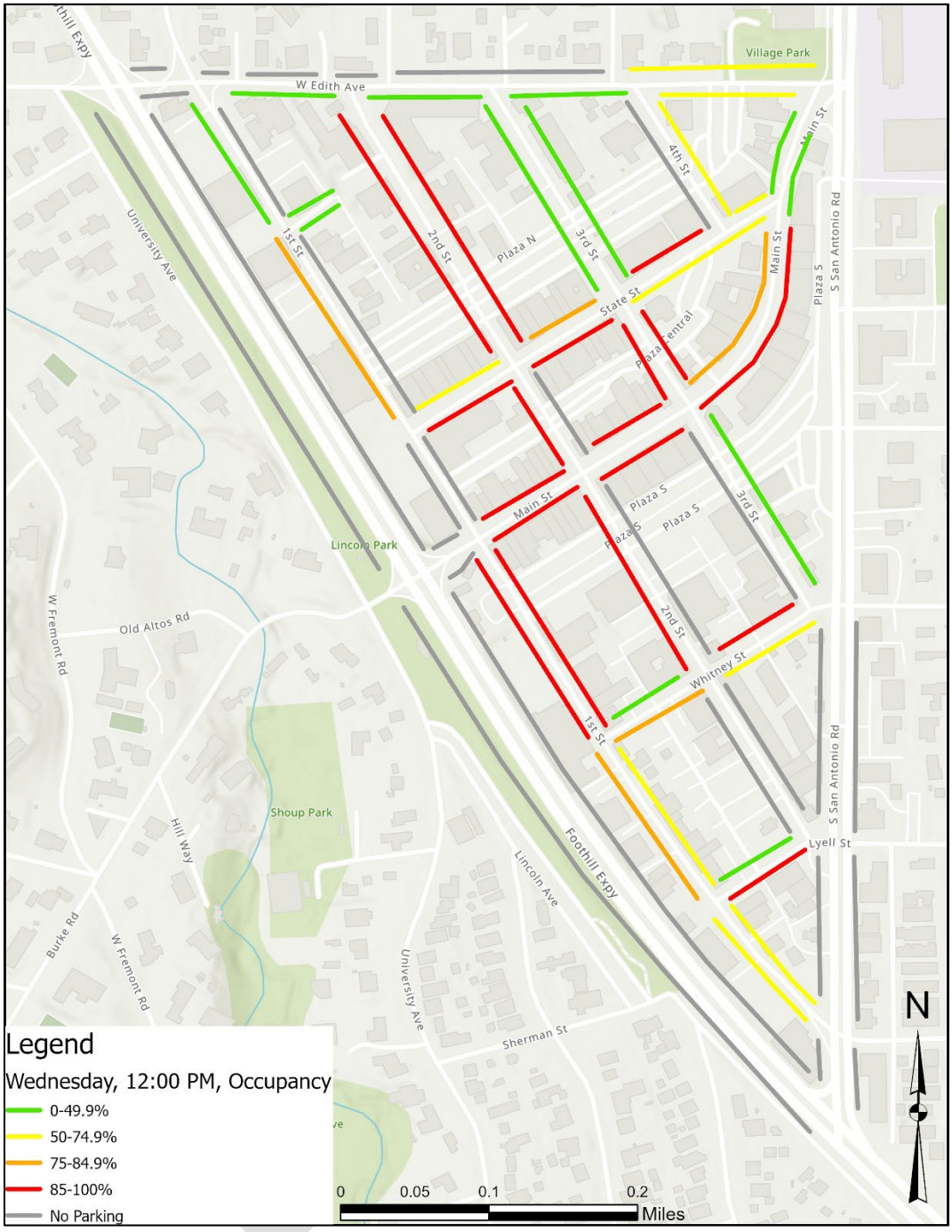


Figure 9 Wednesday Peak On-Street Parking Occupancy

On Wednesday, the highest utilization for off-street parking was primarily in the public lots between State Street and Main Street where occupancies of 75 percent and above were observed, including two lots with occupancy of more than 90 percent. Although six private parking lots had occupancies above 75 percent, most were below 50 percent. This data is shown in Figures 10 and 11.

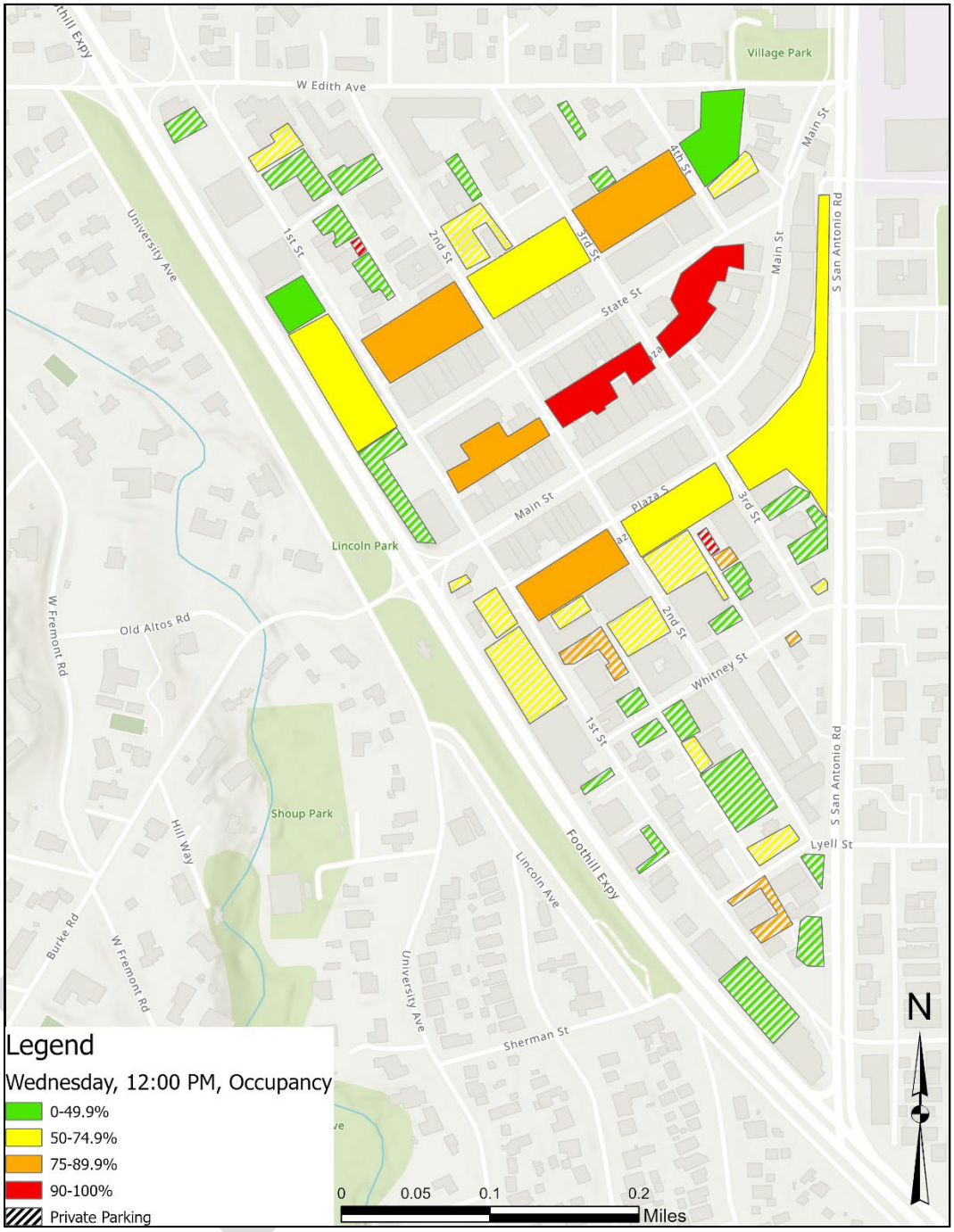


Figure 10 Wednesday Peak Off-Street Parking Occupancy

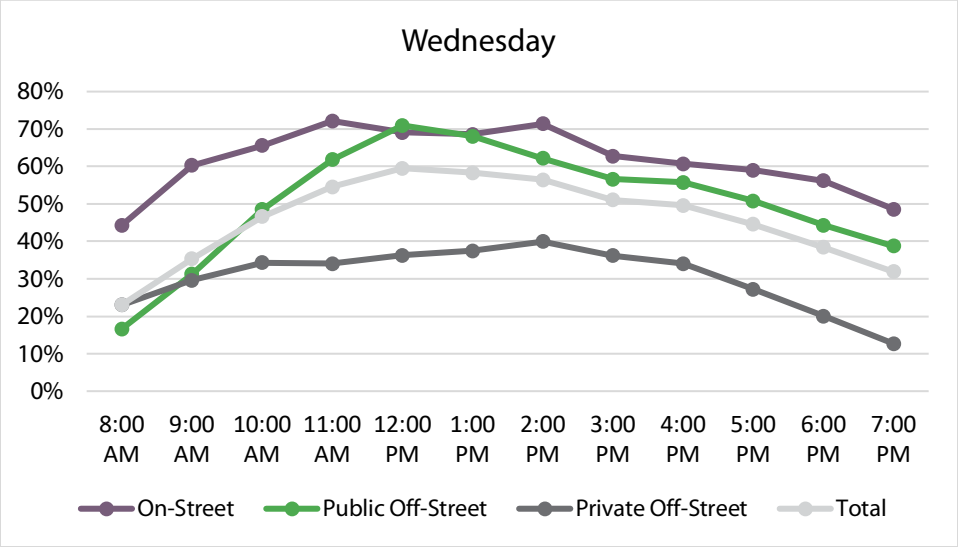


Figure 11 Wednesday Peak Parking Occupancy by Hour

On Thursday, the highest parking utilization for on-street spaces was focused on Second and Third streets as well as on Main and State streets where occupancies of 85 percent and above were observed. It is noted that several blocks on First Street also had over 85 percent parking occupancy. This data is shown in Figure 12.

On Thursday, peak parking occupancy was higher for on-street spaces (75 percent at 1 p.m.) than for private off-street spaces (41 percent at 2 p.m.). Public off-street parking occupancy reached 63 percent at noon, which was less than the public off-street peak occupancy of 71 percent the previous day. This data is shown in Figure 13. The data for all parking surveyed on Thursday is summarized in Figure 14.

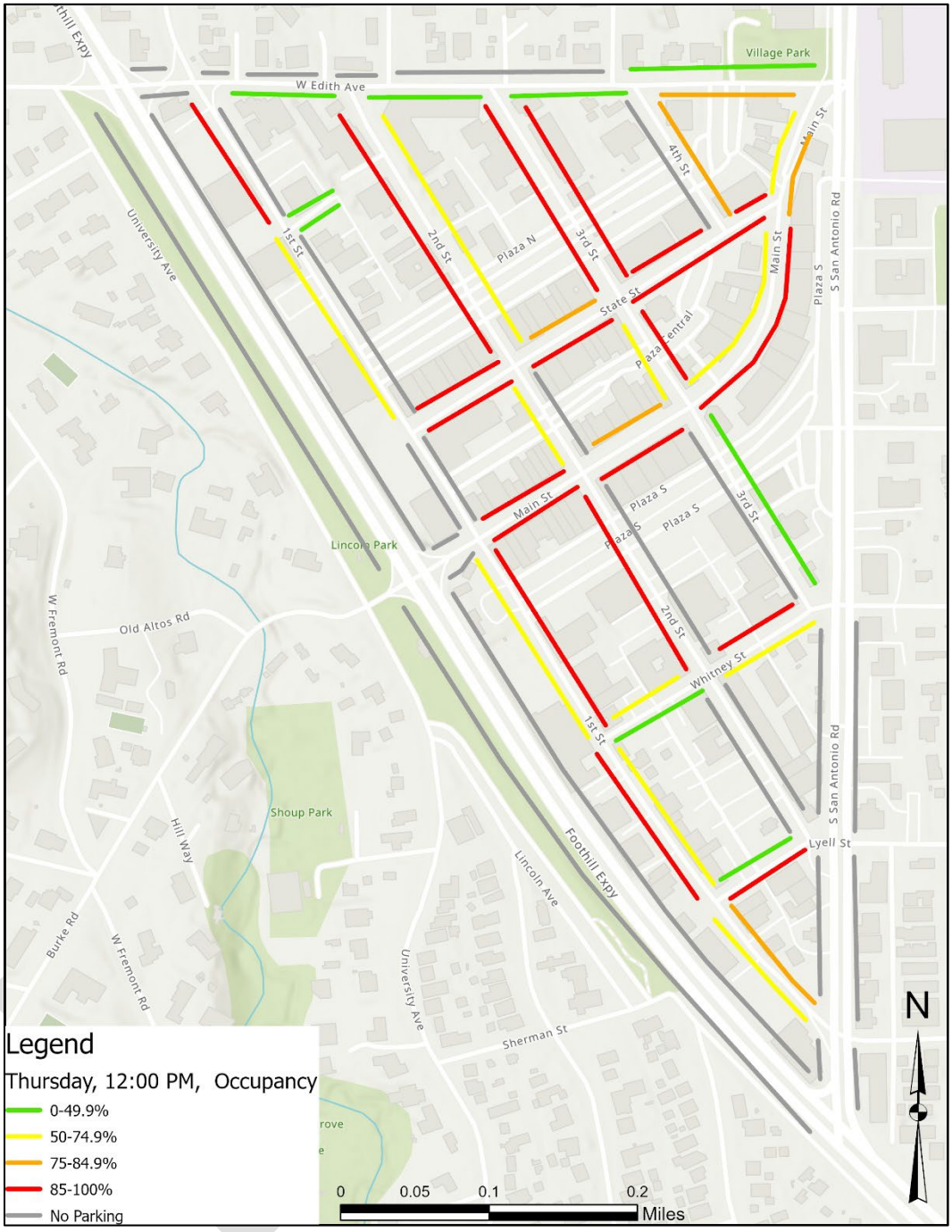


Figure 12 Thursday Peak On-Street Parking Occupancy

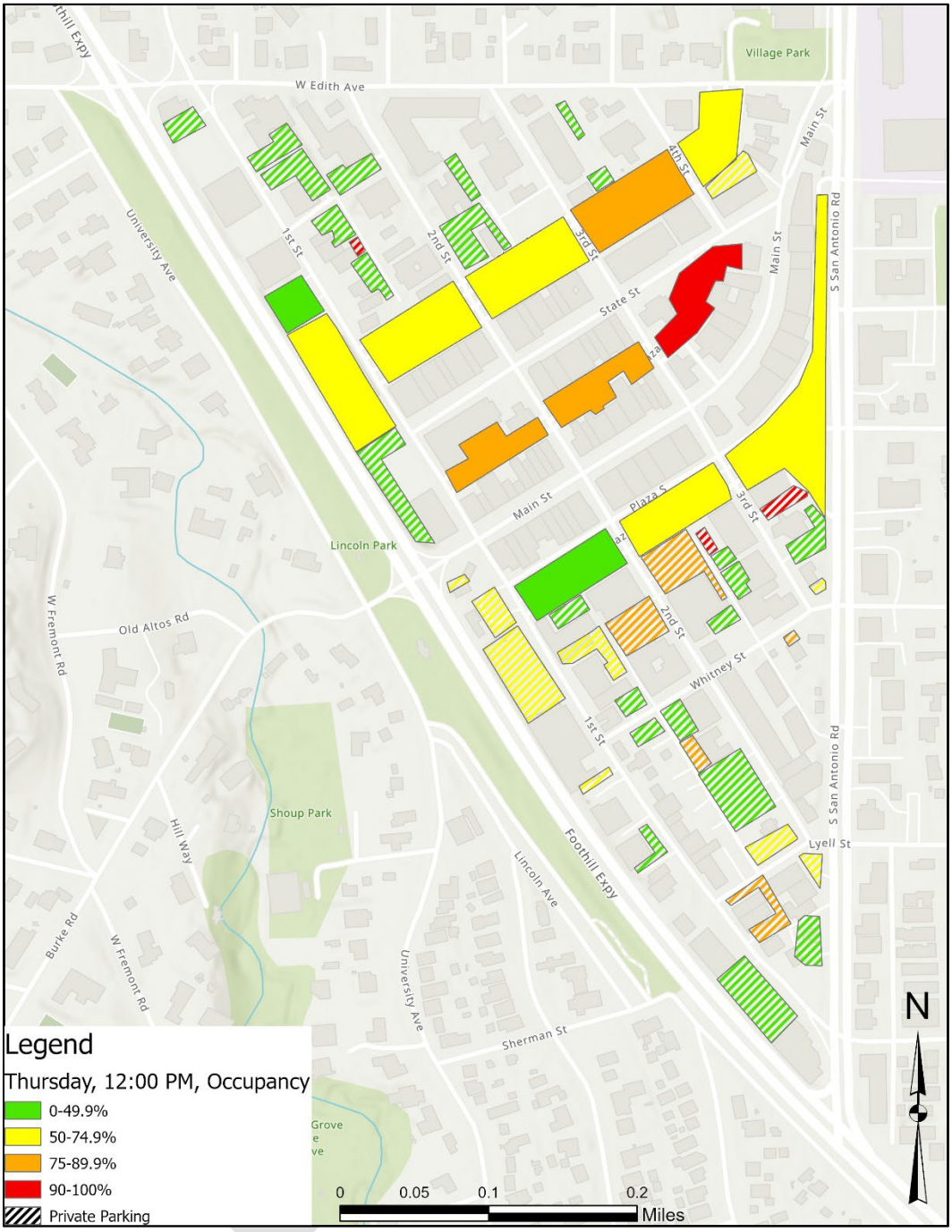


Figure 13 Thursday Peak Off-Street Parking Occupancy

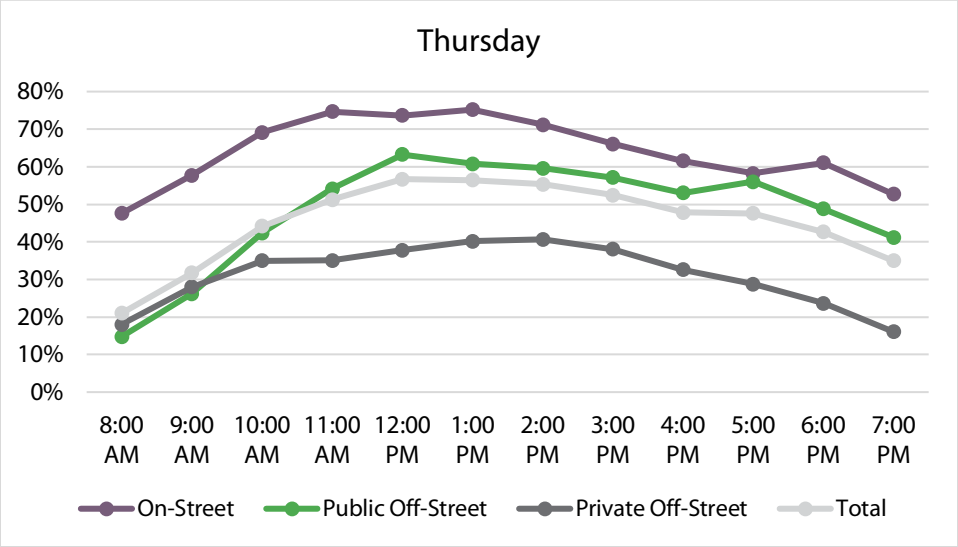


Figure 14 Thursday Peak Parking Occupancy by Hour

On Saturday, the highest utilization for off-street parking was primarily found in the public lots between State Street and Main Street where occupancies of 75 percent and above were observed, including two lots with over 90 percent peak occupancy levels. Few private parking lots had peak occupancies higher than 50 percent, with only one lot experiencing occupancy over 90 percent. This data is indicated in Figures 15 through 17.

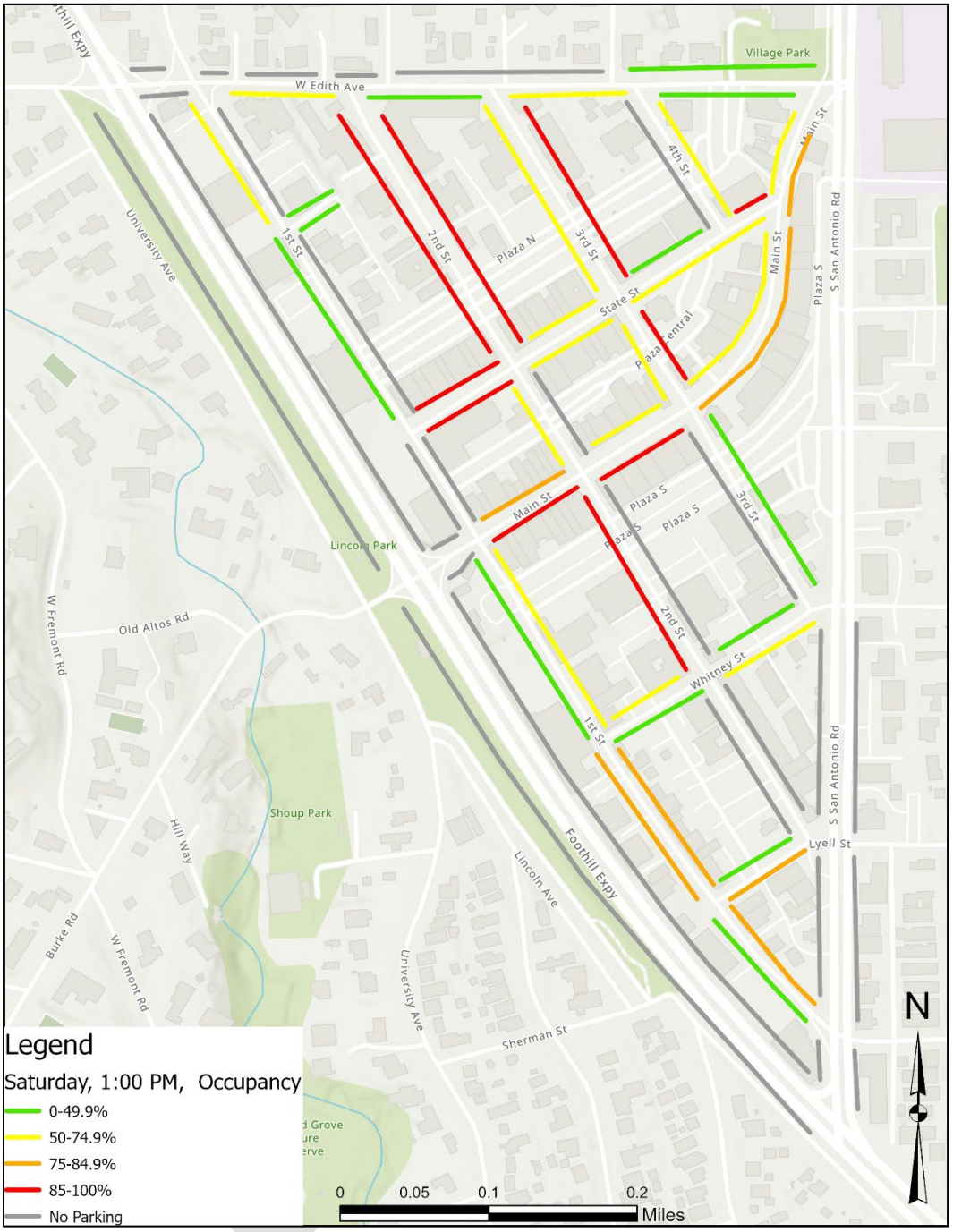


Figure 15 Saturday Peak On-Street Parking Occupancy

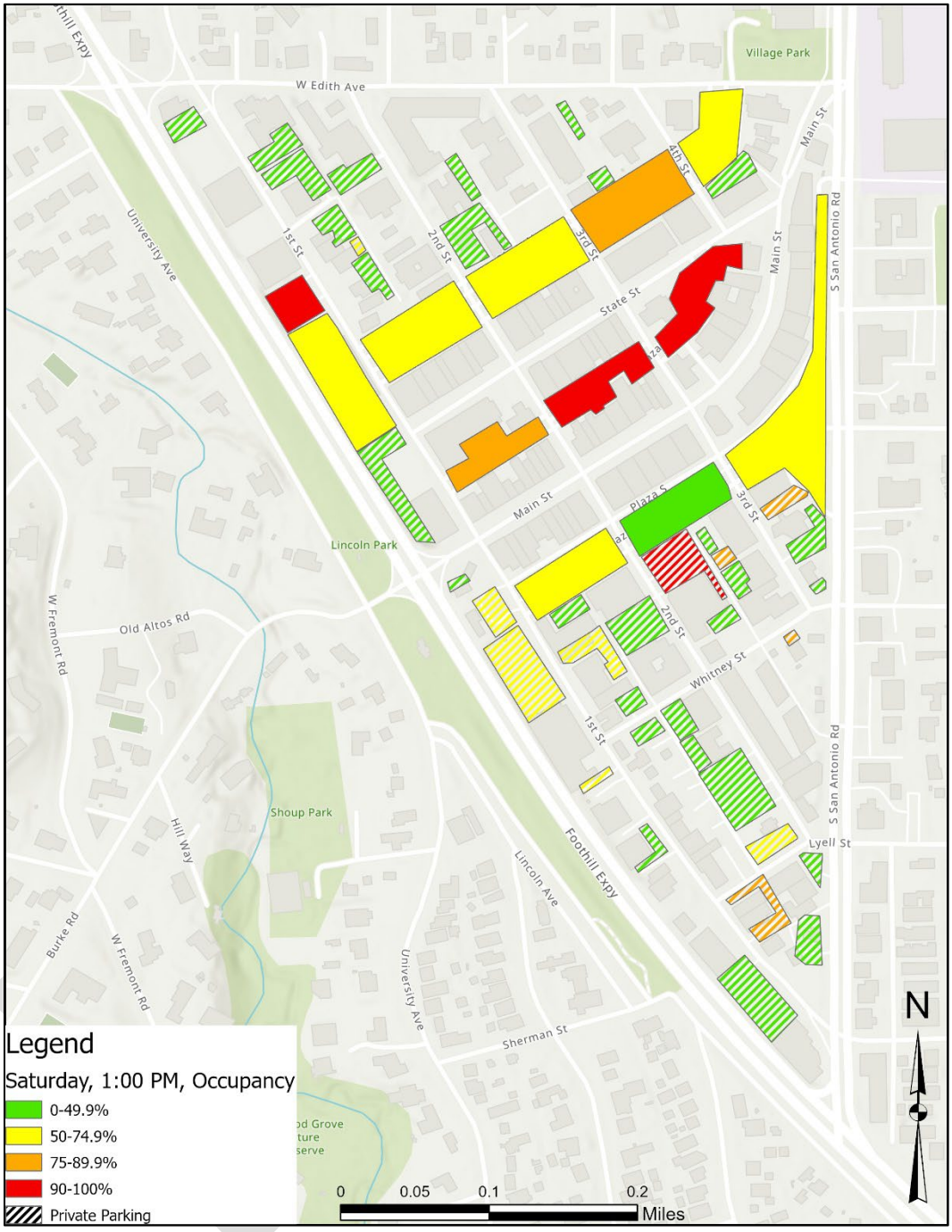


Figure 16 Saturday Peak Off-Street Parking Occupancy

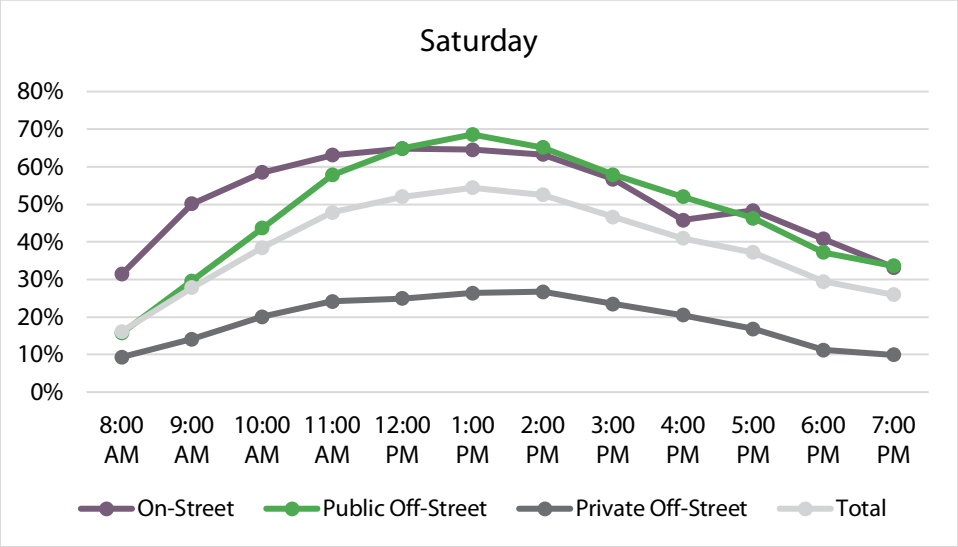


Figure 17 Saturday Peak Parking Occupancy by Hour

Vehicle Length of Stay

In addition to gathering parking occupancy data, parking duration data were collected for both on-street and public off-street parking spaces within the study area. This data shows the total number of vehicles by their lengths of stay for all on-street spaces and those that are time-limited. In some cases, areas with higher lengths of stay may be more heavily used by employees or adjacent residents who park for longer periods of time. The minimum length of stay is one-half hour because data was collected every hour and a vehicle that only appeared in the survey once was counted as having parked for one-half hour.

On-Street Length of Stay

Figure 18 shows the average length of stay on Wednesday, Thursday, and Saturday for on-street parking. For the study area, the highest on-street parking turnover occurred on Saturday when 54 percent of those who parked on that day stayed for one hour or less and 14 percent stayed for three hours or more. In contrast, the lowest turnover day was Thursday when 41 percent of parked vehicles stayed for less than one hour and 19 percent stayed for three hours or more.

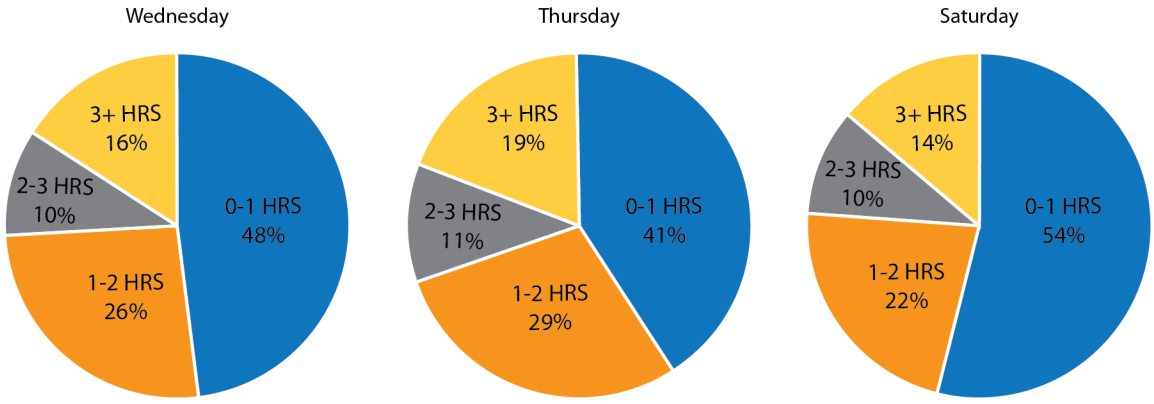


Figure 18 On-Street Parking Percent of Vehicles by Length of Stay

A plurality of vehicles on Wednesday (48 percent) and Thursday (41 percent) and a majority of vehicles on Saturday (54 percent) occupied on-street spaces for one hour or less. Less than 20 percent of vehicles stayed for three hours or more on each day surveyed with 16 percent on Wednesday, 19 percent on Thursday, and 14 percent on Saturday. Although the majority of vehicles were parked on-street for less than three hours, the amount of time long-term vehicles occupied spaces made up a disproportionate number of hours. For example, although only 16 percent of vehicles parking on-street on Wednesday stayed three hours or more, those vehicles comprised 43 percent of the total number of hours that vehicles were occupying parking spaces. The greatest number of vehicles parking three hours or more occurred on Thursday when the least number of vehicles were parked for less than one hour. Figure 19 shows the percentage of time spaces were occupied by short- and long-term vehicles.

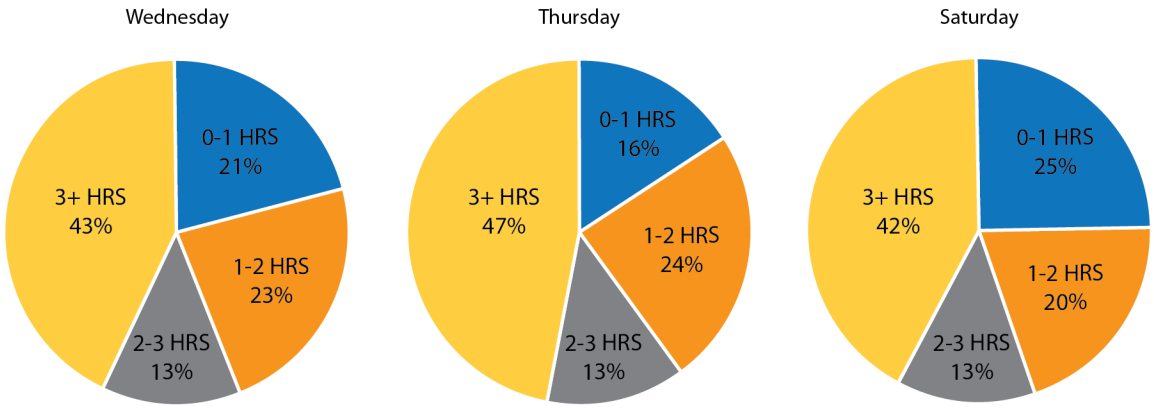


Figure 19 On-Street Parking Percent of Time Spaces Occupied by Vehicles

Length of stay data for on-street time-limited spaces, which generally allow a maximum of a two-hour stay, were also specifically analyzed to determine if motorists were adhering to on-street time limits. Data show that an average of 77 percent of motorists parked within the two-hour time limits while 11 percent parked for two to three hours and 12 percent parked for three hours or more (those motorists averaging a five-hour stay despite the two-hour limit).

Off-Street Length of Stay

Figure 20 shows the average length of stay on Wednesday, Thursday, and Saturday for off-street parking in public lots. For the study area, the highest off-street parking turnover occurred on Saturday when 54 percent of those who parked stayed for one hour or less and 14 percent stayed for more than three hours. In contrast, the lowest turnover day was Thursday when 41 percent of vehicles were parked for less than one hour and 19 percent for more than three hours.

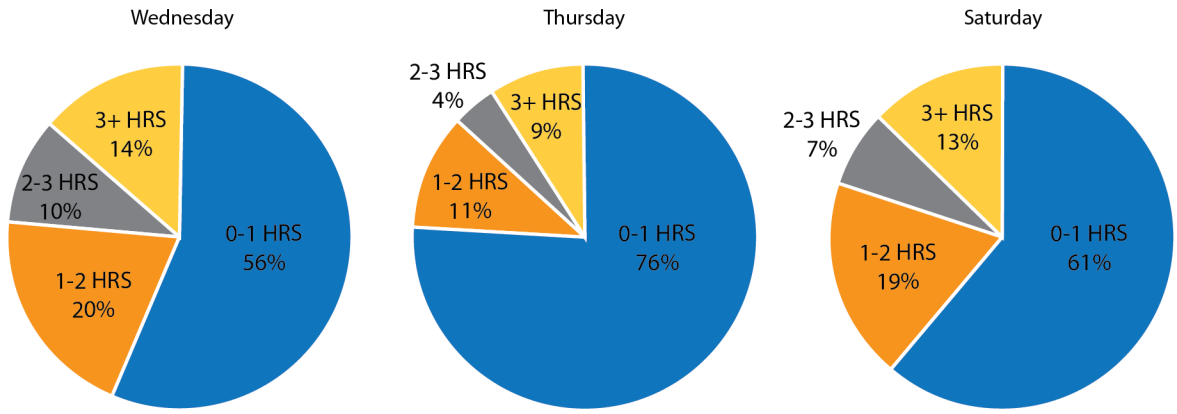


Figure 20 Off-Street Parking Percent of Vehicles by Length of Stay

A majority of vehicles occupied parking spaces in off-street lots for one hour or less with 56, 76, and 61 percent occupancy, on Wednesday, Thursday and Saturday respectively. Less than 15 percent of vehicles were parked for three hours or more on each day surveyed with 14 percent on Wednesday, 9 percent on Thursday, and 13 percent on Saturday.

Although the majority of vehicles were parked off-street for less than three hours, vehicles parked long-term made up a disproportionate number of hours. For example, although only 14 percent of vehicles parked off-street on Wednesday were there three hours or more, those vehicles comprised 41 percent of the total number of hours that vehicles occupied parking spaces. Figure 21 shows the percentage of time spaces were occupied by short- and long-term vehicles.

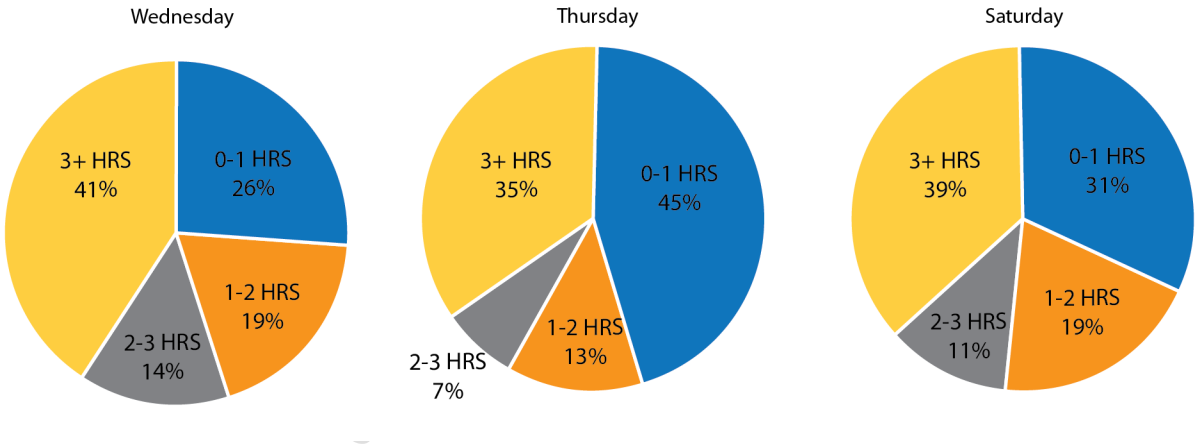


Figure 21 Off-Street Parking Percent of Time Spaces Occupied by Vehicles

Length of stay data for non-employee, off-street time-limited spaces with maximum three-hour parking allowed was also specifically analyzed to determine if motorists were adhering to off-street time limits. Data shows that an average of 88 percent of motorists park within the three-hour time limit, while 12 percent park for more than three hours (with an average of 5.4 hours).

Summary of Key Survey Findings

This review yielded several key findings associated with the existing parking supply, occupancy, and length of stay in the study area, as summarized below.

1. The study area generally has a substantial supply of vacant parking available during the days and hours surveyed, but some locations have higher occupancy rates than others depending on the day and hour. Overall, peak parking space occupancy rates ranged between 54 percent and 60 percent with public on-street and off-street parking being utilized significantly more than private off-street parking, especially on Saturday.

2. Parking demand during peak hours varied by block face and parking lot, with some areas being mostly vacant while others were fully occupied. Main Street, State Street, and one block from those in both directions on Second and Third streets were the most heavily occupied.

3. Although most vehicles were observed to be parked fewer than two hours, vehicles were also determined to be occupying spaces for longer periods of time for a disproportionate number of hours. For example, although only 19 percent of surveyed vehicles parking on-street on Thursday were there for three hours or more, those vehicles comprised 47 percent of the total hours that vehicles occupied parking spaces.

4. Adherence to posted on-street time limits appears to be moderate with an average of 77 percent of motorists parking within the two-hour time limits while 11 percent parked for two to three hours and 12 percent for three hours or more (those motorists averaging a five-hour stay). Adherence to off-street time-limited spaces was very similar with an average of 88 percent of motorists parking within the three-hour time limits while 12 percent parked for more than three hours (those motorists averaging a 5.4-hour stay). This indicates that differences in on-street and off-street parking behavior, and possibly the types of motorists using those spaces, are minor.

Real Estate Parking Demand Analysis

This section provides an analysis of current and future parking conditions in the study area based on real estate data. More specifically, parking demand data was compared to existing land use information to determine the peak parking demand rate for commercial uses in Downtown Los Altos. This information was used to determine the potential of the existing supply to accommodate additional future commercial demand.

Inventory, Occupancy, and Supply

As described in the parking inventory section, the entire Downtown study area has an inventory of 2,504 parking spaces including on-street, public off-street, and private off-street spaces, with the overall peak hour of parking demand occurring at 12 p.m. on Wednesday when 60 percent of all spaces are occupied.

For planning purposes, studies often assume an "effective parking supply", or a certain desired vacancy rate of parking, to account for desired maneuverability and to reduce the search time to find available parking. Effective parking supply rates typically vary from as low as 85 percent for on-street spaces that experience frequent turnover to 95 percent for off-street facilities primarily serving longer-term parkers. Table 3 shows these results for the study area as well as the number and percent of vacant spaces compared to the effective parking supply (i.e. over/under supply).

Table 3 – Effective Parking Supply and Peak Demand Comparison					
Parking Type	**Inventory**	**Effective Parking Supply – 90%**	**Peak Demand Wednesday, 12 p.m.**	**Over/Under Supply**	
On-Street	395	356	273	83	23.3%
Off-Street, Public	1,305	1,175	932	243	20.7%
Off-Street, Private	804	724	286	438	60.5%
Total	**2,504**	**2,254**	**1,491**	**763**	**33.9%**

Peak Demand and Land Use Comparison

In addition to comparing peak parking demand with the available supply, parking demand is analyzed in relation to the amount (i.e. square footage) of built commercial space. This assessment allows for a comparison to minimum parking requirements by zone and for the Downtown as a whole by analyzing two factors:

- **Built Stalls to Built Land Use Ratio**. This represents the ratio of the total number of existing parking stalls to total existing land use square footage (occupied or vacant) within the study area. According to data provided by CoStar, there are 495,941 gross square feet (GSF) of office space and 592,000 GSF of retail space with 17 and three percent vacancy rates, respectively, equaling 985,871 square feet of occupied space. At this time, about 2.54 parking stalls per 1,000 GSF of built land use have been developed/provided within the Downtown (combining the on-and off-street parking supplies).

- **Combined Peak Demand to Occupied Land Use Ratio**. This represents the ratio of the peak number of parked vehicles to the total existing occupied land use square footage within the Downtown combining the on and off-street supply. As such, parked vehicles were correlated with actual occupied building area. From this perspective, current peak hour demand stands at a ratio of approximately 1.51 occupied parking stalls per 1,000 GSF of occupied land use.

Table 4 summarizes the demand and supply analysis for Downtown Los Altos.

Table 4 – Peak Parking Demand Comparison to Land Use						
Zone	**Gross Square Footage (Built) KSF**	**Gross Square Footage (Occupied) KSF**	**Parking Space Inventory**	**Parking Supply Ratio per Built KSF**	**Peak Demand Wednesday 12 p.m.**	**Peak Demand Ratio per Occupied KSF**
Office	495.941	411.631				
Retail	592.000	574.240				
Total	**1,087.941**	**985.871**	**2,504**	**2.54**	**1,491**	**1.51**

Source: Costar, 2023
Note: KSF = thousand square feet

Based on the peak parking demand ratio of 1.51 and the current vacancy rate, the existing parking capacity of 2,504 spaces within the study area could adequately meet the needs of an additional 505,298 square feet of commercial space.

As a comparison, Table 5 provides a list of cities across California in which the consultant team has worked, detailing each of their built supply to demand ratios in their downtowns or mixed-use districts. Compared to the other cities referenced, Downtown Los Altos has a built parking supply and peak demand ratio that is near the average.

Table 5 – Peak Parking Demand in Downtowns & Mixed-Use Districts

City	Parking Supply Ratio per Built KSF	Peak Parking Demand Ratio per Occupied KSF	Difference
Soledad (Downtown)	4.21	1.21	3.00
Mill Valley (Miller Ave)	4.13	3.08	1.05
Gilroy (Downtown)	4.07	2.00	2.07
Lancaster (Downtown)	3.67	1.37	2.30
Ventura (Westside)	2.87	1.26	1.62
San Carlos (Downtown)	2.56	1.52	1.02
Los Altos (Downtown)	**2.54**	**1.51**	**1.03**
Sacramento (Downtown)	2.19	1.18	1.01
Monterey (Downtown)	2.14	1.20	0.94
Palo Alto (Downtown)	2.12	1.90	0.22
Newport Beach (Balboa Village)	1.84	1.78	0.06
Oxnard (Downtown)	1.70	0.98	0.72
Santa Monica (Downtown)	1.57	1.21	0.36
Average	**2.75**	**1.56**	**1.20**

Note: KSF = thousand square feet

Parking Management Strategies

This chapter provides a description of proposed parking strategies designed to improve the availability and convenience of parking in Downtown Los Altos. The recommendations were informed by the observation of current parking behavior, the anticipation of future development, and the incorporation of input from City staff, local residents, the business community, property owners, and other stakeholders.

Included in this chapter is a diverse range of strategies to increase the publicly available parking supply, better manage demand, adjust parking policies in anticipation of new development, and finance components of the parking program. The strategies are generally organized in two phases. The first phase represents the most immediate strategies to be completed in the next two years, with the second phase to be implemented in two to five years as the Downtown grows and changes with new development.

Parking Management Objectives

Although there are parts of Downtown Los Altos with high existing demand for parking, approximately 75 percent of community member respondents to a 2024 survey indicate that it is currently "easy" or "somewhat easy" to find parking Downtown. The peak hours of demand for parking tend to occur for only a few hours around midday, so visitors to Downtown likely have little to no trouble finding parking outside of these peak hours (i.e. those visiting in the morning, late afternoon, or evening). While parking within Downtown Los Altos is currently functioning relatively well for users in 2024, increases in development and conversion of public, off-street parking "plazas" to structures are planned in the *Downtown Los Altos Vision Plan*, 2018, and are set to be implemented over a 20-year time frame. As Downtown evolves, the parking needs will change, and thus this plan proposes parking strategies in phases and focuses on short- to mid-term strategies that should be implemented within the next five years. For both phases, a parking management approach is proposed that emphasizes more efficient use of the existing supply and recognizes the interconnectedness of on- and off-street parking management.

In recognition of these considerations, the following objectives were identified to inform the development of parking management recommendations for Downtown Los Altos.

- Establish a "park once" philosophy by managing Downtown parking as a single, integrated system that makes it convenient for motorists to park and easily access all destinations.
- Make the most efficient use of all existing parking resources including on-street, off-street, public, and private spaces.
- Ensure parking facilities adequately accommodate the consistent peak period demand along Main Street, State Street, First Street, Second Street, and Third Street in the Downtown, and in the nearby public parking lots.
- Establish parking regulations that encourage motorists to stay and enjoy Downtown.
- Support the ability of local employees to find parking but discourage them from parking in "prime" on-street spaces.
- Endorse parking management practices that support Downtown economic development.
- Provide strategies that recognize and properly incentivize the differing needs of long-term and short-term parkers.
- Embrace new parking technologies where appropriate to maximize customer satisfaction and foster enhanced parking data management and strategy analysis.
- Provide flexibility to decision makers and City staff to adapt to seasonal and long-term changes in parking demand.
- Enforce existing and future parking regulations to improve parking turnover near Downtown businesses.
- Implement improvements to maintain a safe user experience.

Overview of Potential Parking Strategies

The parking strategies described in Figure 22 below represent a set of action items recommended to the City. As noted above, they are organized into two phases with "short-term" strategies prioritized for the next two years and "mid-term" strategies planned for two to five years in the future.

Parking Management	Parking Supply	Access and Mobility	Zoning and Regulations
Short-Term			
Business Improvement District (BID)	Shared Parking Agreements	Mobility Information	Adjust Parklet Pricing
		Bicycle Parking Improvements	Introduce In-Lieu Fee
Mid-Term			
Move "Yellow Book" Visitor Permits Online		Safety Improvements	Require Accessible On-Street Parking
Relocate "White Dot" Employee Spaces		Parking Wayfinding	
Parking Meters		Maintenance of Parking Facilities	
Enhanced Parking Enforcement			

Figure 22 Recommended Parking Strategies

Short-Term (0 - 2 Years) Strategies

Business Improvement District (BID)

Short-Term Action 1– Create a Downtown Los Altos Business Improvement District (BID) that includes a Transportation Management Association (TMA) as a component of the BID. Establish the area bounded by Foothill Expressway, South San Antonio Road, and West Edith Avenue as a Parking Benefit District (PBD).

A Business Improvement District (BID) is an organization that provides supplemental public services within a defined geographic area through funding from annual assessments paid by property owners and/or businesses in its boundary. BIDs are managed by public or nonprofit boards with representation from businesses, local government, as well as residents on occasion. According to the Federal Highway Administration (FHWA) BID Fact Sheet, BID services often include enhanced security, sidewalk and public space cleaning, capital improvements such as landscaping and assistance with storefront renovations, and marketing campaigns for the district. Some BIDs also act as Transportation Management Associations (TMAs) which provide transportation services and education to businesses and employees in the district.

The mission of a TMA is typically to help manage transportation resources and promote commute alternatives to driving alone. TMAs are controlled and funded through membership with the goal of reducing vehicle trips and congestion. Typically, TMAs allow multiple businesses within a geographic area to collectively provide TDM services and measures to employees, rather than each establishment taking on that responsibility individually.

Residential projects could also be included in TMAs, enabling local residents to take advantage of these services and incentives to walk, bike, carpool, vanpool or use transit to reach their destinations.

In addition to implementing TDM measures, TMAs typically monitor and report vehicle trips and program data to help assess the effectiveness of their vehicle trip reduction efforts. This may include monitoring parking patterns. This monitoring can enable a TMA to make effective adjustments to its programs to maximize their effectiveness, more efficiently mitigate vehicle trips, and reduce vehicle miles traveled and parking demand within the Downtown area.

As businesses in Downtown Los Altos are forming a Business Improvement District (BID), a Downtown TMA should be a component of the BID when it is established. The TMA would be a public-private organization with representation from both the City and local businesses that are members of the BID. Examples of TMAs throughout the Bay Area are described in Table 6 and could be helpful resources for the City of Los Altos when establishing a TMA for Downtown. For example, the Moffett Park Business Group is a BID in the City of Sunnyvale which takes on some responsibilities typical of a TMA, as it offers mobility information on its website and coordinates an annual employee commute survey.

Table 6 – Case Studies of TMAs in Bay Area

Name of TMA	Description	Primary Duties	Website
Mountain View TMA	Non-profit organization with a mission of reducing traffic on Mountain View streets	Operates four free MVgo shuttle routes and provides mid-day mobility reimbursements for commuters. Directs residents and commuters to programs such as Valley Transportation Authority's (VTA) Guaranteed Ride Home, 511's Merge ridematching service, Clipper's START pilot program, and VTA ACCESS paratransit	https://mvgo.org/
Palo Alto TMA	Private, non-profit organization to reduce Single Occupancy Vehicle (SOV) trips, traffic congestion, and demand for parking	Provides transportation information for living car-free and commuting by transit. Offers free transit passes, participation in the Bike Love rewards program for biking to work, and subsidized late-night Lyft rides to qualifying employees.	https://www.paloaltotma.org/
Alameda TMA	Public-private, non-profit organization created to connect Alameda commuters to sustainable and affordable transportation	Includes information about travel options to/from the City of Alameda. Offers an incentive for TMA members that purchase an electric bike, free transit passes for TMA members, and GIG Car Share credit for Alameda workers.	https://www.alamedatma.org/
Moffett Park Business Group (Sunnyvale)	Membership-driven organization addressing common business concerns within the Moffett Park area (including a transportation group)	Coordinates an annual employee commute survey, forms a group of safety and security personnel for emergency preparedness, offers transportation information on the "Resources" page.	https://www.mpbg.org/
West San Leandro BID	Business Improvement District collecting fees to fund LINKS shuttle service	Operates the LINKS shuttle service to the Downtown San Leandro Bay Area Rapid Transit (BART) station. Participation in BID qualifies as a commuter benefit for employers	https://sanleandrolinks.com/bid/

Funding

Funding for the implementation, operation, and maintenance of the parking strategies recommended for Downtown Los Altos should be collected and distributed by the TMA. The TMA would help decide how to spend parking revenues on local transportation and/or public realm improvements. The following funding sources are recommended:

- Assess BID dues on all properties within the District. The value of the BID dues should vary proportionately to the amount of funding needed for transportation and/or public realm improvements.
- Require that Downtown revenue sources (i.e. parking meters, parklet fees, in-lieu fees for parking spaces required, parking citation revenues, parking permits etc.) to be used for local parking and/or transportation improvements through a Parking Benefit District. Parking Benefit Districts are described in greater detail in the following section.

Parking Benefit District

Parking benefit districts (PBDs) are defined geographic areas, typically in Downtowns or along commercial corridors, in which any revenue generated from on- and off-street parking facilities within the district is returned to the district to finance district improvements. Whereas a TMA is the entity which manages the policy and resources within a defined district, the PBD is the mechanism that allows revenues that often go into the City's General Fund (e.g. parking fees) to instead remain within the district that generates them. By funding local transportation projects or improved parking through the PBD, residents, visitors, employees, and local businesses can see that there is a visible and clear benefit to paying for parking. In contrast, strategies such as paid parking can be unpopular when parking revenue is placed into a city's general fund as drivers and local business owners may feel there is little direct benefit to the district.

Parking Assessment Districts (PAD) function differently from a PBD and cannot be used as a substitute for a PBD. A PAD raises funds to build more parking by levying a fee on developments within the PAD whereas a PBD simply directs funding from various sources to remain in the district. A PBD is only applicable if there are revenues from assessments, business fees, user fees, or some other source to generate funding.

The Downtown Los Altos TMA should establish the area bounded by Foothill Expressway, South San Antonio Road, and West Edith Avenue as a PBD, such that City revenues from drivers parked in priced on- or off-street parking spaces, parking citations, parking permits, parklet fees, and in-lieu fees for required parking spaces would return to the area in the form of transportation and public realm improvements. In practice, a successful PBD in Los Altos would be implemented in the following fashion and incorporate certain key elements.

1. Adoption of a City ordinance creating a Downtown PBD, stipulating that all parking revenue generated within the PBD be used to fund designated improvements.
2. Development of an approved program of revenue expenditures by the Downtown TMA, subject to final approval by City Council.
3. Adoption of a defined list of PBD revenue expenditures, which can include the following:
    a. Shared parking agreements;
    b. Construction of additional parking, if deemed necessary;
    c. Transit, pedestrian, and bicycle infrastructure and amenities;
    d. Additional parking enforcement;
    e. Marketing and promotion of PBD and local businesses;
    f. Management activities for the oversight entity;
    g. Landscaping and streetscape greening;
    h. Street cleaning, power-washing of sidewalks, and graffiti removal;
    i. Purchase and installation costs of meters;
    j. "Mobility Ambassadors" to provide assistance to visitors as well as additional security;
    k. Valet parking services during peak periods; and
4. Development of a coordinated public relations plan, which would use wayfinding, signage, and public outreach to articulate how parking revenue is being used to benefit Downtown.

5. Performance of ongoing evaluation and management of PBD policies and expenditures.

Shared Parking Agreements

Short-Term Action 2 – Direct the TMA to pursue shared parking agreements with private off-street lot owners to better utilize the existing parking resources within Downtown Los Altos. Require that developers removing Downtown parking "plazas" replace lost capacity with publicly-shared spaces.

Description

Shared parking is one of the most effective tools in parking management. Since many different land uses (a bank and a bar or restaurant, for example) have different periods of parking demand, they could easily share a common parking facility, thereby limiting the need to provide additional parking inventory for the entire area. Shared parking policies do not treat the parking supply as individual units specific to particular businesses or uses, but rather emphasize the efficient use of the parking supply by including as many spaces as possible in a common pool of shared, publicly available spaces.

This is especially relevant in Los Altos where there is substantially lower demand for off-street private parking lots than the public on- and off-street spaces based on the survey of parking occupancy conducted in December, 2023. While occupancy in public parking lots ranged from 63 to 71 percent during peak hours of demand, peak occupancy in private lots was observed to be between 26 to 38 percent. On a typical Saturday, for example, there were 550 public on- and off-street spaces vacant (32 percent of the total public spaces) and 592 private spaces vacant (74 percent of the total private spaces). Shared parking agreements would allow some of those vacant private off-street spaces to be used for public parking in the Downtown area.

Shared parking agreements would be between the TMA and private parking lot owners and would provide for privately-owned off-street parking to be available to the general public during specified periods of time, usually when the parking lot is in low demand for its associated tenants. The agreement with the parking lot owner would stipulate the times during which public users may park in the lot and terms for compensation and operation. Compensation for the use of private lots may be made in the form of lease agreements that also outline specific provisions related to maintenance, operations, security, and liability (see more details below). Signage would also be provided to clearly indicate the times when the lots are available to the general public.

Purpose

Shared parking agreements present an opportunity to increase the supply of publicly available off-street parking. They can bring multiple benefits to both private parking lot owners (to maximize the use and value of their parking lots) and the City, particularly since the cost of constructing new parking supply in most cases exceeds the costs of shared parking agreements. In addition, the agreements allow for better use of existing resources and elimination of opportunity costs of using Downtown parcels for parking instead of for active land uses. Shared parking agreements have the following benefits:

- Increase the supply of public parking that is easily accessible, especially in the busiest parts of Downtown during peak periods of demand;
- Create a more welcoming environment for customers and visitors because they do not have to worry about getting towed for parking at one business while visiting another;
- Reduce traffic associated with drivers searching for vacant parking spaces;
- More efficiently use the existing parking supply and increase the ability to manage this supply as a cohesive unit;
- Can be implemented in a short timeframe;
- Better distribute parking demand away from the most popular on-street spaces;
- Reduce the potential for parking "spillover" into adjacent residential neighborhoods;
- Reduce costs, as the cost associated with sharing parking is less than the construction of new supply; and
- Provide new and/or increased revenues for private property owners.

Although there are numerous benefits to shared parking agreements, some private property owners may not be interested in participating in such agreements, especially non-local property owners (e.g., national banks). As such, it will be important for the TMA to approach multiple private lot owners and have a flexible, customized approach to negotiating terms and conditions with each individual lot owner.

Implementation

Management

The responsibility of managing and overseeing agreements with private parking lot owners would fall under the Downtown Los Altos TMA. The TMA should pursue shared parking agreements with private off-street lot owners in the Downtown area, particularly owners of the lots in the following "Potential Lots" section. Wayfinding signage should be created to direct drivers to shared lots and could include publicly available hours for shared spaces as well as real-time signage showing the number of available parking spaces.

Potential Lots

A review of private parking lots in the study area was conducted to determine possible partnerships that could be pursued. Lots were considered if they had ten or more spaces, an occupancy level under 50 percent during the Wednesday and Saturday peak hours sampled, and did not use the parking lot as integral part of their business (e.g., an auto repair shop). Some lots are more geographically desirable, but may be more difficult to open to the public depending on ownership and land use. In some cases, there could be an opportunity to share a portion of the spaces available rather than the entire lot such as has been done by Safeway on First Street. Other sites, such as the Comerica Bank parking lot between Third Street and San Antonio Road, may have enough spaces for a shared parking agreement, but may not be a viable option given that the agreement may need to be brokered through the bank's national office. Based on this analysis, it was estimated that up to 365 parking spaces could potentially be made available during weekdays before 5:00 p.m. through public-private partnerships as well as 576 spaces after 5:00 p.m. on weekdays, 516 spaces before 5:00 p.m. on weekends, and 606 spaces after 5:00 p.m. on weekends. Locations of candidate lots for shared parking based on Wednesday and Saturday occupancy are shown in Figure 23 and Figure 24, respectively.

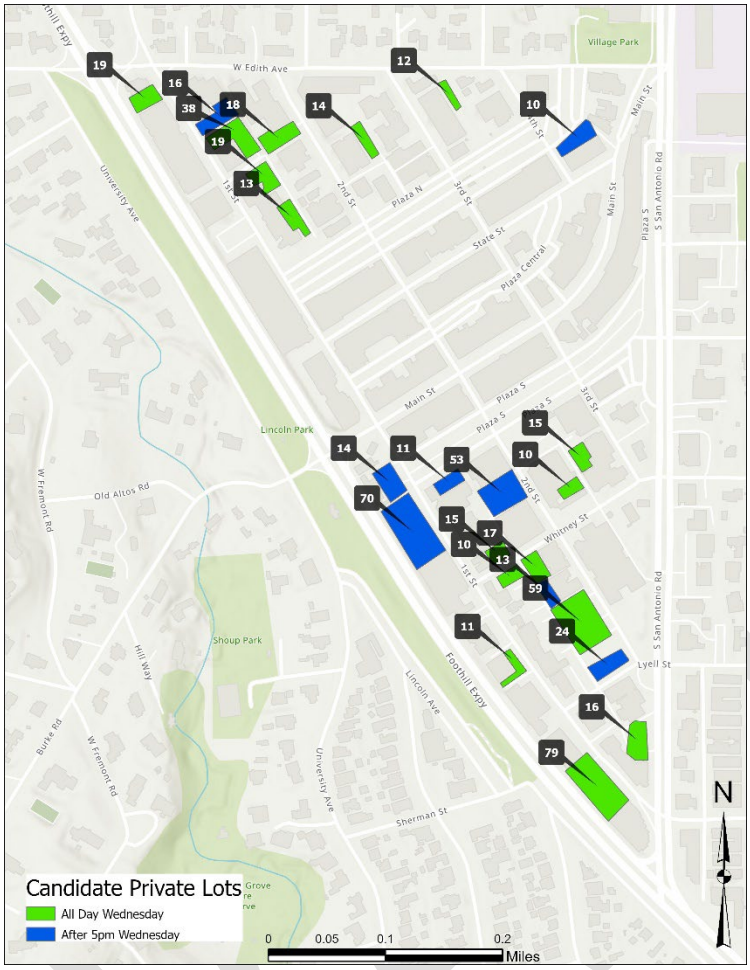


Figure 23 Candidate Private Lots for Shared Parking – Wednesday

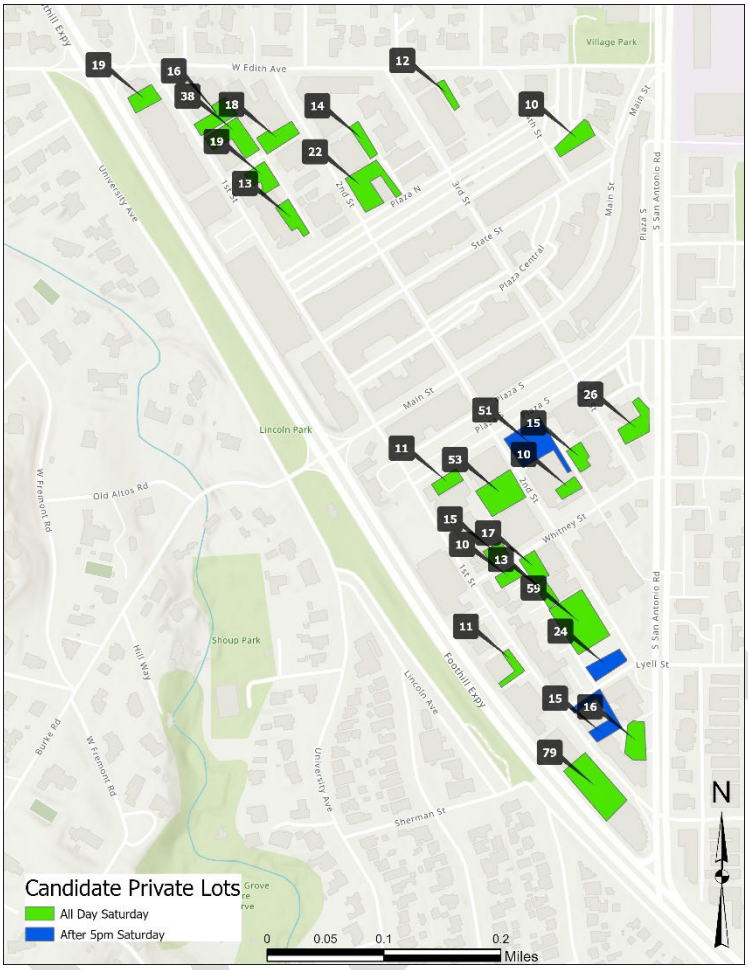


Figure 24 Candidate Private Lots for Shared Parking – Saturday

The public off-street lots in Downtown Los Altos (i.e., parking "plazas") are potential future sites of private development. As there may be development replacing one or more Downtown parking plaza within the next five years, it is recommended that the zoning code be amended to require the number of plaza parking spaces lost be provided by the development through a shared parking agreement or an equivalent measure agreed upon with the City.

Types of Public/Private Agreements

There are three potential types of agreements into which the TMA could enter with a willing private property owner, as follows.

- **Leasing of a private lot:** Under this arrangement, parking spaces would essentially be "rented" from the property owner and the TMA would be entitled to establish regulations during "shared" use hours. Upgrades (lighting, striping, signage, etc.) could be made and the TMA would enforce compliance with regulations.
- **Private ownership, public enforcement:** Under this arrangement, the private property owner would open their lot to the public and establish appropriate regulations (including any pricing). The owner could choose to charge for parking, depending on parking demand. The TMA would enforce compliance with regulations and collect citation revenue.
- **Third-party management:** The TMA could contract with a private company with experience facilitating shared parking arrangements instead of crafting and managing its own agreements. This company would also establish regulations (including any pricing).

For any agreement, the TMA or City would work with the property owner and/or tenants to address many of the issues that are typically associated with such agreements, such as the following. It is recommended that the template in Appendix C be used to facilitate negotiations towards shared parking agreements.

- **Financial compensation:** Some property owners may want to be compensated for the use of their property. In such cases, spaces would be leased as described above. While not free, the costs of such agreements would be far less than constructing an equivalent number of new spaces.
- **Liability:** Liability issues often emerge as a potential concern, and these issues are typically addressed in standard liability coverage in any land use policy relative to property accessible to the public. In addition, liability can be more comprehensively addressed through well-written lease agreements that include provisions about requiring the lessor to maintain a good state of repair, meet Americans with Disabilities Act (ADA) access requirements, etc., and the lessee to provide adequate and appropriate signage for patrons and take actions to avoid overcrowding or other potentially hazardous situations.
- **Operation and maintenance:** Ongoing costs associated with operation and maintenance are also a common concern. These issues should be addressed as part of the shared parking agreement and would depend on the scope of the shared parking arrangement between private and public users.
- **Displacement of tenants:** Displacement of current tenants' customers is often a key concern. To address this issue, it is recommended that agreements should only be pursued with land uses with peak demand that does not occur simultaneously, or if there are a sufficient number of excess parking spaces available, or by restricting public use hours to those outside of the tenants' core hours.

Funding

Shared parking agreements should be funded by the Downtown Los Altos TMA. The costs of individual shared parking agreements can vary significantly based on each agreement. For example, the City of Sacramento has a long history of entering shared parking agreements and maintains over 20 shared parking agreements with privately owned parking facilities. Initially the City of Sacramento assumes the cost of upgrading the facility to meet regulations and to hire staff. When the lot begins to be profitable, the City starts paying itself back and once it breaks even, it can share profits with the private lot owner. The City of Sacramento typically assumes two models of shared parking – enforcement only where there would be no revenue sharing and private owners would give right of entry to the City, and full management, where the City manages the revenue collection, insurance, citation, branding, and maintenance of the parking facility.

Parklet Pricing Standards

Short-Term Action 3 – Set the annual cost of a parklet equal to the market value of the on-street parking space(s) to be replaced.

The current cost to establish an outdoor dining space, or "parklet," in Downtown Los Altos is $553 for the initial permit application and $3 per square foot of parklet annually to renew the permit (approximately $800 per parking space replaced per year) according to the City's *Fiscal Year (FY) 2024/25 Fee Schedule*. It is recommended that the annual cost to renew the parklet permit be adjusted to reflect the theoretical market value of an on-street parking space, which may be interpreted as either how much revenue the space would be expected to generate if it were metered or the price per square foot of leasable retail area. Other communities throughout the Bay Area maintain greater fees for outdoor dining spaces to recover the value or revenue lost from replacing on-street parking spaces. For example, permanent outdoor dining spaces (PODS) may be purchased from the City of Walnut Creek for $48 per square foot. This is an annual revenue of approximately $7,000 per space which is close to the expected annual revenue from a metered on-street space. Additional examples include the Town of San Anselmo which charges $2,520 annually per space for a private parklet, the City of Mountain View which charges $10 per square foot of parklet per year, and the City of Redwood City which charges $10.52 per square foot of parklet per year.

Alternatively, the annual cost to renew parklet permits could reflect the price per square foot of leasable retail area within Downtown Los Altos, as parklet space can essentially be used as additional floor area leased from the City by businesses. According to CoStar economic data for 2024, the average rent paid per square foot of leasable retail area in Downtown Los Altos is $54.34. Based on the cost of Downtown retail space, the City of Los Altos could

charge approximately $50 per square foot of parklet per year which is relatively consistent with parklet pricing in other jurisdictions, albeit on the higher end.

Mobility Information

Short-Term Action 4 – Provide online mobility information for visitors, employees, and residents traveling to/from Downtown including information on multimodal travel options, commuter programs, parking lot locations, parking costs, and parking regulations.

While the City of Los Altos' website includes some transportation resources such as a map of Downtown parking spaces and time limits as well as Safe Routes to School information, there is an opportunity to improve the quality and accessibility of online information to visitors, employees, and residents. It is recommended that the City update its website to consolidate mobility information for Downtown Los Altos in one location and feature new resources. The website should offer information on how to access Downtown via driving, bicycling, and transit, and include interactive maps of public vehicle and bicycle parking locations (including shared parking lots), parking costs, parking regulations, and parking occupancy (if such data is available). Providing detailed website information on the available mobility options to/in Downtown could encourage people to use alternatives to driving alone, to drive in less congested areas, or to park in underutilized parking resources and avoid circulating for parking. Although transit access to Downtown Los Altos is limited, the website should link to the Valley Transportation Authority's (VTA) SmartCommute portal and additional transit programs such as the VTA ACCESS Paratransit service, Clipper START pilot program, and 511 Bay Area Commuter Benefits Program. These resources can also be shared with private downtown organizations such as the Chamber of Commerce and the Los Altos Village Association (LAVA) in order to better disseminate information to employees.

Examples to reference include the cities of San Luis Obispo, Walnut Creek, and San Jose which have created websites that offer information regarding the location of public parking lots, the cost of parking, and parking regulations. The cities of Walnut Creek and San Jose also provide information on how to use transit, bikes, and other modes to get to Downtown and their associated incentive programs.

Funding

The expansion and consolidation of online mobility information for Downtown Los Altos should be funded by the TMA. The cost of developing the website would vary depending on its complexity, although costs would generally be expected to be low given that much of the information on the site would be links to existing resources. Creating an interactive map with public vehicle and bicycle parking locations, costs, and regulations could be relatively cost effective through online map providers such as Google My Maps (used by the City of Oakland), ParkMe (used by the City of Walnut Creek), or Mapbox (used by the City of Sacramento).

Introduce In-Lieu Fee

Short-Term Action 5 – Amend the City's Zoning Code to make all of Downtown a single Parking District. Within the Downtown Parking District, institute a parking in-lieu fee.

To permit code provisions that exclusively apply to Downtown, it is recommended that the area bounded by Foothill Expressway, South San Antonio Road, and West Edith Avenue be established as a "Downtown Parking District" in the City's Zoning Code.

In-Lieu Fee

It is recommended that the City add a parking in-lieu fee option to the Zoning Code that allows developers to provide fewer vehicle parking spaces than the minimum requirements provided that the developers pay a fee for each omitted space. This in-lieu fee would apply within the Downtown Parking District only. The revenues from the parking in-lieu fees should be returned to the Downtown TMA to be spent on local transportation and/or public realm improvements. Based on the parking management recommendation from the Downtown Vision Plan adjusted for inflation, the City could charge $32,000 for each required vehicle parking space not provided.

Sample in-lieu fees set by other agencies for supplying fewer spaces than the minimum requirements are shown in Table 7.

Table 7 – Sample Parking In-Lieu Fees in California

City	Fee Amount per Space	Applicable District
Mountain View	$64,472 for new construction; $32,237 for change of use	Downtown
Palo Alto	$124,275	Downtown Assessment District
Redwood City	$25,000	Downtown Parking Zone
San Luis Obispo	$30,794.37 for new construction; $7,698.22 for change in occupancy	Parking In-Lieu Fee Area
San Mateo	$62,227.81	Central Parking Improvement District
Ventura	$36,762	Downtown Parking Districts

Bicycle Parking Improvements

Short-Term Action 6 – Develop secure long-term bicycle parking facilities in Downtown Los Altos and follow design standards with short-term bicycle racks (e.g. post-and-ring and inverted U racks). Allow individual businesses to petition for replacement of on-street vehicle parking with bicycle parking.

Description

As every bicycle trip begins and ends with bicycle parking, it is important to provide user-friendly, secure, and convenient bicycle parking that is highly visible and close to popular destinations. There is a range of different kinds of bicycle parking that can be considered, including post-and-ring racks, inverted U racks, on-street "corrals", and lockers (longer-term parking, typically for employees). There are multiple benefits to providing bicycle parking, such as the following.

- Increase the visibility of bicycling as a viable travel mode and encourage more bicycle use.
- Create additional customer parking capacity and attract bicycle customers (particularly to certain businesses such as coffee shops).
- Maximize usage of on-street spaces (on-street corrals offer approximately eight bicycle parking spaces per one vehicle parking space).
- Can be implemented at a relatively low cost.
- Provide for greater space efficiency, especially when implemented at special events, where vehicle parking is constrained.
- Provide a cost-effective way to attract visitors to Downtown (with capital costs for inverted u-racks of roughly $200 and bike lockers costing $2,000 to $3,000).

Purpose

There is existing short-term bicycle parking in Downtown Los Altos, and many of the existing bicycle racks include decorative features and unusual shapes that are visually appealing such as the rack shown in Figure 25. However, traditional bicycle rack shapes (specifically, inverted U or post-and-ring racks) tend to be more space efficient, more cost effective, intuitive to use, and accommodate a variety of bike types and attachments. Providing long-term bicycle parking spaces Downtown such as bicycle lockers and bicycle rooms would allow employees and residents to store bicycles without fear of bicycle wheels and attachments being stolen.

Figure 25 Decorative Bicycle Racks in Los Altos

Implementation

It is recommended that the City invest in additional secure short-term and long-term bicycle parking facilities in Downtown. New short-term bicycle parking spaces should be standardized inverted U or post-and-ring racks rather than decorative racks, while long-term bicycle parking could on-street bicycle lockers, bicycle rooms, or another acceptable method of long-term bicycle parking. New and existing facilities should be properly signed so users know where bicycle parking is located, and bicycle repair stations should be installed Downtown adjacent to a portion of bicycle parking facilities.

When installing public bicycle parking, the following guidelines are recommended to ensure that facilities are accessible and can be properly used by bicyclists. Precise placement and spacing standards are provided in the Association of Pedestrian and Bicycle and Professionals (APBP) *Essentials of Bike Parking,* 2015.

- Site Selection and Planning
  a. Place near high-demand locations, otherwise bicyclists may use trees or street furniture.
  b. Site along existing/future bicycle routes and natural "desire" lines for bicyclists.
  c. Include in high-traffic areas with strong visibility and "passive" surveillance.
  d. Place near entrances/exits in off-street locations, and ensure that the parking area is well lit.

- Racks
  a. Locate racks to minimize obstructions on sidewalks.
  b. Orient racks to ensure that bicycles are parked parallel to the curb face, so they do not block the sidewalk path of travel for pedestrians.
  c. Maintain sufficient clearances from walls, trees, tree wells, news racks, doorway exits/entrances, and parked cars.

- On-street Corrals
  a. Locate corrals as close as possible to high-demand locations.
  b. Prioritize corner locations as they provide greater visibility and can be easier to navigate than mid-block locations.
  c. Include physical protection such as a bollard or flexible stanchions.
  d. Develop a formal application process for business owners wishing to establish a corral in front of their business. Some cities have used an application process as a way to ensure local business support for these types of facilities and that the corral will be maintained as part of public/private partnership.

Funding

Improved bicycle parking facilities within Downtown should be funded by the TMA. Installing additional short-term bicycle parking or upgrading existing decorative bike racks to standard shapes (inverted U or post-and-ring

racks) tend to be lower-cost improvements than installing long-term bicycle parking such as bicycle lockers or rooms.

Mid-Term Strategies (2 - 5 Years)

Online Visitor Parking Permits

Mid-Term Action 1 – Replace the "Yellow Book" customer parking permits with online, all-day visitor parking permits.

Currently, the City of Los Altos allows Downtown businesses the option to purchase 25 "Yellow Book" all-day parking permits for customers at a cost of $25. These permits can be used at any of the off-street public parking plazas, are expected to be provided to customers free of charge, and must be displayed on a vehicle's front windshield. The 2013 Downtown Parking Management Plan recommended selling daily visitor permits to be purchased online and printed. In place of the underutilized Yellow Book system, the City should follow the recommendation from the 2013 plan and sell online, all-day visitor parking permits. The visitor permits could be the same cost as the Yellow Book customer permits ($1 per day). Rather than require the permits be printed and displayed on a vehicle's windshield, the permits should be linked to the vehicle's license plate number upon purchase, as this would allow an ALPR system to automatically exempt vehicles with a permit from citations.

Employee Parking Permit Program

Mid-Term Action 2 – Relocate "White Dot" Employee Parking Permit (EPP) spaces to shared parking facilities and new underground parking garages as they become available.

The City of Los Altos maintains a "White Dot" Employee Parking Permit (EPP) Program which allows Downtown business owners and employees to purchase all-day permits online. Permits may be purchased for $40 per quarter or $100 per year. Designated parking spaces for permit holders are marked with a white dot and located in the northern and southern parking plazas are shown with a gold color in Figure 26. While anyone may park in a White Dot parking space for up to three hours without a permit, only employees with permits may park in these spaces all day. As there is a limited supply of permits, employee parking permits are sold on a first-come, first-serve basis.

Figure 26 Existing Employee Permit Parking Area

Feedback from a community questionnaire in 2024 indicates there is support for the existing EPP program. The program is relatively well used although the number of active employee permits is declining from 695 in use in Quarter 1 of 2021 to 524 in use in Quarter 1 of 2024. This decline in active permits could be due to employees

realizing that parking enforcement within Downtown is relatively infrequent and electing to risk citation by parking long term without a permit. To make conveniently located off-street public parking spaces more readily available for customers and to encourage higher turnover as parking conditions become more constrained, it is recommended that the White Dot spaces be relocated over time to shared parking facilities and new underground garages within Downtown as they are established. Shared parking facilities could include existing private lots made publicly available during certain hours, or they may be facilities built as part of new development Downtown. The Downtown Vision Plan recommends constructing two underground parking structures on land occupied by the existing parking plazas to accommodate development and future growth, and these new facilities would be candidates for White Dot spaces.

Parking Meters

Mid-Term Action 3 – Install parking meters for on-street spaces in the Downtown Core with graduated meter rates. Parking revenues should be returned to Downtown via the PBD.

Description

Like many communities, Los Altos permits the use of prime curbside parking spaces free of charge and instead uses time limits as the primary means of managing public on-street parking demand. The rate of utilization of on-street parking spaces in prime locations at any given time depends on the *demand* for motor vehicle access to the area, the *supply* of parking spaces available, any *restrictions* on the use of spaces (e.g., regulations, time limits), and, no less importantly, the *price* charged. With a high demand and no price for parking, Downtown curbside parking can be regularly filled to capacity during peak hours, causing motorists to search and circle in a wider area for available parking. Congestion associated with the competition for on-street parking in prime locations can be a major issue from the perspective of Downtown businesses and visitors alike.

According to December 2023 occupancy data for Downtown Los Altos, on-street parking demand tends to be highest on Main Street, State Street, and Second and Third Streets within a block of Main Street and State Street. On these street segments in the Downtown Core, on-street parking occupancy during peak times is consistently greater than 85 percent, primarily during the mid-day period. As growth occurs in Downtown, including residential, office, and commercial development on opportunity sites (parking plazas) identified in the Downtown Vision Plan, it is probable that on-street parking demand in the Downtown Core will continue to exceed capacity and priced on-street parking would be an appropriate strategy to manage demand. Off-street public parking demand should continue to be monitored to determine whether priced parking should be applied in those areas.

Purpose

The primary goal of parking pricing is to make it as easy and convenient as possible to find and pay for time occupying a parking space. It should *not* be treated as a means to generate revenue - the goal is to establish prices low enough to achieve the desired parking occupancy level. By setting specific availability targets and adjusting pricing (up or down), demand can be effectively managed so that when a motorist chooses to park, they can do so without circling the block or searching aimlessly. Demand-based pricing can result in the following benefits.

- Ensures consistent availability and ease in finding a parking space.
- Provides flexible time limits or eliminates them altogether, thereby removing the need to move a vehicle to avoid time restrictions.
- Can have convenient payment methods that eliminate the need to "feed the meter" and make it easier to pay for parking and avoid parking tickets.
- Incentivizes long-term parkers and employees to park in less prime off-street lot locations.
- Reduces search time for parking, resulting in less local congestion and vehicle emissions.
- Reduces illegal parking and improves safety and street operations.
- Distributes short-term parking demand throughout the Downtown area, taking advantage of on-street parking capacity on side-streets.

Meters can be installed with Automatic License Plate Recognition (ALPR) that enables them to automatically cite vehicles for parking violations. The purpose of automatic enforcement technology is not to increase citation revenue, but rather to ensure that drivers pay for parking and obey any time restrictions without relying on in-person enforcement. With insufficient personnel available for in-person enforcement, parking meters are less effective at managing demand, as some drivers notice that enforcement is infrequent and park long term in metered spaces without paying.

Implementation

It is recommended that a program of priced on-street parking in the Downtown Core be initiated in the mid-term, with a four-part strategy recommended to ensure the maintenance of on-street parking availability: (1) establish a policy goal, or target for the occupancy of on-street parking, (2) install smart parking meters that are easy to use and enforce, (3) commit to periodically monitoring occupancy and adjusting meter rates and regulations to meet established targets, and (4) dedicate meter revenues to the Downtown PBD. The following elements should be addressed to achieve this strategy. While the Downtown Core may be defined as Main Street, State Street, and one block from those in both directions on First Street, Second Street and Third Street, the definition of the Downtown Core may change over time with changes in demand patterns demonstrated by updated parking data collection.

- **Establish targets:** The City should establish a policy goal, or target, for the ideal occupancy of on-street parking on blocks in the Downtown Core. Achieving a commonly used occupancy target (e.g., 85 or 90 percent), would mean that—on average—a few curbside parking spaces on each block-face in the area would remain open and available for use by incoming vehicles, even during periods of peak demand.
- **Meters:** The City would need to evaluate technology and vendor options for the installation and operation of meters closer to the date of implementation. In doing so, the City should consider a few criteria focused on convenience for the motorist and ease of enforcement in the selection of meters/vendors:
  a. User-friendly smart meters should accept payment by credit or debit card via insertion, swipe, or tap (in addition to cash or coins).
  b. The City may work with meter vendors to accept payment by smart/mobile phone.
  c. The City should consider the appropriate type of meters, opting for either multi-space meters (one or two on each block face), with a "pay and display" or "pay by space" model or the conventional deployment of one parking meter for each parking space. The optics of fewer meters may be more attractive to a community wary of installing parking meters as a primary strategy.
  d. Meters could include ALPR to detect parking violations for on-street metered spaces, link the violations with the vehicle's license plate, and forward the information to enforcement personnel who can cite the vehicle's owner. The Sentry Meter from Municipal Parking Services includes ALPR capabilities, accepts payment by smart/mobile phone, and can be programmed with a "grace period" (typically 5-30 minutes) during which the meter is expired and parkers are not yet cited.
- **Graduated Rates:** Initial on-street rates may be low (e.g., $0.50 per hour) compared to nearby jurisdictions (e.g., $2.00 per hour in San Jose) and then adjusted based on how parking patterns change over time if needed. Rather than maintaining the existing two-hour parking limits with the addition of parking meters, the City should establish a "2+" graduated rate structure. For example, hourly parking can be as low as $0.50 per hour for the first two hours and then $1.00 or $2.00 for any subsequent hours. Signage at on-street meters should reflect that parking is for "2+" hours with the pricing clearly detailed. The graduated rate system would maintain turnover in convenient on-street parking spaces through low rates for short-term parking; however, by allowing the option to stay longer at a premium rate, the system would offer flexibility for on-street parkers to patronize several local businesses during the same trip.
- **Hours:** One of the best ways to balance parking supply and demand and generate turnover is with hours of operations and pricing that take into account when spaces are actually occupied. Currently, on- and off-street time restrictions for parking in Downtown apply between 9:00 a.m. and 6:00 p.m., every day except Sunday and holidays. It is recommended that future parking occupancy be monitored and the hours of operation for meters be set whenever there is sufficient demand (e.g. 8:00 a.m. to 8:00 p.m. including on Sundays).
- **Monitor and adjust:** Under the recommended approach, the City would commit to monitoring the use of parking spaces Downtown on an annual basis and adjust meter rates and regulations as necessary to meet

the established availability targets. This means modifying the hours of operation and pricing for meters as needed to achieve the City's adopted target.

- **Dedicate meter revenue to local access:** The primary goal of a smart parking pricing program is to enhance the ease and convenience of access to Downtown, not to maximize revenue. To ensure merchant and public support for parking pricing, any meter and/or fine revenue collected in excess of program costs should be dedicated to parking and/or transportation improvements through the Downtown's PBD, rather than going to the City's General Fund.

Funding

Installation, operation, and maintenance of parking meters for Downtown on-street parking spaces should be funded by the TMA. Sentry Meters are provided at no cost to "qualified" cities in exchange for approximately 40 to 50 percent of meter revenues and 40 to 50 percent of citation revenues from expired meters. A city qualifies for Sentry Meters if there is sufficient demand to warrant meters during a 30-day pilot program in which about four to ten Sentry Meters are installed in a location with average occupancy (at no cost to the city). Upon installation, a city would generally be able to set and adjust meter rates if they are at least $1.00 per hour and citations are $25 to $35 at a minimum. Traditional smart parking meters can range in price, generally ranging from $250 to $500 per single meter. As an example, there are roughly 210 on-street parking spaces in the Downtown Core. Metering this many spaces may range in cost from $53,000 to $105,000. If needed, the TMA should distribute a portion of the parking citation and meter revenues collected within Downtown back into the upkeep of on-street parking meters in addition to using citation and meter revenue for other parking and/or transportation expenditures.

Enhanced Parking Enforcement

Mid-Term Action 4 – If parking enforcement is needed in Downtown Los Altos, update Citywide enforcement practices to include Automatic License Plate Recognition (ALPR) and increase the frequency of parking enforcement by hiring at least one full-time Community Service Officer (CSO) or contracting with an outside company who provides these services.

Description

Parking enforcement has evolved over the years as the transportation field has become more heavily influenced by technology. While parking enforcement has traditionally been conducted on foot and with chalk markings on tires, there are several more modern innovations to assist in making enforcement more time- and cost-efficient. One of the most recognized technologies is ALPR. ALPR is a camera system (typically mounted on a vehicle) that takes pictures of license plates and uses a computer algorithm to determine whether a vehicle is in violation of the posted regulation. ALPR is an increasingly prevalent enforcement practice and has been adopted by many jurisdictions because it offers the potential to reduce staff and labor costs, resulting in long-term savings.

Existing parking enforcement is limited to one CSO that spends about 20 hours per week on parking enforcement citywide. There is an opportunity to both expand the number of personnel hours devoted to parking enforcement within Downtown as well as make enforcement more efficient through upgrades in technology.

Purpose

The primary purpose of parking enforcement in an area with time limits is to ensure that there is a proper turnover of vehicles, particularly in retail districts where it is not desirable for long-term parkers (e.g., employees) to occupy prime, store-front parking. Feedback from community members and City police indicates that there is a trend of business owners and employees parking in time-restricted spaces fronting their businesses, as Downtown employees understand that with infrequent enforcement, they can park long term in convenient spaces without consequence. This is supported by Downtown parking data showing that, although only 19 percent of surveyed vehicles parking on-street on a Thursday in December 2023 were there for three hours or more, those vehicles comprised 47 percent of the total hours that vehicles occupied parking spaces.

The turnover of vehicles can be critical to the economic success of a Downtown, and a consistent pattern of parking enforcement (with a varying schedule), even on a limited basis, can have a profound impact. The use of

modern technology such as ALPR can make parking enforcement a cost-effective option, while expanded enforcement hours coupled with technology upgrades would substantially increase the effectiveness of parking enforcement Downtown. Enforcement is not meant to be used to raise revenue or be cost neutral, but to create desired parking behavior by enforcing parking time limits.

Implementation

Should parking enforcement be needed in Downtown (i.e. parking meters installed do not include ALPR and automatic enforcement), it is recommended that the City of Los Altos invest in an electric interceptor with ALPR mounted on the vehicle to increase the efficiency of parking enforcement Citywide. In addition to upgraded technology, if enforcement is needed the frequency of enforcement within Downtown should be increased by hiring a full-time Community Service Officer (CSO) or contracting with an outside company providing these services, which would encourage parking turnover within Downtown.

It is noted that the City has already implemented the graduated violation fees recommended in the *Downtown Parking Management Plan for the City of Los Altos*, CDM Smith, 2013, with parking time violations set at $54 for first and second violations, and $151 for third and subsequent citations within a 12-month rolling period.

Privacy

User privacy is a common concern that often arises from the use of ALPR, with some motorists worried their vehicle information could be used or distributed without their consent. If ALPR or other such technology is to be employed in Los Altos, it is recommended that the City develop a policy regarding the security and use of data collected. The San Francisco Municipal Transportation Agency (SFMTA) has an effective two-page policy that could serve as a guide to the City; a copy is provided in Appendix D. By incorporating a privacy policy into a revised enforcement approach, the City can both address potential concerns and demonstrate that it is using new parking strategies strictly for their intended uses.

Funding

Enhancing enforcement in Downtown by purchasing an electric interceptor with ALPR and hiring a full-time CSO should be funded through the TMA (which would distribute Downtown citation revenues). A CSO would likely cost the City about $120,000 per year, not including benefits. An outside contract would cost approximately $115,000 per year, according to Inter-Con Security.

Safety Improvements

Mid-Term Action 5 – If parking plazas in Downtown are replaced with underground or structured parking, increase the perceived safety of the structures through strategies such as emergency blue light phones, camera systems, enhanced lighting, and signage.

According to feedback from the 2024 Downtown Los Altos community survey, multiple community members opposed replacing the existing parking plazas with public, underground parking structures due to a perceived lack of safety associated with underground parking. Improving safety and perceptions of safety associated with parking facilities (especially underground structures) would likely cause parking demand to spread out more evenly across the downtown area, reduce cruising for parking, and increase visitors. Below are several actions and strategies that would improve safety and perceptions of safety with the replacement of parking plazas with underground, structured parking.

Emergency Blue Light Phone

An emergency blue light phone is a phone station where a person can press a button and immediately dial emergency services when they feel unsafe. These stations have a blue light in order to stand out at night from other light sources. The blue light flashes when the button is pushed to alert people nearby that there is an emergency. Emergency blue light phones are typically used on college campuses such as University of California,

Berkeley and California Polytechnic University, San Luis Obispo because students regularly walk around campus at night. These phone stations are usually positioned so that at least one station is always visible from another and placed along regularly used paths.

In Downtown Los Altos, these stations could be installed in parking facilities, especially underground structures, where there is a perceived or demonstrated safety issue. It should be noted that devices do have false alarms and prank calls but still have a positive impact on safety and perceptions of safety.

Camera System

A system consists of cameras along routes or parking lots that people have cited as feeling unsafe or have a high crime rate. These cameras would record continuously and footage could be referenced to better respond to crimes or emergencies in public spaces. The camera system could be made up of standard CCTV cameras on nearby buildings, or a mobile camera and solar panel system. In the case of Downtown Los Altos, cameras would be placed either in parking areas (especially underground structures) or along routes to parking areas. As an example, a mobile parking camera system with solar and battery storage has been commonly used in commercial parking lots in the Cities of Santa Rosa and Rohnert Park.

Lighting

Adding more light to Downtown Los Altos, especially along side streets and in parking facilities and at a pedestrian (rather than vehicle) scale, would help deter crime by making it more difficult to hide and making crimes easier to see. This would also improve perceptions of safety by making people feel more comfortable walking around due to the increased visibility.

Signage

Placing signage in parking lots about the presence of cameras does deter crime by making potential criminals aware that are more likely to be caught in that location. Signs that remind users to lock their car doors or take valuables may reduce the harm done by crimes and make people more aware if a crime is being committed, but would likely also make people feel less safe because they know criminals operate in the area.

Funding

Safety improvements for publicly-owned underground or structured parking facilities could be funded by the TMA, while the City could require that developers pay for safety improvements for privately-owned, publicly available underground or structured parking facilities. Emergency blue light phones cost about $9,500 to install and about $1,000 per year to maintain. Camera systems range in cost depending on the number and type of cameras as well as the monitoring system; lower-cost systems are in place in both Santa Rosa and Rohnert Park which cost about $30,000 to purchase with ongoing costs of $11,000 per year for monitoring by the provider.

Parking Wayfinding

Mid-Term Action 6 – Install wayfinding signage throughout Downtown Los Altos to direct drivers to publicly available off-street parking facilities.

Description

Parking wayfinding such as highly visible directional signage can better direct motorists to public, off-street parking or private lots that are publicly available. The signs should be in line with public standards (e.g., the use of a large "P") and be consistent with the *California Manual on Uniform Traffic Control Devices*.

Purpose

Wayfinding signage can be used to direct motorists, pedestrians, and bicyclists. For motorists, the time taken to search for vehicle parking may be reduced and the visibility of parking availability may be increased. By doing so, motorists may be more willing to park in slightly less convenient lots, knowing that their destinations are close.

Pedestrian-oriented signage directs people on foot to and from parking facilities as well as providing information regarding the proximity of destinations. For bicyclists, signage can direct users to bicycle parking and safe routes.

Implementation

Wayfinding signage should be installed throughout Downtown Los Altos to supplement the online resources described in the "Mobility Information" section. While many residents and visitors to Downtown would use local knowledge or online resources to choose a parking facility ahead of time, parking wayfinding would benefit drivers searching for parking without a facility in mind by directing them to the nearest lot and communicating which lots are currently available to the public. Highly visible directional signage should be located near high-occupancy areas (such as along Main Street and State Street) as well as along commonly used routes into Downtown (including First Street, Second Street, and Third Street).

Parking wayfinding can be implemented in different ways with varying degrees of information for motorists. For example, static wayfinding signage can offer relatively basic information, but can also note factors such as hours of availability if public-private shared parking agreements are pursued. Figure 27 shows a simple example of a shared parking sign indicating the hours of availability for the lot.

Figure 27 Time-Limited Parking Signage

Conversely, automated counters and accompanying real-time signage can be used for larger facilities. Automated counters typically track the number of vehicles entering and exiting large off-street parking lots and provide information on electronic signs or apps about the real-time availability of parking spaces, helping to direct visitors to the lot. A sign using automated counters is shown in Figure 28.

Figure 28 Real-Time Parking Signage in San Jose

Funding

The TMA should be responsible for funding wayfinding signage for Downtown Los Altos. The costs associated with the wayfinding systems can vary significantly depending on the technology used to build them, with static signage being considerably cheaper than real-time electronic signage. A higher cost system involves the use of automated counters or sensors and accompanying signage. Automated counters typically track the number of vehicles entering and existing large off-street parking lots and provide information on electronic signs or online about the real-time availability of parking spaces, helping to direct visitors to each facility. Alternatively, sensors may be placed overhead or beneath the pavement at each parking space, providing data on the occupancy of each individual parking space in addition to the entire lot. The granular data offered by sensors could be helpful for shared parking lots in which only a portion of the spaces are publicly available.

Accessible On-Street Parking

Mid-Term Action 7 – Require that developers making changes to on-street vehicle parking on a road segment provide sufficient on-street accessible parking spaces per the *Public Right-of-Way Accessibility Guidelines* (PROWAG).

It is recommended that if any changes are made to on-street vehicle parking on a road segment, the City and/developer must follow the *Public Right-of-Way Accessibility Guidelines* (PROWAG), United States Access Board, 2023, and, if necessary, provide the minimum number of on-street accessible parking spaces from Table R211.

For off-street parking provided by a development, the City Code would continue to require accessible parking spaces per the *California Building Code*, 2022. In addition to these guidelines for off-street parking, new guidelines for on-street parking inform the amount of accessible parking that a development supplies. The federal government recently updated the PROWAG guidelines to require that any modification of on-street vehicle parking must add accessible parking spaces to the curb per Table R211. The City Code should reference PROWAG such that developers are aware of the requirements to add accessible on-street parking spaces, improving access to new buildings Citywide for persons with disabilities.

Maintenance and Upgrades of Parking Facilities

Mid-Term Action 8 – Maintain off-street public parking facilities through regular repaving and restriping. Upgrade lots by providing electric vehicle charging stations in facilities.

It is recommended that off-street public parking facilities in Downtown, including existing parking "plazas" and future underground or structured parking, be regularly repaved and restriped to ensure a consistently positive experience for drivers visiting Downtown. It is noted that many of the spaces in Downtown are smaller than the City's current design standards for off-street parking spaces, so repaving and restriping the parking plazas according to current standards may result in slightly fewer spaces. Electric vehicle charging stations should be provided in existing and future off-street public parking facilities with clear and conspicuous signage.

Funding

Repaving and restriping of off-street public parking facilities, as well as installation of electric vehicle charging stations within public lots and structures, should be funded by the TMA.

Implementation Timeline

As noted previously, there are a range of strategies proposed in this report categorized into two phases. Table 8 shows the projected timeline and prioritization of each of the strategies.

Table 8 – Timeline and Prioritization of Strategies

Strategy	Short-Term (0-2 years)	Mid-Term (2-5 years)
Business Improvement District (BID)	Implement	
Shared Parking Agreements	Implement	
Adjust Parklet Pricing	Implement	
Mobility Information	Implement	
Introduce In-Lieu Fee	Implement	
Bicycle Parking Improvements	Implement	
Move "Yellow Book" Visitor Permits Online		Implement
Relocate "White Dot" Employee Spaces		Implement
Parking Meters		Implement
Enhanced Parking Enforcement		Implement*
Safety Improvements		Implement
Parking Wayfinding		Implement
Require Accessible On-Street Parking		Implement
Maintain and Upgrade Parking Facilities		Implement

Notes: * May be implemented based on need

Conclusions and Recommendations

Conclusions

While community feedback and occupancy data indicate that parking in Downtown Los Altos currently functions relatively well, planned development and replacement of the off-street parking "plazas" could result in changes in overall parking demand and necessitate how the City manages its parking. Presently, the highest parking occupancy occurs during the midday and in the Downtown Core (along State Street and Main Street, as well as within a block of State and Main Streets on Second and Third Streets). Occupancy data indicates that there is appreciably less utilization in private lots than in public on-street spaces and lots. In the short term, this presents an opportunity to make some existing private spaces publicly available through shared parking agreements managed by a Downtown TMA, a component of a BID. In the mid-term, on-street parking meters, enhanced enforcement through technological or personnel upgrades, and revisions to the existing "White Dot" employee parking program (among other strategies) could allow the City to manage the increase in parking demand associated with growth outlined in the City's Downtown Vision Plan. Additional strategies to improve the experience of residents, employees, and visitors to Downtown are recommended such as enhanced bicycle parking, online mobility information and visitor permits, parking wayfinding signage, and safety improvements for future underground or structured facilities.

Recommendations

A phased approach is recommended as a gradual process to implement parking management in Downtown Los Altos and address parking needs should they arise from future development. The recommended phased actions are as follows.

Short-Term (0-2 Years) Actions

- **Short-Term Action 1 -** Create a Business Improvement District (BID) for Downtown Los Altos that includes a Transportation Management Association (TMA) as a component of the BID. Establish the area bounded by Foothill Expressway, South San Antonio Road, and West Edith Avenue as a Parking Benefit District (PBD).
- **Short-Term Action 2 -** Direct the TMA to pursue shared parking agreements with private off-street lot owners. Require that developers removing Downtown parking "plazas" replace the parking spaces lost.
- **Short-Term Action 3 -** Set the annual cost of a parklet equal to the value of the on-street parking space(s) to be replaced.
- **Short-Term Action 4 -** Provide online mobility information for visitors, employees, and residents traveling to/from Downtown.
- **Short-Term Action 5 -** Amend the City's Zoning Code to make all of Downtown a single Parking District. Within the Downtown Parking District, institute a parking in-lieu fee.
- **Short-Term Action 6 -** Develop secure long-term bicycle parking facilities in Downtown Los Altos and follow design standards with short-term bicycle racks.

Mid-Term (2-5 years) Actions

- **Mid-Term Action 1 -** Replace the "Yellow Book" customer parking permits with online, all-day visitor parking permits.

- **Mid-Term Action 2 -** Relocate "White Dot" Employee Parking Permit (EPP) spaces to shared parking facilities and underground parking garages as they become available.

- **Mid-Term Action 3 -** Install parking meters for on-street spaces in the Downtown Core with graduated meter rates and return revenues to Downtown via the PBD.

- **Mid-Term Action 4 -** Should enforcement in Downtown be needed, enhance parking enforcement through Automatic License Plate Recognition (ALPR) and hiring a new full-time Community Service Office (CSO) or contracting enforcement to an outside company.

- **Mid-Term Action 5 -** Increase the perceived safety of underground parking structures Downtown, if constructed, through strategies such as emergency blue light phones, camera systems, enhanced lighting, and signage.

- **Mid-Term Action 6 -** Install wayfinding signage throughout Downtown Los Altos to direct drivers to publicly available off-street parking facilities.

- **Mid-Term Action 7 -** Require that developers changing on-street vehicle parking on a road segment provide sufficient on-street accessible parking spaces per PROWAG.

- **Mid-Term Action 8 -** Maintain public parking facilities through regular repaving and restriping. Provide electric vehicle charging stations in facilities.

Appendix A

Economic and Financial Feasibility Assessment

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MEMORANDUM

To: Brian Canepa, Principal, W-Trans

From: Derek W. Braun, Principal
Arpita Banerjee, Associate

Date: May 17, 2024

Project: Los Altos Downtown Parking Strategy

Subject: Economic and Financial Feasibility Assessment

The purpose of this memo is to describe the findings and conclusions of Strategic Economics' assessment of the relationship between parking requirements and the financial feasibility of housing development in Downtown Los Altos. Although written as a memo, the rest of the content in this document is intended for possible direct inclusion in W-Trans's deliverable for Downtown Los Altos Parking Strategy.

Introduction

Parking policies are linked to the financial feasibility of future housing development in Downtown Los Altos. Parking is costly to build in a housing development project, yet a certain level of parking (or alternatives to on-site parking) is necessary for a project to attract tenants or buyers at typical rents or sales prices. Market-rate housing developers therefore seek to provide the least amount of parking—or alternatives to on-site parking—that will still meet tenant or buyer expectations, support high rents or sales prices, and maximize project revenues.

Based on these considerations, the Downtown Los Altos Parking Strategy effort included an assessment focused on ensuring that the recommended policies support the financial feasibility of future housing development in Downtown Los Altos. The assessment included reviews of recent housing market and feasibility studies conducted for Los Altos and nearby cities, and interviews with developers of market-rate and affordable housing who are active in Los Altos and nearby communities.

The following findings and conclusions describe:

- Factors that affect parking demand at housing development projects
- The parking ratios required to successfully sell or lease market-rate housing units in Downtown Los Altos, including consideration of the types of housing that are currently financially feasible to build

- Receptiveness of housing developers to alternative parking arrangements
- The ability of market-rate housing development to provide replacement public parking when built on publicly owned lots
- Unique considerations for developers of deed-restricted affordable housing

General Factors that Affect Parking Demand at Housing Developments

Residents' demand for on-site parking arises from their need to use a car to fulfill day-to-day needs in the absence of alternatives to driving. Residents depend on cars when they must travel substantial distances to access jobs or shopping destinations in areas not well-served by transit or other modes of transportation. Reliance on cars to fulfil day-to-day needs creates demand for parking.

High quality transit and access to walkable day-to-day retail amenities can decrease residents' dependence on private automobiles and corresponding demand for on-site parking. High quality transit provides an alternative mode of transportation to access jobs and other destinations. Access to retail establishments within walkable distances can decrease the need to make frequent car trips to purchase day-to-day essentials. Areas well served by transit and walkable amenities allow residents to reduce their dependence on automobiles and can therefore decrease demand for parking at their homes.

Developers build on-site parking in response to resident demand, providing higher parking ratios in predominantly car-dependent contexts and lower parking ratios in areas with access to alternative modes of transportation. In core urban locations with access to high quality transit options, developers are often able to provide relatively low parking ratios such as one space or less per housing unit. However, in locations lacking access to high quality transit, developers typically provide parking ratios greater than one space per unit, since residents are more likely to use their cars for transportation and demand on-site space for storing their vehicles.

Parking competes with housing units for space when built on-site at a housing development project; since parking typically generates less revenue compared to housing units, developers are incentivized to provide as little parking (or alternatives that still generate additional costs for the developer) as possible while still meeting tenant and buyer demand. Developers interviewed for this study noted that on-site parking can cost between 10 to 20 percent of the cost of building a housing unit, but the additional cost of building parking typically is not fully recovered through unbundled parking rents or home sales prices. As a result, developers seek to maximize profit-generating residential space on buildable land, especially when land values are high.

Developers provide on-site parking through three main formats—surface parking when there is ample, inexpensive land available on-site, and structured or subterranean parking when higher-intensity zoning and high land values incentivize maximizing the number of housing units on-site. Surface parking is typically found in locations where zoning only allows relatively low-density housing products. In areas with conditions including strong demand for housing, zoning that allows higher intensity housing products, and relatively high land costs, developers provide structured parking to maximize the space available on-site for revenue-generating residential space.

Although structured and subterranean parking allow for efficient site use for higher-density housing developments, these formats are also relatively costly to build. Surface parking involves minimal construction and has fewer costs beyond the price of land—but precludes use of the land for building housing or outdoor amenities. Structured and subterranean parking involves construction of a concrete parking structure. As a result, structured and subterranean parking are typically five to fifteen times more expensive to build than surface parking, depending on soil conditions, cost of materials, construction techniques and vehicle clear heights.

Subterranean garages enable higher-density housing projects to provide additional housing units without increasing project height, but these garages are 1.5 to 2 times more expensive to build than above-ground garages due to expensive construction techniques involving excavation and groundwater management. The greater the depth or number of levels in a subterranean garage, the more complex and expensive it is to build. The high cost of building complex subterranean parking structures increases the cost of development, thus requiring high achievable rents or sales prices to justify this additional project cost.

Since parking is expensive to build, developers seek to provide the least amount of on-site parking required to ensure that their housing units are readily marketable for sale or lease. Parking adds to the marketability of a housing unit in a market where residents expect and are willing to pay for on-site parking. However, an additional parking space can increase the cost of constructing a housing unit by between five to fifteen percent. While there is an incentive to building parking on-site to appeal to customers, building excessive on-site parking can also make a project financially infeasible to build.

Eliminating minimum parking requirements or allowing off-site parking arrangements can create flexibility for housing developers, but developers are unlikely to reduce on-site parking ratios unless demand for parking or convenient access to parked vehicles changes significantly. Eliminating minimum parking requirements or allowing alternative parking arrangements will enable developers to decrease on-site parking ratios in response to changes in parking demand for future projects. However, developers will continue to provide whatever level of parking is required to market their housing units regardless of whether minimum parking requirements exist.

Issues Impacting Housing Parking Demand in Downtown Los Altos

Strong demand and expectations for on-site parking exist among the affluent buyers and renters of the high-cost market-rate housing that is typically built in Los Altos. Most Los Altos residents are homeowners, with 95.9 percent of all housing units in the city being owner-occupied. The median value of owner-occupied housing units in Los Altos was over $2 million in 2022, and each household owned an average of two cars.[1]

Downtown Los Altos lacks robust regional transit connections that could potentially decrease residents' dependence on cars and the associated demand for on-site parking. Downtown Los Altos' sole publicly accessible regional transit connection runs approximately twice an hour. U.S. Census data for the 2018 to 2022 period shows that 84 percent of working Los Altos residents who commuted to a job away from home did so by driving alone. Downtown Los Altos does, however, offer walkable access to some day-to-day retail amenities such as groceries.

[1] U.S. Census American Community Survey, 2018-2022 Estimates.

Housing Development Feasibility Considerations, Parking Ratios, and Alternative Parking Options in Downtown Los Altos

Approximate average minimum parking ratios for ensuring marketability of housing units in Downtown Los Altos range from two spaces per housing unit for ownership townhomes, 1.25 to 1.5 for condominiums in multifamily buildings, and 1.0 to 1.5 for rental housing in multifamily buildings. These ratios are based on interviews conducted with housing developers active in and near Los Altos. These developers noted that parking ratios could not be further reduced in Downtown Los Altos due to limited local alternatives to driving and the need to maintain marketability of housing products in the area. The cited lower parking ratios are achievable for multifamily products due to the typical inclusion of a larger share of smaller housing units such as one-bedroom units and, in the case of rental housing, studios in these projects. Renters are also more likely to tolerate slightly reduced parking in exchange for lower housing costs.

Housing developers often build underground parking in Downtown Los Altos—despite this format incurring the highest construction costs—to maximize revenue-generating high-value residential space. Downtown Los Altos has a height limit of 3 stories or 35 feet. Lot sizes in Downtown Los Altos are smaller than other parts of the city and are typically less than an acre. Developers aim to maximize revenue-generating leasable or saleable residential space on site to compensate for the high costs for land and housing construction in Downtown Los Altos. Within the constraints of a relatively smaller lot and existing height limits, developers maximize residential space by providing parking underground. Typical sales prices of market-rate condominiums in Los Altos generate sufficient revenue to support the costs of building underground parking.

Ownership condominiums and townhomes are currently financially feasible to build in Downtown Los Altos, due to the high sales prices commanded by for-sale products in the city; multifamily rental products are currently infeasible to build, however. According to a recent financial feasibility study by BAE for the City of Los Altos, for-sale condominiums[2] are financially feasible to build in the city. The study analyzed a project consisting of 40 units on a half-acre site and found that likely sales prices per unit would exceed $1 million. The study also showed that a townhome development built at 14.5 dwelling units per acre would be financially feasible to build in Downtown Los Altos. Both ownership products were assumed to include an average of two parking spaces per housing unit. However, the study found that rental housing is currently infeasible to build in Downtown Los Altos, even with relatively lower parking ratios compared to ownership products.

Alternative off-site parking arrangements would have limited impact on developers choosing to reduce on-site parking ratios in Downtown Los Altos due to buyer and tenant preferences for convenient access to their vehicles. Since residents pay high market-rate sales prices and rents in Downtown Los Altos, strong expectations exist for convenient access to their vehicles through on-site parking.

Housing developers interviewed for this study noted that any alternatives to on-site parking—including options that might be funded via a parking in-lieu fee—will be more likely to be used by developers if any off-site parking spaces are immediately adjacent to the housing, guaranteed for residents, and secure and separate from public parking spaces. These factors were noted as ways to make any off-

[2] BAE Urban Economics, "Administrative Draft Inclusionary Housing and In-Lieu Fee Financial Feasibility Study, Prepared for the City of Los Altos," October 23, 2023. The study analyzed condominium and townhome development prototypes built at 84 and 57 dwelling units per acre, respectively, with two parking spaces per unit. The multifamily rental prototype was tested at 105 dwelling units per acre, with 1.42 parking spaces per unit.

site parking solution more acceptable to developers, although interviewees were generally skeptical of off-site parking solutions. One interviewee did, however, note past success with sharing a parking garage with an immediately adjacent office development.

Housing developers are more likely to use off-site parking options for guest spaces or second spaces for housing units in multifamily developments. Developers interviewed for this study noted that including at least one on-site parking space per housing unit is important for maintaining the marketability of housing units in Downtown Los Altos. However, developers may be more receptive to paying in-lieu fees in order to provide additional parking spaces at an alternative off-site location for multifamily buildings (condominiums and rental apartments).

Ultimately, a housing developer will examine potential use of a parking in-lieu fee based on consideration of the fee amount versus the impacts on net project revenue. Based on the City's recently completed financial feasibility analysis, construction costs for subterranean parking at a multifamily building in Downtown Los Altos could potentially range from $60,000 per space, with stacked parking, to $85,000 per space without stacked parking. At minimum, a parking in-lieu fee would need to be established at an amount lower than these costs to attract developer interest. Developers, however, will also consider the decline in project marketability and value associated with providing fewer on-site spaces—which could be substantial for the first parking space per unit in a multifamily building.

Market-rate housing development projects likely have very limited ability to fund replacement public parking if built on City parking lots—but increased zoning capacity and reductions in other City fees could improve the financial capacity of projects to provide replacement parking. The City's recently completed financial feasibility analysis found that some ownership development prototypes may generate residual value after accounting for all project construction costs, land costs, and developer return. This remaining revenue could potentially fund a limited number of replacement public spaces at a project—provided sufficient buildable area exists and the project can absorb additional construction costs created by inefficiencies associated with isolating public and private parking spaces from each other. However, the analysis also showed that the prototypes primarily generate excess residual value if zoned capacity is increased and other City fees or affordable housing requirements are reduced.

Unique Considerations for Affordable Housing Projects

Residents at any future deed-restricted affordable housing projects in Downtown Los Altos will need sufficient parking to provide access to jobs and amenities. Deed-restricted below market rate (BMR) affordable housing projects and units serve households earning less than 120 percent of area median income (AMI), with 100 percent affordable housing projects primarily serving households earning incomes well below 80 percent of AMI. The Santa Clara County AMI is currently $181,300 per year for a 4-person household.[3] Although parking needs at affordable housing projects are less driven by market demand and marketability of the units, these housing projects must provide sufficient parking to serve tenants who need access to jobs and amenities throughout the region.

Affordable housing projects in Downtown Los Altos would likely need to provide approximately one parking space per housing unit, minimum, to meet resident needs. Developers interviewed for this

[3] California Department of Housing and Community Development, 2023.

study noted that affordable housing projects will need to provide parking ratios of approximately one parking space per unit to meet the needs of residents, given Downtown Los Altos' limited transit service and limited walkable access to major destinations.

Downtown Los Altos is a challenging location for affordable housing developers to pursue projects due to the likely need to build any on-site parking in a costly structured format. A parking ratio of one space per housing unit is relatively high for affordable housing projects, especially compared to projects in nearby communities like Mountain View and Palo Alto. Moreover, site constraints and height restrictions in Downtown Los Altos make it likely that on-site parking would need to be built in a structure and potentially underground—dramatically increasing overall construction costs for the project. Affordable housing developers seek to build cost-efficient projects and must compete for a variety of outside funding sources. These developers may therefore be reluctant to pursue affordable projects requiring construction of structured or subterranean parking in Downtown Los Altos.

Affordable housing developers pursuing projects in Downtown Los Altos will likely require significant local funding contributions—such as dedication of public land—and may potentially be receptive to alternative options for meeting parking needs to reduce development costs. The City of Los Altos has designated Parking Plaza 8 for affordable housing development. However, affordable housing developers will likely need significant local contributions and additional measures to reduce construction costs to pursue a feasible project. Examples include contribution of the land at no cost to the developer and reducing construction costs by providing cost-effective alternatives to on-site parking—such as designating parking spaces in a public garage or other measures funded via a parking in-lieu fee. Affordable housing development projects are especially unlikely to be able to support the cost of replacing public parking unless additional funding is provided by the City of Los Altos, given the existing funding gap for these projects and the limitations on how other sources of subsidy may be used.

Appendix B

Community Outreach Summary and Responses

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Los Altos Parking Strategy
Stakeholder Meeting Notes, 2.13.24
Attendance:
City of Los Altos: Stephanie Williams, Nick Zornes
Consultant Team: Brian Canepa, Mark Brown (W-Trans), Quentin Freeman (Plan to Place)

Stakeholders:
Kim Cranston (Downtown Property Owner)
Adele Hennig (Assistants League of Los Altos, owner at 3rd and State)
Abby Ahrens (Echané Hotel Owner Downtown)
Robert Hindman (Los Altos Community Investments, Downtown Collaborative, Los Altos Property Owners Downtown)
Mel Kahn (Downtown Property Owner)
Scott Hunter (LAVA)

On February 13, 2024, members of the Consultant Team and the City of Los Altos met with six stakeholders representing downtown property owners in Los Altos, from 10-11 am (Kim Cranston, Adele Hennig, Abby Ahrens, Robert Hindman, & Mel Kahn) and from 11:30 am-12:30 pm (Scott Hunter) to discuss the Los Altos Downtown Parking Strategy. The goal of these meetings was to share information about the Parking Strategy project and hear stakeholder feedback, concerns, and ideas for managing parking today and in the future.

Key Emerging Themes:

- Parking downtown is well utilized, especially on-street and around State, Main, and 2nd Streets.
- On-street and off-street public parking lots are much more utilized than off-street private lots. Some of this may be due to certain lots and spaces being "reserved" for customers of a specific business. There could be opportunities there for shared parking arrangements.
- It does not appear that time limits are being followed, and around 12 percent of on-street parked vehicles stay for more than 3 hours—on average for over 5 hours.
    - Low enforcement of parking time limits, little incentive to park off-street: many downtown employees park in street parking outside their place of work all day, limiting available parking for patrons and leading to low parking turnover downtown

- White dot program underutilized due to lack of education, low maintenance of striping & dots
    - Existing parking plazas feel unsafe, undermaintained
- Resistance to paid parking: how to incentivize turnover/off street parking without being punitive?
- How to ensure that in lieu fees generated downtown stay downtown?

Concerns

- Standards/conditions of existing parking lots – felt they are poorly lit, dangerous, and not well maintained
    - Spot width inconsistent, inefficient
- Concern over safety of underground parking lots
- Little enforcement of parking limits on-street – people stay all day
    - Employees parking in street parking outside their place of work all day and limiting available parking for patrons, low turnover
    - Question of efficacy of white dot program
- Delivery drivers come to Los Altos during prime hours because other neighboring cities limit delivery times to early morning / late night and Los Altos doesn't restrict
- Difficult to find parking during lunchtime (peak parking hours)
    - Concern over decreasing surface parking
    - Residents unwilling to change habits and park off-street
- Any time there's construction or special events that impact access to downtown and parking, businesses downtown are concerned
    - Not always a parking issue, but limits access to businesses
- Underutilized private lots
- Resistance to paid parking

Successes, opportunities

- Overall in favor of maintaining free parking
    - If paid parking were to be implemented, there would need to be effective education and wayfinding
- With development of below ground parking, let employees park there all day for free to incentivize not parking on the street & free street parking for patrons
    - How to incentivize parking off-street?
- Need to thoughtfully fund the vision of Downtown Los Altos that's being developed.
    - How can parking in lieu fees be used effectively?

- City could adjust widths of parking spots and re-stripe to add new parking capacity, make spots more usable
- Shared parking agreements with private lots to make unused spaces more accessible
- Transportation Management Associations (TMAs) or Business Improvement Districts (BIDs) can be good ways to handle area-wide issues, improvements, and other projects. These can implement programs at scale.
- No complaints about residential parking impacting business parking downtown – so much vibrancy from increased density of housing

Los Altos Parking Strategy
Stakeholder Meeting Notes, 3.6.24 9-10 am
Attendance:
City of Los Altos: Stephanie Williams, Nick Zornes
Consultant Team: Brian Canepa, Mark Brown (W-Trans), Quentin Freeman, Rachael Sharkland (Plan to Place)

Stakeholders:
Kim Mosley (President of Chamber of Commerce), Kathy Lera, Ginny Lear, Mimi Ly, Scott O'Brien, Marc Sidel, Anne Paulson, Gary Hedden, Kei Worry, Mel Kahn, Shannon Geary, John Lee, Penny Lave, Tim Giacomini, Ellen Bialsi, Marie Young, Kamrin Desmond, Dennis, Joe Beninato, Kim Cranston

Total attendance: 20

On March 6, 2024, members of the Consultant Team and the City of Los Altos convened a stakeholder meeting to better understand concerns about existing parking conditions and the impact of anticipated future development on downtown parking. Stakeholders included Downtown business owners, property owners, affordable housing representatives, real-estate representatives, residents, Village Association members, and Chamber of Commerce members.. Received feedback will guide the proposed set of strategies to meet current and expected future parking demand.

Project Focus::

- The Parking Strategy is distinct from past efforts because it has a focus on action and will include proposed implementation timelines.
- The intent is to propose a suite of parking strategies that will improve patron parking experience, manage employee parking, enhance business performance, and prioritize cost-effectiveness.

Concerns

- General concern that this effort will not result in effective implementation actions.
- Private/shared parking agreements: owners are hesitant to allow the use of private parking spaces because of potential liability. Blanket coverage from the City or incentives to owners would facilitate shared parking agreements.

- Downtown business employees use on-street parking for several hours a day. This competes with visitor/ patron parking demand.
- Downtown is inaccessible for disabled people, parents with strollers etc.
- Restaurant parklets are a holdover from old COVID-19 regulations, and should be reconsidered.
- Concern over developing parking plazas.

Opportunities

- The City should invest in transit options (e.g multi-modal transportation options, bike infrastructure) to reduce the need for a car downtown.
- The City should consider a variety of users now and in the future with a range of abilities (e.g. the elderly, kids, pregnant people, families, etc). This is especially important considering the aging population of Los Altos.
- As part of the updated Circulation and Mobility Elements of the General Plan the City will be considering holistic improvements for the street network and transit options. This is not part of the current Parking Strategy effort.
- A Business Improvement District is being considered that could help administrate a potential Transportation Management Association (TMA), should a TMA be proposed.

Los Altos Downtown Parking Strategy:
Community Outreach| SUMMARY

Workshops

- Tuesday, March 12, 2024, 5:30 - 7pm | Virtual Workshop via ZOOM
- Tuesday, March 19, 2024, 5:30 - 7pm | In-Person at Los Altos Community Center

Pop-Ups

- Friday, April 5, 2024, 4 - 6pm | Veterans Community Plaza, Downtown Los Altos

Community Questionnaire

- Open online from Tuesday, March 12, 2024 - Wednesday, May 1, 2024

OVERVIEW OF COMMUNITY SENTIMENTS ON KEY THEMES

The majority of community members engaged across all outreach activities identified as Los Altos (non-downtown) residents, followed by Downtown visitors. Respondents felt that parking downtown was either easy or somewhat easy; 26% of respondents to the Community Questionnaire felt that parking downtown was difficult compared to only 5% of respondents at the two workshops. The majority of respondents walk less than a block up to 2 blocks from their car to their destination downtown, and feel that 3-5 blocks is too far to walk from their car to their destination. All respondents felt that parking downtown was either safe or very safe. Support for metered parking downtown was split. Below is a summary of community sentiments across all outreach activities on key themes that emerged from discussion and public comment.

METERED PARKING

- Concern that adding metered parking would be a deterrent for visitors and drive patrons to other nearby downtown areas where parking is free
- Suggestion to implement low-cost metered parking, charging slightly more for street parking on State and Main, as effective measure to ensure parking turnover in prime areas

CREATION OF UNDERGROUND PARKING, ABOVE GROUND PARK

- Support for underground parking to allow space for parks and greenspace above
- Opposition to underground parking structures and support for maintenance of street level parking or parking plazas, due to:
    - Perceived lack of safety
    - Exorbitant cost, draining City resources
    - Adequate existing parking, no need to create additional parking

SHARED PARKING AGREEMENTS

- Support for creation of shared parking agreements, particularly with commercial and business-use developments

HANDICAPPED/ADA ACCESSIBLE PARKING

- Support for maintenance of existing handicapped parking in the plazas
- Support for dedicated handicapped parking on main streets downtown

PARKLETS

- Support for reclaiming on-street parklets for parking
- Limited support for maintaining parklets and other pedestrian amenities downtown

AFFORDABLE HOUSING

- Support for City prioritizing housing/affordable housing Downtown

EMPLOYEE/BUSINESS PARKING

- Support for employee/business permitting program
- Support to better manage employee parking
    - Provide adequate parking for downtown employees, but discourage employees and business owners from parking long-term in high-demand parking spots downtown
    - Enhance existing white-dot program to concentrate long-term parking in certain areas

ALTERNATIVE PRIORITIES TO PARKING

- Support for more public amenities including: stores, businesses, affordable housing, landscaped open space, parks, art to create a more vibrant downtown rather than allocating more space to parking
- Improve multimodal connections including bicycle and pedestrian infrastructure to create a more vibrant and walkable Downtown

WORKSHOPS SUMMARY

Overview

The City of Los Altos and the Consultant team held two community meetings, one virtually on 3/12/24 and one in-person on 3/19/24 at the Los Altos Community Center. The purpose of these community meetings was to: 1) raise awareness about the Downtown Los Altos Parking Strategy; 2) receive feedback about community member's experience with current parking conditions; and 3) assess concerns and hopes about the impact on parking of future growth anticipated in the Downtown Vision Plan and Housing Element. Both workshops followed the same agenda (below).

Workshop Agenda

1. Welcome, Team Introduction, Participant Demographics Poll
2. Project Presentation, Participant Questionnaire Poll
3. Participant Q&A
4. Report Back, Next Steps

The virtual workshop began with a welcome from Stephanie Williams, Los Altos Deputy Planning Director, while the in-person workshop began with a welcome from Brian Canepa. In both meetings, Quentin Freeman (Plan to Place) then facilitated a demographic poll to assess who was in attendance. Following the poll, lead consultant Brian Canepa (W-Trans) gave an overview of the Downtown Los Altos Parking Strategy, covering the following items:

i. Objectives and purpose of parking study
ii. Schedule, where we are now, where we're headed
iii. What we've heard so far, what we've collected to date
iv. Community Questionnaire Poll: What are your main concerns?
    - *Interactive poll where participants shared their feedback in real time. Results below.*
v. How your input will help tailor our recommendations
vi. Toolbox of best practices that other communities have employed

Following the presentation in both workshops, Brian facilitated a question and answer session with participants. The meeting concluded with a brief report back of feedback received and a summary of upcoming opportunities to get involved. This virtual workshop and in-person workshop pairing will be followed by a pop-up event on April 6th. Feedback received during all three engagement efforts will guide the development of the Downtown Los Altos Parking Strategy. See appendix for a full transcript of feedback received at each meeting.

This summary includes high-level themes derived from both workshops, combined poll responses from both workshops, and individual feedback received at each workshop.

In Attendance

Members of the Public: 18 participants virtually | 10 participants in-person

City of Los Altos: Stephanie Williams, Deputy Planning Director and Nick Zornes, Planning Director

Consultant Team: Brian Canepa, Mark Brown, Ben Bogas (W-Trans); Rachael Sharkland, Quentin Freeman (Plan to Place)

Key Themes From Workshops

- Shared interest to better manage employee parking

    - Provide adequate parking for downtown employees, but discourage employees and business owners from parking long-term in high-demand parking spots downtown
    - Enhance existing white-dot program to concentrate long-term parking in certain areas
- Support for introduction of shared parking agreements
- Mixed response to potential for introducing paid parking options
    - Effective method to ensure parking turnover in prime parking areas
    - Concern that may make visitors feel unwelcome
- Support for non-auto related mobility e.g. walking and bicycling
- Support for increasing the vibrancy of Downtown Los Altos with greenspace, pedestrian access and family amenities
    - Need to manage traffic and parking accordingly
- Mixed response to the potential for developers to prioritize public parking replacement
    - Some participants would rather see developer funds go toward affordable housing
    - Participants generally supported new development providing all parking on-site (underground parking preferred)

Demographic Poll and Questionnaire:

Combined results of the Menti polls are below (see the appendix for full results for each workshop):

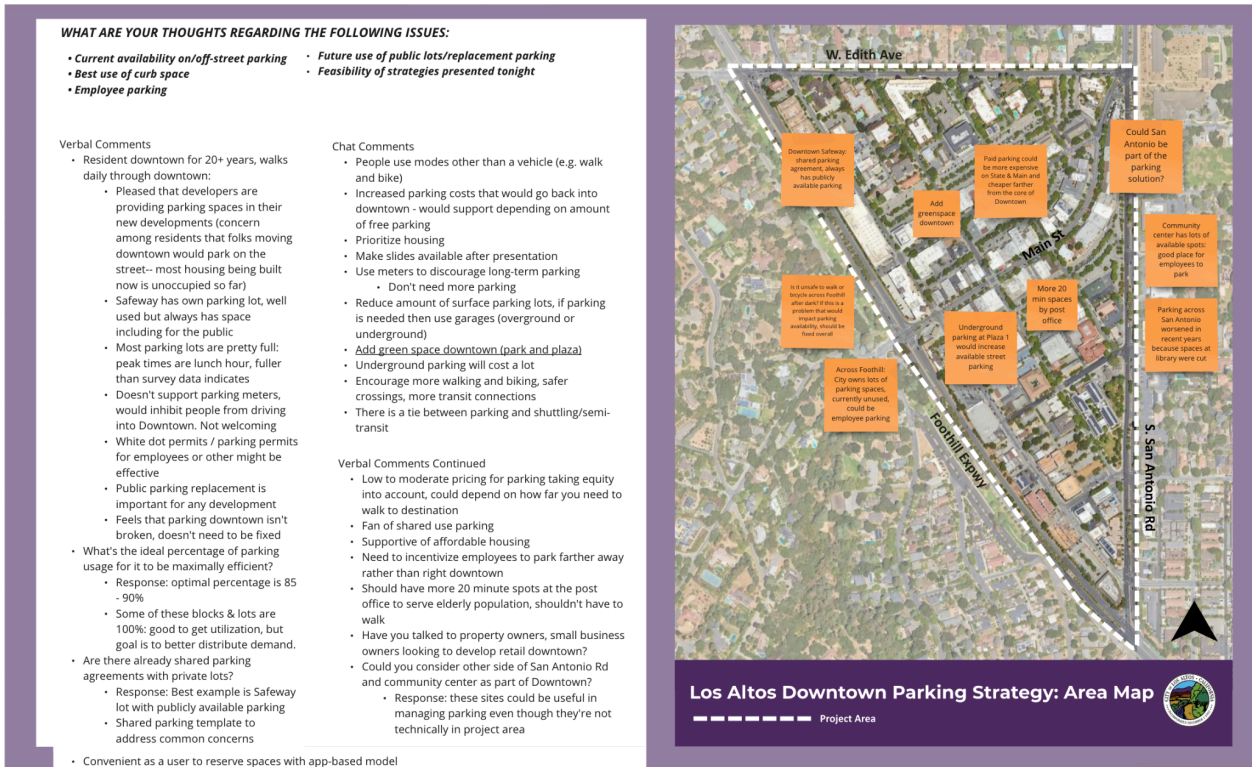
1. **Participants identified their neighborhoods as**: South Los Altos (3), Downtown Los Altos (3), Highlands, near Springer and Cuesta, Loyola Corners, Rancho (3), El Monte, and hills.
2. **What connects you to Downtown Los Altos?**
    i. Los Altos Resident (non-downtown): 60% respondents
    ii. Downtown Resident: 4% respondents
    iii. Downtown business/property owner: 4% respondents
    iv. Downtown employee: 4% respondents
    v. Downtown visitor: 28% respondents
3. **In general, how easy or difficult is it to find parking downtown?**
    i. Easy: 60% respondents
    ii. Somewhat easy: 35% respondents
    iii. Somewhat difficult: 5% respondents
    iv. Difficult: 0% respondents
4. **How far do you typically walk from your car to your destination downtown?**
    a. Less than one block: 37% respondents
    b. 1-2 blocks: 47% respondents
    c. 3-4 blocks: 11% respondents
    d. 5 or more blocks: 5% respondents
5. **How far do you think is too far to walk from a parking space to your destination?**

a. Less than one block: 5% respondents
b. 1-2 blocks: 5% respondents
c. 3-4 blocks: 37% respondents
d. 5 or more blocks: 53% respondents

6. **Would you support low-cost metered parking in heavily used on-street spaces if the revenues were returned to downtown?**
    a. Yes: 43% respondents
    b. Maybe/Unsure: 33% respondents
    c. No: 24% respondents
7. **How would you rate the level of parking safety downtown?**
    a. Very safe: 62% respondents
    b. Safe: 38% respondents
    c. Unsafe/Very unsafe: 0% respondents

Summary of Feedback: Virtual Workshop

During the question and answer session, verbal and chat comments were recorded on a virtual whiteboard (images below).



Above: Snapshot of Virtual Whiteboard with notes from the Q&A Session

Relevant Questions: Virtual Workshop (*responses are shown in italics*)

- How do you best share parking between the various demand groups (e.g. downtown residents, downtown employees, and visitors)?
- How can we encourage more people to bike and walk downtown?
- What's the ideal percentage of parking usage for it to be maximally efficient?
    - *The optimal percentage of parking usage is 85-90%. Some blocks & lots are at 100%: it's good that they're being utilized, but the goal is to better distribute demand.*
- Are there examples of existing shared parking in downtown?
    - *Yes, for public lots. The best example is the Safeway lot.*
- Could you consider the other side of San Antonio Rd and the community center as part of Downtown?
    - *These sites could be useful in managing parking even though they're not technically in project area.*
- The cost per parking space is so high in new developments, how does it pencil out financially to do shared use agreements? Is it feasible?
    - *Looking at it now, yes it's feasible. The question is at what scale. Are there incentives to make it work for everyone? Is replacement parking the priority of the community? Or should developers put their resources elsewhere e.g affordable housing or other community benefits?*

Takeaways: Virtual Workshop

Discourage employees and business owners from parking in high-demand parking spots downtown:

- Support for enhancing the existing white-dot program by adding parking permits for employees to concentrate long-term parking in certain areas.
- Support for metered or paid parking if it was a low or moderate cost (to ensure affordability /equity) to ensure time limits are observed in prime parking spots downtown.
- Provide structured parking specifically for employees/ business owners.

Mixed-response to the potential for introducing paid parking options:

- Concerns that measures such as paid or metered parking make visitors feel unwelcome in the Downtown.
- Support for an app-based parking reservation system.

Support for the introduction of shared parking agreements:

- Safeway is a good example of effective shared parking.
- Incentivize developers to include shared parking agreements in proposed projects.

Mixed- response to developers prioritizing parking replacements:

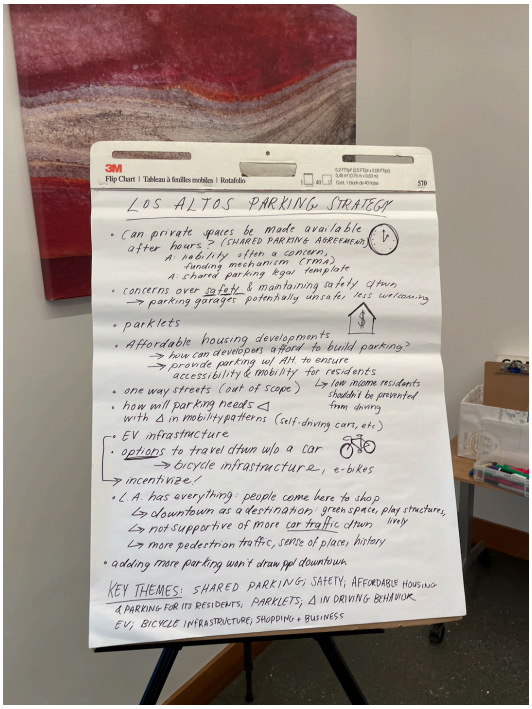
- Support for resources going toward prioritizing housing rather than parking.
- Support for providing parking in all new development on-site.

General:

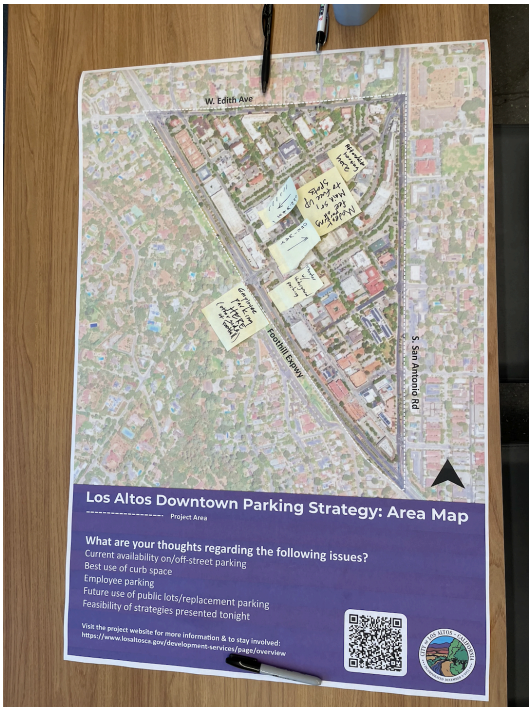
- Interest in encouraging non-auto related mobility: walking, biking, safer street crossings, and more transit connections.
- Encourage affordable housing development and more green space downtown.
- Evaluate Community Center lot and available parking on San Antonio and Foothill Expressway as potential parking options.
- Interest in more 20-minute parking by the Post Office to make it more accessible.

Summary of Feedback Received: In-Person Workshop

During the question and answer session, public comments were recorded on a whiteboard and participants were invited to leave written comments on a project area map. A full transcript of verbal comments is attached in the appendix.



Above: In-Person Workshop in Progress; Right: Snapshot of notes taken during In-person Workshop



Above: Project Area Map with site-specific comments from the participants at the in-person workshop

Relevant Questions: In-person Workshop (*responses are shown in italics)*

- How well-utilized is the white dot parking permit program for employees? How much demand for employee parking is there?
- How are parking studies conducted?
    - How are variations in parking demand day-to-day taken into account?
    - Were parklets taken into account?
    - Will the parking study include looking into the effects of potentially making State and Main one-way streets?
    - How many electric vehicle charging stations are there in Los Altos?
- Can private parking be made available after hours? How attainable is it?
    - *Yes, shared parking agreements are a viable option, but there is inertia on the part of owners who may be concerned about liability and potential vandalism. If these issues are addressed in potential agreements, owners of private lots may be willing to open their parking to the public. Usually, once there is one parking agreement in effect in a given area, other agreements will follow. As part of our study, we will be providing the City with a shared parking agreement template.*
- Will the introduction of driverless vehicles change parking patterns in Los Altos?
    - *We haven't seen a huge shift in parking patterns due to autonomous vehicles. Rather the biggest changes in parking patterns are due to Lyft, Uber and other drop off services.*
- If affordable housing is built on existing parking plazas, what is the likelihood that the lost spots will be replaced? Is it financially feasible?

Takeaways: In-person Workshop

- Support for accessible parking downtown
- Support for the introduction of shared parking agreements for private lots
- Provide more options for people to get downtown to encourage more use and vibrancy:
    - Support for creating multi-modal options for people to travel downtown:
    - Promote walkability, increase bicycle infrastructure, particularly for e-bikes
    - Provide more electric vehicle charging stations
- General support for affordable housing, but would like more information about how parking will be replaced and/or provided on site

POP-UP

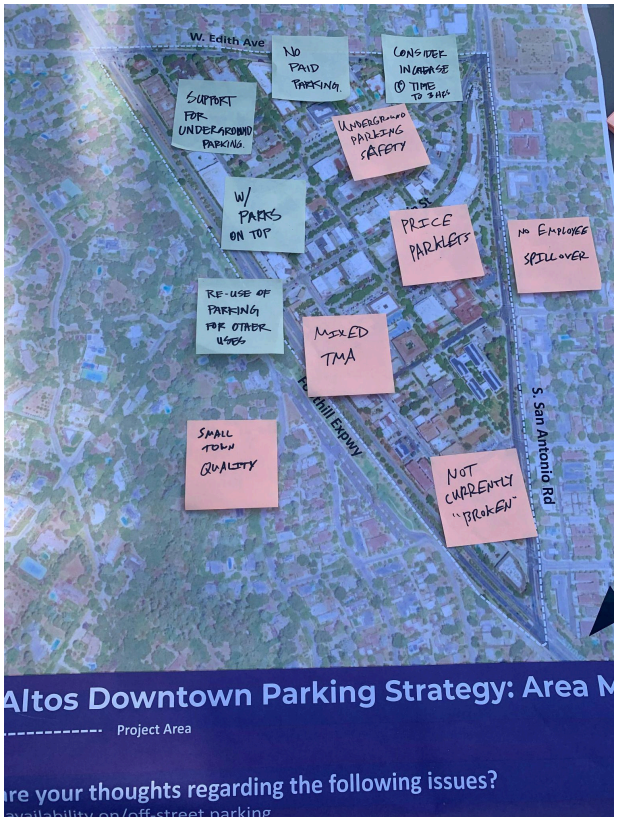
Overview

The Consultant team held a pop-up on Friday, April 5 from 4-6pm at Veterans Community Plaza in Downtown Los Altos. The intent was to answer questions and have casual conversations about the Parking Strategy with passersby. The team spoke with approximately 10 participants and collected feedback on a map of the downtown.

Key Themes

- General
    - Parking is not a problem
    - Mixed support for a Transportation Management Association (TMA)
    - Maintain “small-town quality” by re-using existing parking plazas for other uses (housing or parks)
- Parking
    - Mixed support for safe underground parking
    - Concern about introducing paid parking
    - Increase parking limits to 3 hours
- Employee Parking
    - Discourage spill-over into adjacent neighborhoods

Above: Consultant Brian Canepa speaking with Los Altos residents at Veterans Community Plaza.



Above: Map with participants' recorded comments.

COMMUNITY QUESTIONNAIRE

Goals and Overview

This Community Questionnaire was designed to compliment community engagement efforts including an in-person and virtual Community Workshops and Pop Up Event. The intent was to capture residents' and community members' sentiments and priorities for the Downtown Los Altos Parking Strategy. The questionnaire was open from March 12, 2024 until May 1st and received 155 responses.

QUESTIONNAIRE SUMMARY (See Appendix for graphed responses)

What connects you to Downtown Los Altos (select all that apply)?

- 84.5% Los Altos (non-downtown) resident
- 33.5% Downtown Visitor
- 7.7% Los Altos (non-downtown) business owner
- 4.5% Downtown resident
- 3.9% Downtown business/property owner
- 1.9% Downtown employee
- 1.3% Los Altos (non-downtown) employee

In general, how easy or difficult do you think it is to find parking downtown?

- 38.7% Somewhat easy
- 35.5% Easy
- 23.2% Somewhat difficult
- 2.6% Difficult

How far do you typically walk from your car to your destination downtown?

- 54.2% 1-2 blocks
- 32.9% Less than 1 block
- 12.3% 3-4 blocks
- 0.6% 5 or more blocks

How far do you think is too far to walk from a parking space to your destination?

- 41.9% 5 or more blocks
- 34.8% 3-4 blocks
- 17.4% 1-2 blocks
- 5.8% less than 1 block

Would you support low-cost metered parking in heavily used on-street spaces if the revenues were returned to the downtown?

- 59.1% No
- 22.7% Yes
- 18.2% Maybe/unsure

Key Themes from Open Ended Question: (See Appendix for full transcript)

Comments are organized by theme with a number in parentheses to indicate frequency sentiment was expressed.

METERED PARKING

- Concern that adding metered parking would be a deterrent for visitors and drive patrons to other nearby downtown areas where parking is free (14)
- Suggestion to implement low-cost metered parking, charging slightly more for street parking on State and Main (2)
- If metered parking is to be implemented, should be user-friendly and robust (1)

CREATION OF UNDERGROUND PARKING, ABOVE GROUND PARK

- Support for underground parking to allow space for parks and greenspace above (16)
- Opposition to underground parking structures and support for maintenance of street level parking or parking plazas (21), due to:
    - Perceived lack of safety (5)
    - Exorbitant cost, draining City resources (3)
    - Adequate existing parking (3)

SHARED PARKING AGREEMENTS

- Support for creation of shared parking agreements, particularly with commercial and business-use developments (2)

HANDICAPPED/ADA ACCESSIBLE PARKING

- Support for maintenance of existing handicapped parking in the plazas (6)
    - Note that existing handicapped spots need re-striping and better maintenance to be usable by people in wheelchairs
- Support for dedicated handicapped parking on main streets downtown (6)

PARKLETS

- Support for reclaiming on-street parklets for parking (7)
- Limited support for maintaining parklets and other pedestrian amenities downtown (2)

AFFORDABLE HOUSING

- Support for City prioritizing housing/affordable housing Downtown (5)

EMPLOYEE/BUSINESS PARKING

- Support for employee/business permitting program (4)

ALTERNATIVE PRIORITIES TO PARKING

- Support for more public amenities including: stores, businesses, housing, landscaped open space, parks, art downtown rather than allocating more space to parking (4)

- Improve multimodal connections including bicycle and pedestrian infrastructure to create a more vibrant and walkable Downtown (8)

APPENDIX

I. Participant Demographic and Questionnaire Results (Virtual Workshop)

Mentimeter

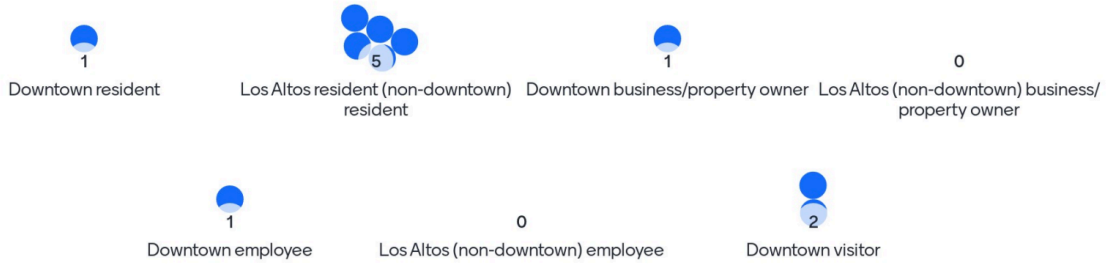
What do you love about Los Altos?
16 responses

Mentimeter

If you live in Los Altos, what do you consider your neighborhood?
9 responses

Mentimeter

What connects you to Downtown Los Altos?



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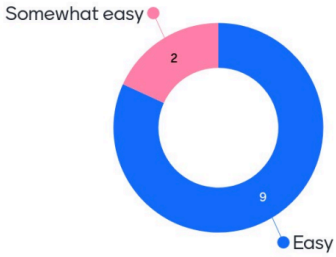
Mentimeter

In general, how easy or difficult is it to find parking downtown?



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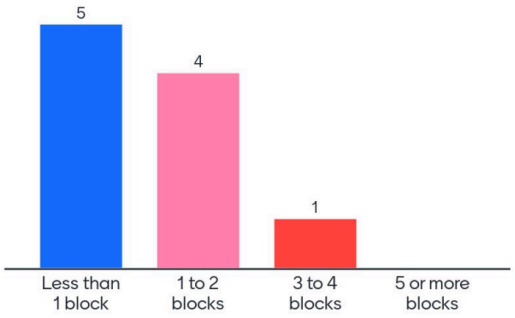
Mentimeter

How far do you typically walk from your car to your destination downtown?



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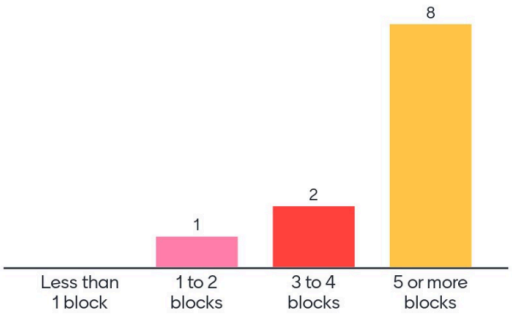
Mentimeter

How far do you think is too far to walk from a parking space to your destination?



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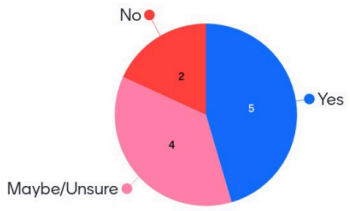
Mentimeter

Would you support low-cost metered parking in heavily used on-street spaces if the revenues were returned to the downtown?



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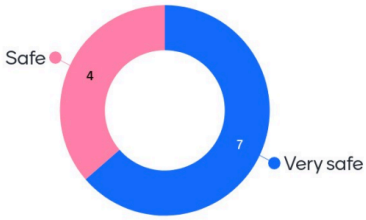
Mentimeter

How would you rate the level of parking safety downtown?



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II. Participant Demographic and Questionnaire Results (In-Person Workshop)

Mentimeter

What do you love about Los Altos?
18 responses

Mentimeter

If you live in Los Altos, what do you consider your neighborhood?
13 responses

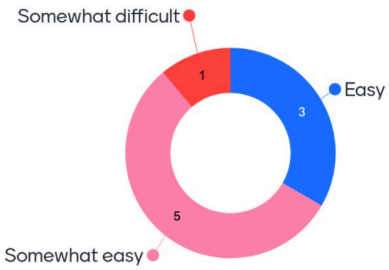
Mentimeter

What connects you to Downtown Los Altos?

9

Mentimeter

In general, how easy or difficult is it to find parking downtown?



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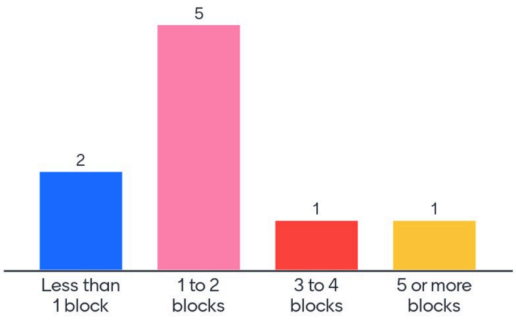
Mentimeter

How far do you typically walk from your car to your destination downtown?



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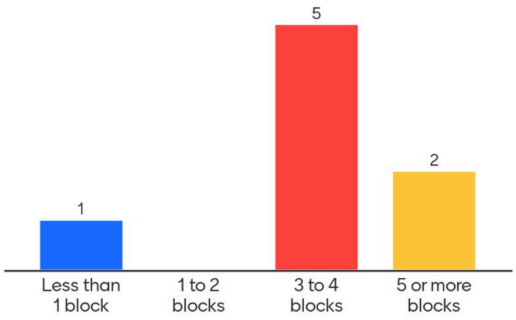
Mentimeter

How far do you think is too far to walk from a parking space to your destination?



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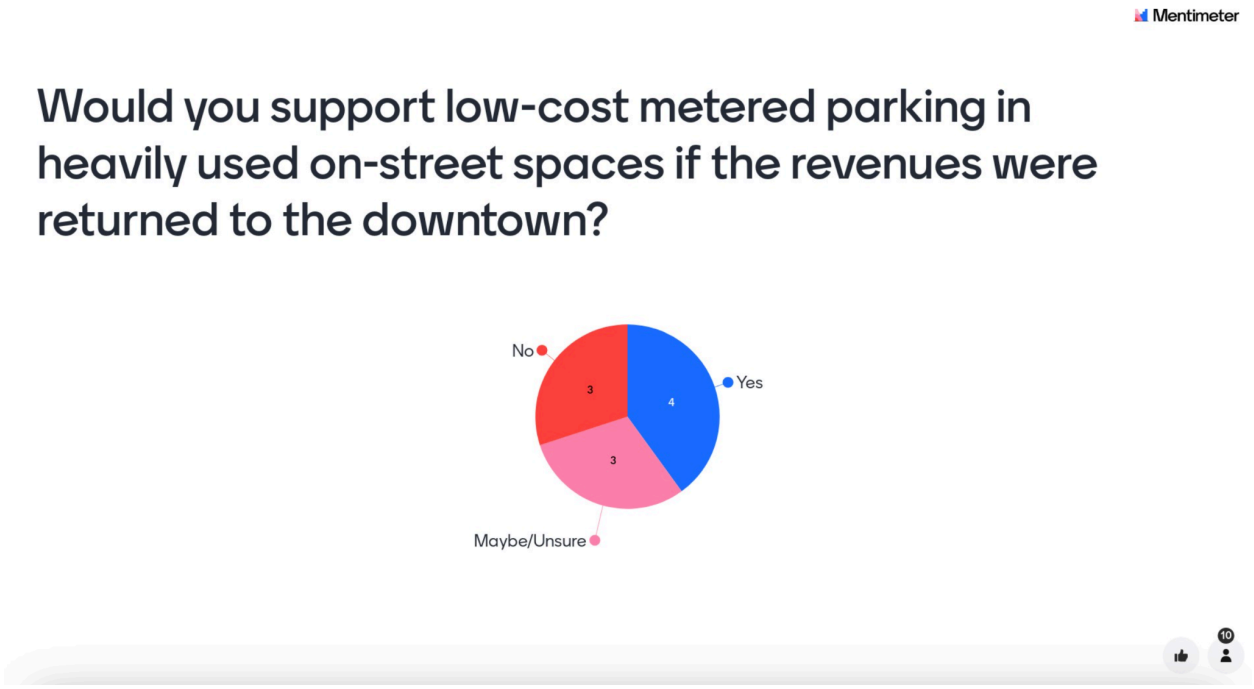
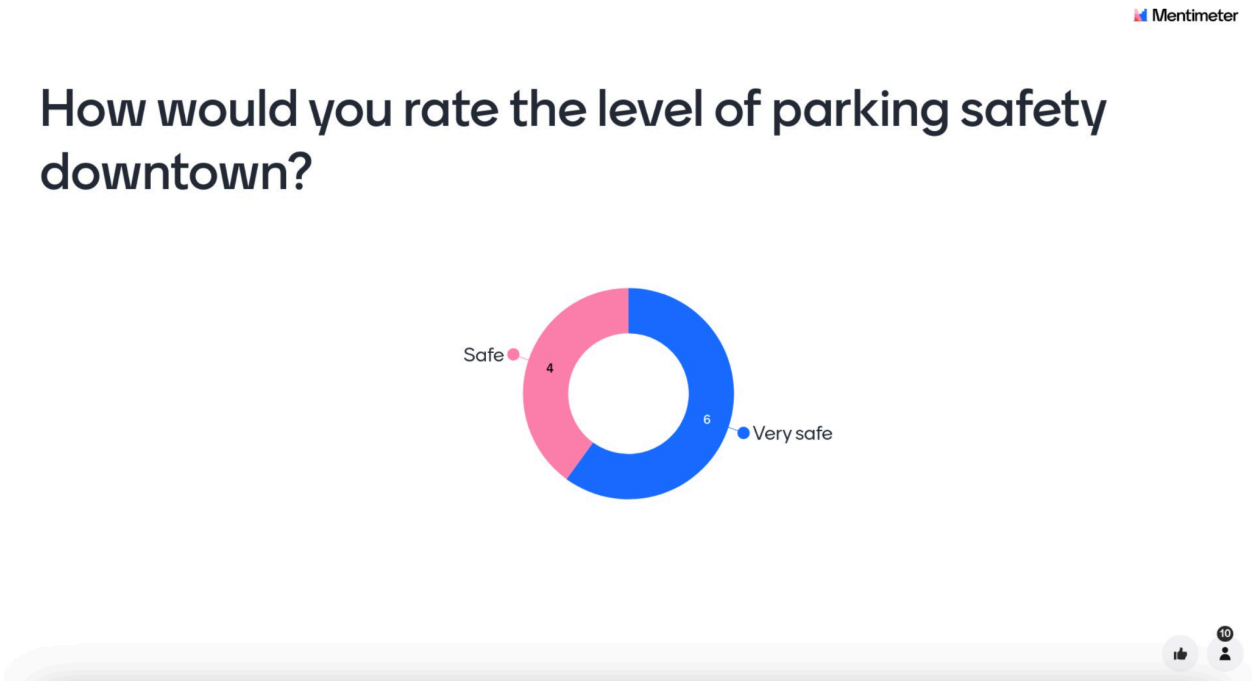




III. Full transcript of feedback received during Q&A (Virtual Workshop)

Verbal Comments

- Resident downtown for 20+ years, walks daily through downtown:

    - Pleased that developers are providing parking spaces in their new developments (concern among residents that folks moving downtown would park on the street--most housing being built now is unoccupied so far)
    - Safeway has own parking lot, well used but always has space including for the public
    - Most parking lots are pretty full: peak times are lunch hour, fuller than survey data indicates
    - Doesn't support parking meters, would inhibit people from driving into Downtown. Not welcoming
    - White dot permits / parking permits for employees or other might be effective
    - Public parking replacement is important for any development
    - Feels that parking downtown isn't broken, doesn't need to be fixed
- What's the ideal percentage of parking usage for it to be maximally efficient?
    - Response: optimal percentage is 85 - 90%
    - Some of these blocks & lots are 100%: good to get utilization, but the goal is to better distribute demand.
- Are there already shared parking agreements with private lots?
    - Response: Best example is Safeway lot with publicly available parking
    - Shared parking template to address common concerns
- Low to moderate pricing for parking taking equity into account, could depend on how far you need to walk to destination
- Fan of shared use parking
- Supportive of affordable housing
- Need to incentivize employees to park farther away rather than right downtown
- Should have more 20 minute spots at the post office to serve elderly population, shouldn't have to walk
- Have you talked to property owners, small business owners looking to develop retail downtown?
- Could you consider the other side of San Antonio Rd and the community center as part of Downtown?
    - Response: these sites could be useful in managing parking even though they're not technically in project area
- Convenient as a user to reserve spaces with app-based model
- Self-regulation: for longer stays, feels okay to park farther away from destination. But if you're in a hurry, ideal to park closer to where you need to be
- Not supportive of demand-based pricing
    - Response: any pricing would be lowest possible pricing
- As long as paid parking is economically reasonable and there are considerations for workers & low-wage workers, low to moderate metered parking (more expensive on State & Main), could work
- Very supportive of shared parking agreements
- Cost per space is so high in new developments, how does it pencil out to do shared use agreements? Is it feasible?
    - Response: looking at it now, yes it's feasible. The question is at what scale. Are there incentives to make it work for everyone?
    - Is replacement parking the priority of the community? Or should developers put their resources elsewhere?
- Business owners and employees park in front of their businesses, reducing available parking downtown
- Parking pricing downtown would be effective to enforce time-requirements and increase parking turnover. Supportive of modern systems using apps. Not about collecting revenue.
- Parking across San Antonio made worse in recent years because library parking has been cut
- Parking at Civic Center unused: would be great place for employees to park
- How does online reservation of parking space work?

    - Response: built for peak demand times, special events
- City owns land in Downtown triangle, plans to build affordable housing. Does analysis consider that City-owned land downtown will be used to create affordable housing? They directly impact parking capacity.

Chat Comments

- Why are you assuming we arrive downtown by car? People walk, people bike
- That would depend on the amount of free parking
- Will the slides be available after the presentation?
- Our priorities should be housing, housing, housing unless we love state laws overriding our own housing regulations because we didn't build enough of it\
- I, too would love the slides to help me educate my community
- Agree on the priority of housing and, if we use meters, use it to discourage long-time parkers on the street. I don't think we need more parking.
- I am a strong advocate for eliminating seas of asphalt, even if we have to build underground and overground structures with a smaller footprint. We need a downtown green space (park and plaza) with underground parking. Green space is a rarity downtown.
- Love the idea of more green space downtown
- Love the idea of more green space downtown but underground parking is $$$$$$$$$$
- This idea was mooted several years ago by the then owner of the little cafe opposite Safeway. It never happened, and probably never will, due to cost
- I keep my hopes up because I think our Dev Services Director is committed to creating green space DT for the benefit of the people that will move into the triangle.
- The parking apps take care of all that, particularly when you need it quickly or urgently
- How do you best share housing btwn new housing w commuters who live and leave and day use downtown employees?
- How do we encourage more people to bike and walk instead? Safer crossings to downtown... more connections to transit?
- there seems to be a very intimate and interdependent tie between parking and semi-mass transit/shuttling...

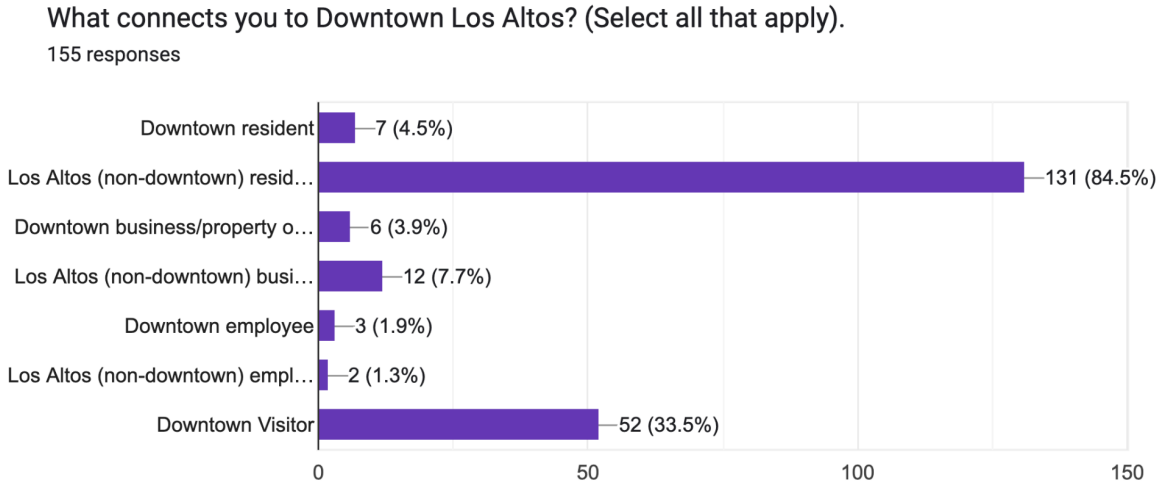
IV. Full transcript of feedback received during Q&A (In-Person Workshop)

Verbal Comments

- What is the total number of white dot permits available?
- How many are being actively used now?
- How many employees are there total?
- Would like to provide ample parking for employees
- How do you conduct parking studies?
- Accessible parking is important, need protected spaces
- How do you calculate parking variants?
- Can private parking be made available after hours? So in general is it attainable?
- Los Altos is a very safe place to shop; parking garages are dangerous and aren't preferred. Want seniors to feel safe and welcome.

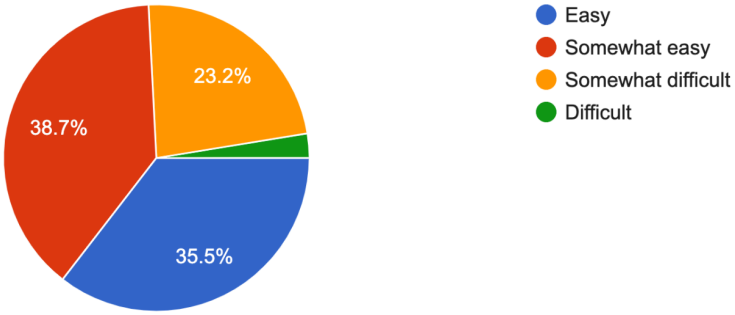
- Did your survey include the parklets?
- Housing element proposes housing on a public lot; we would like it to be affordable, how can this pencil?
- Housing Elements seem to prioritize housing over parking, does this match the reality? Feels discriminatory to say that affordable housing tenants don't have parking.
- Despicable practice to.....
- Will your study look at the impact of making state and main one-way?
- There are studies about how many affordable housing parking spots you need?
- To what extent are you looking toward the future autonomous vehicles etc.?
- How many charging facilities does the city have?
- You want to provide options for people to go downtown without using a car, TDM is a great idea, but not very actionable, especially in Los Altos. Make it easier for people to bike and walk downtown.
- With the use of EV bikes increasing, provide secure parking.
- We need more EV charging stations in Los Altos.
- 2023 50% of new cars are EV's, we need to incentivize folks.
- Two-way biking lanes on a one-way....
- Los Altos is an all-in-one town, people come to shop, would like to encourage more use, vibrancy, money into downtown
- Need to differentiate more between pedestrian traffic and car traffic; we don't want more car traffic... it's not safe and it's not pleasant
- Downtown vision to transform Main & State parking areas to green spaces, reclaim would be fantastic

IV. GRAPHS OF QUESTIONNAIRE RESPONSES



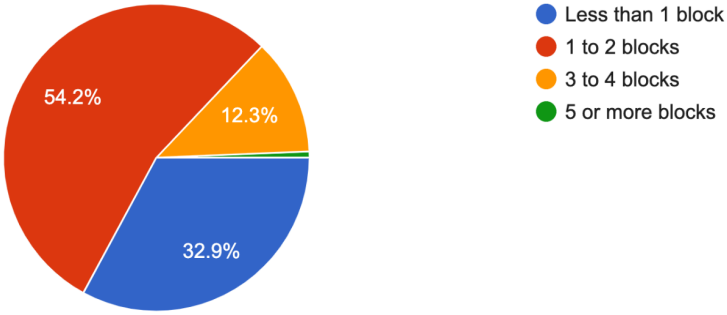
In general, how easy or difficult do you think it is to find parking downtown?

155 responses



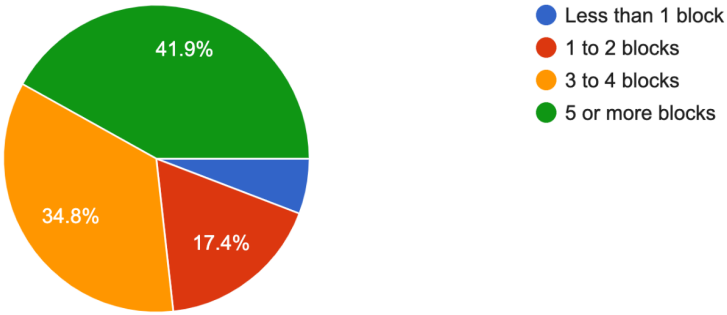
How far do you typically walk from your car to your destination downtown?

155 responses



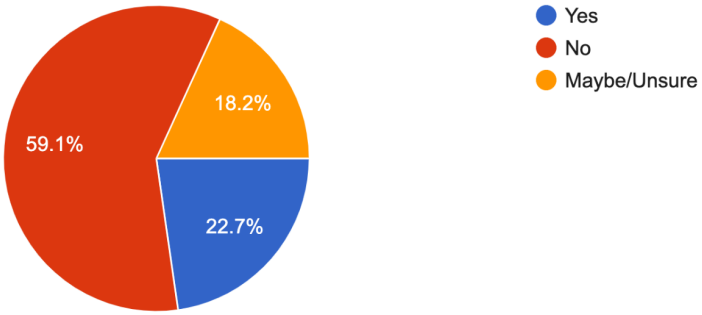
How far do you think is too far to walk from a parking space to your destination?

155 responses



Would you support low-cost metered parking in heavily used on-street spaces if the revenues were returned to the downtown?

154 responses



V - FULL TRANSCRIPT OF WRITTEN COMMENTS

- I would support metered parking, but I would worry that people might go elsewhere if they need to pay to park in our downtown. While I think we have some great stores, I also think that people have options (e.g. downtown MV) where they would not have to pay for parking.
- I have always found it VERY easy to park downtown at all times of the day (with the exception of events like Festival of Lights), and I have felt like there are many parking spaces that go unused. I would love to see less parking and more stores, businesses, housing, landscaped open space, art, etc.
- This doesn't pertain strictly to parking, but I would love to see a way to better connect the civic center to the downtown streets. There is also a lot of parking at the civic center."
- Please keep the off street plaza parking--they are safer and more user friendly. Please keep the handicapped parking in the plazas--not on street. Please keep diagonal parking in the plazas--it is more user friendly and safer--especially for people with neck pain--which includes most older people.. Please do not make parking spaces more narrow. The plazas need to be resurfaced. I had a bad fall a few years ago, due to stepping in a rut created by a dumpster that had been parked in the location for years--which created a rut in the surface that was difficult to see, due to shade from trees. Please do not remove very many (if any) trees from downtown. The trees are one of the most attractive features of Los Altos. After retirement, and before COVID, I only met friends for lunch and/or shopping on Sundays, since it was the only day I could find a parking spot at noontime. During the week, I only go downtown in the late afternoon or early evening since it is easier to find parking. My husband currently is able to bike downtown--but is approaching a point where it may become difficult for him to still do this. If you need to build a parking structure, I would prefer above ground since this is safer and more user friendly. Thank you.
- I usually ride my bicycle to downtown, so the parking issue is non-existent. Occasional visits to restaurants in the evening are when we use our car; no problem finding parking. Employees and shop owners would best need special permits to avoid feeding meters or exceeding time limits. Right now,

the shoppers find parking available. Reducing the number of spaces and/or adding the stressor of having to keep track of a meter is a detractor to visiting.

- There is a definite need for more parking, especially around lunch time when it's difficult to find parking.
- I favor: 1) low-cost metered parking IF it is app-based to reserve spots, charging a bit more for street parking on State, Main and close-in cross streets, less the further away you park from these hot spots - I do not agree with demand-based parking; 2) private-public shared use agreements, particularly with commercial and business-use developments (like Safeway); 3) Downtown park (green space) with underground parking beneath; 4) parks atop above-ground parking structures; 5) elimination of seas of asphalt; 6) intersectional studies that assess the intimate tie between parking and semi-mass transit solutions (like electric shuttles that are fee-based for most, but free for workers/small-business owners, seniors, and the disabled); 7) solutions that bring the Community Center's, Lincoln Park's, and S. San Antonio OA district's parking capacity into the DT Parking Strategy's solution space; 8) more housing instead of more parking; 9) public parking solutions that complement, not prevent, ALL-affordable housing development(s) on city-owned land in the DT triangle; 10) any programs that encourage, incentivize and reward non-car modes of transportation to, from, and within the DT triangle; 11) parking solutions that allow Los Altos to seek and win local, state, and federal grants for enlightened development; 12) more publicly accessible electric chargers for e-cars, -bikes, -scooters; 13) lockers for unpowered scooters, skateboards, kid bikes, and foldable adult bikes; 14) comprehend the scale of shipping ("docks") that individual businesses require when planning parking, issuing business permits, or locating businesses altogether, 15) consider moving extant utility-type businesses off State and Main to increase degrees of freedom for the parking needed to serve their supply-chain needs and customer-throughput expectations; 16) wholistic urban planning in the DT triangle within which parking strategies are nested - please, no more piecemeal planning and development where we solve one problem only to create 5 more.
- I answered that I walk less than a block from my car, because I had to answer that question, but I have no car. I go to downtown Los Altos frequently, but always by bike. I don't think your questionnaire should make the assumption that everyone arrives by car! Not only do I go to downtown by bike, but so do other people, including hordes of kids every afternoon. And people walk to downtown if they live close by. Parking is an issue for us too. If we're on bike we need a space to park our bikes, and if we're on foot, we don't like to be walking past acres of empty asphalt because the city required too much car parking.
- Minimize parking on Main and state to reduce traffic (handicapped, passenger loading zones and EV parking only). Take this opportunity to make downtown safer and friendlier for biking and walking (add bike racks, consider making Main and state one way streets and other lane used for two way biking). Allow for significant EV only free parking and charge for ICE parking. Replace parking areas between main and state for green spaces.
- complaints about parking will never end, too many people get upset if they cannot park right in front of the store/business they want to go to.
- I shop at off times. During busy times a parking structure addition makes sense. No metered parking- keep our town quaint and inviting
- IMPROVE THE CELLULAR SERVICE IN LOS ALTOS FIRST INSTEAD OF WORRYING ABOUT PARKING PLEASE!!!
- The parallel parking spaces, such as the ones on State st and First street are really large. Remove the “red zone” between spaces, to create a few more spaces.

- I shop at off times. During busy times a parking structure addition makes sense. No metered parking- keep our town quaint and inviting
- Underground parking or build a parking structure.
- We need handicapped parking on Main Street, State Street, First Street, second Street and Third Street. The back entrances to restaurants and stores are blocked often. The barrels in the streets for restaurants need to be removed. It is extremely difficult and dangerous to walk or park because of them.
- In addition to taking away parking spaces, restaurant parklets make driving hazardous and make the downtown look ugly. I thought they would go away after COVID, but many will stay permanently, assuming the new designs ever get built. Now the city wants to take away plaza spaces for a theater and a park. I do not feel safe in parking garages, above or below ground. If that plan materializes, I will not go downtown at all. Much more pleasant going to Stanford Shopping Center or some of the other malls where there's lots of parking and a greater variety of stores. The Los Altos city government bows to the wishes of downtown business and property owners over the needs of ordinary residents.
- Please do not make the parking spaces more narrow. Most/many cars today are large SUVs which are more popular than small cars. That is a fact and must be taken into account in your planning. Squeezing large cars into small narrow parking spots will create angry customers and employees. Please be considerate.
- Availability of parking differs by time of day, the day and the events taking place downtown. The question "In general, how easy or difficult do you think it is to find parking downtown? " is simplistic and does not capture the perceived availability of parking. I suggest looking at other CA city surveys to create a more meaningful survey. Asking questions about when you most often need to park downtown (weekday/end morning/afternoon/evening), would you support more 20 minute parking spots and the like would make this a more useful survey.
- Underground parking is TOO EXPENSIVE!!!
- Do not proceed with ill thought through idea of turning parking plazas into parks. Perhaps staff and council are not aware that we have two world class parks-Shoup n Redwood Grove less than 2 blocks from downtown. There simply isn't enough money from park n lieu fees to cover the cost of underground parking. And even if there was, using park in lieu money for existing parks and new ones (such as in both north and south Lis Altos is a more responsible use of those funds
- I use handicapped parking.
- "Many downtown cities are taking away parking to give to restaurants. It turns downtown areas to ghost towns unless you are going to eat and then that is only for young people because your seniors sometimes can't walk very far. Parking meters are ugly and will take away the charm. Don't we pay enough in property taxes already. Los Altos would have plenty of money if they didn't tear down already built structures like the perfectly good school at Hillview which the voters didn't approve !! Wasteful spending."
- We need parking close to shops library etc disability is an issue as spots are harder to find. Defines what else we are not all bikers do stop trying to get us all on bicycles !!! Some are older or unable to get around. We are tried of cyclists taking car spots. Enough!!!
- "I am now more mobile but have used wheelchair for 45 years. So I did not shop downtown. the only parking was in plaza and it was not smooth and was more than I could push. They took out H/C parking downtown because businesses would lose a parking space for wider H/C parking. It is a little friendlier these days if stores have back entrance but a crowded store I could not access. "
- Want street level parking; do NOT like underground parking
- No meters!!! Keep Downtown nice and Meter free!!!!!!!!!!!!!!!!!!!

- METERED AND UNDERGROUND PARKING ARE POOR SUBSTITUTES FOR WHAT WE CURRENTLY ENJOY. IF EITHER IS ADOPTED I WILL AVOID DOWNTOWN.
- The question about returning revenues is confusing. Returning to whom and how? I only support of returned to a non private entity. For example, used for events downtown that are run by the city.
- Would love to see underground parking with drop-off only spots in front of businesses and one-way traffic on state and main streets
- Please be careful not to loose the character of Los Altos with what you consider. We should not be trying to be Palo Alto or Mountain View. Los Altos is somewhat unique and should do everything to maintain that.
- There is plenty of parking as is. Many people also walk to downtown and we should incentivize this, as well as bikes, using bike lanes. The only consideration would be for the elderly which would be solved with a downtown free bus.
- Build underground parking and put a park on top
- Do Not support underground parking to have parks downtown. Do not feel safe in underground parking. If underground parking is passed, how will there be spaces impacted during construction? That would be a disaster.
- The back parking lots are usually easy to park in when things are not too busy. During special events, that's when it gets too crowded
- Underground or metered parking would make me avoid downtown
- enjoy living near downtown
- "Parking garage should be on lot 6 or 7
- With half level below and 2 on top
- Below grade is expensive and will require security regularly (police)
- People DONT like underground parking for safety reasons. Many customers at Whole Foods don't use Underground parking for this reason
- Are the property owners willing to be assessed for any new structure as they would get huge benefits even though they pass costs to their tenants.
- And I strongly think that our residents should VOTE on any proposals—it's our MONEY!!
- I'm open to participate. Thank you Ron Labetich Labetich@gmail.com
- I like that we now have lots of bike racks downtown. Let's find ways to encourage people to bike or walk there. Unfortunately, I think a lot of folks want to park right in front of the shop they are visiting. However, if they go to Stanford Shopping Center or San Francisco a few blocks walk is viewed positively. It is partly about expectations.
- I do not want underground parking.
- "Many of the jouneys to Downtown are less than one mile - these journeys should be walking or biking. Focus on connecting people - not cars - to downtown, and ""parking problems"" which will never go away by appeasing drivers will dissappear.
- We could pave the whole of downtown over with asphalt tomorrow and our parking problems would be solved. Or, we could be inspired by the world-class medium-sizes downtowns that we Americans visit nationwide and abroad, which prioritize walkability and deliberately sacrifice car parking for human spaces. These are the downtowns that real people want to visit. "
- I avoid underground parking whenever I can.
- Consider non-able bodied people. Don't eliminate two parking lots to build a park.
- Stop people from making illegal u-turns on Main Street. It is out of control and dangerous. Please police this and give tickets. Hefty tickets so it will stop. Also, DO NOT take away plaza parking for theater, park, or anything else. This is what makes our town parking so good. Remove parklets. It is

restaurant owner responsibility for seating space for their restaurants. Pandemic is over. Return the streets to us taxpayers.

- Hate, hate, HATE all the dining structures taking up parking spaces!! The pandemic is OVER!
- Do NOT mess with parking downtown and make it worse. Do NOT destroy Los Altos. Preserve parking and add more. We do NOT want metered parking or any more changes other than adding more parking.
- Please consider more short time (20minute) spaces and assuring employees use the white dot spaces. I like the idea of using privately owned unused spaces by city having agreements with these owners.
- I prefer more streets blocked to cars (just like blocking state street for farmers market) even if it means walking more from parking. Walkable downtown is more important than having parking everywhere.
- Great concept to implement underground parking and a community downtown park in Plaza 1 and Plaza 2. Would be even better if it could be shifted toward Hillview and connection made to Hillview area Community Center and Library. The plan for this approach could also resolve the current poor circulation and parking layout at the SA Rd end of this parking plaza. With this approach, cars could access underground parking off SA Rd and never have to travel in the busy downtown streets. Also a good time to consider making Main St and State St one-way travel.
- There is almost always plenty of parking, but the current configuration wastes a lot of very valuable space downtown. All of our neighboring downtown areas have multi-story parking garages. Los Altos should do that too, and then replace some of the surface lots with a park or a community space or housing or other more productive use. The on-street parking on Main and State streets could be eliminated too, and replaced with patio dining and/or pedestrian zones. That is much more appealing than metered parking spots and enforcement! Encourage people to walk, socialize and window shop in the core downtown area!
- Except for major downtown events, there is almost always parking available within a few blocks from any destination. I don't think that requires draconian remedies. If there were safer ways to bike to downtown, and more bike racks there would be less parking demand.
- I've literally never had a problem finding a place to park downtown.
- Save free parking
- "The plan to takeaway parking to make a city.park atop an underground parking garage with little or no gain in spaces seems like a waste of tax that could payer's' money that could be put to better use. The city already has unused empty space next to the new community center. A park could be easily created there at little relative expense and no disruption of the current downtown parking lots.
- A park in the empty lot next to the Community Center has enough area to make a smaller version of Rosita Park. The big end nearer to Hillview close to the preschool could have grass for lounging, throwing a frisbee, or for kids play. The low lying corner near the sidewalk and parking is ideal for a sand volleyball court to be established. Youth players, high school teams, and adults would be drawn to the court as they are in Santa Cruz. VB is less noisy than other activities and 2on 2 tournaments could easily be held there. The teen room nearby could make use of it.
- A rock dust "fitness" path could circle the whole area, similar to the one at Rosita, placed at edge of the whole park and stopping at the end of trees on the panhandle part of the area along the fence line. Nice path to no stroll, jog, or walk a dog and enjoy the redwoods and wild flowers in the spring. A marker could indicate how many laps equals a mile. A few out door weight machines different from those near the baseball field could be spread along the path. Maybe upper body strength machines made for outdoor parks: standing press, curls and chest press to keep citizens fit.
- It has been suggested adding some planters boxes near the teen room and preschool to allow for residents to try growing veggies or flowers these could be constructed near the sidewalk so as not to

interfere with the fitness path. Not too many as the spring lupine and poppies put on a magnificent show in rainy season.

- The old gone train station playground next to the baseball field got plenty of use by older children 5 to 12. It was not replaced. An ideal location would be under the redwoods where there is shade and grass would not be easy to plant or grow. The current play grounds are for toddlers and preschoolers.
- Beyond that area is a smaller open space that does not need to be grass. A couple of picnic tables could be located there.
- The city wouldn't need to spend money hiring a planning company as was done for the suggested new dog park that still is controversial. The plan is relatively simple and could be done in house and save the taxpayers a lot of money.
- I walk by this empty lot daily with my dog circling the community center and think it is a waste not to use this convenient space rather than spend lots of money, time, and disruption on a parking garage topped by kind of a park that probably wouldn't have mature trees, space for live grass, or be save for kids to play away from traffic.
- Use what is now not being used to add to the city's parks and provide an outdoor space close to water and bathrooms, parking, the preschool and teen room, would be easy to create and be a nice park for citizens to recreate. Jim Sweeney
- I strongly object to any metered parking. To charge people would discourage them from shopping in the downtown.
- The Parklets downtown make it difficult to drive and to get onto the sidewalks. I will not use under ground parking as I feel it is too dangerous. The idea of removing the parking spaces in lot one and two and putting a park on top is too expensive. We will loose alit of trees. The community outreach done by the consultant was very weak and badly attended. The City should focus on projects like upgrading the electric system and hot water system at Grant Park before they move to any new project. The roads need paving, and the weeds are out of control.
- people are still doing U-turns on Main to access a parking space on opposite side
- I love the idea of putting in an underground parking garage and adding more green space to our downtown. I think that they should do this on both sides of Main Street, and close Main street to vehicular traffic.
- "The proposed underground parking with a park at the surface level sounds like a great idea. It will make Los Altos a nicer and more up-to-date place. But I don't know how much it would cost.
- There is generally adequate parking but sometimes it's tight. Ideally, we'd increase the number of spaces in the downtown area.
- While I don't mind paying a reasonable price for parking, it should be easy to do and not rely on coins or bills. Credit cards are not good for very small amounts, either. And electronic meters can fail. So if they're going to start charging at meters we'll need a very robust, easy to use system."
- We are replacing convenient parking in order to have a park. It is much more difficult to park underground. Very concerned about this proposal.
- Don't put parking underground! Also what is the big deal about parking? I always find parking anytime of the day downtown.
- I think it is a good idea to create underground parking, and replace with a public park. I am concerned about the cost of the project and the impact on our local taxes. I am concerned also with the safety issues associated with underground parking. My experience with big cities underground parking is the need to implement a solid parking security (video monitoring/on site personnel) otherwise it will quickly become unsafe, and as a result impact downtown.
- Would this bring back on-street parking and take away outdoor eating?

- Love parklets. We walk to town - it's 1 mile always - 20 minute walk. We are retired and flexible when we go in to town.
- In general I don't feel safe driving downtown at all. Too many cars not waiting their turn at stop signs. Too many pedestrians ot looking when and where they are going. State and Main are just too crowded to drive/walk safely.
- I avoid going downtown during high volume times like lunchtime. I would go to downtown more often if stores were open later and parking was going to be "easy" - I'll walk 3-4 blocks or even 5 blocks if I knew I didn't have to drive all over downtown seeking a parking spot.
- The free parking in downtown is an enormous subsidy for drivers; it should be turned into housing, to create a more lively, walkable downtown, the way towns have been built for hundreds of years. Can Los Altos get together with the other towns in the area and come up with similar pay-for-parking so that it's not a "race to the bottom"? The money that this raises should be used to improve downtowns (sidewalks, parklets, trees, etc.)
- No to park space downtown. No to underground parking.
- It is about time to consider underground parking. Orinda City Library and Walnut Creek Libary both have underground parking with elevator to top 2 floors. Orinda has tables a few chairs on the street entrance, coffee etc shop and free parking in the basement. All parking in our town of Los Altos must remain free of charge. Otherwise it would change the atmosphere of the town and residents would go elsewhere to shop and eat. Walnut Creek has meters which has brought amomosity to the public including eldery. Customers talk in line about how much disgust they have for meters and meter maids. Los Altos is different from larger cities. Our town invites individuals to meander, enjoy pubic art and murals. Walking is good for one's health but at the same time we don't want to miss a reservation or a meeting. Perhaps the city council might wish to support underground and free parking by engaging State,, Federal and non-profits to grant a proposal to keep the safe, friendly atmosphere that we have kept for decades. Underground parking is looking forward to the future at the same time as preserving the ambiance and character of our town today.
- There is a beautiful park(s) across Foothill from downtown -why do we need to spend more money esp with a hugely expensive underground parking garage.
- Leave the parking as it is. We do not need another development in downtown Los Altos or a park with underground parking. City Council needs to start working on other projects for the residents of Los Altos instead of continuous development projects! It appears the City Council has a partnership or business dealing with the developers!
- A park would be a huge be a huge enhancement. The parking lots are lovely. The downtown is very walkable and a park would encourage walking, browsing and shopping.
- DO NOT HAVE METERED PARKING - NOT FRIENDLY
- I would support the proposal only if it provides a net increase in parking.
- I count 232 spaces in the area to be reconfigured. There is a net gain of only 30 spaces + -, it hardly seems worth the expense or disturbance. I will vote no on this.
- You do not need more parking. Los altos is a small town. it should accepted as so. you can not turn a midget into a giant.
- I LOVE the idea of a park downtown. I STRONGLY support moving parking underground. Above ground parking lots are convenient, but a terrible use of prime real estate, especially if we want to have more amenities and reasons to come downtown and spend time there (both to promote community as well as increase foot traffic to patronize downtown businesses). I live in Los Altos Hills and like to come downtown with my family. Parking is incredibly easy now - even if it took a bit longer to walk from an underground spot to wherever I'm going, it would be absolutely worth it.

- The underground parking proposal is a waste of scarce city resources.
- Encourage bicycling by providing more bike racks. Require new housing units to include safe bike parking
- Current parking is easy to navigate. Worried parking structure can cause frustration because you can't see open spaces and decide if you should stop in downtown or not
- Underground parking garages will reduce the patronage of downtown businesses. People are not going to park underground if all they want is to pick up a coffee, bagel or any number of other shopping items. Parking underground then becomes an event that requires a specified amount of time to be spent. And underground parking is far less safe than parking on a visible street. It will even further reduce patronage of downtown restaurants at night.
- I like the idea of underground parking with parks above. However I worry about flooding. The underpass at Loyola Corners already is prone to flooding, and our storms will carry more moisture going forward due to climate change. I also worry about the cost and increased taxes, because I am retired and have limited income.
- Parking as is is good. It would be frustrating going to a downtown and can't find parking. I will most likely go elsewhere.
- I have seen depictions and am in favor of the concept of having Plazas 1 & 2 made into a Park, with parking moved underground. One rendering showed only half of Plaza 2 included as Park. If it does not adversely effect something else I think the new Park should extend to Third St.
- Parking is not a priority. LOW-COST DOWNTOWN HOUSING should be the priority.
- I would love to see a underground parking lot with parks on top
- I very rarely have problems finding parking and the walk to my destination is never significantly long.
- Downtown needs to be a place that encourages more walkability and bike-friendly infrastructure. We don't need more parking. This will cause induced demand for more vehicle miles traveled (VMT) in cars. We need to close off more sections to cars and have them be pedestrian-only. This would make downtown a more desirable location, and it would revitalize and spur downtown businesses. I'm all for converting surface-level parking into a park.
- We should mirror what Stanford has done, combining large, open, family-friendly green space & pedestrian access w/ underground parking.
- For many years there has been a perception that it is difficult to park downtown. We have to change the perception because it is not difficult to park downtown.
- I support the proposed underground garage and the park above. We need more parks in Los Altos. This one would be a great place for our elders and youth to hang out,. Jack Tooley
- I ride my bicycle often to the downtown area. Main street is a bit tricky due to the outdoor seating areas (parklets) that make it unsafe to ride along with cars. During the recent pandemic there was a need to have outdoor dining. The sidewalks are a bit troublesome, too; mainly due to the back and forth movement to serve diners. As for the underground parking; a bad mix of park and parking, is my take. We have parks nearby the downtown area, right now.
- Rather than spend money and time on something so extravagent, why doesn't the city simply repave and restripe the current lots and bring them up to ADA compliance? Why do you have to chose the nuclear option? Los Altos has great walkablity, a mini park at the corner of San Antonion and First/Seond, and a park across Foothill. We have lots of lovely, well maintained planters and trees, no one is hurting for green space in our city. Furthermore, it is detrimental to downtown businesses when these parking lots are shut down. This type of extended project will be a business killer, not to mention the traffic and upheaval. Put your money towards getting wifi downtown.

- Return the parking spaces now used as restaurant parklets to parking spaces (eliminate parklets!). Maintain our existing parking plazas AND DO NOT go into debt for the next 20 to 30 years by building unneeded underground parking garages with parks on top AND DO ALLOW a theater in our parking plazas. Build a theater at the existing Bus Barn location where there is plenty of parking for theater patrons and build or expand it with only private funds, NO bond dollars! The city of Los Altos does NOT maintain what we already have downtown.
- I feel the parking is unsafe because it hasn't been well-maintained and has uneven surfaces, concrete blocks that are disintegrating, and poor lighting. It's past time to return the downtown to people on foot and underground/or relocate the parking to a structure and discourage cars wherever possible. Also, enforcing employee parking would do a lot to solve the perception of "not enough parking."
- No underground parking in downtown. Not necessary, too costly, and construction would be very disruptive.
- "Leave the parking as it is! It is one of the charming and convenient aspects of downtown Los Altos. I'm almost 90, and parking is very easy and convenient for me - above ground!
- Keep the theater out of the parking lots. "
- fix our firestation and police stations BEFORE any parking situation changes. this is a jaded survey
- Too much parking is given to the parklets? considering the number of hours you see them being used.
- Parking safety depends on time of day/night. I am not so comfortable going to my car at night.
- Underground parking with a park on top is absurd. Save the $$ to build a new police building, which is a critical public safety need.
- I have been shopping downtown for decades (probably much longer than anyone reading this) and I have known several business owners over those decades. I have worked at three different businesses in the 1980s and1990s. A very good friend who owned a couple of downtown properties and a popular business told me that in the 1980s (when retail was still king) that the council at the time wanted to build a parking garage downtown and wanted the businesses to pay for it. That never happened obviously. Partly because retailers didn't want to pay and nobody other than those who proposed it wanted a parking garage in our downtown of 4 square blocks. People don't want to park underground where it is much less safe. Since that time there seems to have been a systematic plan to eliminate more and more parking. The bump outs at every corner on Main and State Streets is one example. They allow anyone in a wheelchair or pushing a stroller to cross safely without encountering a step: but this could have easily been accomplished without sacrificing parking spots at each and every one of those corners. Then there was the building of condos in some parking plazas. Now we have "parklets" that were supposed to be temporary. They have eliminated countless parking spaces and an entire block on State Street is without parking. As a former retailer and a shopper myself, I know it is human nature to want to park as close to the business you plan to visit, whether it be a hair salon where you have an appt. or a shop or a restaurant. Being an able bodied person, I have never minded having to walk and/or drive around the block once or twice to find that perfect spot to park. I typically don't just visit one establishment anyway. With the proliferation of restaurants and the nature of the restaurant business; they employ more people during business hours than retail stores and other businesses and thus have far more employees needing spaces to park. That combined with the purposeful elimination of spaces, it has sometimes been difficult to park. I visit downtown 3 to 4 times a week and I have noted innumerable illegal U-turns in order for someone to score a parking space on the other side of the block. I have also witnessed people parking in the red zones, parking the wrong direction in parallel spaces and using the middle of the street as a loading zone thus forcing cars behind them to drive on the wrong side of the road. Get rid of the mostly unsightly and underused parklets and you probably

won't need a parking garage. If a parking garage is my only option to park, I won't be coming downtown anymore.

- there is insufficient parking downtown because a lot of parking spaces are taken up by unused restaurant parklets.
- Change is needed. Let's support the next generation, not live in the past.
- I WOULD LIKE TO SEE SOME DEDICATED HANDICAP PARKING ON MAIN AND STATE STREET. MY DAUGHTER WAS WHEELCHAIR BOUND FOR ABOUT ONE YEAR AND HAVING TO PARK FAR AWAY FROM THE SHOPS TO USE HANDICAPPED PARKING WAS A NIGHTMARE. I THINK CONSIDERING THE DEMOGRAPHICS IN LOS ALTOS,THERE WILL BE A GROWING NEED FOR HANDICAPPED PARKING THAT IS CONVENIENT.
- Strongly opposed to park/underground parking proposal. Underground parking does not feel safe. I do not see a need for small parks downtown.
- I am NOT in favor of underground parking in the downtown area. I do not believe that a park would bring in that much new business to the area. How about a high rise parking structure similar to Palo Alto?
- The parking plazas are a miserable location for a "park" ! Unpleasant traffic noise and fumes.
- I strongly oppose the plan to convert 2 of our parking plazas into parks with underground parking for two reasons: 1) We don't need downtown parks, and 2) Los Altos can not afford the unnecessary expenses. I also strongly oppose parking meters.
- No more fees!
- Why not make the new park in the empty lot at the community center, add a fitness path like at Rosita, a playground to replace the old train station playground eliminated when the new community center was built, add a sand volleyball court, a grass field, a few exercise machines, and picnic tables. Easy to plan in house and way less disruptive and expensive than tearing up the current parking plazas.
- disabled access has been poor. so I never shopped when in wheelchair. so don't know downtown.
- I perceive parking garages, especially underground garages, as significantly more inconvenient than street-level parking.
- my concern with low cost metered parking is how long it would be low cost and the the use of those funds
- I think we all spend way too much time and money on worrying where to park our cars.

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Appendix C

Sample Shared Parking Agreement

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Sample Shared Parking Agreement

CITY OF SACRAMENTO

PARKING MANAGEMENT AGREEMENT

This Parking Management Agreement ("Agreement") is made and entered into on _____, 2021 ("Effective Date"), by and between _____, a _____ corporation ("OWNER") and the City of Sacramento, a municipal corporation ("City").

Background

Based on the facts in the foregoing background, the City and OWNER agree as follows:

1. **Parking Lot.** The terms of this Agreement apply to the parking lot located at _____ in Sacramento, California (hereafter "Lot"), as identified in the map attached hereto as Exhibit A.

2. **Term; Termination.**

A. Term. Unless terminated pursuant to the provisions of this Section 2, the Initial Term of the Agreement commences on the Effective Date and expires on _____. OWNER is entitled to _____ option to extend this Agreement ("Extended Term"), by providing written notice of extension to City not less than 180 calendar days prior to the expiration of the Initial Term.

B. Termination.

(1) *Termination for Convenience*. Either party may terminate this Agreement, at any time, by providing the other party written notice no less than 30 calendar days prior to the selected date of termination. Termination or expiration of this Agreement shall not release any party hereto from any liability or obligation hereunder, whether of indemnity or otherwise, resulting from any acts, omissions, or events happening prior to such termination or expiration. Upon termination or expiration of this Agreement, City will have 30 calendar days to remove any personal property from the Lot. All improvements paid for by OWNER shall remain the property of OWNER.

(2) *Early Termination Fee*. _____ acknowledges certain initial costs incurred by City to activate this Agreement. As such, OWNER agrees to pay City $XXXXX if OWNER terminates this Agreement within 12 months after the Effective Date. Any early

termination payment must be made by check payable to "City of Sacramento" and sent to the City address specified in Section 8 within 30 calendar days after receipt of City's invoice.

3. **Use.** The Lot will be used solely and exclusively for the operation of a parking lot. Hours of operation will be determined by OWNER. Any change in use to all or a portion of the Lot must be mutually agreed upon in writing by both parties. The Lot will primarily be used for the following parking purposes unless otherwise agreed to by the parties:

A.

4. **Management of Lot.** Beginning on the Effective Date, City will manage parking operations for the Lot according to the following terms and conditions:

A. Parking Enforcement. City will add the Lot to its regular patrol coverage and issue citations for violations of posted signs. OWNER hereby consents to individuals parking on its Lot for purposes of City Code section 10.44.010(A).

B. Revenue Collection. City will collect all revenue from citations issued to vehicles parked in the Lot, perform billings, and collect accounts receivable in relation to City's operation of the Lot. Revenue includes the total amount of cash receipts generated from all business operations conducted upon or from the Lot by City, including monthly permits, daily fees, and validations (collectively, "Total Gross Revenue"). Citation fees collected by City from its enforcement of the Lot will not be included in the Total Gross Revenue.

C. Electronic Permit Fees. City will invoice OWNER $1 for every electronic permit issued whereby the permit fee is collected directly by City. City will invoice OWNER $5 for every electronic permit issued whereby the permit fee is collected by OWNER. Payment must be made by check payable to "City of Sacramento" and sent to the City address specified below in Section 8 within 30 calendar days after receipt of City's invoice.

D. Revenue Distribution. City will pay OWNER 80 percent of Total Gross Revenue collected at the Lot during each month ("OWNER Proceeds"). City will pay OWNER Proceeds to OWNER within 60 calendar days after completion of each month. Payment will be made by check mailed to OWNER's address specified below in Section 8. Upon payment, City shall provide brief details of the income sources in a form reasonably acceptable by OWNER. The remaining 20 percent of Total Gross Revenue will be retained by City for its labor expenses, operating expenses, and monthly management fee.

E. Dismissal of Citations. If OWNER requests dismissal of a citation and City evaluates and dismisses the citation, OWNER shall pay City a $25 administrative fee (per citation) to recoup City's staff time. Payment must be made by check payable to "City of Sacramento" and sent to the City address specified below in Section 8 within 30 calendar days after receipt of City's invoice.

F. Improvements. OWNER, at OWNER's expense, is responsible for all improvements to the Lot, including without limitation re-paving, striping, and installation of all signage required by City or

other governmental regulations. OWNER may request that City perform such improvements to the Lot, but OWNER will be responsible for the cost and City may decline to perform such improvements in its sole discretion.

G. Maintenance, Repair, and Custodial. OWNER shall keep and maintain the Lot and all improvements thereon in good repair and in a neat and satisfactory condition, and shall make all repairs and replacements that may become necessary to the Lot, whether structural or nonstructural, ordinary or extraordinary. OWNER may request that City maintain the Lot and all improvements, but OWNER will be responsible for the cost and City may decline to perform such maintenance in its sole discretion. All notices and signs upon the Lot shall be neat and properly maintained. OWNER has the right to enter the Lot at all reasonable times to inspect the same. City is responsible for performing light custodial services such as minor trash pick up and clean up.

H. Payment Machines. City will install and maintain one parking payment machine to be used by customers parking in the Lot. City will retain ownership of the parking pay machine and will promptly remove it from the Lot upon termination or expiration of this Agreement.

I. Security. City will add the Lot to its regular security patrol route, but City shall not be responsible for the personal safety or security of any person or personal property on the Lot.

J. Utilities and Services. All charges for water, gas, light, heat, power, electricity, telephone or other communication service, janitorial service, trash pick-up, sewer, and all other services supplied to or consumed on the Lot, and all taxes, levies, fees, or surcharges related to the Lot shall be the sole responsibility of OWNER.

5. **Release of Liability.** OWNER shall release and hold City harmless for loss, damage, theft, or vandalism to property and equipment, or personal injury, of OWNER and its officers, employees, agents, contractors, subcontractors, invitees, volunteers, and others acting under its or their authority while such individuals, property or equipment is in or on the Lot, except where such loss of or damage to property and equipment, or personal injury, results from the sole negligence or willful misconduct of City and its officials, employees, agents or volunteers.

6. **Indemnity.**

A. Each party shall defend, hold harmless and indemnify the other party, its officers and employees, and each and every one of them, from and against any and all actions, damages, costs, liabilities, claims, demands, losses, judgments, penalties, costs and expenses of every type and description, including, but not limited to, any fees and/or costs reasonably incurred by staff attorneys or outside attorneys and any fees and expenses incurred in enforcing this provision (hereafter collectively referred to as "Liabilities"), including but not limited to Liabilities arising from personal injury or death, damage to personal property, real property, or the environment, contractual or other economic damages, or regulatory penalties, arising out of or in any way connected with performance of or failure to perform this Agreement by the indemnifying party, any subcontractor or agent, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, whether or not (i) such Liabilities are caused in part by a party indemnified hereunder or (ii) such Liabilities are litigated, settled or reduced to judgment; provided that the

foregoing indemnity does not apply to liability for any damage or expense for death or bodily injury to persons or damage to property to the extent arising from the sole negligence or willful misconduct of the indemnified party, its agents, servants, or independent contractors who are directly responsible to the indemnified party, except when such agents, servants, or independent contractors are under the direct supervision and control of the indemnifying party. The provisions of this Section 6 shall survive any expiration or termination of this Agreement.

B. It is the intention of City and OWNER that, where comparative fault is determined to have been contributory, principles of comparative fault will be followed and each party shall bear the proportionate cost of any damage attributable to the fault of that party, its officers, directors, agents, employees, volunteers, and contractors.

7. **Insurance Requirements.** During the entire term of this Agreement, OWNER shall maintain the insurance coverage described in this Section 7. Insurance requirements are subject to review and revision every five (5) years to assure that policy terms, conditions and limits are maintained in accordance with current insurance industry standards for comparable premises and buildings.

City will not provide any compensation for OWNER's insurance premiums. Any available insurance proceeds in excess of the specified minimum limits and coverages shall be available to the City.

It is understood and agreed by OWNER that its liability to the City shall not in any way be limited to or affected by the amount of insurance coverage required or carried by OWNER in connection with this Agreement.

A. Minimum Scope & Limits of Insurance Coverage.

(1) Commercial General Liability Insurance providing coverage at least as broad as ISO CGL Form 00 01 on an occurrence basis for bodily injury, including death, of one or more persons, property damage, and personal injury, arising out of activities performed by or on behalf of OWNER, its sub-consultants, and subcontractors, products and completed operations of OWNER, its sub-consultants, and subcontractors, and premises owned, leased, or used by OWNER, its sub-consultants, and subcontractors, with limits of not less than one million dollars ($1,000,000) per occurrence. The policy shall provide contractual liability and products and completed operations coverage for the term of the policy.

(2) Automobile Liability Insurance providing coverage at least as broad as ISO Form CA 00 01 for bodily injury, including death, of one or more persons, property damage, and personal injury, with limits of not less than one million dollars ($1,000,000) per accident. The policy shall provide coverage for owned, non-owned, and/or hired autos as appropriate to the operations of OWNER.

(3) Excess Insurance: The minimum limits of insurance required above may be satisfied by a combination of primary and umbrella or excess insurance coverage; provided that any umbrella or excess insurance shall contain, or be endorsed to contain, a provision that it shall apply on a primary basis for the benefit of the City, and any insurance or self-insurance maintained by City, its officials, employees, or volunteers shall be in excess of such umbrella or excess coverage and shall not contribute with it.

(4) Workers' Compensation Insurance with statutory limits, and Employers' Liability Insurance with limits of not less than one million dollars ($1,000,000). The Workers' Compensation policy shall include a waiver of subrogation in favor of the City.

B. Additional Insured Coverage.

(1) Commercial General Liability Insurance: The City, its officials, employees, and volunteers shall be covered by policy terms or endorsement as additional insureds as respects general liability arising out of: activities performed by or on behalf of OWNER, its sub-consultants, and subcontractors; products and completed operations of OWNER, its sub-consultants, and subcontractors; and premises owned, leased, or used by OWNER, its sub-consultants, and subcontractors.

(2) Automobile Liability Insurance: The City, its officials, employees, and volunteers shall be covered by policy terms or endorsement as additional insureds as respects auto liability.

C. Other Insurance Provisions.

The policies are to contain, or be endorsed to contain, the following provisions:

(1) OWNER's insurance coverage, including excess insurance, shall be primary insurance as respects City, its officials, employees, and volunteers. Any insurance or self-insurance maintained by City, its officials, employees, or volunteers shall be in excess of OWNER's insurance and shall not contribute with it.

(2) Any failure to comply with reporting provisions of the policies shall not affect coverage provided to City, its officials, employees, or volunteers.

(3) Coverage shall state that OWNER's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.

(4) City will be provided with thirty (30) days written notice of cancellation or material change in the policy language or terms.

D. Acceptability of Insurance.

Insurance shall be placed with insurers with a Bests' rating of not less than A:VI. Self-insured retentions, policy terms or other variations that do not comply with the requirements of this Section 7 must be declared to and approved by the City in writing prior to execution of this Agreement.

E. Verification of Coverage.

(1) OWNER shall furnish City with certificates and required endorsements evidencing the insurance required. The certificates and endorsements shall be forwarded to the City Representative named in Section 8. Copies of policies shall be delivered to the City on demand. Certificates of insurance shall be signed by an authorized representative of the insurance carrier.

(2) For all insurance policy renewals during the term of this Agreement, OWNER shall send insurance certificates reflecting the policy renewals directly to:

City of Sacramento

c/o Exigis LLC

PO Box 947

Murrieta, CA 92564

(3) Certificate Holder must be listed as:

City of Sacramento

c/o Exigis LLC

PO Box 947

Murrieta, CA 92564

(4) The City may withdraw its offer of contract or cancel this Agreement if the certificates of insurance and endorsements required have not been provided prior to execution of this Agreement. The City may cancel the Agreement if the insurance is canceled or OWNER otherwise ceases to be insured as required herein.

F. Subcontractors.

OWNER shall require and verify that all sub-consultants and subcontractors maintain insurance coverage that meets the minimum scope and limits of insurance coverage specified in subsection A, above.

8. **Notices.** All notices shall be in writing and shall be deemed received when delivered personally or deposited in the United States mail, registered or certified, postage prepaid, or delivered by overnight courier, and addressed to the following address:

To OWNER:

To City:

Parking Services Division

Attn: Parking Services Manager

300 Richards Blvd., 2nd Floor

Sacramento, CA 95811

9. **No Agency.** This Agreement does not create or imply any partnership, agency, or joint venture. No relationship of employer-employee shall exist between OWNER and City for any purpose whatsoever. OWNER shall not be entitled to any benefits payable to employees of the City. OWNER shall have no authority, express or implied, to act on behalf of City in any capacity whatsoever as an agent or to bind City to any obligations whatsoever.

10. **Binding Effect.** This Agreement shall be binding on the heirs, executors, administrators, successors, and assigns of the parties.

11. **Headings.** The headings contained in this Agreement are for purposes of convenience only and are not to be used to interpret or construe this Agreement.

12. **Waiver.** A party's failure to insist on strict performance of this Agreement or to exercise any right or remedy upon breach of this Agreement will not constitute a waiver of the performance, right, or remedy. Wavier of a breach of any provision in this Agreement is not a continuing waiver or a waiver of any later breach of the same or any other provision. No waiver will be effective unless it is in writing and signed by the waiving party.

13. **Severability.** In the event that any provision of this Agreement is determined by a court of competent jurisdiction to be invalid or is rendered invalid by any provision of state or federal law, the remainder of this Agreement shall remain in full force and effect.

14. **Enforcement of Agreement.** This Agreement shall be governed, construed, and enforced in accordance with the laws of the State of California. Venue of any litigation arising out of or connected with this Agreement shall lie exclusively in the state trial court or federal district court located in Sacramento County, California, and the parties consent to jurisdiction over their persons and over the subject matter of any such litigation in such courts, and consent to service of process issued by such courts.

15. **Attorney Fees.** Except as required by Section 6 above, the parties shall bear their own costs and attorneys' fees incurred in connection with this Agreement.

16. **No Third Party Beneficiaries.** This Agreement is solely for the benefit of the City and OWNER. It is not intended to benefit any third parties.

17. **Counterparts.** The parties may sign this Agreement in counterparts, each of which is considered an original, but all of which constitute the same agreement. Facsimiles, pdfs, and photocopies of signature pages have the same binding effect as originals. The parties agree that this document may be executed with electronic signatures.

18. **Authority.** The persons signing this Agreement represent and warrant that they are fully authorized to sign this Agreement on behalf of their respective party and to bind their respective party to the performance of the Agreement's obligations.

19. **Entire Agreement.** This Agreement, which includes all attachments and all documents that are incorporated by reference, contains the entire agreement between the parties and supersedes whatever oral or written understanding they may have had prior to the execution of this Agreement. No alteration to the terms of this Agreement shall be valid unless approved in writing by both parties.

[*Signature Page Follows*]

Executed as of the Effective Date stated above.

OWNER

By: _____

Name: _____

Title: _____

_____

State I.D. No.

_____

Fed. Tax ID No.

_____

City of Sac. Business Op. Tax Cert. No.

CITY OF SACRAMENTO

a Municipal Corporation

By: _____

Hector Barron, Assistant City Manager

For: Howard Chan, City Manager

APPROVED AS TO FORM:

BY: _____

Senior Deputy City Attorney

ATTEST:

By: _____

Assistant City Clerk

Exhibit A – Map

Appendix D

Sample Automated License Plate Recognition Policy

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Sample Automated License Plate Recognition Policy

The San Francisco Municipal Transportation Agency (SFMTA) provides transportation and parking services for residents and visitors to the City of San Francisco. SFMTA uses Automated License Plate Recognition (ALPR) to support this mission.

What Is ALPR?

ALPR is a camera system that takes a picture of a license plate and uses a computer algorithm to convert the image of the license plate, and the characters it contains, into computer-readable data (ALPR data).

Purpose

SFMTA collects ALPR data for the purposes of managing SFMTA parking facilities and calculating parking fees, issuing citations for violations of parking laws and regulations, and collecting citation fines.

Authorized Users

Parking enforcement officers, SFMTA staff and contractors involved in issuing citations and collecting parking citation fines, and parking facility operators are authorized to access ALPR data.

Training

SFMTA conducts annual training of staff on the proper handling of personal information which includes ALPR data. The training addresses appropriate handling and transmission procedures, as well as consequences of a ALPR data security breach. SFMTA contractors and parking facility operators are required to provide similar training to their employees who access ALPR data.

Information Security

SFMTA utilizes physical access controls, computer application permission controls, and other technological, administrative, procedural, operational, and personnel security measures to record who has accessed ALPR data, the time and date of access, and reason for access, and to protect ALPR data from unauthorized access, destruction, use, modification or disclosure.

Official Custodian

The SFMTA's Director of Security, Investigation and Enforcement is the Official Custodian of the SFMTA collected ALPR data and responsible for implementing this policy.

Audit

An ALPR Data Custodian performs a yearly audit to verify that all persons who access ALPR data are authorized to do so and that they have been properly trained. The Data Custodian reviews ALPR data requests and verifies they were properly approved. The Data Custodian also verifies that the SFMTA's data retention policy has been properly enforced.

Information Sharing

SFMTA only shares ALPR data with employees and contractors who responsible for processing citations and handling parking payments. SFMTA does not sell ALPR data to anyone, nor is it disclosed to the public. SFMTA will provide ALPR data to law enforcement if requested as part of a criminal investigation or if subpoenaed by a court or other public agency that has the legal authority to require the release of ALPR data.

Accuracy

Employees visually verify license plate data when a citation is issued or if there is a mismatch when a car leaves a parking facility.

Data Retention

ALPR data is stored based on the following schedule:

- License Plates collected, but not cited: Not retained
- License Plates for issued parking citations: 5 years
- License Plates for parking in a parking garage: 60 days