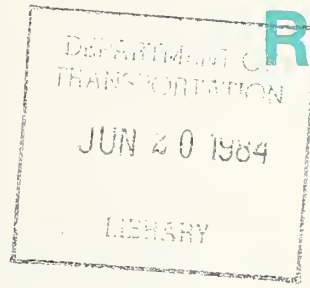


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82-57



California Department of
Transportation
Office of the Secretary
of Transportation

Flexible Parking Requirements



June 1982

An Urban Consortium Information Bulletin



**Urban
Consortium**

for Technology Initiatives



Urban Consortium for Technology Initiatives

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The Urban Consortium for Technology Initiatives was formed to pursue technological solutions to pressing urban problems. The Urban Consortium is a coalition of 37 major urban governments, 28 cities and 9 counties, with populations over 500,000. These 37 governments represent over 20% of the nation's population and have a combined purchasing power of over \$25 billion.

Formed in 1974, the Urban Consortium represents a unified local government market for new technologies. The Consortium is organized to encourage public and private investment to develop new products or systems which will improve delivery of local public services and provide cost-effective solutions to urban problems. The Consortium also serves as a clearinghouse in the coordination and application of existing technology and information.

To achieve its goal, the Urban Consortium identifies the common needs of its members, establishes priorities, stimulates investment from Federal, private and other sources and then provides on-site technical assistance to assure that solutions will be applied. The work of the Consortium is focused through 10 task forces: Community and Economic Development; Criminal Justice; Environmental Services; Energy; Fire Safety and Disaster Preparedness; Health; Human Resources; Management, Finance and Personnel; Public Works and Public Utilities; and Transportation.

Public Technology, Inc. is the applied science and technology organization of the National League of Cities and the International City Management Association. It is a nonprofit, tax-exempt, public interest organization established in December 1971 by local governments and their public interest groups. Its purpose is to help local governments improve services and cut costs through practical use of applied science and technology. PTI sponsors the nation's local government cooperative research development, and technology transfer program.

PTI's Board of Directors consists of the executive directors of the International City Management Association and the National League of Cities, plus managers and elected officials from across the United States.



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Flexible Parking Requirements,

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Prepared by
PUBLIC TECHNOLOGY, INC.
1301 Pennsylvania Avenue, NW
Washington, D.C. 20004



Secretariat to the
**URBAN CONSORTIUM
FOR TECHNOLOGY
INITIATIVES**

Supported by
U.S. Department of Transportation
Washington, D.C. 20590

DOT-I-82-57

PREFACE

This is one of ten bulletins in the fifth series of Information Bulletins produced by the Transportation Task Force of the Urban Consortium for Technology Initiatives. Each bulletin in this series addresses a priority transportation need identified by member jurisdictions of the Urban Consortium. The bulletins are prepared for the Transportation Task Force by the staff of Public Technology, Inc. and its consultants.

Ten newly identified transportation needs are covered in this fifth series of Information Bulletins. In priority order they are:

- Growth Management and Transportation
- Intercepting Downtown-Bound Traffic
- Inflation Responsive Transit Financing
- Impact of Traffic on Residential Areas
- Coordination of Parking with Public Transportation and Ridesharing
- Improved Railroad Grade Crossings
- Flexible Federal Design Standards for Highway Improvements
- Traffic Signal Maintenance
- Inflation Responsive Financing for Streets and Highways
- Flexible Parking Requirements

The needs highlighted by Information Bulletins are selected in an annual process of needs identification used by the Urban Consortium. By focusing on the priority needs of member jurisdictions, the Consortium assures that resultant research and development efforts are responsive to local government problems.

Each bulletin provides a nontechnical overview, from the local government perspective, of issues and problems associated with each need. Current research efforts and approaches to the problem are identified. The bulletins are not an in-depth review of the state-of-the-art or the state-of-the-practice. Rather, they serve to identify and raise issues and as an information base from which the Transportation Task Force selects topics that require a more substantial research effort.

The Information Bulletins are also useful to those, such as elected officials, for whom transportation is but one of many areas of concern.

The needs selection process used by the Urban Consortium is effective. Priority needs selections have been addressed by subsequent Transportation Task Force projects:

- To facilitate the provision of transportation services for elderly and handicapped people, five products have been developed: Elderly and Handicapped Transportation: Chief Executive's Summary, Elderly and Handicapped Transportation: Planning Checklist, Elderly and Handicapped Transportation: Information Sourcebook, Elderly and Handicapped Transportation: Eight Case Studies.
- To help improve center city circulation (with the objectives of downtown revitalization and economic development) several projects have been completed. A summary report on Center City Environment and Transportation: Local Government Solutions shows how 7 cities use transportation and pedestrian improvements as tools in downtown revitalization. A report titled Center City Environment and Transportation: Transportation Innovations in Five European Cities discusses exemplary approaches to resolving traffic management problems common to cities with large numbers of automobiles. Another project, addressing the coordination of public transportation investment with real estate development, has culminated in two major national conferences--the Joint Development Marketplaces I and II. The second Marketplace, held in Washington, DC, in July 1980, was attended by a total of over 500 people, including exhibitors from 32 cities and counties and representatives of private development and financial organizations.
- A series of documents relating to the need for Transportation Planning and Impact Forecasting Tools has been prepared: (1) a management-level document for local officials describing manual and computer transportation planning tools available from the U.S. Department of Transportation, (2) a series of case studies of local government and transit agency applications of these tools, and (3) a guide describing ways local governments can gain access to these tools.
- To meet the need to promote the use of Transportation System Management (TSM) measures, a series of five regional meetings was held in 1980 to provide local, State, and Federal officials, and representatives of transit agencies and the business community with the opportunity to exchange information about low-cost TSM projects to improve existing transportation systems.
- To facilitate the dissemination of information on local experiences in Parking Management, a technical report describing the state-of-the-art has been prepared.

- To address the need for information on transit productivity, a seminar on International Transit Performance Measurement was held in September 1980. The seminar included presentations on the state-of-the-art in France, Germany, and the United States. The seminar was co-sponsored by the German Marshall Fund of the United States.
- To encourage improved design in transportation facilities, PTI organized Design for Moving People, the first national conference to bring together leading design professionals--architects, artists, arts administrators--and those responsible for operating and managing many of the nation's largest public mass transportation systems. The meeting was held in May 1981 in New York. Cosponsored by the American Public Transit Association (APTA), the New York Chapter of the American Institute of Architects, AMTRAK, and the Municipal Art Society of New York, the two day conference featured keynote addresses by two of the country's leading architects, case studies, and practical workshops on topics such as financing design excellence, promoting better collaboration between architects and artists, and materials selection--vandalism and maintenance.
- To address the issue of adequate financing for transit and the difficult policy decisions facing operating authorities regarding fare setting and the role fares should play in meeting financial needs, the Urban Mass Transportation Administration (UMTA) and the American Public Transit Association (APTA) sponsored a fare policy seminar, with the help of PTI, for general managers and board members in Region III. The seminar was held in Washington, D.C. in September 1981, at APTA's offices. Consulting experts presented the results of relevant research sponsored by UMTA's Office of Service and Methods Demonstrations.
- To test the effectiveness of the video teleconference as a means of communicating information to local officials quickly and efficiently and to address the need to find less costly alternatives to fixed route transit, PTI organized and staffed a successful teleconference under UMTA sponsorship in 1982. Entitled "Adjusting to Reduced Transportation Budgets: Operational Strategies," the teleconference provided local officials in five cities with information about alternative transportation services suitable for areas where conventional transit service is either impractical or unduly expensive.

Task Force information dissemination and technology sharing concerns are currently addressed by three products--SMD Briefs, Transit Actions and Transit Technology Briefs. SMD Briefs are short reports that provide up-to-date information about specific aspects of on-going projects of UMTA's Office of Service and Methods Demonstrations (SMD). In addition, the SMD HOST Program allows transportation officials from selected jurisdictions to visit one of these projects for on-site training. Transit

Actions cover the on-going projects of UMTA's Office of Transportation Management. Each Action provides timely information that will be especially useful to transit managers concerned with improving their transit systems' efficiency and effectiveness. Transit Technology Briefs report on projects sponsored by UMTA's Office of Technology Development and Deployment. These timely documents provide information that should be of direct benefit in the improvement and productivity of transit system operations.

Additional Technology Sharing occurs through the National Cooperative Transit Research Program (NCTRP) which was organized jointly by Public Technology, Inc., the American Public Transit Association, the Urban Mass Transportation Administration, and the Transportation Research Board to address problems relating to public transportation identified by local and State government and transit administrators.

The support of the U.S. Department of Transportation's Technology Sharing Division in the Office of the Secretary, Federal Highway Administration, National Highway Traffic Safety Administration, and Urban Mass Transportation Administration has been invaluable in the work of the Transportation Task Force of the Urban Consortium and the Public Technology, Inc. staff. The guidance offered by the Task Force members will continue to ensure that the work of the staff will meet the urgent needs identified by members of the Urban Consortium for Technology Initiatives.

The members of the Transportation Task Force are:

- George Simpson (Chairperson)
Assistant Director
Department of Engineering
and Development
City of San Diego
San Diego, California
- Gerald R. Cichy
Director of Transportation
Montgomery County
Rockville, Maryland
- Kent Dewell
Deputy Director, Public Works
Department/Transportation
Division
City of San Jose
San Jose, California
- David Gurin
Deputy Commissioner
New York City Department of
Transportation
New York, New York
- Edward M. Hall (Vice Chairperson)
Street Transportation
Administrator
City of Phoenix
Phoenix, Arizona
- William K. Hellmann
Chief, Interstate Division
for Baltimore City
Baltimore, Maryland
- Rod Kelly
Director, Office of
Transportation
City of Dallas
Dallas, Texas
- Frank Kiolbassa
Director of Public Works
City of San Antonio
San Antonio, Texas
- Alan Lubliner
Center City Circulation
Project Manager
Department of City Planning
City of San Francisco
San Francisco, California
- Jim Parsons
Chief Transportation Planner
Office of Policy and Evaluation
City of Seattle
Seattle, Washington
- Julie Sgarzi
Director of Research
Mayor's Office
City of Los Angeles
Los Angeles, California
- Stephen Villavaso
Chief Planner, Transportation
Policy Development
Mayor's Office
City of New Orleans
New Orleans, Louisiana

Project Sponsors

- Jim Bautz
Chief, Transit Services
Division, Office of
Service and Management
Demonstrations
Urban Mass Transportation
Administration
U.S. Department of Transportation
Washington, D.C.
- Peter Benjamin
Associate Administrator,
Technical Assistance
Urban Mass Transportation
Administration
U.S. Department of Transportation
Washington, D.C.
- Brian Cudahy
Director, Office of Capital and
Formula Assistance
Urban Mass Transportation
Administration
U.S. Department of Transportation
Washington, D.C.
- Frank Enty
Chief, Management Division
Office of Service and
Management Demonstrations
Urban Mass Transportation
Administration
U.S. Department of Transportation
Washington, D.C.
- Ronald J. Fisher
Director, Office of Service and
Management Demonstrations
Urban Mass Transportation
Administration
U.S. Department of Transportation
Washington, D.C.
- Charles Graves
Director, Office of Planning
Assistance
Urban Mass Transportation
Administration
U.S. Department of Transportation
Washington, D.C.
- Phil Hughes
Chief, Information Staff
Urban Mass Transportation
Administration
U.S. Department of Transportation
Washington, D.C.
- Douglas Kerr
Chief, Program Guidance Division
Office of Capital and Formula
Assistance
Urban Mass Transportation
Administration
U.S. Department of Transportation
Washington, D.C.
- Alfonso B. Linhares
Director, Office of Technology
and Planning Assistance
Office of the Assistant Secretary
for Governmental Affairs
U.S. Department of Transportation
Washington, D.C.
- Norm Paulhus
Office of Technology and Planning
Assistance
Office of the Assistant Secretary
for Governmental Affairs
U.S. Department of Transportation
Washington, D.C.

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ISSUES AND PROBLEMS

This Information Bulletin examines some of the principal issues relating to the introduction of flexible parking requirements. Flexible requirements relax the amount of off-street parking called for in local zoning codes in return for developer support of public parking, mass transit, or ridesharing programs. The importance and timeliness of the topic was recognized by the Transportation Task Force of the Urban Consortium when it designated flexible parking requirements as one of its top 10 transportation research needs.

The regulation of parking has been a responsibility of local governments for many years. Cities and counties traditionally have used their zoning powers to spell out the amount of parking that must be provided in conjunction with particular land uses. In recent years, some local officials have begun to change these requirements for a variety of reasons. In some cases, jurisdictions are changing their requirements either to limit the supply of parking or to provide the option of supporting transit or ridesharing in lieu of building more and more parking. In other cases, cities and counties are changing the requirements in order to gain more control over the location and size of new parking facilities or the timing of their development.

The relaxations may be optional or mandatory (see Table 1). When they are optional, the developer has the choice of supplying the required parking or supporting public parking facilities or ridesharing and transit. Relaxations can also be mandatory. A city might set a maximum parking requirement that is considerably below expected demand. Thus, even if a developer proposes to provide the full or maximum number of spaces, the city might require additional measures to accommodate the excess demand. These might include a one-time fee for transit, or capital improvements to road and signal systems, or ridesharing programs at the development.

ISSUES RELATING TO FLEXIBLE PARKING REQUIREMENTS

In-Lieu Fees to Support Public Parking

In a number of jurisdictions the parking requirements have been altered to support the provision of public parking. The reasons for this approach vary but include locating new facilities in order to serve several developments, limiting the overall supply of parking, and coordinating parking development with traffic and transit circulation.

In Calgary, Alberta, for example, developers of downtown office buildings are required to provide 20 percent of the required ratio on site (1 parking space for every 1500 net square feet of development) and to make a cash payment to the City for the other 80 percent of the requirement. The fee is a substitute for the parking spaces that are mandated by the zoning code. The City is building large peripheral parking structures connected to the CBD by enclosed walkways and is developing light rail transit in the CBD. The overall objective is to discourage autos and encourage transit for trips into downtown. Developers say that 20 percent of the required ratio does not provide enough spaces on site to

Table 1

TYPES AND PURPOSES OF FLEXIBLE REQUIREMENTS

REASONS FOR FLEXIBLE REQUIREMENTS	ACTION TAKEN BY DEVELOPER	REQUIRED OR VOLUNTARY	PRINCIPAL GOALS	INTENDED RESULTS
Support public parking	Contribute \$ to a parking fund	Either	Develop public parking; control location of parking	Increase supply of public parking; in optimal locations
Encourage proximity or connection to transit facility	Locate adjacent to or connect to transit facility	Voluntary	Reduce demand for parking; support transit	Reduce growth of parking supply; increase transit ridership
Support bicycle parking	Provide secure bicycle parking	Either	Reduce demand for parking; encourage bicycling	Reduce growth of parking supply; more bicycle commuting
Encourage car pool/vanpool	Dedicate spaces for carpools and vanpools	Either	Promote ride-sharing; reduce demand for parking	Increase vehicle occupancy
Provide transit passes	Set up a transit pass sales program	Either	Promote transit; reduce demand for parking	Increase transit ridership

attract tenants, that municipal parking structures are slow to develop, and that structures are or will be located inconveniently to downtown.

Inflation has had an adverse effect on Calgary's program because construction costs appear to have exceeded the rate of return the City receives on the in-lieu payments waiting to be utilized for garage construction. City officials are now discussing the possibility of making in-lieu funds available to private developers to finance more parking in developments.

Other jurisdictions demonstrate how developers can be encouraged to pay in-lieu fees, and how fees can lead successfully to the provision of public parking. Montgomery County, Maryland, has established four parking districts in business areas throughout the County funded in part by in-lieu fees. The combined districts provide about 1400 off-street spaces and are financially self sustaining. Revenue sources are an ad valorem tax on buildings not providing the required parking (1 space per 500 square feet for office development), parking fees, enforcement fines, and income from investments and bond issues. Relaxations in the requirement are not often granted through Planned Developments or variances, and any parking provided meeting requirements must be open to the public, without charge for the first hour. These conditions ensure that most developers don't provide the parking (except for some VIP parking) or seek relaxations but instead pay the ad valorem tax. The tax is not to exceed \$1.00 per \$100.00 of assessed value of real property and land.

In Davis, California, the City has given developers the option of making a cash payment as an alternative to complying with the code's requirement of 1 parking space per 400 square feet of office space downtown and one space per 500 square feet in mixed use developments. The payment option is based on "an amount equal to the value of the required parking on a per parking space basis." The City Council establishes this value periodically. Most parking is at grade in Davis, and the current value is \$5,000 per space. The space must be available to the public at large and "in or near" the commercial districts of the City. Three projects are now planned to take advantage of the fee, encouraged to do so by the problem of providing all of the required parking on site. For example, one developer reports of 27 spaces originally required for a building, 8 have been waived due to a historic restoration provision, 9 will be provided on site, and 10 have been waived for a fee of \$50,000.

In-Lieu Fees to Guide Traffic and Land Use

In growing cities without much mass transit, planners perceive in-lieu fees for parking can be used to guide traffic and land use patterns. In Tampa, the Downtown Development Authority is examining in-lieu fees to pay for parking structures. City planners want to control the location of major parking facilities to ensure that they promote sound traffic patterns. A relatively low requirement in Tampa--1 space per 1000 square feet of office--and the fact that nearly all commuting is by auto cause developers and lenders to press for more than the minimum number of spaces. Planners might make the current minimum a maximum, then require developers to pay in-lieu fees for parking above the maximum. Or, the City might adopt a higher minimum, perhaps three spaces per 1000, which is probably beyond what developers wish to provide. The in-lieu fee would be negotiated on the difference between the spaces provided on site and the minimum. The plan is to price the in-lieu fee in the range of \$2,000-\$3,000 per stall, acquire land for parking before it is consumed for development, and

later finance parking structures with revenue bonds.

In Phoenix, fees in lieu of the provision of parking are being considered as one means of financing additional municipal parking, which city officials think is necessary to support further development. Currently, the supply of parking in the downtown is very tight because there are no fixed parking requirements, and market forces are providing fewer spaces than are considered necessary. With developers looking to the City to provide more parking, planners are studying the possibility of parking districts funded, in part, by in-lieu fees.

Flexible Requirements in Support of Ridesharing, Pooling, and Transit

A number of communities around the country grant reductions for a portion of the required parking in return for agreements with developers to support either transit or ridesharing programs. Such agreements are likely to follow where developers find relaxations desirable and where cities grant them for actions that are relatively easy to take. Chicago and Sacramento provide examples.

Chicago has, for many years, granted a 10 percent reduction in the amount of required parking for buildings that have a direct connection with an underground transit station. A 15 percent reduction is granted for providing "underground pedestrian circulation...extending beyond the center lines of adjacent streets or alleys." Because Chicago has many transit stations and existing underground pedestrian facilities, and developers and lenders prefer to provide as little parking as possible, reductions are common. In fact, Planned Unit Developments, which generally allow even further reductions, are very common downtown. However, agreements for new, expensive connections are rare. More common are reductions for simply connecting to an underground pedestrian facility, or for being close to a subway or the overhead "L" rail system.

In Sacramento, developers take advantage of parking requirement reductions offered for promoting ridesharing because there are no alternative ways to get the relaxations, and the ridesharing measures are not too costly. The City has recently enacted provisions in its zoning ordinance whereby the minimum (1 space for every 600 square feet of floor area over 20,000 gross square feet) is reduced by 5 percent for the provision of bicycle facilities; 15 percent for marked carpool/vanpool spaces, which must be kept by the "applicant and successors;" and 60 percent for a program to purchase transit passes for use by occupants of the new offices. There are no other available means to obtain relaxations, except perhaps through a long variance procedure. The in-lieu provision began in September 1981, and since then there have been six applications for developments or conversions in the relevant zone, three of which are requesting relaxations based on ridesharing. One developer said that by designating carpool/vanpool spaces he can reduce garage construction costs of roughly \$7,000 per stall. On the other hand, the developer estimated that the cost of transit passes, projected over 25 years and discounted, would be more than construction costs per garage stall. Thus, this developer did not select the transit pass option. Only one developer in Sacramento has chosen this option thus far.

In both Chicago and Sacramento, developers have the option of taking certain actions that will result in reduced parking requirements. In several other cities, however, actions that are directly supportive of ridesharing or transit are mandatory. Portland, Oregon, for instance, requires that developers in the City's central business district set aside 15 percent of parking for carpools in all future projects. Portland also has a ceiling on the total number of parking

spaces permitted downtown, allows developers to provide no parking at all (no minimum), and has set a maximum parking space ratio of one space per 1,000 square feet. City policies encourage ridesharing and transit, but while the City has used its zoning powers to constrain the supply of parking that would be used principally by commuters, it has built two new parking garages with nearly 1,300 short-term spaces for shoppers.

Bellevue, Washington, sets a maximum parking requirement at below its estimate of parking demand and thereby provides the rationale for ridesharing measures. The City estimates parking demand for office developments to be about four spaces per 1,000 square feet of development. The City sets a maximum ratio at three spaces per 1,000 and holds to it. Thus, any developer proposing up to the maximum is automatically providing less than the City estimate of actual parking demand. In such a case, State laws allow the City to require environmental mitigation measures such as ridesharing or transit measures. The City also has a minimum requirement of two spaces per 1,000 square feet and will relax this only for extremely aggressive ridesharing actions.

Still another approach is possible to gain the desired agreements from developers. Where State environmental legislation will allow, ridesharing or transit measures are made mandatory irrespective of local parking requirements. In San Francisco, the City simply presupposes that any major development in the central business district will require mitigating ridesharing measures no matter if it proposes below, at, or above city estimates of demand. Planning Commission approval for a recent project gives a flavor of the broad authority with which San Francisco justifies its actions:

"Whereas the City Planning Commission on January 17, 1980 approved...a policy whereby any building permit application in the...Special Review Area would be reviewed under its discretionary powers, and the topics of review would include...adequate and appropriate means of transportation, energy conservation...whereas the proposed project will contribute to...vehicular traffic, air quality and housing impacts...whereas conditions can be established in authorizing the proposed project that substantially mitigate such environmental impacts..."

Following this language are a host of measures including contributions to City transit and the establishment of a transportation broker at the development.

Mixed Results of Parking Policies

The agreements entered into by developers that are designed to support ridesharing or transit have not always had the intended results. Designating carpool spaces does not necessarily lead to much carpooling. Offering transit passes on the premises does not necessarily lead to many sales. Promoting van and carpools does not necessarily create much pooling. In Sunnyvale, California, a new development in Oakmead Village offers preferential parking for vanpools and carpools, bike lockers, employee showers on the premises, and transit passes at a 50 percent discount. The developers also added some residential units near the property in an attempt to reduce commuting. The measures have been in effect since August 1980. According to the developer/tenant, in spite of a regular newsletter reminding employees of the ridesharing incentives, no transit passes have been sold, very few carpools have been formed, and there is only one bicycle commuter. The developer-tenant attributes this to the facts that transit service in the area is not very frequent and that parking is free and abundant.

Seattle provides another example of several agreements that are not bringing

the desired results and a few cases where agreements are not even leading to the required developer actions. City staff indicate that none of the five developer agreements now operational has increased pooling significantly. The Union Square project, 44 stories, has 300 parking spaces, of which 180 are set aside for poolers. Between July and September 1981, only four carpools registered at the development. Part of the problem is that the building has been slow to rent. The agreement allows carpool spaces to be offered at daily rates if poolers do not take the spaces by 10 a.m., and most spaces are being rented on a daily basis. Staff suggests pooling may have been retarded because carpool spaces are priced at the same rate as all spaces, in the range of \$80 per month. The City charges only \$10/month for carpool spaces in its own public lots, some of which are close to the new developments. The City may require that carpool spaces be offered at a reduced price in future developments. With respect to compliance, the City has approved approximately 15 developments with ridesharing agreements since 1979, and City staff estimates that the agreements have been followed in roughly 75 percent of the cases.

Ridesharing agreements are more likely to lead to the intended results when external factors, such as neighborhood pressure, are present or when parking is very expensive, making the programs attractive to sponsors and participants. In Portland, for example, a hospital was required to initiate a series of ridesharing and transit measures as a condition of receiving a permit to develop a new parking garage. After the hospital began offering transit passes at a 25 percent discount, monthly sales rose from 150 to 275. Nearby neighborhood groups, which are opposed to hospital employees parking in their community, monitor the ridesharing and transit programs, and the hospital must report to the City periodically on the number of employee vehicles parked on the street in a nine-block area around the hospital.

In Bellevue, a company-sponsored ridesharing program at ENI Company is working in part because there is now a financial disincentive to drive alone--carpoolers park free in company lots, while solo drivers pay commercial rates--and there is no nearby on-street free parking. Of ENI's 352 employees, 129 are involved in ridesharing, an unusually high percentage for a suburban community.

Enforcement of Developer Agreements

Enforcement of agreements entered into by developers runs the gamut from relying upon the developer's promise to make a good faith effort to the imposition of severe sanctions for noncompliance. Denver provides an example of the least regulatory approach. Ridesharing agreements are just beginning. The City will rely upon an employer's commitment, employee knowledge of the agreements, and the fact that parking downtown is quite expensive to ensure that a ridesharing program is offered and utilized. No monitoring is planned, and no assurances are set out in the agreements.

Seattle and Portland provide examples of somewhat more regulatory approaches. Both cities rely on their usual authority to enforce any and all permit conditions. However, the cities also require developers to use matching and promotional services of an existing ridesharing agency. This removes some developer discretion regarding what ridesharing information is provided and how the information is disseminated.

More aggressive enforcement is provided in Bellevue. There, two new developments are required to keep employee parking within certain limits (e.g.,

2.7 spaces per 1,000 leasable square feet). If demand exceeds the limits, the developer/occupants may be required to spend thousands of dollars on ridesharing programs to reduce parking demand. In a sense, the agreement creates a kind of performance bond tied to the effectiveness of the ridesharing actions.

Other forms of enforcement are possible. In Dallas, parking relaxations granted by variance, whether or not tied to ridesharing actions, are usually granted only with the required parking held in reserve. The reserve space may be used by the developer for warehousing, for example, but at the end of three or four years, a traffic and parking study must be submitted to the City to demonstrate that the parking relaxation has had no adverse consequences on the community. If the study shows adverse consequences, the land must be converted to parking.

Los Angeles is very concerned about how its proposed relaxations will be enforced. Initially, City staff leaned toward a land covenant whereby the owner and future owners would set aside an area and be obliged to convert it to parking if the ridesharing measures proved unsuccessful. Currently, the assurances proposed are flexible. They include the covenant approach but also allow for other approaches more acceptable to developers. Planning staff found owners occupying a development might not object to a land covenant, but those planning resale at a later date feared the covenant would "cloud" the title, creating a disadvantage in resale. Thus, the proposed ordinances make reference only to legal assurances that have been devised by the Zoning Administrator and City Attorney. The assurances may include a damage contract (allowing the City to sue if ridesharing fails); performance bond (prepaid insurance against failure); in-lieu payments (payment to the City for parking facilities or ridesharing actions); and physical assurances (setting aside land on site or at a remote site for parking).

SUMMARY

Whether the introduction of flexible parking requirements is appropriate in a given jurisdiction depends upon both that city's or county's overall transportation and development objectives and the existing traffic conditions, transit service, and parking supply. As a general rule, developers will enter into agreements that reduce the parking requirements if the actions called for in the agreements are easy to implement and less expensive than providing the parking.

Where flexible requirements are used to support public parking, cities might benefit by locating structures and lots in better relationship to traffic and development patterns than in the case where developers are required to provide parking at each site. However, where cities delay the provision of parking, inflation may make it difficult to provide the desired supply. Also, developers may not choose to pay optional in-lieu fees for parking depending on the level of fee, the ease of providing parking on site and the parking requirement in code. Even if fees are forthcoming, it is not certain they will be sufficient to support a parking district and continuous provision of parking in the future.

Gaining a reduction in the code-required parking for providing carpool spaces or bicycle parking may appeal to a developer who wants to save on construction costs and doesn't feel the reduced amount of parking will make his project less viable. Alternatively, a developer may shy away from taking actions to gain a reduction, such as providing discounted transit passes, if the cost of

this program would exceed the cost of providing all of the required parking or if there is an easier way to get a reduction by, for example, going for a Planned Unit Development.

Of course, developers can be compelled to support ridesharing or transit programs by making their support mandatory rather than optional. While some cities find this approach works well, it should be noted that making these programs mandatory then introduces the question of enforcement of requirements against those who do not comply with the terms of the agreements.

A final issue that should be recognized is that entering into agreements to support ridesharing and transit programs does not ensure that those programs will be successful. Developers may be incapable of implementing them. For example, providing subsidized transit passes to employees will not guarantee pass use if the existing transit service is perceived to be unreliable or inconvenient. Likewise, providing carpool spaces will not necessarily cause commuters to form new carpools if ample free parking is available. Therefore, jurisdictions should evaluate the potential for the success of ridesharing and transit support programs before building them into codes tied to parking reductions.

Flexible requirements will lead to the best outcomes where the jurisdiction is clear about what objectives it is trying to achieve and where the external factors are conducive to success.

Chapter 2

CONTACTS AND CURRENT PROGRAMS

CONTACTS

Responsibility for parking policy, ridesharing, and public transportation programs is shared by various offices within the U.S. Departments of Transportation and Energy. Some of the more important resources for information and assistance are listed below. The code following each name is for identification and should be included in written correspondence.

U.S. DEPARTMENT OF TRANSPORTATION

Office of the Secretary

- Office of Technology Sharing
Provides a variety of technical and general information to State and local governments.

Contact:

Al Linhares
Director, Office of Technology and Planning
Assistance, I-40
400 Seventh Street, S.W.
Washington, D.C. 20590
(202) 426-4208

Federal Highway Administration

- Office of Highway Planning
Transportation Management and Ridesharing Programs Branch is concerned with parking management strategies and analyses.

Contact:

Wayne Berman
Office of Highway Planning, HHP-32
400 Seventh Street, S.W.
Washington, D.C. 20590
(202) 426-0210

- National Ridesharing Information Center
Offers a variety of services to facilitate the exchange of ridesharing information and expertise among employers and others, including more than 250 State and local community ridesharing agencies.

Contact:

National Ridesharing Information Center
400 Seventh Street, S.W.
Washington, D.C. 20590
(800) 424-9184 (toll free)

Urban Mass Transportation Administration

Most questions regarding these programs should be directed to the regional offices (see Table 2). For further assistance:

- Office of Service and Management Demonstrations
Sponsors projects, including some in the area of parking management, that demonstrate innovative transportation service techniques.

Contact:

James O'Connór
Director, Office of Service and Management Demonstrations, UPM-30
400 Seventh Street, S.W.
Washington, D.C. 20590
(202) 426-9274

Table 2
UMTA REGIONAL OFFICES

Region I	Transportation Systems Center, Kendall Square, 55 Broadway, Cambridge, MA 02142, Tel: 617/ 494-2055; FTS 837-2055.
Region II	Suite 1811, 26 Federal Plaza, New York, NY 10007, Tel: 212/ 246-8162; FTS 264-8162.
Region III	Suite 1010, 434 Walnut Street, Philadelphia, PA 19106, Tel: 215/ 597-8098; FTS 597-8098.
Region IV	Suite 400, 1720 Peachtree Road, N.W. Atlanta, GA 30309, Tel: 312/ 353-1000; FTS 353-1000.
Region V	Suite 1740, 300 S. Wacker Drive, Chicago, IL 60606, Tel: 312/ 353-1000; FTS 353-1000.
Region VI	Suite 9A32, 819 Taylor Street, Fort Worth, TX 76102, Tel: 816/ 926-5053; FTS 334-3787.
Region VII	Room 303, 6301 Rock Hill Road, Kansas City, MO 64131, Tel: 816/ 926-5053; FTS 926-5053.
Region VIII	Suite 1822, Prudential Plaza, 1050 17th Street, Denver, CO 80202, Tel: 303/ 837-3242; FTS 327-3242.
Region IX	Suite 620, Two Embarcadero Center, San Francisco, CA 94111, Tel: 415/ 556-2994; FTS 556-2884.
Region X	Suite 3106, Federal Building, 915 Second Avenue, Seattle, WA 98174, Tel: 206/ 442-4210.

U.S. DEPARTMENT OF ENERGY

DOE Headquarters

- Office of Transportation Programs
Provides technical assistance and publications relating to vanpooling.
Sponsors research on transportation energy conservation programs.

Contact:

Lew Pratsch
Vanpool Program Manager (5-H-044)
U.S. Department of Energy
1000 Independence Avenue, S.W.
Washington, D.C. 20585
(202) 252-8017

CURRENT PROGRAMS

- Bellevue, Washington

Bellevue is reducing parking requirements in its CBD in return for the implementation of ridesharing programs by private developers.

Contact:

Tomoki Noguchi
Department of Planning
P.O. Box 1768
Bellevue, WA 98009
(206) 455-6880

- Chicago, Illinois

Chicago has created a central area parking district and reduces required parking based on proximity to rail transit.

Contact:

Robert Kunze
Department of Public Works
320 N. Clark Street Room 411
Chicago, IL 60610
(312) 744-3674

- Davis, California

Davis permits developers to pay a fee in lieu of a portion of the parking required by code.

Contact:

Tom Lumbrazo
City Planning Department
23 Russell Boulevard
Davis, CA 95616
(916) 756-3746

- Dallas, Texas

Dallas grants reductions in required parking but only if the space that would have been used for parking is held in escrow.

Contact:

Elias Martinez
Department of Planning and Development
City Hall
Dallas, TX 75201
(214) 670-4118

- Denver, Colorado

Denver can relax its parking requirement outside the downtown core if the project is in a Planned Unit Development.

Contact:

Harriet Hogue
City Planner
Room 400
Department of City Planning
1445 Cleveland Place
Denver, Colorado 80202
(303) 575-2736

- Los Angeles, California

Los Angeles has developed an ordinance allowing for reductions in parking requirements for various ridesharing measures. The ordinance requires specific developer assurances.

Contact:

Gary Booker
City Planner
Room 510
City Hall
Los Angeles, California 90012
(213) 485-5301

- Montgomery County, Maryland

The County has established public parking districts funded in part by a tax on buildings where fewer spaces than required by code are provided.

Contact:

Alex Hekimian
Transportation-Planning Division
Maryland National Capital Park and
Planning Commission
8787 Georgia Avenue
Silver Spring, MD 20907
(301) 567-7388

- Phoenix, Arizona

Phoenix is considering in-lieu fees to fund additional municipal parking.

Contact:

Charles Theingart
Planning Department
251 W. Washington
Phoenix, Arizona 85003
(602) 262-6655

- Portland, Oregon

Portland has established a ceiling on the amount of parking that can be built downtown and requires designated carpool spaces in new downtown developments.

Contact:

Alfred Siddall
Bureau of Planning
621 SW Alder Street
Portland, OR 97205
(504) 248-4254

- Sacramento, California

Sacramento provides reductions in required parking for bicycle parking, designated carpool/vanpool spaces, and transit pass programs.

Contact:

Cheryl Patterson
City Planning Department
927 10th Street
Sacramento, CA 95814
(916) 449-5381

- San Francisco, California

The City has required several hospitals and new offices to provide comprehensive ridesharing programs instead of building additional off-street parking.

Contact:

Alan Lubliner
Program Manager
Office of the Mayor
San Francisco, CA 94102
(415) 558-3994

- Seattle, Washington

Seattle is requiring that new developments in the CBD include spaces set aside for carpoolers.

Contact:

Jim Parsons
Manager, Land Use and Transportation Project
302 Municipal Building
4th & James Streets
Seattle, WA 98104
(206) 625-4591

- Sunnyvale, California

Sunnyvale has used State environmental legislation to require developers to mitigate the impact of their projects. Mitigation measures include parking for vanpools and carpools and bicycle lockers.

Contact:

Barry Hand
City Planning Department
P.O. Box 6060
Sunnyvale, CA 94088
(408) 738-5461

- Tampa, Florida

Tampa's Downtown Development Authority is examining in-lieu fees to finance new parking structures.

Contact:

Jeff Baxter
Downtown Development Authority
201 E. Kennedy Street, Suite 909
Tampa, Florida 33602
(813) 223-8546

Chapter 3

ANNOTATED BIBLIOGRAPHY

Barber, Edward et al. "New Directions in Central Business District Parking Policies." Paper presented at the 61st Annual Transportation Research Board Meeting. Washington, D.C.: January 1982.

Provides general information on parking policies in 13 U.S. and Canadian jurisdictions, with some information on flexible requirements and their effects in several cities.

Crain, John. Evaluation of the Los Angeles Parking Management Planning Study. Crain and Associates, Menlo Park, California: 1981.

A very detailed evaluation of proposed flexible requirements for Los Angeles, with much attention given to the issues of compliance and assurances.

Hamm, Jeffrey. "Conditioning Building Permits with Ridesharing Mitigation Measures: The Seattle Case." Paper presented at the 61st Annual Transportation Research Board Meeting. Washington, D.C.: January 1982.

A detailed report on ridesharing mitigations in Seattle, developer reactions, and possible future policy directions.

Miller, Gerald. Parking Zoning Changes to Encourage Ridesharing - Four Examples, Urban Institute Working Paper. Washington, D.C.: January 1982.

A brief review of parking relaxations in Sacramento, Sunnyvale, Los Angeles and Dallas.

Noguchi, Tomoki. "Promotion of Ridesharing Through Parking Regulations: The Bellevue, Washington Case." Paper presented at the 61st Annual Transportation Research Board Meeting. Washington, D.C.: January 1982.

A detailed report on maximums, minimums, relaxations and ridesharing mitigations, with effects on developments and proposed future policies.

Peat, Marwick, Mitchell and Co. Study of Parking Management Tactics. Prepared for the Federal Highway Administration. Washington, D.C.: 1979.

An overview of parking management programs in a number of cities; including a discussion of changes in zoning policy.

TenHoor, Stuart and Steven Smith. A Parking Requirements Reduction Process for Ridesharing. Paper to be presented at the 62nd Annual Transportation Research Board Meeting. Washington, D.C.: January 1983.

An evaluation of some of the techniques that may be included in a parking requirements reduction process, and a discussion of some of the key issues.

SPECIAL ACKNOWLEDGEMENTS

Public Technology, Inc.



U.S. Department of Transportation

Public Technology acts as Secretariat to the Urban Consortium. The UC/PTI Transportation Project consists of the following PTI staff and consultants:

● PTI Project Staff:

Gary Barrett, Director
Julia Connally
Rosalyn Dortch
Patricia Fehrenbach
Marsha Goodman
Debra Guinaw
Helene Overly

Edith Page
David Perry
Kathy Perry
Michael Re
Peggy Schw
Carolene S
Leigh Stoke

● Project Consultants:

Thomas J. Higgins
Debra Newman; Systan, Inc.

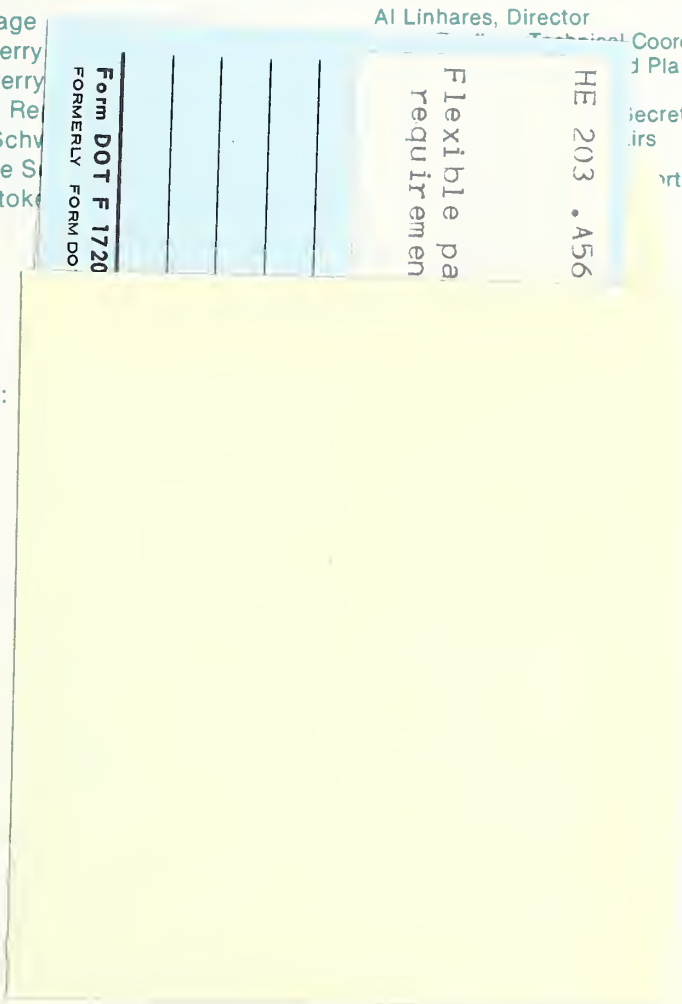
● PTI Word Processing Center Staff:

Susan Harding
Valerie Robertson, Coordinator

Public Technology, Inc.
1301 Pennsylvania Avenue, N.W.
Washington, D.C. 20004

Special acknowledgement is due the following people and offices of the U.S. Department of Transportation for their invaluable support of this project:

Al Linhares, Director
Technical Coordinator
Planning
Secretary
Affairs
Transportation



DOT-I-82-57

