



CITY OF SANTA CRUZ
809 Center Street
Santa Cruz, California 95060

DOWNTOWN COMMISSION (DTC)

Regular Meeting

June 19, 2018

8:30 A.M. GENERAL BUSINESS AND MATTERS OF PUBLIC INTEREST, COUNCIL CHAMBERS

Commission meetings are audio recorded and will be posted to the Advisory Body webpage following the meeting.

Written material for every item listed on the agenda is available for review at the Public Works office, 809 Center Street, Room 201, and online at www.cityofsantacruz.com.

Time limits set by Commission Policy are guidelines. Unless otherwise specified, procedures for all items, are:

- Oral staff report
- Public comment - 3 minutes each; maximum total time may be established by the Presiding Officer at the beginning of an agenda item
- Commission deliberation and action

No action will be taken on items listed under Oral Communications, Announcements, Presentations, and Information Items

Appeals - Any person who believes that a final action of this advisory body has been taken in error, that decision may or may not be appealable to the City Council. Appeals must be in writing, setting forth the nature of the action and the basis upon which the action is considered to be in error, and addressed to the City Council in care of the City Clerk Administrator. Appeals must be received by the City Clerk Administrator within ten (10) calendar days following the date of the action from which such appeal is being taken. An appeal must be accompanied by a fifty dollar (\$50) filing fee.

Additional Information

Visit the City's Web Site at www.cityofsantacruz.com with links including City Advisory Body Meeting Agendas and Minutes, Advisory Body Information, and the Santa Cruz Municipal Code.

A copy of the full DTC agenda, agenda reports and attachments which are included in the meeting packet, are available for review at the Central Library on Church Street no later than three (3) days prior to the meeting date.

The City of Santa Cruz does not discriminate against persons with disabilities. Out of consideration for people with chemical sensitivities, we ask that you attend fragrance free. If you wish to attend this public meeting and will require assistance, such as an interpreter for American Sign Language, Spanish, or other special equipment, please call the Public Works Office at (831) 420-5162 or e-mail gruble@cityofsantacruz.com at least five (5) days in advance so that arrangements for such assistance can be accommodated. The Cal-Relay system number: 1-800-735-2922.

Any writing related to an agenda item for the open session of this meeting distributed to the DTC less than 72 hours before this meeting is available for inspection at the Public Works Department at 809 Center Street, Room 201. These writings will also be available for review at the DTC meeting in the Council Chambers.

Downtown Commission (DTC)

8:30 AM

Call to Order

Roll Call

Announcements

The Chair may announce and set time limits at the beginning of each agenda item.

Oral Communications

Presentations

Approval of Minutes

1. Approval of the March 22, 2018 Downtown Commission Meeting Draft Minutes

Approve the minutes of the March 22, 2018 Downtown Commission Meeting as submitted.

General Business

2. Downtown Parking Fees and Rates

That the Downtown Commission recommend that City Council approve amending downtown fees and rates to increase parking permit rates, increase hourly parking rates for lots, meters and parking structures, to fund the sunset of parking deficiency fee paid by businesses, regular annual funding for Transportation Demand Management enhancement, and construction of a new parking structure.

Information Items

3. River Front Garage PARCS Installation Update

For Information Only

4. River Front Garage Deck Restoration Update

For information only

Written Material

5. Article: Future Proofing Parking

For information only

Subcommittee/Advisory Body Oral Reports

Commissioner Work Plan Updates

6. Subcommittee/Advisory Body Oral Reports

For Information Only

Items Initiated by Members for Future Agendas

Adjournment

The Downtown Commission will adjourn from the ***, 2015 regular meeting to the next scheduled meeting on ***, 2015, at 8:30 a.m. in the City Council Chambers.



CITY OF SANTA CRUZ
809 Center Street
Santa Cruz, California 95060

DOWNTOWN COMMISSION (DTC)

Regular Meeting

March 22, 2018

8:30 A.M. GENERAL BUSINESS AND MATTERS OF PUBLIC INTEREST, COUNCIL CHAMBERS

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Downtown Commission (DTC)

8:30 AM

Call to Order 8:33 a.m.

Roll Call: Chair Casey Coonerty Protti, Vice Chair Deidre Hamilton; Commissioners Dexter Cube, Zach Davis, Matt Farrell, Manu Koenig, and Patrick Prindle

Absent with Notification: None

Statements of Disqualification: None

Staff: James Burr, Claire Fliesler, Marlin Granlund, Shizue Shikuma

Announcements: None

The Chair may announce and set time limits at the beginning of each agenda item.

Oral Communications

Chair Coonerty Protti opened the meeting for Oral Communications. She set the time limit to 1-1/2 minutes per speaker.

Rick Longinotti
Judi Grunstra
Micheal Saint
Jack Nelson
Dana Bagshaw
Robert Kibrick
Brett Garrett
Joe Jordan
Roland Saher

The Chair closed Oral Communications.

Presentations

1. Downtown Library Advisory Committee - DLAC
City Manager Martin Bernal gave an introductory presentation and introduced Janice O'Driscoll, Deputy Director for the Santa Cruz Public Library. Martha Dexter and Teresa Thomae, members of the Downtown Library Advisory Committee, presented an overview of the committee's background. Noll and Tam is the consulting architecture firm. DLAC did extensive outreach to the community, which covered the entire county. Of four options, the committee recommended Option B, new mixed-use

construction. The options are listed below:
Option A: Partial Renovation of Existing Library
Option B: New Mixed-Use Construction
Option C: Full Renovation of Existing Library
Option D: New Construction on Existing Library Lot

The committee recommended Option B, new mixed-use construction.

The Chair opened the public comment period.

Rick Longinotti
Brett Garrett
Jack Nelson
Coleen Douglas
Fred T. Geiger
Paul Cocking

The Chair closed the public comment period.

Approval of Minutes

2. February 22, 2018 Special Downtown Commission Meeting Draft Minutes

Motion to approve the minutes of the February 22, 2018 Special Downtown Commission Meeting as submitted.

MOTION: Commissioner Davis moved, seconded by Vice Chair Hamilton to approve the February 22, 2018 Special Downtown Commission Meeting as submitted.

ACTION: The motion carried unanimously with the following vote:
AYES: Chair Casey Coonerty Protti, Vice Chair Deidre Hamilton; AYES: Chair Coonerty Protti, Vice Chair Hamilton; Commissioners Cube, Davis, Farrell, Koenig, and Prindle.
NOES: None.
ABSENT: None.
DISQUALIFIED: None.

General Business

3. City-Owned Public Electric Vehicle Fee for Charging Pilot Proposal

Recommend to City Council the adoption and implementation of a fee for EV charging pilot program.

Tiffany Wise-West, Sustainability and Climate Action Manager, discussed

implementation of the fee for charge proposal. This is proposed because the City's EV (electric vehicle) charges are currently free of charge. Turnover in these spaces is low, and this is a way to motivate shorter parking times. Until the EV chargers can be networked, this proposal would allow the City to recoup costs of electricity usage and equipment maintenance.

The Chair opened the public comment period.

Jack Nelson
Micheal Saint
Brett Garrett
Joe Jordan

The Chair closed the public comment period.

MOTION: Commissioner Koenig moved to recommend to City Council the adoption and implementation of the fee for EV charging pilot program beginning at \$1.50 an hour.

ACTION: There was no second. The motion failed.

MOTION: Vice Chair Hamilton moved, seconded by Commissioner Farrell to recommend City Council adopt and implement the Staff-recommended-fee for the EV charging pilot program.

ACTION: The motion carried unanimously with the following vote:
AYES: Chair Coonerty Protti, Vice Chair Hamilton; Commissioners Cube, Davis, Farrell, Koenig, and Prindle.
NOES: None.
ABSENT: None.
DISQUALIFIED: None.

4. Bike to Work Sponsorship 2018 - 2019

Recommendation: Motion to approve a \$7,500 sponsorship of Bike to Work for 2018-2019.

Marlin Granlund, Parking Program Manager, noted that the Downtown Commission traditionally supports the Bike to Work program each year with a sponsorship of \$7,500. Marlin introduced Matt Miller, Ecology Action, who spoke to the Commission about the program. This program supports the City's climate action goal, as well as motivating more people to ride their bikes.

The Chair opened the public comment period.

Pauline Seales
Joe Jordan
Claire Fliesler, Transportation Coordinator
Dana Bagshaw

The Chair closed the public comment period.

MOTION: Commissioner Prindle moved, seconded by Vice Chair Hamilton to approve a \$7,500 sponsorship of Bike to Work for 2018-2019.

ACTION: The motion carried unanimously with the following vote:
AYES: Chair Coonerty Protti, Vice Chair Hamilton; Commissioners Cube, Davis, Farrell, Koenig, and Prindle.
NOES: None.
ABSENT: None.
DISQUALIFIED: None.

5. Santa Cruz Trolley Sponsorship

Motion to approve a \$20,000 sponsorship for the 2018 Santa Cruz Trolley.

Marlin Granlund noted that the Downtown Commission has historically sponsored the Trolley. He introduced Amanda Rotella, Economic Development Coordinator. She informed the Commission that only one trolley will be running this year, and answered questions about the search for future alternatives to the Trolley.

The Chair opened the public comment period.

Joe Jordan

The Chair closed the public comment period.

MOTION: Commissioner Davis moved, seconded by Commissioner Prindle to approve a \$20,000 sponsorship for the 2018 Santa Cruz Trolley.

ACTION: The motion carried unanimously with the following vote:
AYES: Chair Coonerty Protti, Vice Chair Hamilton; Commissioners Cube, Davis, Farrell, Koenig, and Prindle.
NOES: None.
ABSENT: None.
DISQUALIFIED: None.

6. FY 2019-2021 Capital Improvement Program - Administrative Draft

That the Downtown Commission review the FY2019-2021 Public Works

Capital Improvement Program and provide input to staff for City Council consideration.

Jim Burr, Transportation Manager, informed the Commission that the Transportation and Public Works Commission approved the Public Works FY 2018-2019 Capital Improvement budget, recommended for Council approval. This budget is a draft which, when approved, will move on to the Planning Commission and then to Council for approval. Jim reviewed the items in the budget, gave a brief historical overview, and spoke about the different funds.

The Chair asked for a motion to continue the meeting past 10:30 a.m.

MOTION: Commissioner Farrell moved, seconded by Commissioner Koenig to extend the meeting until 11:00 a.m.

ACTION: The motion carried with following votes:

AYES: Chair Coonerty Protti, Vice Chair Hamilton; Commissioners Cube, Davis, Farrell, Koenig, and Prindle.

NOES: None.

ABSENT: None.

DISQUALIFIED: None.

Staff to the Commission, Marlin Granlund, advised the Commissioners that the bylaws state the meeting goes to 11:00 a.m. The presentation for Item 6 resumed.

The Chair opened the public comment period.

Pauline Seales
Brett Garrett

The Chair closed the public comment period.

MOTION 1: Commissioner Farrell moved, seconded by Commissioner Prindle that the Commission recommend to Council that the Bike Locker Capital Program budget be accelerated into 2019, that the funds for 2020 be moved to the 2019 Capital Program budget, and that Measure D be moved to 2019.

ACTION: The motion carried with the following vote:

AYES: Chair Coonerty Protti, Vice Chair Hamilton; Commissioners Cube, Davis, Farrell, and Prindle.

NOES: Commissioner Koenig.

ABSENT: None.

DISQUALIFIED: None.

MOTION 2: Commissioner Farrell moved, seconded by Commissioner Cube approve the CIP as presented by staff with the one amendment (Motion 1).

ACTION: The motion carried unanimously with the following vote:
AYES: Chair Coonerty Protti, Vice Chair Hamilton; Commissioners Cube, Davis, Farrell, Koenig, and Prindle.
NOES: None.
ABSENT: None.
DISQUALIFIED: None.

7. Downtown Stakeholders Requests for Downtown Parking

- 1) Motion to institute vehicle height restrictions for parking on Pacific Avenue, and
- 2) Motion to recommend a solution for encouraging parking turn-over on Pacific Avenue.

Marlin Granlund gave an overview of this item. The Downtown Stakeholders, comprised of City Staff and the Downtown Association, met in November 2017 to discuss ways to address various parking issues in the Downtown area. This included oversize vehicle parking, longtime parking, time limits, and variable parking rates.

The Chair asked for a motion to continue the meeting past 11:00 a.m.

MOTION: Commissioner Farrell moved, seconded by Commissioner Cube to extend the meeting until 11:15 a.m.

ACTION: The motion carried with following votes:
AYES: Chair Coonerty Protti, Vice Chair Hamilton; Commissioners Cube, Davis, Farrell, Koenig, and Prindle.
NOES: None.
ABSENT: None.
DISQUALIFIED: None.
Note: Commissioner Cube has to leave at 11:15 a.m.

Discussion of Item 7 resumed.

The Chair opened the public comment period.

Chip, Downtown Association
Brett Garrett

The Chair closed the public comment period.

MOTION 1: Vice Chair Hamilton moved, seconded by Commissioner Koenig to institute vehicle height restrictions for parking on Pacific Avenue and adjacent streets in the Downtown area.

ACTION: The motion carried unanimously with the following vote:
AYES: Chair Coonerty Protti, Vice Chair Hamilton; Commissioners Cube, Davis, Farrell, Koenig, and Prindle.
NOES: None.
ABSENT: None.
DISQUALIFIED: None.

MOTION 2: Vice Chair Hamilton moved, seconded by Commissioner Farrell to recommend purchasing Smart meters for Pacific Avenue and to include performance pricing in trying to accomplish more turnover of cars on Pacific Avenue, and that it needs to be paid in two years.

ACTION: The motion carried with the following vote:
AYES: Chair Coonerty Protti, Vice Chair Hamilton; Commissioners Davis, Farrell, Koenig, and Prindle.
NOES: None.
ABSENT: Commissioner Cube.
DISQUALIFIED: None.

MOTION TO AMEND MOTION 2: Commissioner Koenig moved to amend Motion 2 as follows: to implement a smart meter program on Pacific Avenue with a \$1.50 base rate, and cost would be covered with increased pricing.

ACTION: There was no second. The motion failed.

The Chair asked for a motion to continue the meeting past 11:15 a.m.

MOTION: Commissioner Farrell moved, seconded by Commissioner Davis to extend the meeting until 11:30 a.m.

ACTION: The motion carried with following votes:
AYES: Chair Coonerty Protti, Vice Chair Hamilton; Commissioners Davis, Farrell, Koenig, and Prindle.
NOES: None.
ABSENT: Commissioner Cube.
DISQUALIFIED: None.

SECOND MOTION TO AMEND MOTION 2: Commissioner Koenig moved, seconded by Commissioner Farrell to implement a smart meter program on Pacific Avenue with a \$1.50 base rate, and to implement a performance pricing program to encourage turnover in two hours or less.

ACTION: The second motion to amend Motion 2 failed by the following vote:
AYES: Vice Chair Hamilton; Commissioners Farrell and Koenig.
NOES: Chair Coonerty Protti; Commissioners Davis and Prindle.
ABSENT: Commissioner Cube.
DISQUALIFIED: None.

MOTION 3: Commissioner Farrell moved, seconded by Commissioner Koenig to authorize staff, after the 90-day evaluation period, to add a 2-hour limit on Pacific Avenue if the vehicle turnover is not accomplished by the performance pricing.

ACTION: The motion carried with the following vote:
AYES: Chair Coonerty Protti; Commissioners Davis, Farrell, Koenig, and Prindle.
NOES: None.
ABSENT: Commissioner Cube.
DISQUALIFIED: Vice Chair Hamilton.

Information Items

8. River Front Garage PARCS Installation Update
The new equipment is scheduled to be up and running on April 3, 2018.
9. River Front Garage Deck Restoration Update
This project needs 25 days without rain in order to complete it.

Written Material

10. Crime Statistics for January 2018

For information only
11. Ranger Statistics September 2017 - February 2018: The Downtown Unit Citations and the Illegal Camping Log

For information only

Subcommittee/Advisory Body Oral Reports

Commissioner Work Plan Updates

Ad Hoc Committees

Garage Financing - Cube: None

Traffic and Transportation Issues - Davis: None

Commissioner Work Plan Updates: None

Items Initiated by Members for Future Agendas

Koenig - Parking Fee Pricing

Farrell - Update of the Farmers Market New Location

Adjournment 11:28 a.m.

The Downtown Commission will adjourn from the March 22, 2018 regular meeting to the next scheduled meeting on May 24, 2018, at 8:30 a.m. in the City Council Chambers.

MOTION TO ADJOURN: Commissioner Davis moved, seconded by Commissioner Prindle to adjourn.

ACTION: The motion carried unanimously with the following vote:

AYES: Chair Coonerty Protti, Vice Chair Hamilton; Commissioners Davis, Farrell, Koenig, and Prindle.

NOES: None.

ABSENT: Commissioner Cube

DISQUALIFIED: None.



Downtown Commission AGENDA REPORT

DATE: 6/6/2018

AGENDA OF: 6/19/2018

SUBJECT: Downtown Parking Fees and Rates

RECOMMENDATION: That the Downtown Commission recommend that City Council approve amending downtown fees and rates to increase parking permit rates, increase hourly parking rates for lots, meters and parking structures, to fund the sunset of parking deficiency fee paid by businesses, regular annual funding for Transportation Demand Management enhancement, and construction of a new parking structure.

BACKGROUND: On December 6, 2016 City Council discussed the feasibility of a new parking supply project as part of a mixed-use Library, commercial, office, and/or housing project. The Feasibility Study considered the possibility of this collection of uses at the current location of Parking Lot #4, bounded by Cedar Street between Lincoln and Cathcart streets. This site is also where the Santa Cruz County Farmers Market (SCCFM) currently utilizes an annual special use permit to operate the Wednesday downtown market.

At the December 6, 2016 City Council Meeting, Council directed staff to develop a work plan, outreach plan, and funding plan to move the project forward, and to return to Council (Attachment 1). Council directed staff to focus on three main areas: the Downtown Library and a public process for determining the best path forward; developing a permanent home for the Downtown Farmer's Market; and developing a parking rates matrix for funding the parking portion of the potential project.

The focus of this report is on the rates matrix, which presents a parking rate strategy that fulfills the Council direction to develop a rate strategy that supports a new parking supply project as part of the mixed use development. In addition, the framework for a rate strategy also depends upon sound projections of supply of parking, demand for parking, and transportation demand management (TDM) programming. Staff has previously developed and presented a number of pieces to this Commission that are crucial to the discussion. First and foremost is the supply and demand model, which also bears on the TDM (GO Santa Cruz) discussions. Additionally, this Commission heard the Downtown Library Advisory Committee (DLAC) findings of a preferred new library- mixed use project, on the Lot 4 site, at the March 22, 2018 meeting of the DTC.

The supply and demand model results presented at the Special February Downtown Commission meeting were preceded by an update of the City's efforts towards reducing single occupant vehicle trips via projects and programs to encourage alternatives to driving and parking (TDM). Because the supply/demand and TDM discussion is crucial discussion of new parking supply and parking rates, the information is reiterated here.

While the overall District will change over the next five years to likely include sizeable new housing units and the typically required commercial inherent to downtown projects, of special note is the lease on the Calvary Lot. Historically, the City had five year leases to use this lot but this was reduced to a two year lease with a two year option in 2015. We are now in the option period whereby owner can terminate the lease if they enter into a development permit or apply for a building permit. The lease expires on Sept 30, 2019.

The key takeaway is that the fate of this lot, on which the City sells 120 permits to downtown businesses and residents, is uncertain and could be lost for City use at any time.

DISCUSSION: Parking Supply/Demand

Over the years, the City of Santa Cruz has maintained various models to project the future parking needs in the downtown business district. The purpose of this model is to determine existing and future supply and demand requirements to maintain a vibrant downtown for businesses, residents, and visitors.

The City of Santa Cruz contracted with Nelson\Nygaard to produce a parking model to assist in forecasting future parking supply and demand. The purpose of this model is to better understand the existing and future parking needs in the downtown and to proactively plan to address those needs in the immediate and mid-term. This model uses parking supply data, parking occupancy data, and projected land use change to determine future needs. For land use change, past models had used the prescribed parking requirements from the land use code (“code based model”) to establish a baseline of demand. This new model uses actual demand (“measured demand model”) in the field as a starting point. City staff adapted the model to develop two land use scenarios over two time periods, with no pricing changes. Supply, demand, land use scenarios, and time horizons are discussed below:

Supply:

Parking supply in downtown consists of on-street and off-street metered spaces, free time-limited spaces, pay-by-space surface lots, and garage parking spaces. There are a total of 2,950 public parking spaces in the Parking District.

The number of spaces in the parking model include the predicted loss of existing surface parking lots over the planning horizon due to the expiration of existing leases and utilization of existing surface lots for mixed use housing projects.

The City’s Parking District parking requirements are different than elsewhere in the City as they are based on a “shared parking” system. This shared system assumes that people who park downtown are visiting multiple businesses that operate at different peak times and that they will only need one parking space for those multiple trips. The public parking is made available to all customers, employees, and residents in the Parking District and is provided by the city for public use. The shared parking system allows the City to maximize the development potential while minimizing the property devoted to parking.

Demand:

Parking demand is measured by the occupancy rate. The occupancy rate is calculated as the number of occupied spaces divided by the total number of spaces available. Occupancy rates at

or close to 100 percent are undesirable because motorists must hunt for parking and/or may believe that the entire block or structure is full, even if there are additional spaces in upper floors or adjacent streets. Research has shown that approximately 30% of congestion experienced in downtown environments is attributable to motorists circling looking for parking. In addition, occupancy at 100 percent does not allow flexibility for unusual circumstances, busy holidays, or special events. Thus, when evaluating parking, it is the conventional professional practice to look at the “effective” supply instead of the full supply. The effective supply is the maximum number of parking spaces that can realistically be used within a given system, including room for a supply “cushion” to allow people to find parking during temporary occurrences, such as construction, special events and game nights, and lot closures. Different thresholds of full occupancy are used for on-street and off-street parking. In most cases, on-street parking is considered to be full or has reached its effective capacity when it reaches 85 percent occupancy and structured parking is considered to be full when it reaches 80 to 90 percent occupancy. For the purposes of this model, we examined an 85% on-street effective supply and a 90% off-street effective supply.

Land Use Scenarios:

The Downtown Plan establishes the future land use potential in the downtown. Each of the scenarios below uses residential and non-residential projections in line with the assumptions of the downtown plan. These are further supported by the City Council’s Two-Year Work Plan goal to entitle 500-600 housing units downtown.

Scenario 1: No New Parking Supply- This model assumes that there is no new parking supply constructed over the planning horizon except as part of private residential development. This scenario assumes loss of various existing surface parking facilities due to expiration of existing leases and utilization of surface lots for housing development. This results in a net loss of parking over the time horizons.

Scenario 2: New Parking Supply- This model assumes adding 600 (369 replacement and 231 new) parking spaces in the downtown parking district. This scenario also assumes loss of various existing surface parking facilities due to expiration of existing leases and utilization of surface lots for housing development. This results in a net increase in the number of parking spaces.

Planning Horizons:

The model examines two planning horizons: a ten-year and a twenty-year projection.

Ten-Year Planning Horizon: The ten-year planning horizon includes pipeline projects that there is reasonable certainty will start construction in the next ten years. These projects include those currently underway and those where owners have communicated plans for future development. This also includes loss of city owned parking supply to expiration of existing leases and utilization of existing surface parking supply for housing and commercial development. Best available assumptions were used to determine future parking supply and demand in the ten-year planning horizon.

Twenty Year Planning Horizon: The 20-year planning horizon uses the land use assumptions in the adopted Downtown Plan. For the purposes of this model, it was assumed that 80% of the overall downtown plan would be built-out over the twenty-year horizon, which aligns with assumptions in the General Plan buildout scenarios. This 80% was applied to residential and

non-residential land use assumptions in the Downtown Plan to determine future parking supply/demand.

FINDINGS:

Under both land use scenarios and both planning horizons, the downtown parking district is projected to experience a parking deficit. Specific supply/demand deficit numbers are presented graphically in Attachment 2. In both land use scenarios, there is a parking deficit in the 10-year and 20-year planning horizons.

With no new supply, the modeled parking supply results in a shortage of 657 spaces in 10 years and a shortage of 1,210 in twenty years. With a new supply project, the modeled parking supply results in a shortage of 192 spaces in 10 years and a shortage of 745 in twenty years.

Transportation Demand Management:

Santa Cruz is a national leader in reducing single occupancy vehicle trips, having a drive-alone rate almost 20% below the national average (56.5% in Santa Cruz compared to 76.4% nationally). As a city, we've invested heavily in promoting alternative transportation options to the personal automobile to achieve less congestion, lower greenhouse gas emissions, and increase safety for all roadway users. As a city, we are committed to reducing our drive-alone rate, and anticipate further reductions in drive-alone rate in the coming years through expansion of TDM programs.

The parking model baseline assumes a constant 56.5% drive alone mode split over the out years. Multimodal options continue to evolve, which directly affect the supply and demand for parking. To reflect future reductions in drive-alone rate, the city applied various post-processing factors to the parking model to determine future parking demand over a variety of mode splits that all included a reduction in single occupant vehicle (SOV) travel. These reductions can come from any manner of reductions in SOV, including increases in biking, walking, and transit, emerging technology, and others.

Each of these post processing scenarios was run on Land Use Scenario 1 and Land Use Scenario 2. Scenarios included a modest reduction in SOV (53%), and increments of increasingly aggressive SOV rates (50%, 45%, 40%, 35%, 30%), and a "sweet spot" calculation to determine the SOV rate that would achieve a balance in supply/demand.

The findings from these post processing calculations are included in Attachment 3. With no new supply, the City of Santa Cruz would have to reduce single occupant vehicle trips to downtown from the existing 56.5% to 35% by 2026, and to 25% by 2036. With a new supply project, the City of Santa Cruz would have to reduce single occupant vehicle trips to downtown from the existing 56.5% to 53% by 2026, and to 37% by 2036. The key takeaway from these findings is that even with incredible strides in reducing SOV travel, TDM alone will not be enough to meet the parking demand in the downtown parking district.

Parking Rates Strategy

Staff have developed a proposed Parking Rates Strategy that makes changes to user fees and deficiency fees to financially support a new parking supply project as part of the mixed-use library project. The proposed Parking Rates Strategy has been presented to the Downtown Commission Parking Finance Ad-Hoc Subcommittee, attended by Commissioners Farrell and

Prindle. Subsequently, staff reached out to several downtown stakeholders representing a cross-section of downtown business types for feedback. Finally, staff utilized an outside urban economics consulting firm to peer review the proposed Parking Rates Strategy in the form of a Technical Review (Memo attached).

The proposed parking rates strategy was developed to address three main downtown parking issues: (1) Eliminating the Business parking subsidy known as the Parking Deficiency Fee so that parking users pay for the parking they are consuming; (2) adding regular, predictable, annual TDM funding to enhance current TDM efforts; and (3) funding a new parking replacement and supply project (replace 369 surface parking spaces, add 231 net new parking spaces to help serve anticipated new demand and further loss of supply).

The proposed Parking Rates Strategy would adjust rates in the following ways: (1) sunsets the deficiency fee; (2) brings the cost of a monthly parking permit in line with that of a monthly transit pass; (3) incrementally raises on- and off-street hourly parking fees to reflect the true cost of parking; and (4) establishes an annual, reliable funding source to expand TDM programs and projects. The approach to each is described below.

Sunset of the Parking Deficiency Fees: The Parking Deficiency Fee was first assessed in the 1960's for the first consolidated (shared) parking project. The fee is paid by businesses and homeowners associations that do not provide parking required for their respective, anticipated, demand. This amounts to parking deficiency fees helping to subsidize the ongoing maintenance and operations of the parking district. While the parking required is much lower in the District than the rest of the City, a base line requirement of parking does exist, and businesses that pay deficiency fees have not provided sufficient parking supply commiserate with their demand. Paying the fee instead of building scores of small parking lots supplied the funding for shared parking facilities, eliminated "dead space" that parking lots create, and resulted in less District-wide parking required and a parking supply that is more efficiently utilized.

The Deficiency Fee assessment has been effective over the years but has possibly outlived its prime. Because many businesses pay the Deficiency Fee and buy Parking Permits, businesses have expressed that they feel they are being doubly charged. Also, eliminating this business subsidy to the parking district and requiring parking users to fully fund the cost of constructing, operating, and maintaining the facilities is a "best practice" of Parking Management (and TDM) in that parking users may alter their transport choice if they must pay the true cost to park. The proposed parking rates strategy would sunset the deficiency fee (15% per year, which would fully sunset the fee in 6.5 years).

Permit Fees: Monthly permit fees are currently around half the cost of a monthly transit pass. When driving and parking the cheapest, fastest, and most convenient option, individuals will continue to choose to drive. Raising the cost of a monthly parking permit to be in line with the costs of a monthly transit pass creates the need to make an actual financial choice about what mode to use, and brings the true cost of parking to the users of parking. During the outreach process, staff heard from solid support for this change. This shifts the true cost of parking to users and is a component of the City TDM strategy and is in line with best practices. Proposed fees will increase in Year 1 to \$45/month, in year 2 to \$55/month, in Year 3 to \$65/month, and in Year 4 to \$75/month.

Hourly Rates: The proposed parking rate strategy includes a two-step approach to incrementally raising hourly parking fees for on-street meters and off-street lots and structures. This shifts the true cost of parking to users and is a component of the City TDM strategy and is in line with best practices. For lots and garages, in Year 1 hourly fees will be raised from \$0.50/hour to \$1/hour, and in Year 2 will be raised from \$1/hour to \$1.25/hour. For parking meters, in Year 1 hourly rates will be raised by \$0.25/hour and in Year 2 will be raised by \$0.25 – 0.50/hour to resulting in \$1.50/hour across the core of downtown, and \$1.00/hour on the outer fringes.

Transportation Demand Management Fund: Charging the true cost to the actual user of parking is of the first step of TDM. A step beyond is to have parking rates pay for reducing the parking demand. The proposed parking rates strategy does both, and the proposed parking rates strategy uses user fees to fund an on-going TDM fund, which will allow for enhanced TDM measures to be implemented with a regular annual commitment of funding. In particular, any level of Transit subsidy (free or discounted bus passes for downtown employees), Bike Share subsidy, Emergency Ride Home (guarantee for those traveling to work by alternative means), carpool incentives, and ridesharing incentives, will all require new dedicated funding.

As presented, the supply and demand model present a clear need to add additional parking supply in order to accommodate for the needs of our changing downtown, in particular with regard to providing increased housing opportunities downtown. Given the City's Supply and Demand Model coupled with the City's incredibly low drive alone rate, City staff do not believe we can solve our way out of the projected parking shortfalls through expanded transportation demand management alone. We can and must continue to lower the drive-alone rate, but new supply must also be added to replace the lost surface lots and accommodate future growth and development in downtown.

New Supply: The December 6, 2016 Feasibility Study presented to City Council included a rough order of magnitude (ROM) cost for the different portions of the mixed use project. The parking portion ROM ranged between 33 and 37 million dollars to build the 600 space structure. Staff used the high-end ROM, plus bonding costs, to determine the total cost to bond, and then amortized over 30 years to come up with an estimate for annual bond payment in the Rates Strategy. Also added in, is the new costs for operation and maintenance of a new structure.

Rates Strategy Assumptions: The Rates Strategy looks at just the changes to District finances over a 5-6 year horizon. In other words, the Strategy assumes the future District continues to operate and provide the same level of service as it does today. Therefore inflationary values are added for all costs to keep them relevant. Only the new revenue portion of price increases are included and a running Fund Balance is included as the bottom line.

Loss of occupancy due to price increases have been considered and included in the Rates Strategy. Analysis of the price/occupancy "elasticity" is filled with uncertainty due a multitude of contextual issues. Location, both macro and micro, time of day, day of the week, size of price change, the initial price, variance over time, and other options for parking and or driving, street closures, construction projects, seasonal variation all effect the factor used to predict the loss of occupancy.

For the Rates Strategy forecast a low elasticity was used in year one (2019) because the initial price is low, the pent up demand is high, and there will be a loss of supply. In year two, 2020, there are more lots lost, and it is assumed construction would begin on the lot 4 site. Given the

large loss of surface parking, no additional loss due to price increases are included. Year 3 is the same, and in year 4 it is assumed that the structure is complete and open. With the return of the 369 replacement spaces and the 231 new spaces, a loss of occupancy is once more added the forecast. For year 4, a more conservative (higher) elasticity value is included and continues to be included in year 5 and beyond. Staff did not include a diminishment of this loss, although based on past District experience, occupancy increases even after price increases, especially over time.

FISCAL IMPACT: The Parking Rates Strategy seeks to maintain a balanced budget for the District while eliminating the Parking Deficiency Fee over time, raising Permit Fees, raising hourly parking and meter rates and funding an enhanced annual TDM program.

There is no impact to the City's General Fund. There is an anticipated balanced budget in the Parking Fund with new costs and new revenues.

Prepared by:
James Burr
Transportation Manager

Submitted by:
James Burr
Transportation Manager

ATTACHMENTS:

- Attachment 1: Minutes of December 6, 2016 Santa Cruz City Council Meeting
- Attachment 2: Supply and Demand
- Attachment 3: Single Occupant Vehicle (SOV) Mode Split Scenarios
- Attachment 4: Summary of Proposed Parking Rates Strategy

City of Santa Cruz
809 Center Street
Santa Cruz, California 95060

MINUTES OF A CITY COUNCIL SPECIAL MEETING

December 06, 2016

5:00 p.m.

Mayor Mathews opened the City Council Closed Litigation Session at 5:00 p.m. in a public meeting in the Council Chambers, for the purpose of announcing the agenda, and receiving public testimony.

Roll Call

Present: Councilmembers Noroyan, Lane, Terrazas, Posner, Comstock; Vice Mayor Chase; Mayor Mathews.

Absent: None.

Staff: City Manager M. Bernal, City Attorney T. Condotti, Director of Economic Development B. Lipscomb, City Clerk Administrator B. Lehr, Deputy City Clerk Administrator B. Bush.

Closed Session

Public Comment

Mayor Mathews opened the public comment period at 5:00 p.m. The following people addressed the Council:

Pamela Davis spoke regarding item #1.2, Potential Acquisition of Property.

Mayor Mathews closed the public comment period at 5:04 p.m. and the Council moved to the Courtyard Conference Room. (See pages 3506-3507 for a report on Closed Session.)

City Council

6:00 PM

Call to Order - Mayor Mathews called the meeting to order at 6:11 p.m. in the Council Chambers.

Roll Call

Present: Councilmembers Noroyan, Lane, Terrazas, Posner, Comstock; Vice Mayor Chase; Mayor Mathews.

Absent: None.

Staff: City Manager M. Bernal, City Attorney T. Condotti, Deputy City Manager S. Collins, Director of Public Works M. Dettle, Transportation Manager J. Burr, Principal Planner R. Powers, Library Director S. Nemitz, City Clerk Administrator B. Lehr, Deputy City Clerk Administrator B. Bush.

Pledge of Allegiance

City Attorney Report on Closed Session

1. Real Property Negotiations (Government Code 54956.8)
 1. Property: 17-E Municipal Wharf (referred initially on 8/23/16)
 APN: 007-331-09
 Owner: City of Santa Cruz
 City Negotiator: Bonnie Lipscomb
 Negotiating Parties: City and Potential Tenants
 Under Negotiation: Municipal Wharf Lease - Price and Terms
 2. Property: Potential Acquisition of Property (referred 5/24/16, discussed 11/22/16)
 APN: 005-152-32
 Owner: Nonprofits Insurance Alliance of California (NIAC)
 City Negotiator: Bonnie Lipscomb
 Negotiating Parties: City of Santa Cruz and NIAC
 Under Negotiation: Potential Acquisition of Property

Council received a status report, instructed the City Negotiator, and took no reportable action.

City Attorney Report on Closed Session (continued)

2. Public Employee Performance Evaluation (Government Code §54957)

Follow-up from the October 18, 2016 City Manager performance evaluation.

The City Manager received a performance evaluation.

Presiding Officer's Announcements

Statements of Disqualification - Mayor Mathews recused herself from General Business Item #4 due to a conflict with property she owns within 500 feet of the proposed location.

Additions and Deletions - None.

Consent Agenda

Mayor Mathews opened the public comment period. There were no speakers. Mayor Mathews closed the public comment period.

Deputy City Manager S. Collins responded to Councilmember questions regarding Item #1.

MOTION: Councilmember Lane moved, seconded by Councilmember Noroyan, to approve the entire Consent Agenda.

ACTION: The motion carried unanimously with the following vote.

AYES:	Councilmembers Noroyan, Lane, Terrazas, Posner, Comstock; Vice Mayor Chase; Mayor Mathews.
NOES:	None.
ABSENT:	None.
DISQUALIFIED:	None.

1. Short-term Extension of Mobile Food Vending Pilot Program (CM)

Resolution No. NS-29,166 was adopted extending the Mobile Food Vending/Truck pilot program by four months to April 13, 2017 to allow for additional community input, review of outcomes and development of recommendations for City Council consideration and rescinding Resolution No. NS-29,129.

Consent Agenda (continued)2. [Award Contract for Santa Cruz Wayfinding Design Services Agreement with Hunt Design \(ED\)](#)

Resolution No. NS-29,167 was adopted awarding a wayfinding design contract to Hunt Design (Pasadena, CA) for phase two design including preparation of construction documents in the amount of \$93,000 not including reimbursables, rejecting all other proposals and authorizing the City Manager or his designee to execute an agreement in a form to be approved by the City Attorney.

3. [City's Classification and Compensation Plans and the FY17 Budget Personnel Complement - Library \(HR\)](#)

Resolution No. NS-29,168 was adopted amending the Classification and Compensation Plans and the FY17 Budget Personnel Complement by the following: Deleting the classification and one position of Library Manager - System Services and Support; Deleting two positions of Library Division Manager; Adding the classification and one position of Assistant Library Director; Adding the classification and three positions of Librarian III and deleting one Librarian II position.

End Consent Agenda**General Business**

Mayor Mathews disqualified herself and left the dais at 6:17 p.m.

4. [Downtown Library and Parking Garage Feasibility Study \(PW\)](#)

City Manager M. Bernal gave a presentation and responded to Councilmember questions.

Library Director S. Nemitz spoke regarding this item and responded to Councilmember questions.

Transportation Manager J. Burr spoke regarding this item and responded to Councilmember questions.

Principal Planner R. Powers spoke regarding this item and responded to Councilmember questions.

General Business (continued)4. [Downtown Library and Parking Garage Feasibility Study \(PW\)](#)

(continued)

Representatives from Group 4 Architects gave a presentation and responded to Councilmember questions.

Vice Mayor Chase opened the public comment period. The following people addressed the Council:

Rick Longinotti
Pat Colby
Robert Marido
Fred Geiger
Keresha Durham
Bonnie Belcher
Jack Nelson
Elyse Casby
Bradley Snyder
Dana Bagshaw
Debbie Bulger
Robert Morgan
Stanley Sokolow
Susan Cavalieri

Vice Mayor Chase closed the public comment period.

Director of Public Works M. Dettle responded to Councilmember questions.

General Business (continued)4. Downtown Library and Parking Garage Feasibility Study (PW)
(continued)

MOTION: Councilmember Terrazas moved, seconded by Councilmember Comstock, to direct the City Manager to:

- Work with the Library Director, Library Commission, and Library Board to establish a Downtown Library Advisory Committee to help with the design of a new library.
- Work with the Downtown Farmers' Market to form a Working Group charged with the identifying a new permanent location for the farmers' market. The group would also work with the Antique Faire to accommodate their needs.
- Request that the Downtown Commission establish a Committee that would develop and recommend a supporting parking rate structure.
- Bring back to City Council required actions including a workplan, outreach plan, and funding scenarios to move the project forward.
- Request an independent study to verify savings of renovation versus a new build.

ACTION: The motion carried with the following vote.

AYES: Councilmembers Noroyan, Lane, Terrazas, Comstock;
Vice Mayor Chase.

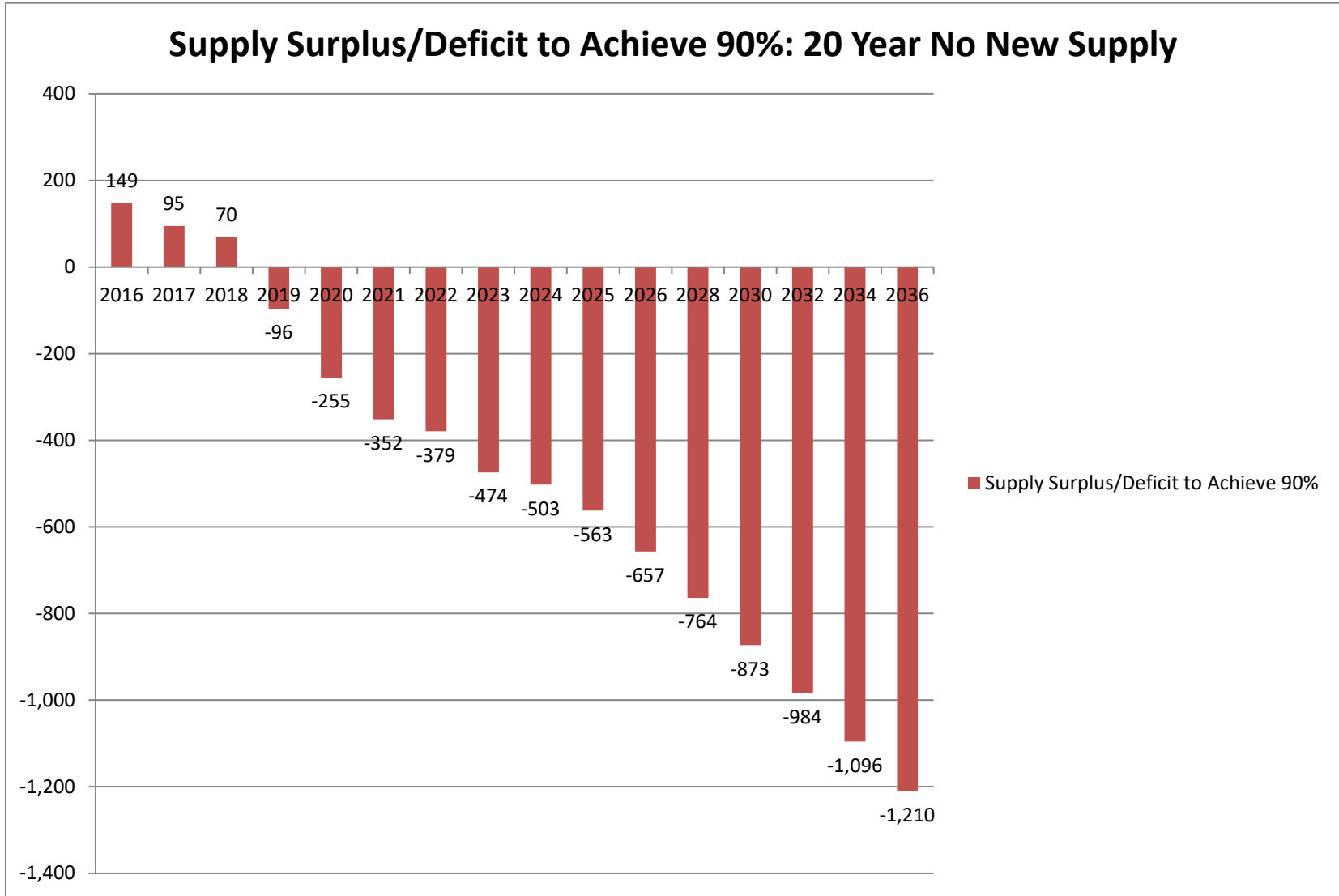
NOES: Councilmember Posner.

ABSENT: None.

DISQUALIFIED: Mayor Mathews.

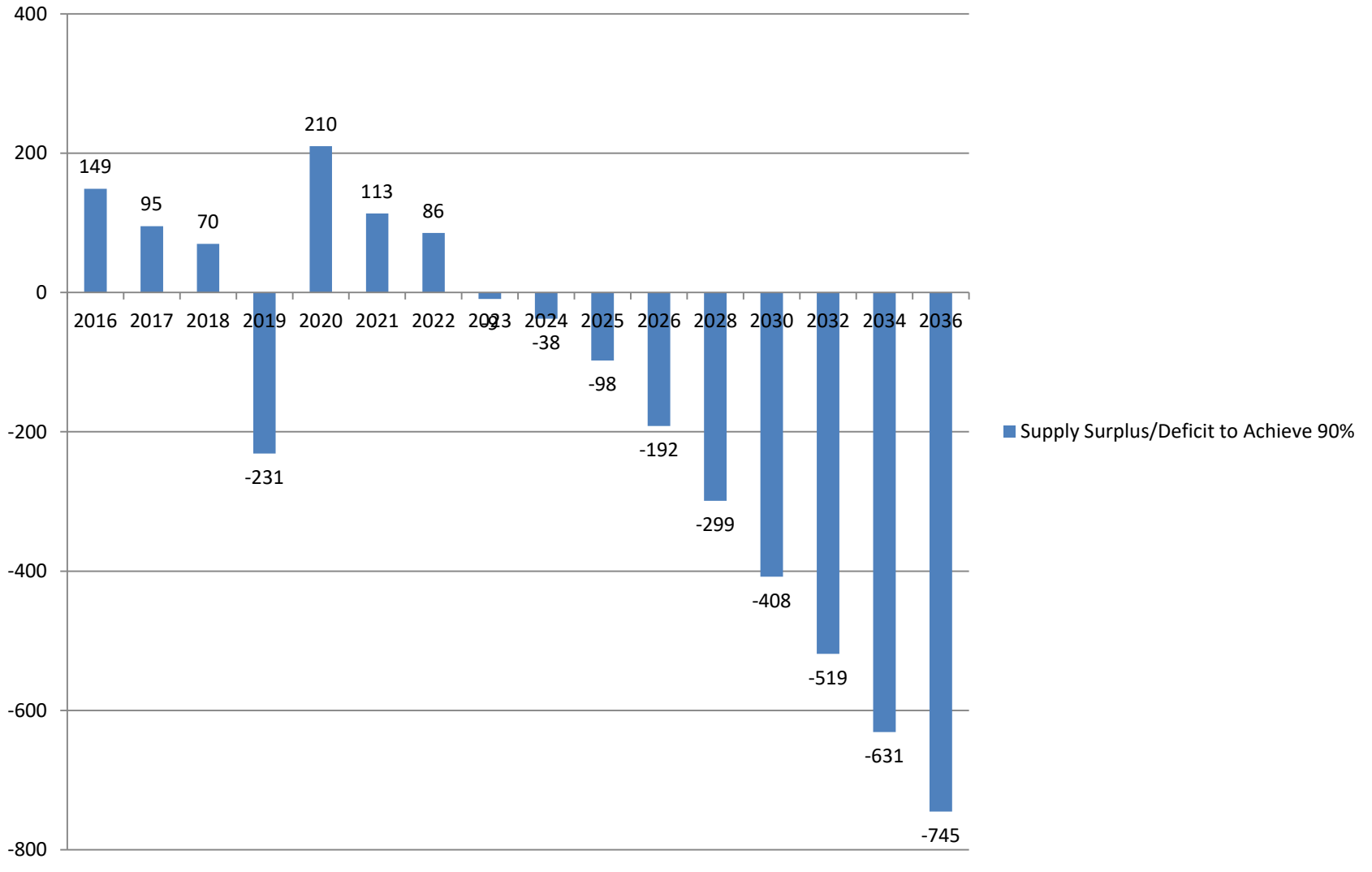
Adjournment - The City Council adjourned at 9:15 p.m.

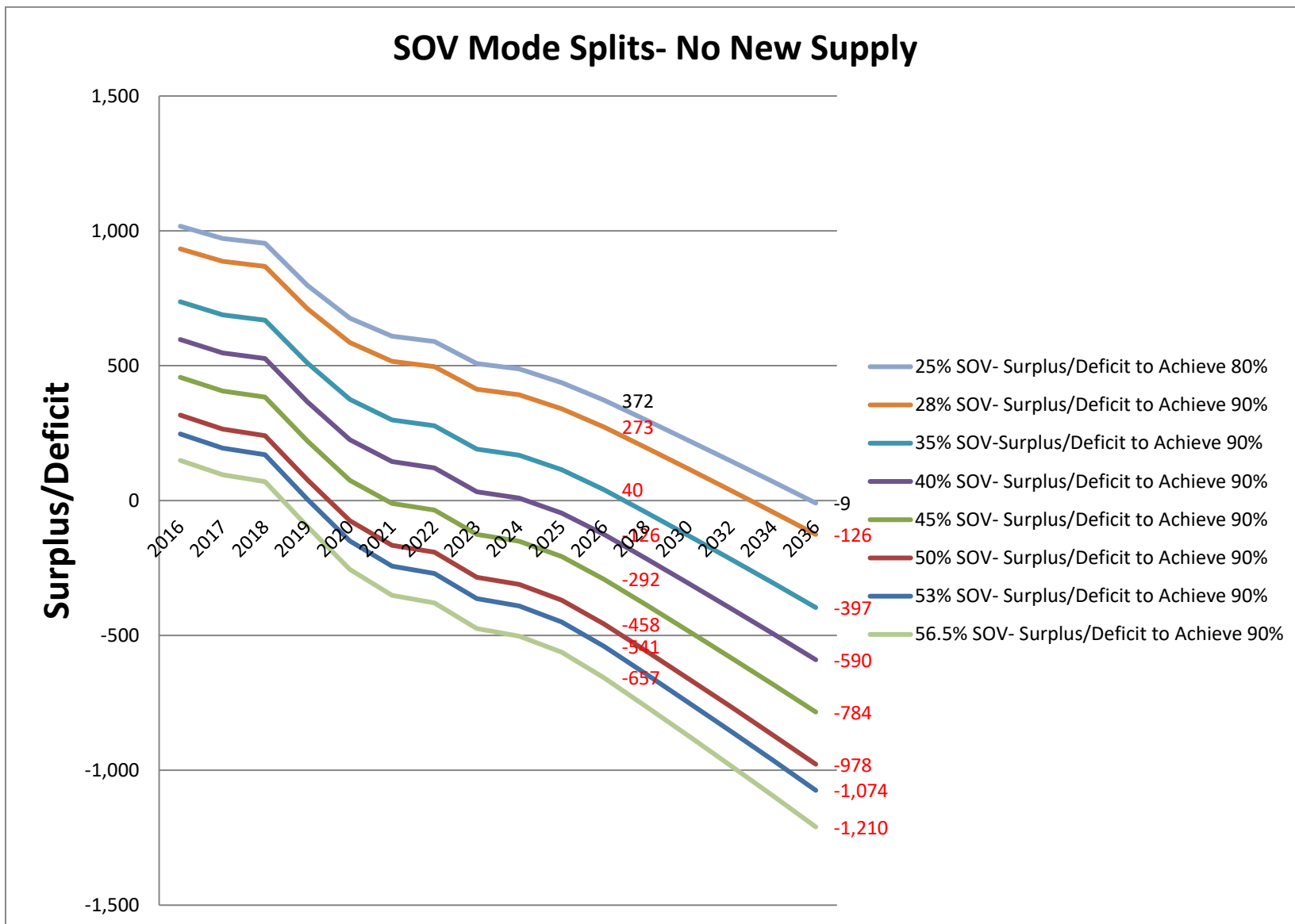
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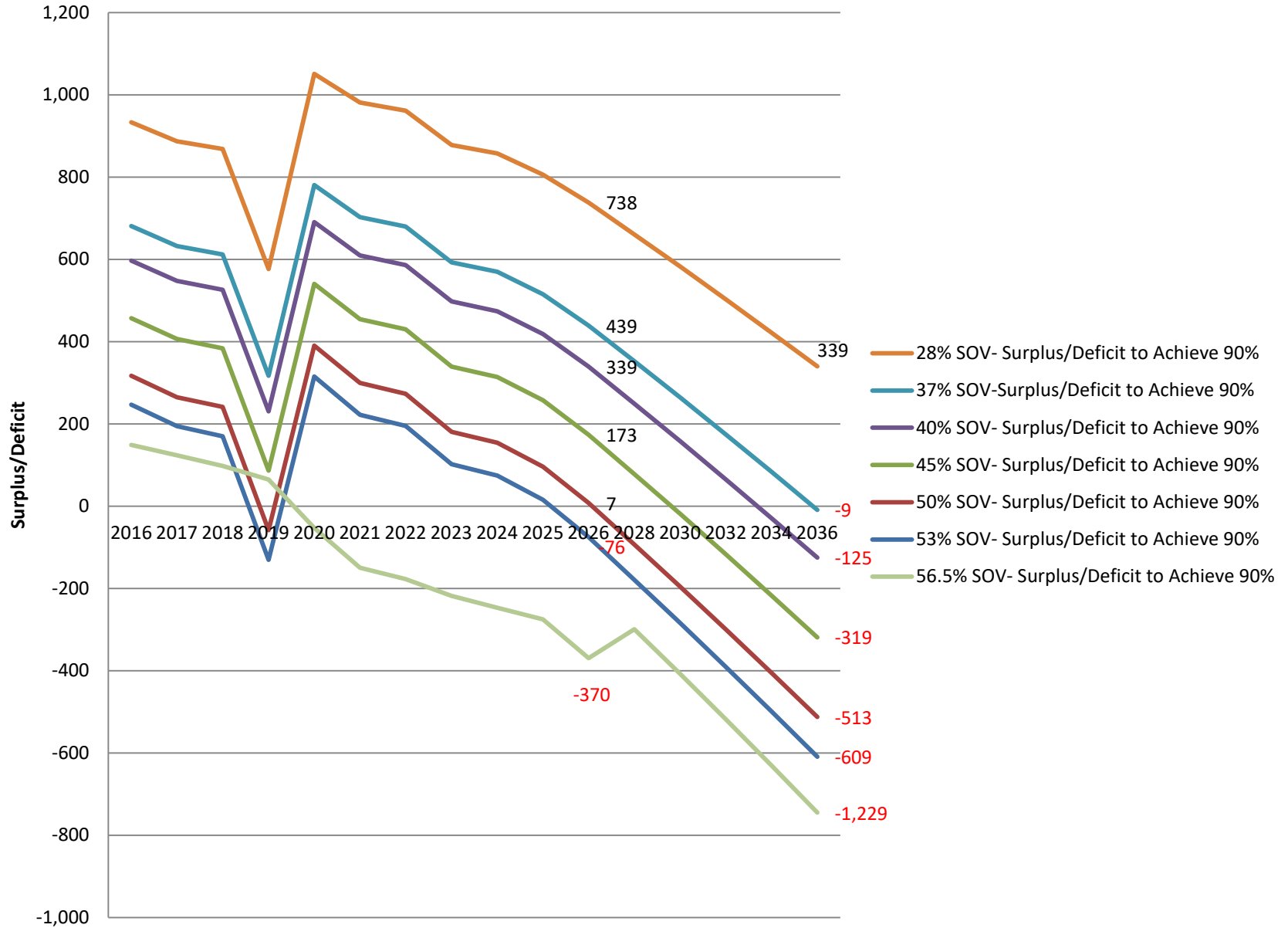
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Supply Surplus/Deficit to Achieve 90%:





90% Occupancy SOV Mode Splits- New Supply



Attachment 4: Summary of Parking Rate Strategy

Meters:

	Existing Rate	Year 1	Year 2	Year 3	Year 4	Year 5
		Increase 1	Increase 2	No Change	No Change	No Change
20 minute	\$0.75/hour	\$1.00/hour	\$1.50/hour	\$1.50/hour	\$1.50/hour	\$1.50/hour
30 minute	\$1.00/hour	\$1.25/hour	\$1.50/hour	\$1.50/hour	\$1.50/hour	\$1.50/hour
2 hour variable	\$0.75/hour	\$1.00/hour	\$1.50/hour	\$1.50/hour	\$1.50/hour	\$1.50/hour
2 hour variable	\$1.00/hour	\$1.25/hour	\$1.50/hour	\$1.50/hour	\$1.50/hour	\$1.50/hour
12 hour	\$0.50/hour	\$0.75/hour	\$1.00/hour	\$1.00/hour	\$1.00/hour	\$1.00/hour

Lots and Garages:

	Existing	Year 1	Year 2	Year 3	Year 4	Year 5
		Increase 1	Increase 2	No Change	No Change	No Change
Cost/hour	\$0.50/hour	\$1/hour	\$1.25/hour	\$1.25/hour	\$1.25/hour	\$1.25/hour

Monthly Permits:

	Existing	Year 1	Year 2	Year 3	Year 4	Year 5
		Increase \$6/mo	Increase \$10/month	Increase \$10/month	Increase \$10/month	Increase \$10/month
Cost/month	\$39/month	\$45/month	\$55/month	\$65/month	\$75/month	\$75/month

FUTURE-PROOFING

PARK- ING

Developers think about reuse—before the projects are even built.

By JAKE BLUMGART

H

HOUSTON'S TRANSPORTATION AND LAND-USE PATTERNS are driven by cars. America's third most populous city became the behemoth it is today after World War II, and its built environment reflects that legacy.

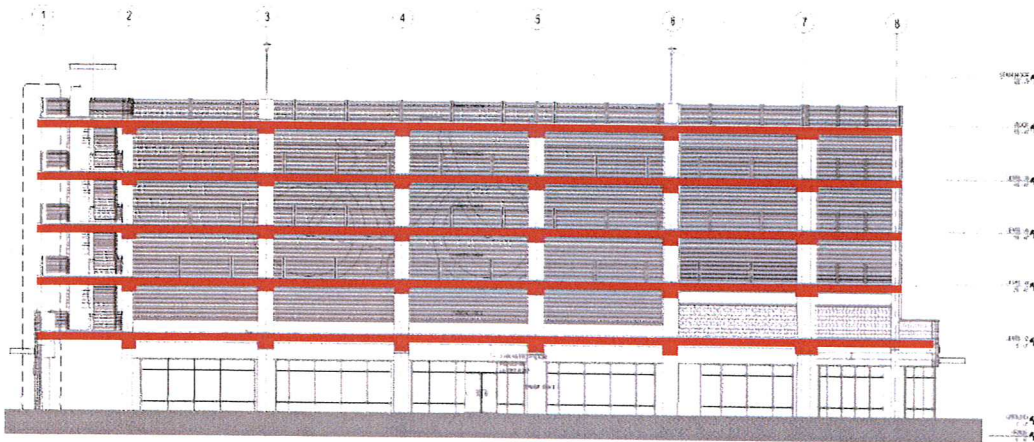
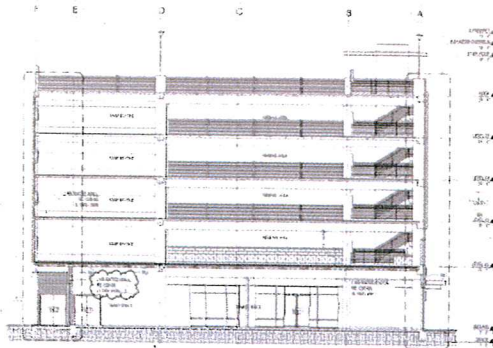
But a future looms where the private automobile is no longer king, thanks to the development of autonomous vehicle technologies, as well as ever-improving transit, bicycle, and pedestrian infrastructure and adoption. In a small way, Houston is readying itself—by building a handful of new parking garages designed for conversion to other uses should parking demand drop.

As part of a larger six-story project called the Fairview District, a five-story garage is being built that can transition to housing or offices, should the demand for its original purpose ever dwindle. The company behind the mixed use project, SFT Investments, is not betting against the car. But it is betting that driverless cars could revolutionize personal transportation just as the advent and proliferation of private automobiles once did. If that happens, a lot of valuable downtown real estate could suddenly be open to more profitable development than parking constraints currently allow.

"Everyone is beginning to think about it," says Peter Merwin, who is based in Houston and is the architect and principal in charge of the Fairview District

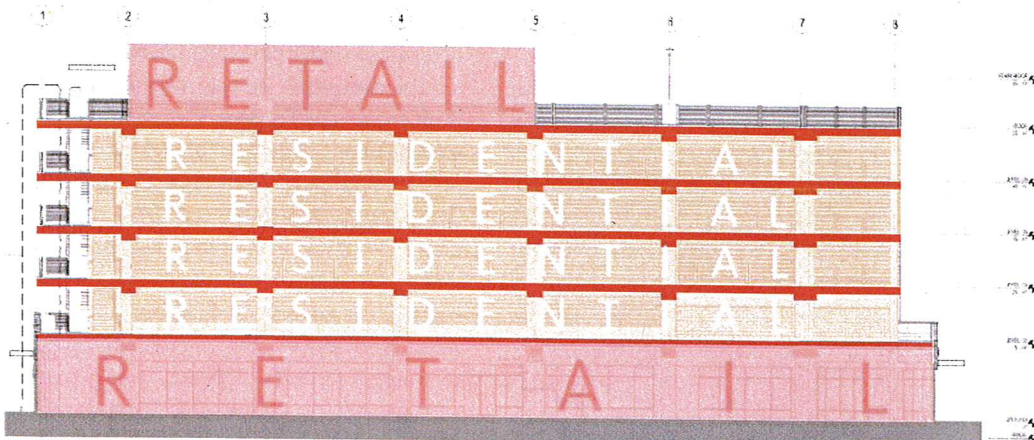
**FAIRVIEW DISTRICT,
Houston**

Five floors of parking in this mixed use building can transition to other uses if parking demand drops.



BUILDING SECTION 1

THE DESIGN EMPLOYS flat floor plates and speed ramps, accommodating parking for 38 cars on floors 2 through 6 and retail space on the ground floor. Once the ramps are removed, the floors can be leveled and repurposed for alternate uses.



BUILDING SECTION 2

OPPORTUNITIES for retail and residential programming open up in a flat-floor parking structure once ramps are removed, as shown in the reconfigured drawing of the Fairview District's garage.



Rendering of Fairview District's "future-proofed" parking garage.

project. He also is a practice area leader for Gensler, an international architecture and design firm.

Merwin doesn't like to make precise predictions about autonomous vehicles. But he wants his clients to understand that there is the potential for profit in building for flexibility. Merwin calls this "future-proofing."

"We can't control the speed of adoption of autonomous vehicles," he says. "But we can control how we react to the industry and the architecture. Now on every project we talk about the marginal costs associated with future-proofing structures."

With driverless technology—paired with app-based hailing services—personal car ownership could decline, perhaps significantly. Especially in dense areas, a small fleet of driverless cars could patrol city streets at all times, available to anyone with a phone. In that case, cities could do with 80 percent fewer parking spaces—according to one study based around Austin, Texas—and that could free up huge swaths of urban land for more valuable uses.

"The reason it's so compelling is that you are working on narrow margins for profit as a developer," says Merwin. "This is a way you can get a greater rate of return on a piece of land because you have minimized the effects of the automobile on the development. You can convert space that would otherwise be a net loss into something that is revenue generating."

Merwin is no dreamy revolutionary, and he does not predict that all parking garages will become obsolete in the near future. But ubiquitous driverless vehicles aren't the only trend pushing garages toward a future with fewer cars. It's possible that as Houston and other sprawling Sun Belt cities turn to densification and urban infill, and consumers call for more walkable spaces, developers will have plenty of incentive to pursue the trend even before autonomous vehicles become widespread. That's why the Fairview District garage will begin life with six retail shops on the ground floor.

"We aren't there yet in the Houston market, but we are planning [convertible garages] into all our mixed use projects," says Merwin. Similar projects are planned or under way in Los Angeles, Seattle, and Denver.

Design differences

For now, parking is still in demand and, in most cities, it is required—although a movement toward reducing parking minimums has gathered steam in the past decade (see "Rethinking Parking Minimums," February: planning.org/planning/2018/feb/legallessons, and "Eliminating Parking Minimums," *Zoning Practice*, June 2017: planning.org/media/document/9125905). While surface parking lots are easily convertible to a different use, building parking garages for current demand while preparing for the future requires new designs.

For the past half-century, parking garages have been built with low ceilings, sloping floors, and an indifference to natural light. All of that has to be rethought if the garage is to be converted to housing, offices, or another use in the future.

The convertible garage concept "makes a great deal of sense and I'm beginning to see it in developer considerations of the kind of parking decks they are going to build," says Christopher Leinberger, chair of the Center for Real Estate and Urban Analysis at the George Washington University School of Business.

"It's being discussed, and more and more it is being discussed as a certainty," says Leinberger. "I'm not sure if there are any [completed] examples you can point to because of course it takes three or four years from the start of a project to it actually being delivered. This is a relatively new idea that hasn't played out on the ground."

There are three principal areas where developers will need to build differently.

FLOORS. Typically, the floors of a parking garage are

'You can convert space that would otherwise be a net loss into something that is revenue generating.'

—PETER MERWIN,
GENSLER

sloped, which allows the snow and rain that vehicles bring in with them to trickle toward the drains. Ramps are obtrusive and omnipresent as well, and present another logistical difficulty. A convertible garage model will need to do away with sloped floors and install ramps or car elevators—which can be removed or altered to another use if the building is converted into an apartment building.

CEILING HEIGHTS. Parking garages typically only provide 10 feet or less between the floor and ceiling. Convertible parking spaces will have to measure between 10 and 15 feet instead, as most other uses require taller ceilings.

SUPPORT. Greater reinforcement, such as steel, is needed in the floors of convertible garages because all the accumulated components in a house or office, including corridors, can weigh more than the loads parking garages usually have to bear, says Thomas Fisher, director of the Urban Design College at the University of Minnesota.

Other modifications will be needed as well, including the necessity of future lighting and heating. Enormous concrete pillars common to so many parking garages will need to be maneuvered into places that will not impede future development.

In the garage project at Fairview District in Houston, the design calls for 15-foot ceilings at the ground level, which can accommodate retail, and 10 feet for the rest of the floors to allow conversion to uses like housing.

Designing a garage for a second life down the road adds to upfront costs, of course, notes Fisher. “Some developers don’t want to spend extra money on something they don’t see as essential. But it’s much less expensive to spend a little extra money up front than to tear the building down later.” He adds, “Unadaptable parking garages will become a huge liability and will affect the value of a property over the long term.”

What’s old is new again

By the beginning of next decade, the first fully convertible garages should be completely operational. Such garages are under construction not just in Houston, but at the World Trade Center in Denver, the soon-to-be-tallest building in Seattle, and a huge housing project in Los Angeles’s Arts District.

This idea isn’t as novel as it appears. Convertible parking garages were also being built in the early decades of the 20th century, another time when ar-

chitects and planners didn’t know what the future demand for parking would be, says Fisher.

Fisher says that back then, cars were just beginning to assert themselves on the urban scene—a landscape already crowded with pedestrians, horses (and stables), and streetcars. Early garages did not have sloping floors and obtrusive ramps that would hamper their convertibility later. In many cases, automobiles were moved by using an elevator.

“Cars were just becoming common, but they still weren’t sure how common,” says Fisher. He points to a Saint Paul, Minnesota, building built as a garage with an elevator for cars. It is currently home to apartments, but has done stints as office and warehouse space in between. “So 100 years ago we were in the same position,” says Fisher. “We were starting to build garages for cars with the idea that they might need to have another use.”

With the future of the automobile again uncertain, perhaps it pays for planners and communities to keep their options open when it comes to parking garages—and the rest of the built environment. ■

Jake Blumgart is a reporter with WHYY’s PlanPhilly.

RESOURCES

FROM APA

“From Eyesore to Icon,” *Planning*, May/June 2013: planning.org/planning/2013/may/eye-soretoicon.htm.

“Unique Greenhouse Cultivates Community, Planning Solutions” (News), *Planning*, June 2017: planning.org/planning/2017/jun/news.

“Releasing the Parking Brake on Economic Development,” *Planning*, May 2015: planning.org/planning/2015/may/releasingtheparking-brake.htm.



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