



**Urban Land
Institute**

San Francisco
Serving the Greater Bay Area

City of San José



American Cities Climate Challenge and Parking Management



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About ULI

The Urban Land Institute is a global, member-driven organization comprising more than 45,000 real estate and urban development professionals dedicated to advancing the Institute's mission of providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners,

investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and Asia Pacific regions, with members in 80 countries, including over 2,300 in ULI San Francisco (sf.uli.org). ULI San Francisco serves the Greater Bay Area with pragmatic land use expertise and education.

About ULI TAPs

The ULI San Francisco Technical Assistance Program (TAP) panel is an extension of the national ULI Advisory Services program. ULI's Advisory Services panels provide strategic advice to clients (public agencies, nonprofit organizations, or nonprofit developers) on complex land use and real estate development issues. The program links clients to the knowledge and experience of ULI and its membership.

Since 1947, ULI has harnessed the technical expertise of its members to help communities solve difficult land use, development, and redevelopment challenges. More than 700 panels have been conducted in 12 countries. Since 1996, ULI San Francisco has adapted this model for use at the local level, assisting more than 31 Bay Area cities.

TAPs include extensive preliminary briefings followed by a two-day intensive working session in the client's community. A detailed briefing package and guided discussion is provided by the client to each TAP participant before the working sessions. In these sessions, ULI's expert panelists tour the study area either by bus or on foot, interview stakeholders, and address a set of questions proposed by the client about a specific development issue or policy barrier within a defined geographic area. The product of these sessions is a community presentation and final report. This report presents highlights of the panel's responses to the client's questions, as well as a diverse set of ideas and suggestions.

*Cover Image: Aerial view off San José.
(San José State University, Transformation 2030)*

San José Technical Assistance Panel

Panel Chair

- Rick Dishnica, President, Dishnica Company

Panel Members

- Wendi Baker, Principal and Chief Operating Officer, Harmonie Park
- Brad Leibin, Associate, David Baker Architects
- Mary Murtagh, Executive Chair of the Board, EAH Housing
- Darin Ranelletti, Policy Director for Housing Security, City of Oakland
- Eric Tao, Managing Partner, L37 Partners
- Dennis Williams, Managing Director, NorthMarq Capital
- Mariana Ricker, Associate, SWA San Francisco (TAP Report Writer)

ULI San Francisco

ULI Staff

- Michelle Malanca Frey, Executive Director
- Natalie Sandoval, Senior Director
- Casey Pond, Senior Associate

ULI TAP Committee

- Frank Fuller, Co-Chair
- Kara Gross, Co-Chair
- Jessica von Borck, Vice Chair



Photo of the TAP panelists, ULI staff, and city staff following the site tour.



City of San José Acknowledgments

Briefing Book Prepared by:

- Ed Schreiner, Planner IV, Climate Smart San José, Citywide Planning, City of San José Department of Planning, Building and Code Enforcement
- Emily Breslin, Electric and Shared Mobility Specialist, City of San José Department of Transportation

Parking Management Team Members:

- Michael Brilliot, Deputy Director, Citywide Planning, PBCE
- Kristen Clements, Division Manager, Housing, City of San José Housing Department
- Arian Collen, Parking Manager, Park SJ, DOT
- Ken Davies, Deputy Director, Climate Smart San José, City of San José Environmental Services Department
- Charla Gomez, Planner IV, Station Area Planning, Citywide Planning, PBCE
- Jared Hart, Division Manager, Citywide Planning, PBCE
- Heather Hoshii, Division Manager, Department of Transportation
- Emily Lipoma, Development Facilitation Officer, City of San José Office of Economic Development
- Ramses Madou, Division Manager, Planning, Policy and Sustainability, DOT
- Elena Olmedo, Climate Adviser, American Cities Climate Challenge
- Wilson Tam, Transportation Planning Manager, DOT
- Jessica Zenk, Deputy Director, Planning and Project Delivery, DOT



Photos of the TAP panelists and city staff.



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Unless otherwise noted, all photographs and images are provided by ULI staff or TAP panelists.



Executive Summary and Key Takeaways

The city of San José engaged ULI San Francisco to convene a technical assistance panel (TAP) of multidisciplinary experts from around the Bay Area. The panel was tasked with analyzing the city’s parking management practices to assist San José with achieving its sustainability goals and “getting out of the parking business.” Specifically, the panel was asked to consider these questions posed by the city:

- *The city of San José would like to reduce parking costs to developers, especially for affordable housing, and seeks to understand how this might impact the financing of development projects.*
- *How should the city’s zoning code be modernized and enhanced to achieve its goals?*
- *What are the on-the-ground impacts of these changes?*

Following review of background materials and a two-day workshop in San José, the panelists developed a series of recommendations that are specific to the city’s complex mixture of land uses and community needs. The key takeaways from these recommendations are the need to have policies that encourage **“just right” parking** and acknowledge that **one size does not fit all**. Strategies will depend on the context, the type of project, and the current market’s ability to support a reduction in parking.

This report provides detailed guidance to help the city of San José develop a series of parking policy updates that maintain flexibility over time, which is currently and will continue to be necessary to encourage near-term and future

“Just Right” Parking

- Test the elimination of parking minimums on key demonstration projects.
- Collect data to monitor demand and use and adjust strategies as necessary.
- Enhance community engagement.
- Educate community about parking and transit.
- Improve sustainable transportation.

development while honoring the goals of climate resiliency that are at the heart of this effort.

San José’s future as a resilient city looks not only at climate resilience but economic resilience as well. In the chronically shifting real estate market, supporting more affordable development practices through policy will help to ensure greater stability during fluctuating economic cycles. The cost savings associated with parking reduction and the opportunities it creates for more resident-serving uses such as affordable housing provide a benefit to both the city and the development community.

The long-term vision of a vibrant city that prioritizes the well-being of its residents with sustainable, balanced growth starts with a deep understanding of the current opportunities. Gathering data and building community support will ensure that proposed parking reform measures are uniquely tailored to support San José in its goals.

Shifts in behavior and market trends over time may take an ongoing and concerted effort requiring substantial community outreach and buy-in; therefore, this report emphasizes a mixture of immediate action and long-term incremental strategies. San José has already made commitments to its future through the American Cities Climate Challenge and its Climate Smart Plan. The important thing is to harness this momentum. The goal of the panel in this report is to make recommendations that will provide the city with its next steps forward.

One Size Does Not Fit All

- Identify top-tier transit oriented developments (TODs) and urban villages.
- Expand rezoning opportunities.
- Prioritize attracting commercial tenants.
- Incentivize dense and affordable housing.
- Establish graduated policies that allow for fewer parking restrictions to start and adjust standards for future project phases, as appropriate.

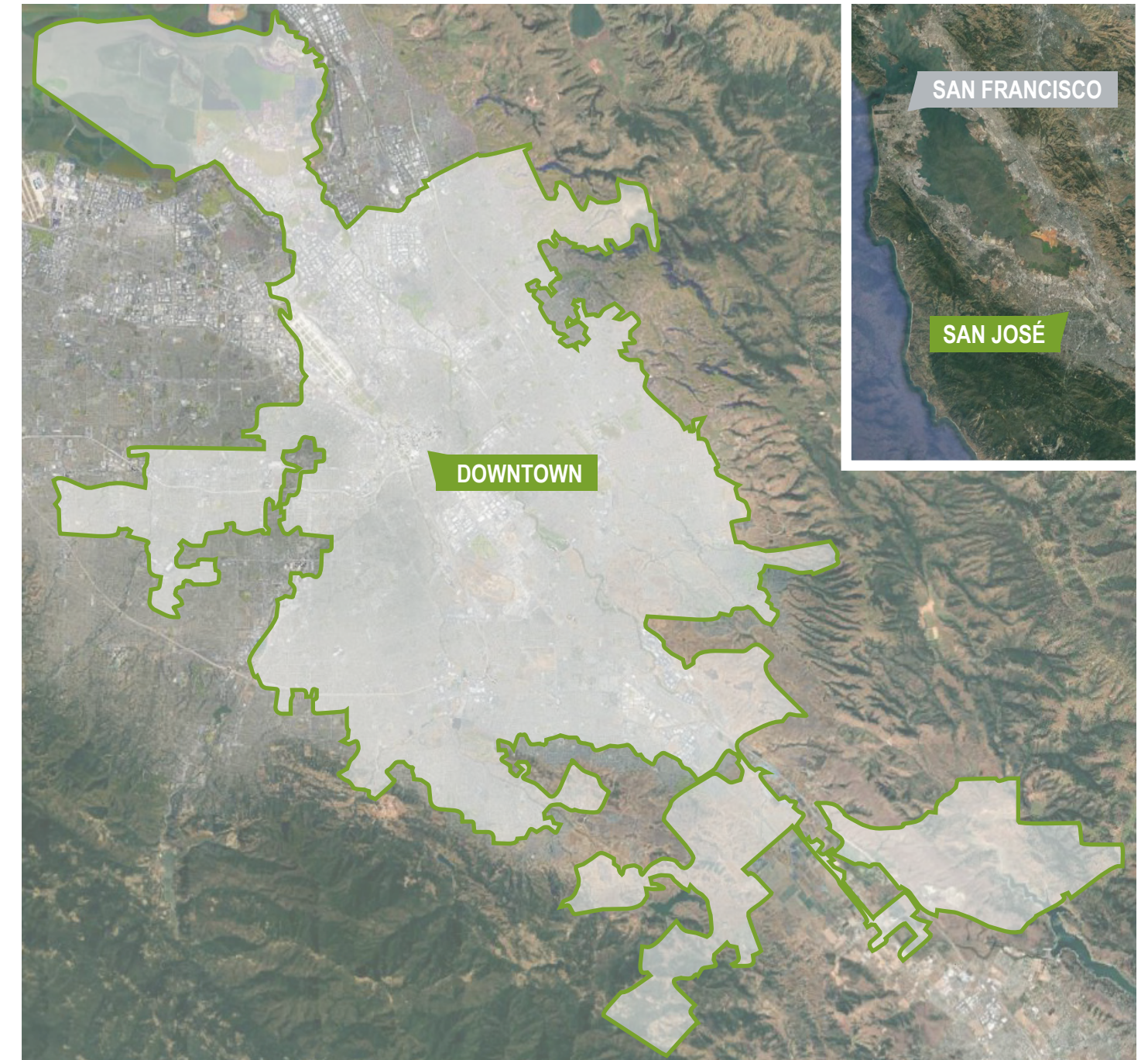
Key Statistics: The Cost of Parking

- Required parking drives up housing costs by about **15 percent or more**.¹
- Unbundled parking can decrease apartment rent by about **\$200 per month** and reduce the price of a condominium by about **\$43,000** in California.²
- Unbundled parking saves between **\$10,000 and \$60,000** per dwelling unit.³

City of San José Context

The city of San José is located in the southern portion of the Bay Area, 50 miles south of San Francisco. Historically an agricultural capital of the region, San José has undergone a dramatic economic transformation over the last century

and is now proud to call itself the “Capital of Silicon Valley.”⁴ Spread out over 181 square miles, San José has a population of over 1.9 million residents, making it the 10th largest city in the United States and extremely diverse.⁵



The city of San José’s incorporated boundary in the context of the broader Bay Area. (Google Earth, City of San José)



San José's demographic diversity includes large Asian and Hispanic populations and more than 50 languages⁶ spoken by residents, many of whom are first generation U.S. residents. In addition to its significant ethnic diversity, San José benefits from economic diversity. While a vast majority of businesses are in Silicon Valley's technology field, that entrepreneurial spirit permeates the rest of the business sector as well. The result is a city with a wide range of distinct opportunities and challenges.

San José is unique within the Bay Area in that it has a larger residential population at night than employee population during the day. Industries ranging from advanced manufacturing to health care to software employ 402,000 workers,⁷ whereas the city's population is more than double that number. The consequence of this imbalance is that a high rate of San José residents commute to other parts of the Bay Area for jobs located as close as the neighboring city of Santa Clara and as far as San Francisco.

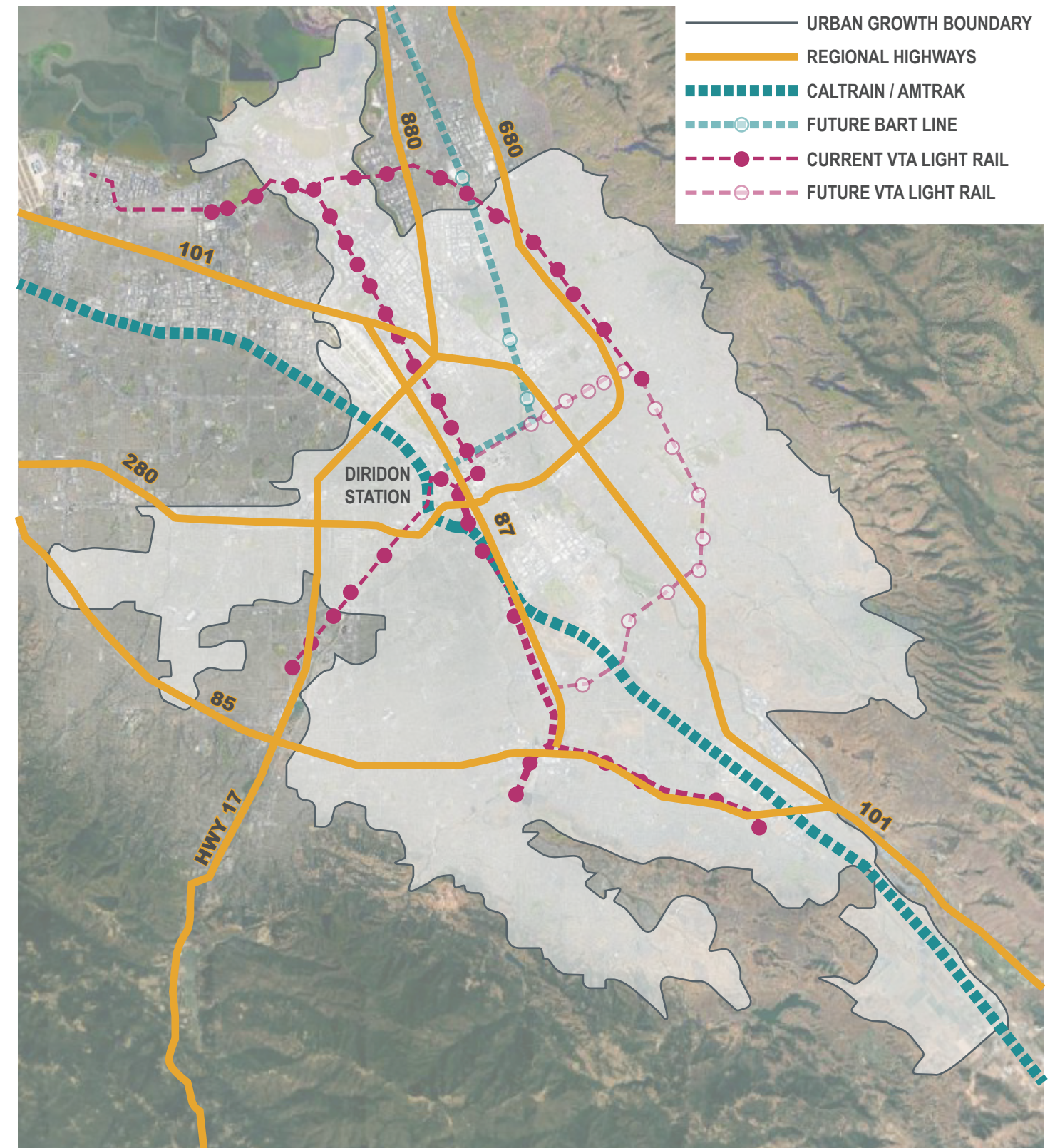
The impacts of this regional commute distance and time are compounded by the relatively limited transit system options to access these more remote job markets. The Santa Clara Valley Transportation Authority (VTA), the local system of light rail and bus rapid transit (BRT) lines, does not provide sufficient point-to-point connections between housing and jobs without transfers. Although efforts are underway to increase ridership on the most heavily used lines, the system is limited to the Santa Clara Valley and is not viewed as a viable alternative to driving by most of the community. The best option for regional transit is currently Caltrain, which is located to the west of downtown along with Amtrak. Although Caltrain runs 92 weekday trains⁸ up the peninsula to San Francisco, unfortunately the development patterns

and planning activity over the years didn't follow the Caltrain lines, instead prioritizing a highway-based commute to isolated office campuses. Only recently has there been a shift to view train travel as a more desirable commute but for many residents, stations are generally not located within easy enough walking or biking distance to be considered as a viable option.

Eventually, San José will be gaining four highly anticipated new Bay Area Rapid Transit (BART) stations, two of which are planned just east of downtown, one in downtown, and finally BART will tie in the existing Caltrain/Amtrak hub at Diridon Station. Berryessa Station will be the first to open along with another station in Milpitas. Construction at Berryessa is already complete and service tests are underway. Once open, it will connect riders to the current Fremont/Warm Springs line up the East Bay and to San Francisco.

In lieu of a stronger transit system, the majority of San José's 1.9 million residents are relying on their cars to commute for work.⁹ This means spending a large portion of their days sitting in traffic on one of the city's four major freeways, rather than being at home and contributing to the local community and economy.

The city of San José would like to change this behavior and reestablish a balanced community by adding more employment closer to transit nodes and urban villages. The current vehicle-centric lifestyle is not only a threat to San José residents' the quality of life, it also has significant climate impacts that make management of cars and parking a high priority.



Local and regional transit options: VTA light rail, Caltrain, Amtrak, and future BART stations. (Google Earth, Envision San José 2040 General Plan transportation network diagram)

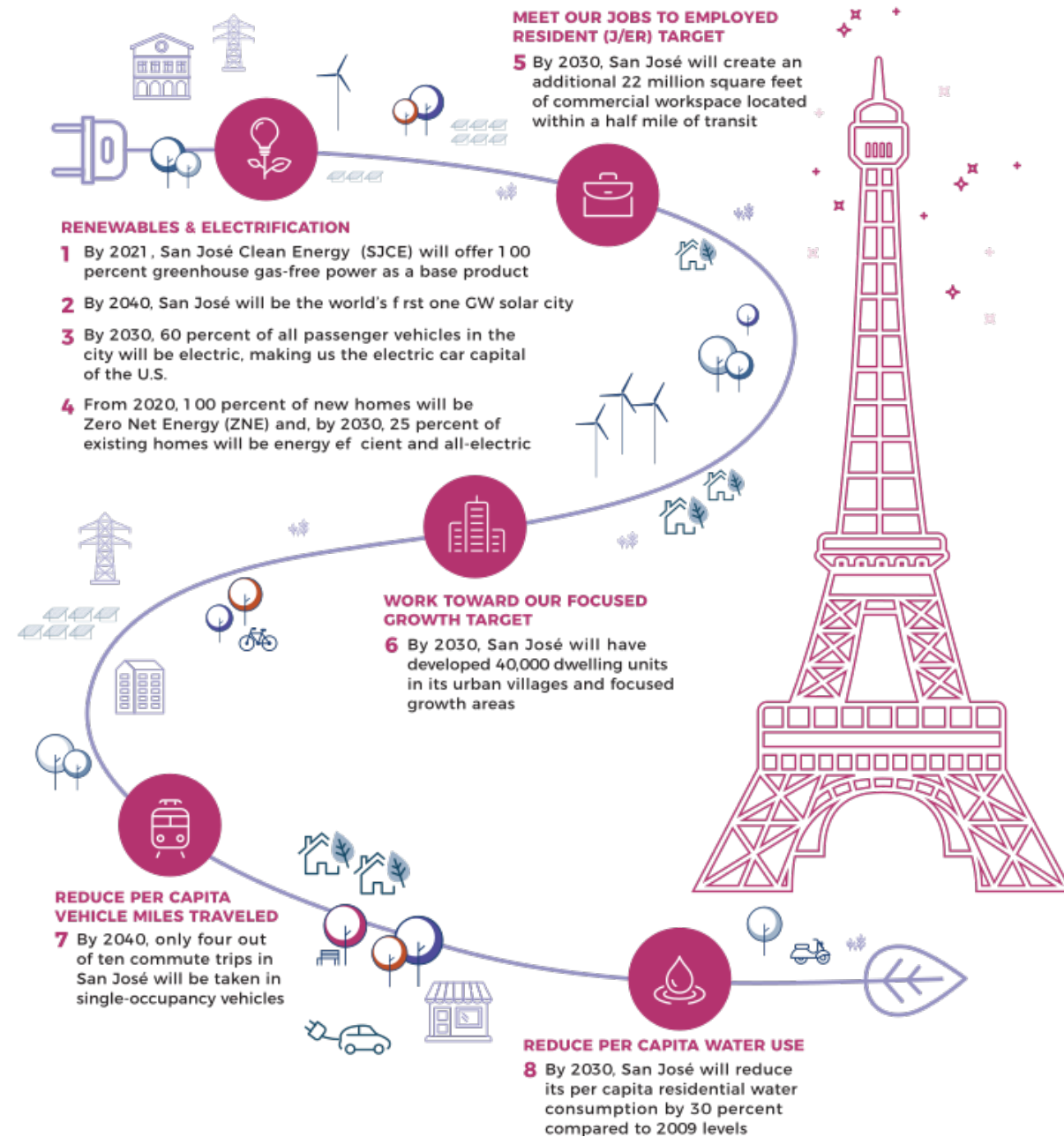


Why This Is Important: The Climate Crisis

Within cities, vehicular traffic is one of the greatest contributors to greenhouse gas (GHG) emissions and air pollution. The long-term impacts on the climate, and the short-term impacts on the health of San José's vulnerable populations, make this one of the targets of the city's climate goals.

Climate Smart San José

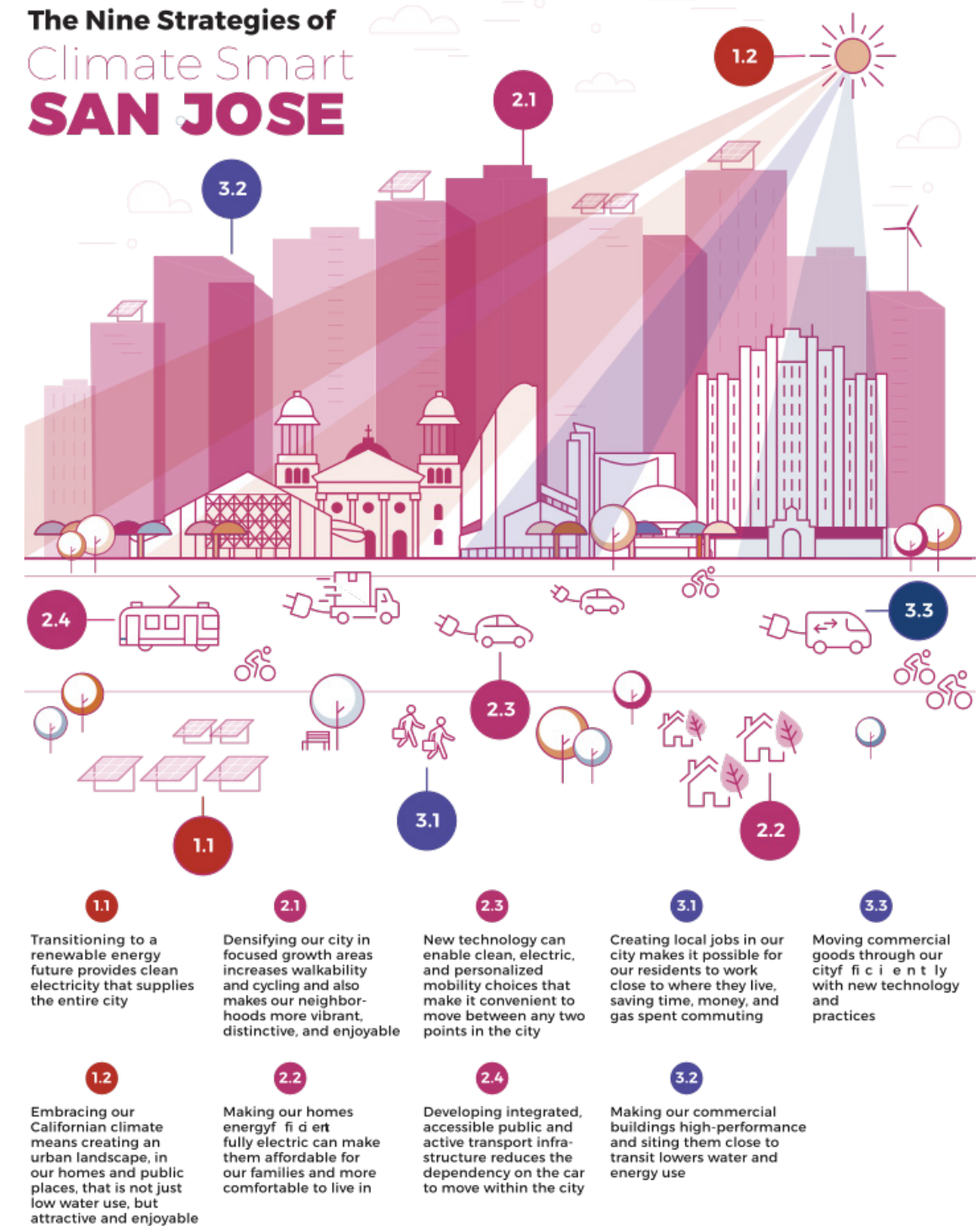
The city adopted the Climate Smart Plan in 2018.¹⁰ Following the federal government's decision to leave the Paris Agreement, San José joined other cities around the country to reaffirm their commitment to the agreement's goals addressing climate change.



Above: Climate Smart San José goals; Right: Climate Smart San José strategies. (2018 Climate Smart Plan - see appendix for complete document)

The city's community wide initiative outlines climate goals for San José to achieve by horizons set at 2030 and 2040 to **reduce air pollution, save water, and improve the quality of life of city residents**. In support of these goals, the Climate Smart Plan developed nine key strategies that focus on renewable energy and resource

efficiency; densifying to encourage more vibrant, walkable neighborhoods; embracing technology to support increased mobility choices; and emphasizing job creation and commercial growth. The complete list of nine strategies and the goals they support are shown in the following graphics.

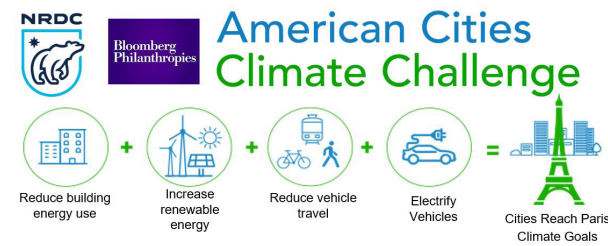


American Cities Climate Challenge

In their effort to execute the Climate Smart Plan, the City of San José also applied for the American Cities Climate Challenge put forth by Bloomberg Philanthropies. San José was one of 25 cities across the country selected to receive technical assistance, implementation coaching, data analysis and communications support through the Challenge. Bloomberg Philanthropies established this program in partnership with the Natural Resources Defense Council (NRDC), Delivery Associates (DA) and dozens of other partners to honor the Paris Agreement by supporting cities to reduce building energy use, increase renewable energy sources, reduce vehicle travel, and accelerate electric vehicle deployment.

Part of the support package San Jose received through the Challenge was technical assistance from Nelson\Nygaard and the Urban Land Institute to study and make recommendations to modernize the city's parking management policies, aiming to address the third goal: **reducing vehicle travel**.

Given San José's challenging position as a bedroom community with limited regional transit options, the reduction of vehicular travel here requires thorough analysis and nuanced solutions. The Nelson\Nygaard



Key principles of the American Cities Climate Challenge. (Katie Riddle)

study¹¹ approaches the issue by first analyzing examples of parking management initiatives from other cities and then applying lessons learned to San José. Several recurring strategies include unbundling parking, eliminating or reducing parking minimums, implementing parking maximums, and establishing parking benefit districts. Each of these strategies provides its own set of challenges and opportunities. Performing an analysis in the San José context, the ULI SF TAP panelists considered the potential benefit of implementing each of these measures, as well as others.

| Parking Policy | Strategies | Strategy Type | Rationale | Category | Range of Effectiveness (VMT Reduction) | | | Maximum Vehicle Trip Reduction (CAPCOA) | Cost to the City | Resistance from Developers |
|---------------------------|--|----------------|---|------------|--|-----------------------|-----------|---|------------------|----------------------------|
| | | | | | Estimate for Urban Village | Estimate for Downtown | Range | | | |
| Unbundling Parking Costs | Unbundling off-street parking costs from property costs | Programmatic | Unbundling parking costs separates parking from property costs and gives those who wish to purchase parking spaces to do so at an additional cost. Unbundling parking also removes the burden from those who do not wish to pay for or utilize a parking space. | Primary | 8% ¹ | 8% | 2.6 – 13% | 20% | Low | Low |
| Limit Parking Supply | Eliminate or reduce parking minimums | Administrative | Eliminating or reducing parking minimums encourages developers to build parking to meet the needs of building tenants rather than to simply meet requirements. The range of effectiveness assumes that this strategy is multi-faceted. | Primary | 9% | 11% | 5 – 12.5% | | Medium | Low |
| | Establish parking maximums | Administrative | Establishing parking maximums may result in the construction of less exclusively large and wasteful parking lots. Setting a cap on parking encourages developers to promote compact developments. | Primary | | | | | Medium | High |
| Parking Benefit Districts | Using parking revenues for economic development and mobility initiatives | Programmatic | Parking meter revenues and other parking fees, such as residential parking permits, are kept within a Parking Benefit District and used for various improvements like street sweeping, sidewalk repair, street lighting, or broader mobility initiatives. Pricing on-street parking supply also helps to minimize cruising for parking. | Supportive | N/A | N/A | N/A | Medium/High | Low | |

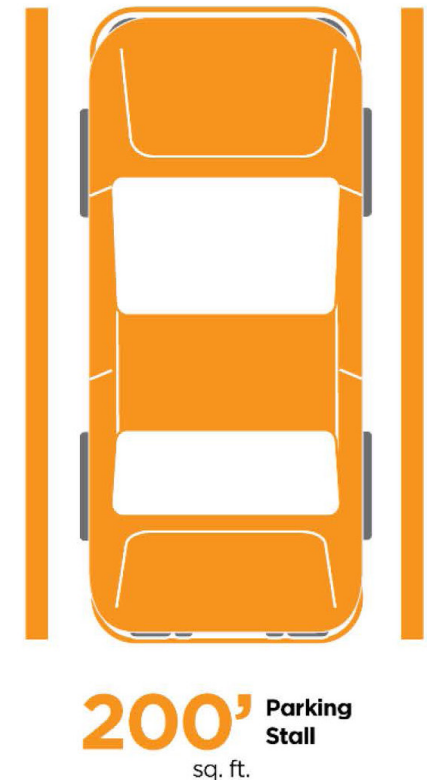
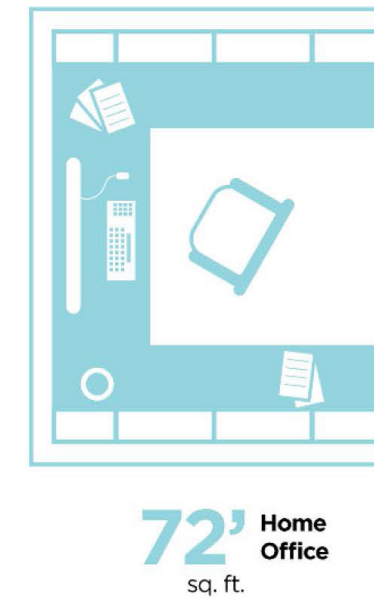
Matrix summary of parking management strategies' effectiveness and feasibility. (Nelson\Nygaard Study - see appendix for complete document)

Why Parking

San José's current parking policies do not support the reduction in vehicle use necessary to achieve the goals of the Climate Smart Plan and the American Cities Climate Challenge.

City government has typically viewed parking as an essential piece of the urban equation: necessary for bringing people—and revenue—into the city. This perspective results in a

tendency to subsidize parking and prioritize it over other urban land uses. The problem with this approach is that parking takes up a lot of space, as seen in the following graphic. With shifting trends in mobility, parking lots built by the old standards are often now sitting underused and occupying a lot of land in cities.



Parking space scale comparison. (ULI Colorado)

There are many challenges and opportunities associated with parking in San José. The fundamental premise that drives the recommendations in this report is that **less parking will result in fewer cars on the roads and therefore fewer GHG emissions**.

The challenge for San José, and the TAP panelists, to address will be in implementing this shift away from parking in a manner that appropriately serves the diverse residents of such a large, spread-out suburban city.



TAP Panel Assignment and Process

Building on efforts already undertaken by the city of San José and its partners, this ULI technical assistance panel was convened to focus on the issue of parking from the perspective of current and future development. With the American Cities Climate Challenge goals at the heart of the conversation, the panelists were asked to analyze options and provide recommendations for updating parking management policies and procedures that can be supported by the current development market. The specific questions asked by the city were as follows:

The City of San José would like to reduce parking costs to developers, especially for affordable housing, and seeks to understand how this might impact the financing of development projects.

- To best understand the impact of changing parking requirements, it's important to know what developers are currently experiencing in the market – for example, how does the supply of parking relate to the potential financing of a proposed project? Under what circumstances can reduced or no parking options be financed, if at all?
- What Transportation Demand Management (TDM) policies and/or programs have developers or property owners found to be most effective and/or least onerous to implement?
- How does the development community perceive a policy requiring membership of a transportation management association (TMA) using diversified revenue sources to fund both TDMs and transit infrastructure improvements?

How should the City's zoning code be modernized and enhanced to achieve its goals?

- What are zoning approaches that have enabled effective shared or district parking? How can these strategies more accurately reflect parking demand over time?
- Where should parking minimums be removed (e.g. downtown, growth areas, citywide)?
- How does the development community view parking maximums? In transit rich areas, is a parking maximum equivalent to 50% of the required parking commercially feasible for both commercial and residential TOD developers in the Bay Area?

What are the on-the-ground impacts of these changes?

- How strong a link is there between parking and commercial viability?
- Most residents believe they have an inherent “right” to free parking; have the panelists seen any change in that notion? What is the best way of educating residents in the actual cost of parking? What strategies for public outreach on parking reductions have been effective?
- Provide examples where the true cost of parking has been passed on to tenants. Did it increase demand for transit and/or the use of multi-modal options, such as walking and cycling?
- How have other jurisdictions addressed equity concerns when implementing parking pricing strategies?

After months of preparation by San José city staff, the TAP panelists were provided with a comprehensive briefing book that outlined the research already completed by Nelson\Nygaard and other city partners. This information served as the starting point for an intensive two-day TAP workshop that immersed the panelists in the unique context of San José.

The first day began with a bus tour of the eastern portion of San José where the panelists observed a dichotomy between overcrowded neighborhoods and underused commercial strip mall surface parking. Although a local BRT line currently connects these eastern neighborhoods to downtown along the Santa Clara/Alum Rock corridor, the transformation potential lies in the eventual arrival of trains

to serve areas near the recently constructed Berryessa BART station. After the tour, the rest of the day was largely focused on meeting with city and local stakeholders to develop a deeper understanding of the challenges faced by the different communities of San José.

The second day of the TAP workshop was spent in a closed-door session, where the panelists processed the information from the day before and developed a series of recommendations. These were then synthesized and summarized into a presentation to the Planning Commission in a public hearing to conclude the day. In addition to the members on the commission, other city staff, local stakeholders, and members of the public were also invited to attend the presentation.



Photos from the panelist site tour to east San José showing a range of parking conditions.

Stakeholder Input



Panelists working on the second day of the workshop.

To better understand a range of perspectives, experiences, and concerns from various members of the community, the panel split into small teams to meet with city stakeholders from a variety of civic, business, development, and advocacy groups.

The questions asked included inquiries into what the stakeholders feel are the primary issues with parking in San José, and how they would like to see the city handle the update to its parking management policies. Stakeholders were also asked about their long-term vision for San José and what they want to see as the future of parking in the city. The panel heard from various stakeholder groups (listed in the appendix). The following is a summary of their overall comments.

The main priority from the city's perspective is to achieve a **balance between residential and commercial uses** so as to reduce traffic congestion and the duration of the average San José resident's daily commute. The drivers for this goal are based on both sustainability and fiscal concerns. One challenge faced by the different departments is how to achieve their long-term goals in a manner that builds trust and confidence in the community in the near term.

Similarly, one of the primary comments from the advocacy stakeholders was about the **lack of education about parking, transportation, and the impacts of vehicular traffic**. Several of the advocacy groups that were interviewed emphasized the need for outreach to educate San José residents about everything from the health impacts of air pollution to the benefits of biking as an alternative mode of transit. The reliance on vehicles comes from a perception that other viable options are not available, and these groups feel that the city could do more to educate residents and encourage the use of alternatives such as VTA or biking. Although efforts and funding have gone into both the Better Bike ways program and VTA improvements, the opinion is that **a stronger outreach effort is still needed** to get people educated and comfortable with switching to one of these alternatives.

The local business community varied in its perspective depending on company size and industry. The business associations represent smaller, neighborhood-owned and operated establishments that are already feeling pressures from gentrification, and fear the potential loss of patrons if parking is reduced or removed. They shared many of the same concerns expressed by the advocacy groups that represent the general public.

For the larger businesses, transportation habits of employees seem to vary based largely on the type of work. Higher-paid positions source a larger percentage of their employees from the immediate San José area, whereas employees working in lower-paid jobs, particularly in manufacturing, are mostly priced out of the area. Larger companies typically have the resources to invest in TDM strategies and are happy to do so, whereas this would most likely be a significant burden for smaller companies. In either case, businesses would like to see city policy that allows **increased flexibility to tailor strategies to particular employee needs**. This could mean opting out of an underused shuttle service in favor of a more creative way to meet parking reduction demands. It could also mean including some exceptions for locally owned businesses that typically have a more vulnerable, lower-paid workforce.

The public agencies that the panel interviewed were largely pro-development and interested in lifting any regulations that hinder development. For most of them, this includes eliminating parking minimums and considering parking maximums. These stakeholders were also interested in more creative strategies, such as shared parking where privately owned lots are currently underused.

The development community was also largely **in favor of eliminating parking minimums**. The consensus is a preference to allow the market to dictate parking numbers, and the developers that were interviewed were not supportive of strict parking maximums. Parking is expensive enough to build that developers are not inclined to overbuild it when



unnecessary; furthermore, their financing is contingent upon market demands, so policy that restricts their ability to source financing results in great concern about parking maximums. They are in favor of city policies that defend the lower parking numbers where appropriate as well, having seen the impact of neighborhood resistance to driving up parking counts in the past.



Panelists talking with representatives from city departments during stakeholder meetings.

In general, *the desire for increased flexibility* is the primary request from the development sector as well, whether it is done with parking ratios or TDM measures. Many different stakeholders need to be aligned to ensure the success of a development, and more flexibility is viewed as better, particularly when dealing with the wide range of conditions extant in San José.



Common Themes

Although each of the stakeholders brought their own perspective, several common themes emerged throughout the day of interviews. In the panel recommendations to

follow, these themes and considerations are woven through each strategy.



Word cloud of common themes from the stakeholder interviews.

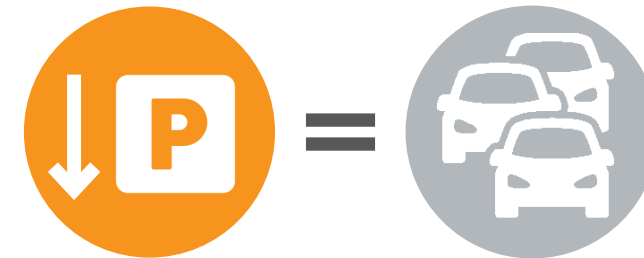
Perception vs. Reality

One theme at the heart of the conversation was community perception about the impacts of parking. Many residents feel that the answer to traffic congestion is to provide more parking, whereas in fact the inverse is true. As has been increasingly observed around the United States and globally, when less parking is built, it actually results in fewer cars on the road. There are examples demonstrating that this is true at both city and project scales, but as discussed in the following section, the most important thing is to acquire

the data on actual parking utilization first. While there is certainly risk in reducing parking by too much, San José has the potential to persuade people to opt for alternative methods of transportation. The more improvements are made to transit, bikeways, TDM measures, and community education, the more success this strategy of parking reduction will have in reducing the city's traffic problem and achieving its climate goals.

REDUCED PARKING

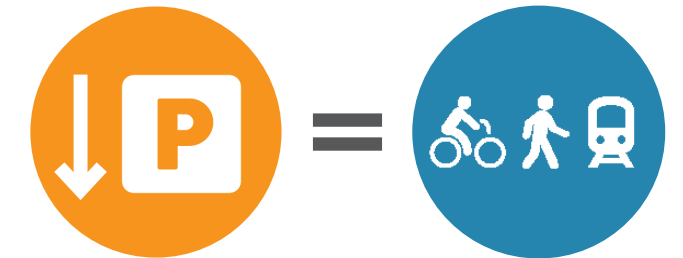
INCREASED TRAFFIC



PERCEPTION

REDUCED PARKING

USE OF ALTERNATE MODES INSTEAD



REALITY



"Just Right" Parking: Right Sizing the Recommendations

The site tour, stakeholder input, and background information further illustrated the diversity of San José and the broad range of challenges the city faces in addressing parking management. The goal of the TAP panel was not to take a position as “for or against” parking, but rather to develop a series of recommendations to help the city find the right balance and tailor its policies to specific situations. Some areas of San José are grappling with the challenge of too many cars, whereas other areas are prime examples of underused parking. The lesson here is that minimum parking requirements across the board are not always working.

Range of Challenges

Under city ownership and management, there are six parking lots, eight parking garages, and miles of street parking with only a fraction that are metered or permitted. In downtown, where the eight garages (6,162 spaces)¹² are located, they only have an average rate of 80 percent utilization during the day, and as low as 65 percent on average during evening hours.¹³ Outside of downtown, privately owned strip mall parking lots are largely vacant during the day, sized for peak



Overcrowded neighborhood streets.

Mobility

The perceived and actual need for parking is largely driven by access to other methods of transportation. San José’s current transit network might work for some, but it is not working for the majority of residents, particularly those in the neighborhoods that panelists toured in east San José. Building on efforts already initiated by the city, prioritizing development around successful regional transit will help increase ridership and reduce vehicle miles traveled (VMT). Additional incentives may include improving bike

shopping events but vastly over-parked for the day-to-day use of shoppers .

The opposite is evident in the adjacent neighborhoods, where over-crowding of single-family homes has resulted in overcrowding of the streets with parked cars. Many of these households are multi-generational and have many members either in the job force or actively seeking employment, which exacerbates the parking problem. The city of San José does not have the resources to monitor curb-side parking everywhere, with very few resident permit programs and only 2,253 metered spaces,¹⁴ mostly centrally located in downtown. Even where a higher degree of management exists, meter fees are set well below the market-rate cost of offsite parking, driven by a goal of bringing cars to downtown rather than discouraging them.

Understanding this imbalance between too much and too little parking helps explain the prevailing community perception that there is not enough parking. The issue, however, has less to do with the overall number of spaces and more to do with immediate contextual constraints.



Vacant strip mall parking lots.

infrastructure, focusing on “last mile” approaches, and implementing TDM strategies such as transit vouchers. Over time, increased density and ridership will help provide financial support for future investments in transit infrastructure. The important thing to keep in mind is that regardless of the level of investment, transit still may not work for all. Accessibility and equity will always be important considerations in parking reform.

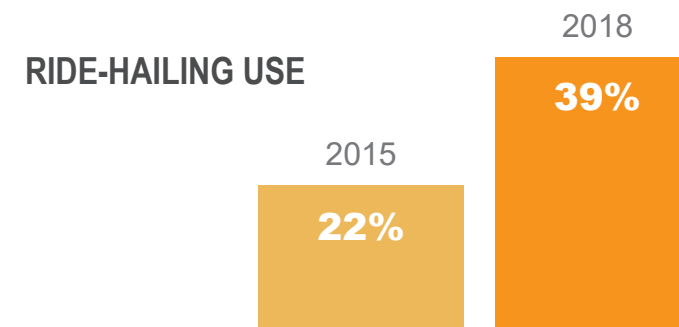
Equity

San José residents have a diverse mixture of economic backgrounds. Currently, it is evident that the lower-income communities are suffering disproportionately because of overcrowding and limited access to parking. In addition, the employment circumstances of those in a lower income bracket might not allow for an easy switch to transit.

On new projects, the cost of excessive parking construction often inhibits a developer’s ability to build much-needed affordable units. Removing parking minimums is one way to promote affordability, allowing projects to be built at a lower cost and to provide more units. Regardless of whether the consideration is parking reform in existing situations or parking requirements for new development, not all populations have the same ability to pay the “real cost” of parking, so this fact must be taken into account as parking policies are created and implemented.

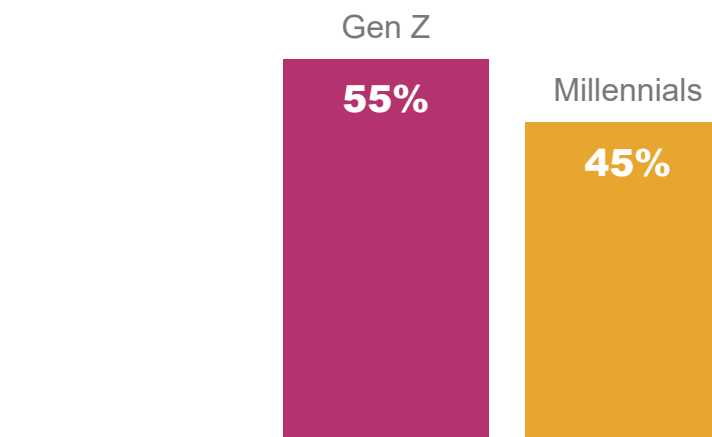
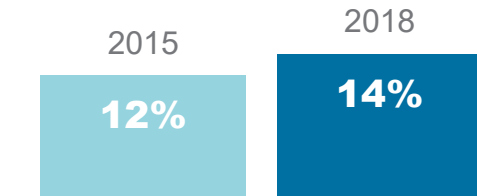
Dynamic Demand

The effectiveness of parking reduction strategies is also influenced by the fluctuation of parking demand. Depending on project type, parking demand has the potential to vary greatly throughout the day. This variance can be capitalized upon through shared parking strategies that serve multiple uses, with alternating peak-demand hours. Another encouragement for nuanced and creative solutions is the demographic shift away from individual cars in favor of innovative forms of mobility, from ride share apps to electric scooters. Young people have embraced this shift; however, older people may not be physically capable of doing so. In addition, families often require cars to balance getting to jobs, schooling, and activities for their children. These shifts in behavior and the long-term trend of changing mobility should be considered in parking management strategies focused on reducing parking over time.



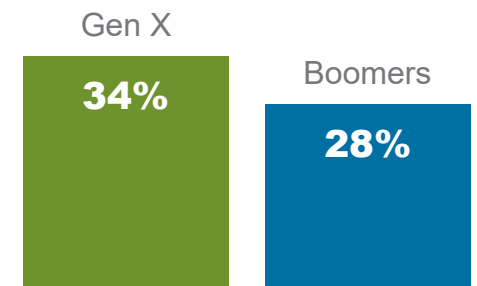
Increased use of innovative mobility alternatives to individual vehicle ownership. (Cox Automotive 2019)

CAR-SHARING USE



Demographic trends in the perception of car ownership. (Cox Automotive 2019)

HAVING TRANSPORTATION IS NECESSARY, BUT OWNING A VEHICLE IS NOT (% Agree)



Recommendation 1.1: Eliminate Parking Minimums

The first step in parking reform for the city of San José should be to remove parking minimums from the code. Rather than prescribing a fixed parking ratio, allow the specific project need to drive the total number of spaces included. The market is in a much better position to accurately determine the correct ratio than a static code.

Although fears are sometimes associated with eliminating minimums, the key thing to emphasize within the community is that this is not the same thing as eliminating parking. The majority of local stakeholders support the move to eliminate minimums, and from the development perspective, the current market still demands the construction of some parking. The removal of minimums will simply allow a developer to make a more conscientious decision about how much parking is required on a project-by-project basis.

To further mitigate concerns that building less parking will result in overcrowding of nearby neighborhoods, several measures can be taken. Requiring that projects implement

TDM strategies is a way that demand for parking can be reduced. Other methods should be tried, data gathered, and results reviewed. These strategies should be consistently and periodically monitored for success and adjusted as necessary over time.

The elimination of minimums also allows for more creative solutions, such as shared parking agreements. Construction cost savings from each of these options will incentivize development of all types, from affordable housing to the desired commercial office space currently absent in San José.

Recommendation 1.2: Soft and Reasonable Parking Maximums

Setting parking maximums that are too low will risk scaring off developers, but embracing development is necessary for the city to meet its climate agenda. If the decision is made to introduce parking maximums in addition to eliminating minimums, it must be done very thoughtfully. Set “soft and reasonable” maximums that are higher to start, and build in flexibility to lower the maximum over time until the target goal is met.

Setting parking maximums is not necessary for preventing the over-building of parking by developers. Building structured parking is extremely expensive: approximately \$40,000¹⁵ per space in the Bay Area. There is no incentive for developers to build more parking than required by the market demand for any given project. San José’s stakeholder input suggests that developers frequently wished that they could build less parking, not more.

If implemented, parking maximums can be set in a way that still encourages development. First, it is important to consult directly with potential developers, lenders, and tenants. Agree to a number that works with current market conditions and, even if it seems higher initially, provide the option to continue to reduce the amount provided in future phases or in new developments, as the market becomes more accommodating and the facts support making the changes.

Recommendation 1.3: Data Gathering and Community Engagement

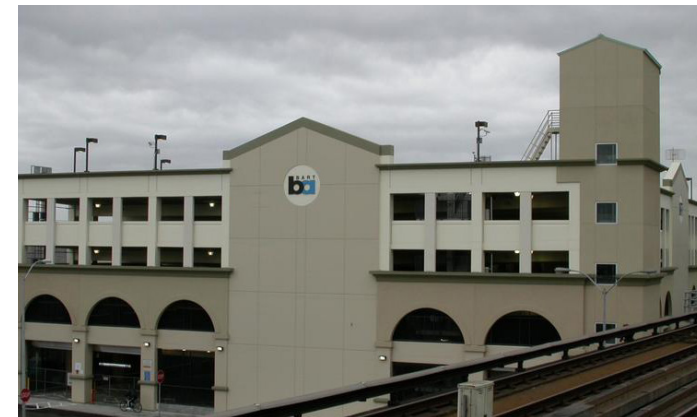
With any parking reform measures, building community support will be critical for success. To develop a compelling story that people can trust, a larger data-gathering effort and educational outreach are necessary to mitigate community concerns.

One of the major issues highlighted in meetings with city staff is the struggle to build confidence within the community. Decisions made at a policy level are not always well understood, and there is a distrust regarding whether they can work in practice. The only way to overcome this is by generating hard data to support these reforms. Additionally, the city could benefit from bringing in a consultant to build on existing outreach programs and making this information more easily accessible to all San José residents.

Where there may be a lack of resources to hire a private consultant, there are opportunities to engage local research

institutions such as universities. San José State University has previously been a partner in TOD study with VTA¹⁶ and would be a viable candidate for other similar efforts.

Improved data on current parking utilization rates will help support the reduction of parking in some areas, and may indicate the need for more parking in others. Nuanced data that look at a variety of land use types, both publicly and privately owned, are critical for building a complete picture of San José’s parking landscape and addressing the concerns of a complete spectrum of community members.



Pilot project example in Oakland, lessons learned between 2005 Fruitvale and 2020 MacArthur BART Transit Village parking strategies. (OVERAA Construction)



(Boston Properties)

Demonstration Test Projects

In addition, the data collected can help the city identify good candidates for testing proposed strategies in a project setting. Moving beyond assessing existing conditions, these types of projects are a great method for testing the practical effectiveness of a variety of policy reforms and demonstrating their success to the community. San José

already has a precedent for this with their ‘Demonstration Partnership Program.’¹⁷ This framework encourages public-private partnerships and innovative approaches to meeting city development goals. Applicable to a wide variety of project types and industries, the basis of this sustainability-driven policy is project evaluation and enhanced public awareness of the potential innovation.



Several of the case studies covered in this report are recommended as potential locations for pilot projects throughout San José. The TOD planned around Berryessa BART could be a perfect opportunity for testing innovative parking strategies. Other cities, such as the city of Oakland, have used the opportunity presented by a new BART station TOD to test and improve their parking strategies, using lessons from past projects to inform future development.

Another case study in the report looks at a situation where regional transit is lacking, but highlights some creative strategies that could be applied to the under-utilized strip malls further east than BART. In either case the key is to establish fixed criteria and collect data to monitor parking demand response. The use of terminology like 'pilot' or 'demonstration' helps with public perception, allowing policymakers be bold and build a story of success while highlighting areas for improvement for future projects in a similar context.

Case Study: San Diego Public Outreach

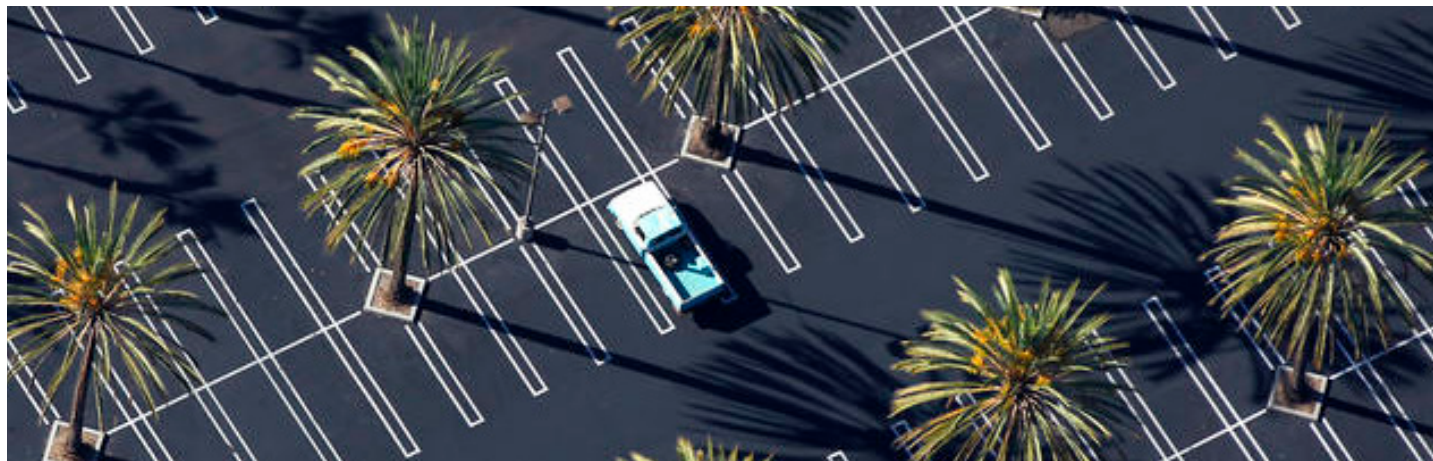
Releasing data through community outreach in advance of implementing policy changes can also help educate residents and reduce the degree of resistance. An example of this may be seen in an outreach program implemented in San Diego, which undertook a detailed parking demand study before eliminating minimums for its downtown development.

San Diego anticipated that there would be resistance to this policy change within the community; the city wanted to address this concern directly by gathering the data to back up its position. What the data showed was that nearly 90 percent of study sites outside downtown, and 100 percent of sites within downtown, had underused parking, with fewer spaces occupied than the number required by code.¹⁸ San Diego's focus on eliminating minimums was specifically targeting new residential projects, and the study found that within the downtown, parking demand was universally less than one space per unit.

These data assisted in the city's public outreach campaign, and its policy to eliminate parking minimums for new condominium and apartment projects near mass transit was approved by an eight to one City Council vote.¹⁹ A proactive, data-driven strategy such as this would benefit San José in outreach efforts as well, helping alleviate public concern and build support for change.



City-owned parking garage in downtown San José displays utilization and rates. (parksj.org)



Outreach case study in San Diego studied underused parking as part of its public outreach campaign. (K.C. Alfred, San Diego Union-Tribune via Newscom)

One Size Does Not Fit All: Scaled Recommendations for Office and Commercial

The preliminary recommendations are designed to encourage right-sizing parking on a project-by-project basis. Within different project categories, maintaining flexibility is critical. The following recommendations look at a set of tools that can provide developers with direction that is consistent with city sustainability goals.

Transit-Oriented Development

TOD provides the greatest opportunity for reducing parking, since an alternative mode of transportation is readily accessible. However, all transit is not created equal. Parking reduction is desirable but only feasible in areas with robust transit. The spectrum of transit offerings within the city of San José varies a great deal in terms of ridership and viability within the regional network of jobs and destinations.

LESS PARKING



SITE AT REGIONAL MASS TRANSIT HUB

- Good candidate for TOD
- Development can succeed with less parking
- TDM strategies focused on last mile can be enough to shift employee habits

MORE PARKING

SITE WITH LIMITED TRANSIT OPTIONS

- Not enough users to truly be a TOD
- More TDM strategies necessary
- Strict parking restrictions could limit/discourage tenants

Downtown San José has a strong mix of uses and is adequately close to a variety of transit options for synergy among multiple uses. This makes the TODs closest to downtown the best candidates for dramatically reducing parking ratios. Moving farther from the established mixture of uses in the downtown core, the success of parking reduction at transit relies more heavily on new residential, office, and retail development to provide the necessary mix around the station. Within this mix of uses, some will be more accepting of parking reduction policies than others. These nuances are discussed in greater detail below.

During early development around transit sites, it is important to accurately diagnose the level of parking reduction that the transit system is able to support. With BART scheduled to arrive in eastern San José, these future stations are one focus for TOD opportunities, while planned growth around Diridon station to the west could also result in a dense, walkable district. In both instances, however, TOD planning is still in its early stages. BART funding is a potential hindrance to any rapid expansion around future station sites, and while Diridon station is already an established major hub, the lack of safe and attractive connections to

downtown limits its impact on the city's overall commuting patterns.

Over time, capacity will grow, but in the near term, it must be acknowledged that some sites might not be ready for the same level of reduction as areas with a more established high-density network of uses. Further challenged are the areas of San José that are not served by transit or that are served only by the local VTA and BRT network. These sites will also be significantly less suited to major parking reduction measures in the near term.

Furthermore, there are different levels of opportunity depending on the scale of a project. Larger projects have greater potential for subsidizing TDM measures and adjusting their parking ratios over time. Smaller projects, in contrast, might have to rely on more creative strategies for reaching their parking reduction targets. Development around transit and in urban villages has different combinations of uses, and each should be evaluated separately within the context of the mode of transit as well as the surrounding neighborhood.

Attracting Commercial Development

Central to the city's goal of decreased GHG emissions is the need to employ more San José residents locally to cut back on the regional commutes that largely contribute to a high number of VMTs. This will require increased development in the commercial/office sector, and the goal is for this growth to be located around transit.

Simply by promoting job opportunities for residents within San José, the city will be making progress toward the reduction of commuter VMTs and GHG emissions. Locating these jobs within TOD projects further increases the potential for reduction, given their ability to support a stronger parking reduction program. The key is to strike a balance with the city's climate goals that does not restrict parking so extensively that developers will opt for easier building conditions elsewhere. The competition for commercial development in the South Bay means that initial steps towards the reduction of GHG emissions might not include drastically changing parking requirements.

Other challenges must be addressed, including the financial viability of reduced parking projects in today's market and the risks associated with neighborhood opposition. Imposing

overly strict parking reductions could result in the failure of a project for either of these reasons, causing developers either to forgo building or to build without enough parking—thereby negatively affecting neighbors and reinforcing opposition to future projects. In order to entice employers to locate their jobs within San José, tradeoffs should be encouraged to support the success those development interests, for example by allowing more parking in the near term with the goal of reducing it in the longer term. In today's development market, this strategy is more likely to guarantee the financeability of the desired project type.

Currently, San José is at a disadvantage relative to its neighbor cities that are more established as hosts for the tech market, but once it has established itself as a viable competitor, then more rigorous parking policies can be considered. TOD commercial office is a relatively new development market in San José, and the early projects will need to prove economic and financial viability for those that follow. Reframing the city's near-term goals to ensure development success will help them to better meet the long-term vision of environmental and economic sustainability.



Diridon Station with downtown San José in the background, separated by Highway 87. (Sergio Ruiz, SPUR)



CityView Plaza project rendering, 3.4 million-square-foot office campus proposed by Jay Paul. (Jay Paul and Gensler)



Recommendation 2.1: Tiered Parking Reduction Strategy

Missing the opportunity to attract desirable development is a bigger risk than a phased approach to eventually achieve parking reduction. Incentivize rather than discourage growth in the new commercial market, and allow more generous parking requirements up front, with annual monitoring of parking utilization and increased TDM options, single occupancy vehicle (SOV) use may guide parking ratio reduction over time.

Larger development will be built in phases and therefore provide the opportunity for a tiered approach to parking reduction. Monitoring can be built into the project approval with annual reports to prove the success of measures that reduce SOV use and generate updates on the parking utilization rate. If a development is planned with shared parking structures, the parking ratios can be adjusted and reduced in future phases, with more square footage allocated as office space instead.

Tools that developers can build into their parking management program include sharing off-site parking resources, using TDM/TMA measures to shift employee habits, and building in the option for future retrofits as needed. The concept of the flexible toolkit is to not overburden a project with all of these criteria at the start, but rather to let the project prove itself and have these optional implementation strategies available, so that they may be tailored to help meet the project's long-term parking goals.

Case Study: Berryessa BART Pilot Project

The proposed TOD project at the Berryessa BART station, with its regional transit connections, is positioned to be an important step for San José's growth into a new market for commercial development. Substantial research has gone into planning for the 120-acre mixed-use project,²⁰ which is to be adjacent to the recently completed station; the city of San José is considering implementing parking maximums here. The panel recommends against parking maximums because they do not support the city's goal of attracting new office development. In particular, the panel cautions against imposing an aggressive maximum that could inhibit the success and financial viability of the project.

Should the city still decide to pursue a maximum, the guidance from recommendation 1.2 of a "soft and reasonable" maximum should be considered and included as part of the policy. Implementing a tiered parking reduction strategy instead could also be a way to achieve the same ultimate parking ratio while better facilitating the success of the project and those that follow in its footsteps.

Recommendation 2.2: Flexible Toolkit

Flexibility in parking policy allows for more creative and nuanced approaches on a project-by-project basis. Providing a toolkit of options to developers helps ensure that adequate efforts are being made to reduce parking demand, while incentives and monitoring are effective ways for the city to hold developers accountable for reaching their target goals.



Existing conditions at the recently completed Berryessa BART station, aerial and new station entry signage. (SPUR)



(SF Weekly)



Rendering of proposed TOD at Berryessa BART. (Market Park San José)

Special Considerations for Office

Depending on the type or scale of commercial use, certain tools may be more or less applicable. Some options for larger office tenants, such as robust TDMs with transit subsidies and shuttles, might be prohibitively expensive for smaller tenants. An alternative in those situations is the establishment of a TMA, within which a group of smaller tenants can combine resources to better implement similar measures. The goal of a flexible toolkit is to allow for these variations within the code requirements.

An additional consideration for office buildings is the natural increase in office densities. With current market forces driving densities from 250 square feet/employee to 150 square feet/employee, the ratio of parking on a per person basis is already decreasing. Viewing parking requirements in a more nuanced way allows smaller businesses to get credit for some of these shifts without overburdening them with targets they are unable to meet.

Special Considerations for Retail

Retail also comes with its own set of specialized requirements. Generally, retail uses are less flexible than office uses and will demand higher parking ratios to serve their customers—more than double what the ratio would be for office space. In the age of Amazon and online shopping, the risk of retail failure is already high, and projects should avoid the assumption that all ground-floor retail will succeed. In determining the project's mix of uses and parking allocation, only the amount of retail that the market can support should be included. Other ground-floor uses could provide greater benefit to a project than vacant retail space and could also help keep parking numbers down.

In some cases, if the goal is to secure a large tenant, such as a big-box or grocery store, there might not be a choice in the parking and space allocated. These uses will demand a particular type of floor plan and will want their own designated parking. However, there could be more flexibility with smaller neighborhood retail. Often removed from transit, these existing neighborhood-serving establishments are some of the most vulnerable uses in the commercial sector and might not be able to withstand dramatic changes to their parking access. However, if treated with sensitivity, they may be more open to sharing parking among several compatible uses.



Neighborhood-serving restaurants in eastern San José observed during the site tour.



Several vacant retail frontages observed during the site tour as well.

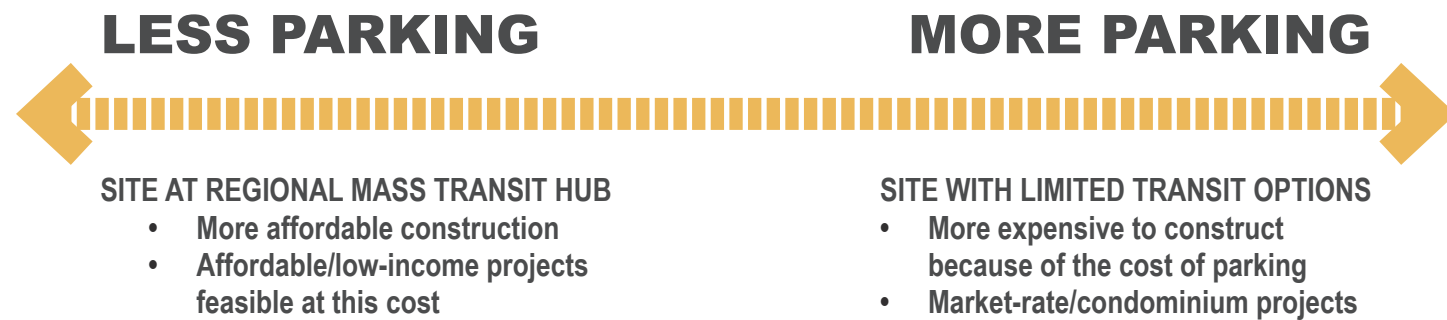
One Size Does Not Fit All: Scaled Recommendations for Residential and Mixed Use

San José's primary goal is to attract commercial development to create a better jobs/housing balance based on the city's existing residential population. Although San José continues to expand its commercial square footage to balance daytime and nighttime population more equally, the city is also seeking to increase affordable housing production and support designs that are less car-centric, as is evident in the Urban Village policies.

Successful TOD relies on a mixture of uses that support one another, which promotes this goal. Where a single large project might not be possible at the neighborhood scale,

mixed-use infill is a potential strategy for activating local transit hubs and relieving the pressure on overcrowded communities, as well as providing a better jobs/housing balance within the defined project area.

This series of recommendations looks at different scales of infill options for both residential and mixed-use projects. Similar to commercial, the type of parking reduction program that a development can support depends on a number of factors, including whether it is market rate or affordable, and whether the units are for sale or for rent.



Rental vs. Ownership

Proximity to transit will drive the appropriate amount of parking reduction acceptable in residential projects; however, this is complicated by homeownership. Those who are purchasing a home will want to have parking included as a security measure for future shifts in their lifestyle. Homeownership is much more permanent than renting, and while someone might be able to rely on transit today, that could change in the future. Renters, in contrast, are much more flexible, self-selecting in their decision to live near transit when that is their primary mode of transportation and more likely to move if their circumstances change.

Market Rate vs. Affordable

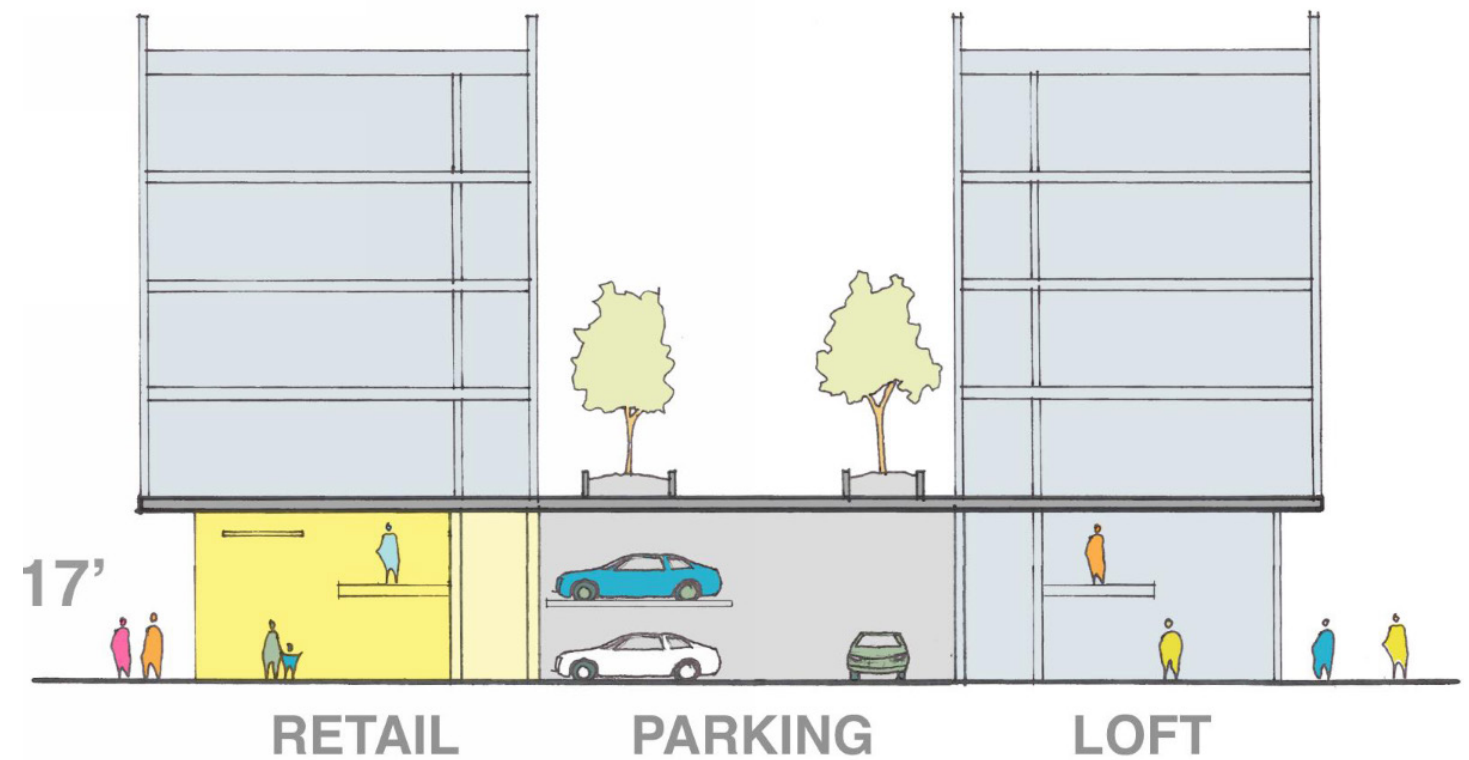
Generally speaking, market-rate housing has a greater ability to adapt to parking regulations. Constructing parking is very expensive, and although opportunities exist to distribute cost through unbundling in market-rate developments, these strategies are not possible in affordable housing. This suggests that greater flexibility needs to be built into the requirements to support and encourage successful affordable housing and creative infill proposals.

Recommendation 3.1: Building In the Ability to Adapt

In the case of smaller-scale or infill projects, there may not be subsequent phases in which to balance out the parking ratio based on proven utilization. Eliminating parking minimums allows projects to be built according to market demand, but the panel also recommends building in the capacity to adapt as demands shift over time.

Examples of measures that allow for future adaptation include zoning to encourage the design of a taller ground-floor parking podium and widening the types of uses permitted on the ground floor. This design move allows parking to be added or removed in response to future

demand. The additional vertical space accommodates the installation of a parking lift or puzzle system if needed. However, if no longer needed for parking, the double height can be converted to become creative maker space, live/work spaces, or new uses that respond to market changes.



Double-height podium with optional stackers or parking lift system.
(David Baker Architects)



Residential Parking Permit programs can also be planned and implemented in the event that a project is negatively affecting parking in adjacent neighborhoods. These programs are designed to prohibit street parking by residents outside the site. TDM/TMA measures can also be developed with options to escalate if they are not resulting in adequate reduction of SOV use. Starting out “light” encourages developers to adopt parking management programs in lieu of overbuilding the parking, and established monitoring will allow the city to enforce the regulations and programs.

Development agreements should include commitments from the developer to honor these adaptive programs, and penalties should be in place in the event that target parking reduction goals are not being met. The benefit of a defined and specific agreement tailored to the specific situation is the ability to achieve right-sized parking that is uniquely tailored to match shifting development markets and trends.

Recommendation 3.2: Identify Underused Existing Opportunities

With limited desirable lots available and the risk of displacement, growth in existing neighborhoods can be challenging. While future transit provides opportunities for significant large-scale development, many underused areas could support infill or shared parking. An effort to identify these existing opportunities will distribute growth throughout San José’s neighborhoods and augment the high-density TODs and urban villages that are already planned.

Opportunity sites that are still connected to the larger city network should be the first identified, even if they are not adjacent to regional transit such as BART or Caltrain. As VTA shifts funding to support lines with higher ridership, the potential for vacant parcels and underused lots along these corridors will only continue to grow. Infill development around underused transit lines will also help support the local transit network and bring new riders into the system.

mixed-use zoning removes restrictions on developers and encourages them to build housing in areas such as currently underused strip mall parking lots, where housing would be a greater asset to the community.²¹ In addition to rezoning, policies can be put in place to incentivize and allow for developers to build smaller and more affordable units, serving the lower-income population that needs housing the most.

ULI SF TAP panelists identified declining and underused strip malls outside downtown as prime candidates for infill projects. These are examples where parking minimums have failed, and the result is a large surplus of vacant parking that sits unused throughout the day. These malls often are located near lower-income neighborhoods that are also suffering from the worst overcrowding.

In San José, the communities where multiple families are living in single-family homes could benefit the most from increased affordable housing options in their neighborhood. Making these units available to existing residents first would alleviate overcrowding on adjacent streets. Policies such as “neighborhood preference” can help prioritize the residents of an existing community. If a project were to also include market-rate units to attract new residents, these units would need to achieve an appropriate parking ratio to serve long-term project goals and ensure that no more cars are introduced onto overcrowded streets.

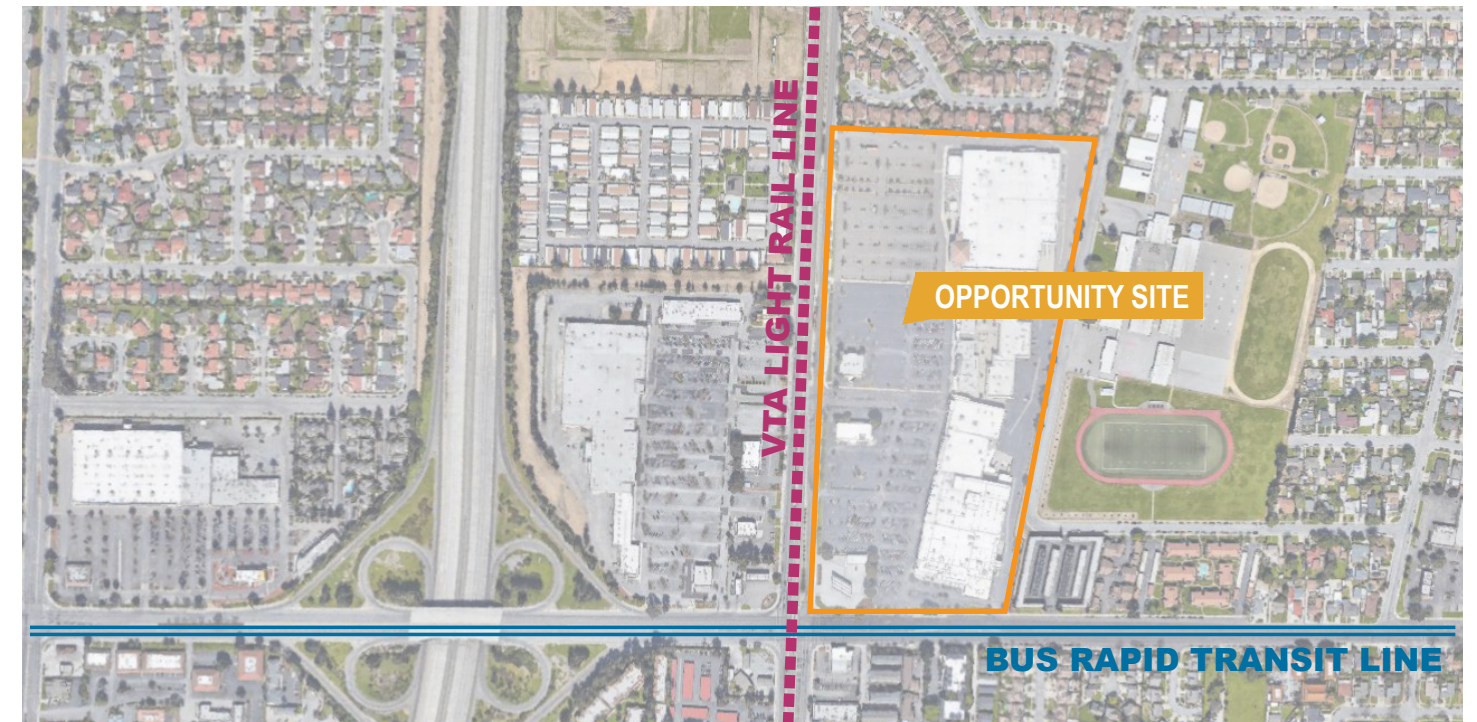
Reexamining the zoning code in these instances is the best way to reestablish a balanced community. Several other cities, such as San Diego and Sacramento, have taken the approach of allowing residential construction on commercially zoned sites. San Diego’s shift to citywide

Case Study: Capitol and Mckee Strip Retail Pilot Project

On the site tour, the panel was taken past several of the strip malls in eastern San José. One particularly underused example was at the intersection of North Capitol Avenue and McKee Road. The existing site has approximately 10 acres of surface parking, which far exceeds what is used by retail visitors.

If one acre were to be allocated instead to a mid-rise housing project, there could be capacity for up to 200 new units of housing, depending on the unit type and allowable density. Mixed-income housing is another program example that would provide financial support to secure financing for the project. Some or all of the affordable units could be set aside through a neighborhood preference program to support existing residents who are currently living in overcrowded and unsustainable conditions nearby.

This site location along a VTA light rail allows potential reduction in the parking ratio of the development. While 100 parking spaces could be built to start, a double-height podium would allow addition of 50 to 60 more spaces through a lift system, only if absolutely needed. Another opportunity with this type of site is the shared parking potential between commercial and residential uses. With offset peak hours, these two uses could set up a shared agreement that allows commercial use of the new garage during the day and residential use of excess surface lot spaces at night.

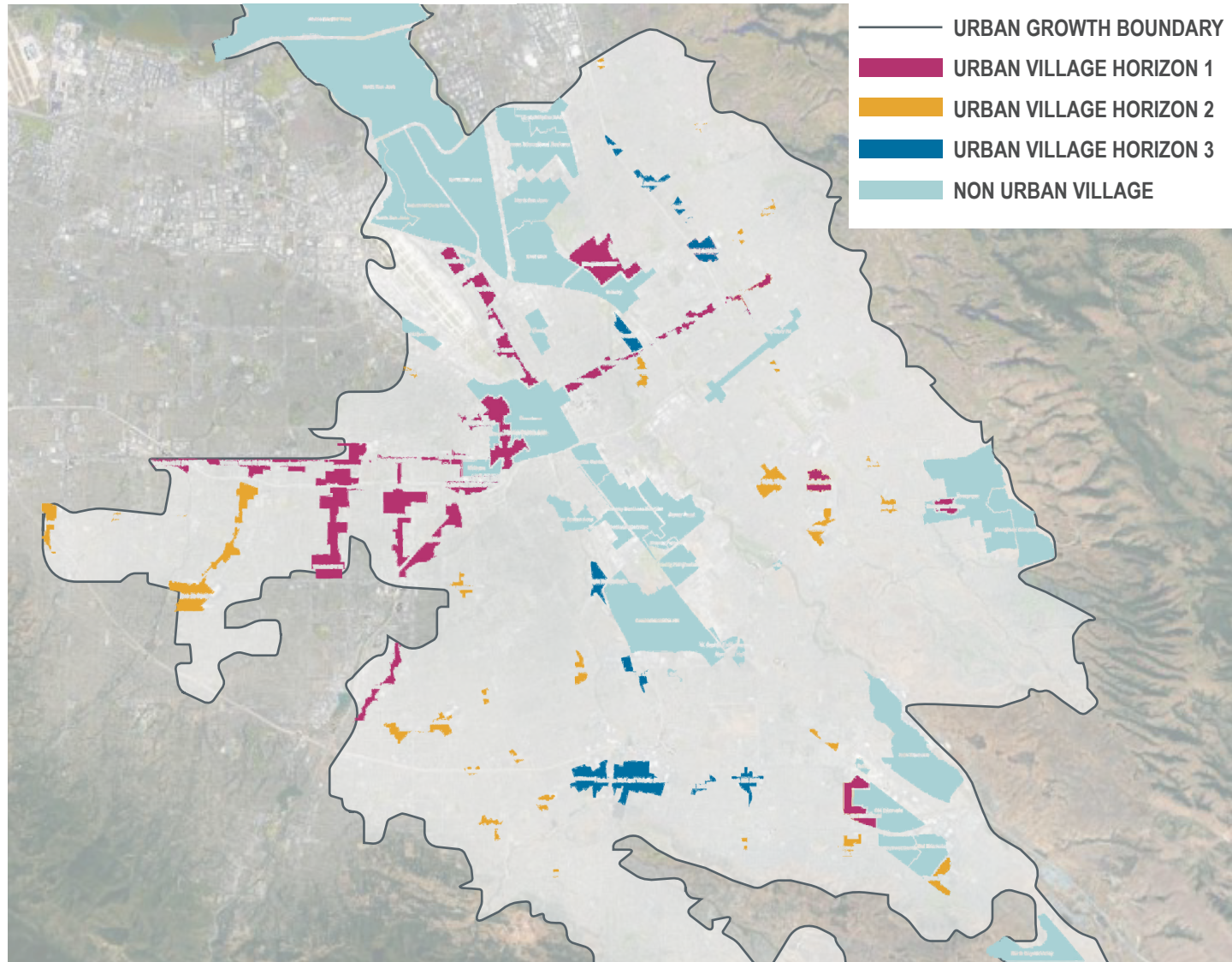


Aerial view of underused parking at McKee and Capitol. (Google Earth)



While the Capitol and McKee strip mall is just one example site, many similar locations with underused parking exist across San José that could benefit from a similar infill opportunity. Whether or not sites are located within the identified urban villages, they should still be considered.

These projects can not only provide housing in communities that need it—but their combined mix of uses can also improve the community’s quality of life, increase existing retail/commercial success, and boost ridership on local transit lines.



Identified urban villages.
 (Google Earth, City of San José Envision 2040)



Bus rapid transit line in east San José.



Implementation Strategy: Immediate Action and Incremental Steps

The prevailing theme in all of the panel's recommendations is to encourage the greatest degree of flexibility for solutions that address the extremely complicated and nuanced problem of parking in a city with the characteristics of San José. Strategies for implementation vary, from immediate action that is consistent with the urgency of the climate crisis, to incremental steps that support the vision of creating a thriving development market that balances commercial and residential growth.

Following is a summary of the recommendations previously discussed, organized into short-term, mid-term, and long-term implementation timelines:

Short-Term (12-24 months)

"Just Right" Parking

- Pilot eliminating parking minimums in TOD and urban villages.
- Consider reasonable maximums.
- Enhance community engagement and education.
- Gather data: What do you have, need, and what needs updating?
- Engage communities with robust communication strategy.
- Improve signage/dynamic parking.
- Improve information about parking and transit availability.

One Size Does Not Fit All for Office and Commercial

- Prioritize attracting commercial tenants over reduction of parking standards.
- Identify top tier TODs and urban villages that have the best potential to attract development.
- Consider appropriate TDM or TMA measures for early phases of development.

One Size Does Not Fill All for Residential and Mixed Use

- Expand rezoning opportunities beyond urban villages.
- Establish graduated policies that start with lower parking restrictions.

Mid-Term (2+ years)

"Just Right" Parking

- Engage experts to assist with data collection to monitor parking demand and utilization.
- Adjust parking strategies as necessary.

One Size Does Not Fit All for Office and Commercial

- Assess parking demand at first phases of TODs.
- Adjust parking requirements for future phases accordingly.
- Evaluate TDM or TMA programs to measure success.

One Size Does Not Fill All for Residential and Mixed Use

- Incorporate neighborhood preference into affordable housing.
- Create shared parking/parking districts.

Long-Term (5+ years)

"Just Right" Parking

- Improve alternate means of mobility and enhance transit services.

One Size Does Not Fit All for Office and Commercial

- Expand and reevaluate the priority TODs as transit improves.
- Reduce the need for parking around occupied TODs and urban villages.

One Size Does Not Fill All for Residential and Mixed Use

- Integrate urban village vision to include more opportunity sites.
- Incentivize dense housing development and affordability.

Conclusion and Additional Resources

San José is not alone in updating its approach to parking management. The commitment the city has made to address climate change is a strong foundation on which to base parking policy updates. The efforts of this ULI TAP panel, as well as the work product from Nelson/Nygaard,²² have provided a substantial collection of lessons learned and suggested recommendations that have the potential to help the city of San José reach its climate goals.

Specific data-gathering efforts will be critical to verify the applicability of these case studies; however, the city should build on what is existing wherever possible in the implementation process. Many other cities around the country are further along in the process of modernizing their position on parking and can be used as a reference in developing the implementation process, even if the specific policy must be tailored to the unique conditions of San José.

Additional implementation-related resources include ULI's "Parking Policy Reform" report²³ on establishing minimums and maximums and the 2010 partnership study between San José State and VTA.²⁴ The building blocks are here; the city's first priority should be to harness the momentum that these studies have gathered.

It is the belief of this technical assistance panel that there are many opportunities within San José for reducing the reliance on vehicular travel and minimizing land allocated to parking. The hope is that the guiding recommendations in this report help identify the best areas of opportunity. The emphasis should be on **data-driven community outreach, and flexible policy that encourages right-sized parking allocation while incentivizing development** in San José.



Photos of the panelists before the final presentation and receiving comments from the Planning Commission and audience members during.



About the Panel



Rick Dishnica, President, Dishnica Company (TAP Chair)

Rick Dishnica is president of the Dishnica Company LLC. The Dishnica Company was formed in 1999 to pursue Dishnica's individual investment goals, to develop infill housing, both for sale and for rent in the Bay Area, and to provide real estate consulting services.

He was an executive vice president and the chief operating officer of American Apartment Communities, a privately held REIT, from 1994 through March 31, 1999, with responsibility for all apartment operations, development, and rehabilitation. Since 1982, he has also been executive vice president of the Klingbeil Company, predecessor to American Apartment Communities, with operating responsibilities for the western United States. During the period 1989–1993, he also served as the chief financial officer and chief operating officer of K/W Realty Group, a Klingbeil-affiliated company in the for-sale housing business. Before joining the Klingbeil Company in 1981, Dishnica had worked in the real estate and banking industry. Before his business career, he served as an officer in the U.S. Navy. Dishnica received his MBA from the University of Southern California in 1974 and his BS degree from Ohio State University in 1968.

Dishnica is a trustee of ULI. He was a member of the ULI Governance and Nominating Committee, vice chair for councils, a member of the ULI Operating Committee, and was on the advisory board of the ULI Rose Center for Public Leadership. He is currently a member of the ULI Multifamily Residential Council (Blue) and was its past chair. He is currently a board member and past chair of the ULI San Francisco and serves on its Governance Committee.

He is also a member and former director of the National Multifamily Housing Council and an independent director of BlackRock Apartment Value Fund III. From 2008 to 2017, he was a member of the board of International House at UC Berkeley and served on its House Committee as chair as well as on its Finance Committee. From 1988 to 1994, he served as a member of the board of trustees of Children's Hospital Foundation Oakland; in his later tenure, he was its treasurer and chair of the Investment Committee,

responsible for an endowment in excess of \$60 million. From 1990 to 2003, Dishnica was on the board of trustees of Bentley School and served as its president from 1993 to 1997. He also served from 1999 through 2003 on the Berkeley Landmarks Preservation Commission.



Wendi Baker, Principal and Chief Operating Officer, Harmonie Park

Wendi Baker is president and chief operating officer of Harmonie Park Development, a real estate development company focused on creating thriving mixed-use communities in high-barrier-to-entry markets. Harmonie Park's partnerships with companies and investors have made it a leading developer in Silicon Valley, with over 10 million square feet under development management and the entitlement process. Her roles include overseeing the firm's existing projects, strategic business development, property acquisition, and the daily operations of Harmonie Park.

Baker brings over two decades of experience in the San Francisco Bay Area real estate and planning industry. Before joining Harmonie Park, she spent over 10 years in a variety of management positions at SummerHill Homes. Most recently, she was vice president of development, leading the highly respected homebuilding company's East Bay Development team in creating and managing a diverse pipeline portfolio of more than \$1.5 billion. Earlier in her career she worked at HMH Engineering.

Baker is a sought-after speaker and panelist on real estate development and is active in a number of community and business organizations, including the Urban Land Institute's Small Scale Development (Silver) National Council and co-chair of ULI SF's "Housing the Bay" Construction Cost Subcommittee; Bay Area Women Executive Series; Silicon Valley Leadership Group; and the Silicon Valley Bicycle Coalition.

She received her master of urban and regional planning from San José State University and holds a BA with a major in economics and geography from Syracuse University, for which she achieved magna cum laude honors.



Brad Leibin, Associate, David Baker Architects

Brad Leibin is an associate at David Baker Architects, where he offers unique expertise in design, housing affordability, and prefabrication, coupled with a deep commitment to making a positive impact on the world. He has guided the design and construction of hundreds of affordable and market-rate homes for a wide range of residents—formerly homeless individuals, low-income families, tech workers, and more—in a variety of urban contexts. He was project architect for Pacific Pointe, the first 100 percent affordable family housing development in the new Hunters Point Shipyard neighborhood of San Francisco, and is currently leading a 300-unit modular project in Silicon Valley, as well as a 100-unit supportive housing development for formerly homeless residents in downtown San Francisco.

Leibin also co-leads DBA's prefabricated (modular) multifamily housing efforts and is heavily involved in DBA-LAB, the firm's research, post occupancy-evaluation, and pro bono arm. Active in the AIA, ULI, and SPUR, he is a member of the AIA Housing and Community Development Knowledge Community; leads the ULI San Francisco Climate Resilience Working Group; is vice chair of the ULI San Francisco Policy and Practice Committee; and serves on the SPUR Oakland Programming Committee.

He holds a master's in architecture from the University of Pennsylvania, where he was awarded the Arthur Spayd Brooke Memorial Prize for design excellence as well as the Lewis E. Dales Fellowship. As an undergraduate, he studied architecture at Washington University in St. Louis.



Mary Murtagh, Executive Chair of the Board, EAH Housing

Now in the role of executive chair of the board, Murtagh served as president and chief executive officer of EAH for 33 years since 1986. Under her direction, EAH grew to a staff of 500 and completed its 8,000th affordable housing unit, with a pipeline of 1,500 units in progress throughout California and Hawaii. EAH now manages more than 10,000 units serving 20,000 residents.

A graduate of MIT in architecture, Murtagh served as a member of the CASA Committee to House the Bay Area, July 2017–December 2018. In May 2018, she was honored with the California Housing Consortium's Lifetime Achievement Award. She is a member of the Board of Silicon Valley @ Home. Additional honors include the Lifetime Achievement Award of the Northern California Association of Nonprofit Housing and the Heart of Marin Award to EAH. She is a member of the Marin Women's Hall of Fame.

As a passionate advocate for affordable housing, Murtagh's innovative policies include EAH's college scholarship program; the first computer learning/after-school tutoring center in HUD's western region (1994); leadership in renewable energy and water conservation with three MGW-installed solar power; and leadership in California and Hawaii in acquisition of HUD-subsidized properties on the verge of losing their affordability. Her leadership has positioned EAH as one of the most respected affordable development and management organizations in the western United States.





Darin Ranelletti, Policy Director for Housing Security, City of Oakland

Darin Ranelletti is the policy director for housing security in the Oakland Mayor’s Office, where he works to promote safe, healthy, affordable, and stable housing in Oakland. Before joining Mayor Schaaf’s team in April 2018, he worked in the Oakland Planning and Building Department, most recently as the deputy director, where he oversaw land use planning functions, including development policy, major development projects, and the comprehensive update to the city’s zoning regulations related to off-street parking.

Ranelletti has over 20 years of experience working in local government, with expertise in the fields of city planning, housing, urban design, architecture, transportation, environmental protection and sustainability, and historic preservation. He holds a master’s in city planning degree from the University of California, Berkeley, and a BA from UCLA, where he majored in geography and graduated summa cum laude, Phi Beta Kappa, and with department honors.



Eric Tao, Managing Partner, L37 Partners

Eric Tao is managing partner of L37 Partners and managing principal of AGI. He has 20 years of experience in the real estate industry and has led the acquisition, entitlement, financing, development, and disposition of over 2,500 multifamily residential units in the San Francisco Bay Area, with a focus on transit-oriented urban infill projects. AGI was formed in 2006 to manage multifamily development investments for CalPERS in the Bay Area, and L37 Partners is a multifaceted real estate development firm that focuses on infill office, industrial, and multifamily opportunities. Tao is a graduate of Pomona College in Claremont, California, and received his JD from UC Hastings College of Law. He lives in San Francisco with his wife Brooke and three children.

Boards and Activities

- Boards: Urban Land Institute San Francisco, SPUR, Housing Action Coalition, Hawaii Chamber of Commerce of Northern California, Art Care SF
- Appointments: San Francisco Mayor’s Housing Trust Fund Working Group, San Francisco Inclusionary Housing Technical Advisory Committee
- Associations: LAI San Francisco



Dennis Williams, Managing Director, NorthMarq Capital

Dennis Williams has been a mortgage banker with the San Francisco office of Northmarq Capital (formerly TK & Co.) since 1988. His company arranges permanent, construction, bridge, mezzanine, and equity financing for income property. Currently a managing director at Northmarq, Williams has arranged nearly \$8 billion of income property financing with institutional capital sources and has been one of the company’s top originators since becoming part of Northmarq in 2000. Property types financed include office, research and development, retail, multifamily, hospitality, and industrial real estate.

Williams received his MBA from the Tuck School of Business at Dartmouth in 1988 and his BA with a double major in political science and economics from the University of California, Berkeley, in 1984. He currently lectures at the Haas School of Business at UC Berkeley, where he has taught a semester-long MBA course titled Real Estate Development since 2004. He previously taught an upper-division undergraduate course, Real Estate Finance and Investment, at Haas from 2002 to 2004 and at USF’s McLaren School of Business from 1997 to 2003.

He presently serves as board president of Fort Mason Center for Arts and Culture. He served as president of the Bay Area Mortgage Association (BAMA) from 1997 to 1998 and as president of the San Francisco chapter of NAIOP in 1995 and 2002. Williams has acted as a moderator and guest speaker at multiple presentations to BAMA, NAIOP (SF & Silicon Valley chapters), Mortgage Bankers Association, Belden Club, Urban Land Institute, Fisher Center RE Conference, the Korean Executive RE Symposium, City National Bank, Stanford University’s Graduate School of Business, AICPA, and Northmarq Capital. He has also served as the chair of the NAIOP-sponsored Cal-Stanford Golden Shovel Competition since 2000.



Mariana Ricker, Associate, SWA San Francisco (TAP Report Writer)

Mariana Ricker, a Bay Area native, has a passion for California landscapes and emphasizes the role of water, native ecology, and climate in successful, sustainable landscape design. She enjoys working in urban settings that engage diverse communities and activate the spaces that are most important to civic life.

In her work as a landscape architect, she seeks to create memorable experiences, connect people to the environment, introduce opportunities for education, and provide elegant solutions to programmatic needs. At SWA, she has been an essential team member on a wide range of projects from streetscapes to master planning. Working with a variety of clients, Ricker has gained experience in both the public and private sectors around the Bay Area and in South Bay cities.

Ricker holds a degree in landscape architecture from the University of California, Berkeley, where she was awarded the Christopher Hoey Memorial Scholarship and the Geraldine Knight Scott Travel Fellowship to study water, culture, and climate.



Appendixes and Sources

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Complete List of Stakeholders

City staff

- Planning, Building, and Code Enforcement
- Economic Development
- Environmental Services Department
- Department of Transportation

Local businesses

- Alum Rock Business Association
- East Santa Clara Business Association
- Japantown Business Association
- San José Sharks
- Samsung
- Western Digital

Public and quasi-public agencies

- San José Downtown Association
- San José State
- United Neighborhoods of Santa Clara
- VTA

Developers

- Charities Housing
- CORE
- Republic Urban
- TMG Partners
- Urban Catalyst

Local advocates and nongovernmental organizations (NGOs)

- Breathe California
- Catalyze SV
- Mothers Out Front
- Silicon Valley Bike Coalition
- San José Youth Commission
- Transform



ULI San Francisco
1 California Street, Suite 2500
San Francisco, CA 94111
(628) 231-2197
sanfrancisco@uli.org
www.sf.uli.org
www.uli.org

