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Introduction

The City of Redmond began the process of developing a Downtown Parking Management Strategic Plan in fall of 2018 including the following four phases identified below. The implementation plan addresses the final phase of the project as the first three phases have been completed with input from the community through two online surveys, a staff committee, and a stakeholder advisory committee.

1. **Existing Conditions Report**, including:
 - Provide planning and policy context for parking in Downtown Redmond by identifying past planning efforts and existing policies and regulations that influence the management and creation of parking today.
 - Survey and Inventory of existing parking resources and the management of those resources.
2. **Identify Opportunities and Constraints**
3. **Develop a list of actionable recommendations**
4. **Implementation Plan**
 - Provide an overview of actions to be taken to be implemented to meet project goals.
 - Provide information on timelines and process to implement the vetted parking strategies.

Project Goals

The City of Redmond identified the following project goals at the outset of the project and are reflected in the strategies and implementation plan:

1. Develop strategies that support a vibrant Downtown for all users—residents, businesses and visitors — which recognize current conditions and support a sustainable transition into a compact multimodal urban center
2. Maximize safe and efficient management of parking resources in Downtown

Guiding Principles

The guiding principles inform the parking management strategies and reflect public input, other City planning documents and policies, and Redmond's emphasis on a technology focused City.

The Downtown Redmond Parking System will be:

- Convenient and user-friendly while providing many parking and mobility options to get to and from Downtown.
- Efficiently managed with a focus on public parking options to support a walkable and thriving Downtown.
- Connected and efficient maximize parking opportunities to support the Downtown including residents, businesses, and visitors.
- Consistently branded, clearly identifiable, and easy to find.

- Financially self-sustaining so that parking management strategies can be fully implemented. Such strategies should take into consideration affordability and efficiency.
- Cutting edge through smart investments in technology to improve parking management and the user experience.
- Supportive of the City's Comprehensive Plan and Transportation Master Plan goals for Downtown by managing parking to encourage other modes of travel where feasible.

Parking Management Strategies

The following parking strategies for Downtown will allow the city to achieve the guiding principles and goals of the project identified above. The strategies have been grouped by topics from the results of the Existing Conditions Report has a timeline assigned to it based on community feedback for prioritization or necessary phasing. Actions are categorized by short (1-2 years), mid (2-5 years) and long (5+ years) term.

The strategies fall into the following categories and are further outlined below:

1. Prioritize customer and visitor access for on-street parking
2. Improve management of City-owned facilities and commuter parking
3. Adopt policies & regulations that enhance efficiency of on- & off-street parking resources
4. Facilitate more effective use of private parking facilities

The fifth area "Program Management & Administration" has been added to guide how City of Redmond staff and partners may implement the above strategies.

Strategy Overview & Timeline

The following matrix outlines the plan actions in chronological order from short-term to long-term actions including the level of community support, responsible City of Redmond department or agency, and a high-level view of what will the process of implementation will look like. It is expected based on the guiding principles that the parking system should be financial self-sustaining and not require a subsidy from the City from other revenue sources. Each of these strategies are further expanded upon in the Implementation Plan.

Table 1. Overview of Implementation Strategies

Action	Category	Level of Support	Department /Agency	Process
SHORT-TERM ACTIONS (1-2 YEARS)				
<i>Modify time limits, days/hours of enforcement, and eliminate permit parking blocks in high demand areas</i>	On-street parking	***	Planning, Public Works	Staff time, Resolution, community involvement

Action	Category	Level of Support	Department /Agency	Process
<i>Implement parking management at City and commuter facilities including pricing and permits</i>	City-owned facilities and commuter parking	***	Planning, Public Works, Finance	Staff time, Pilot, Ordinance
<i>Enhance enforcement & regulation around construction parking plans.</i>	Policies & regulations	***	Planning, Public Works	Staff time, potential resolution
<i>Evaluate City parking regulations for new developments</i>	Policies & regulations	***	Planning	Staff time, regulatory amendment
<i>Develop new policies regarding curb lane management to establish priorities for curb lane use based on the surrounding context</i>	Policies & regulations	**	Planning, Public Works	Staff time, regulatory amendment
<i>Branding, wayfinding and marketing for the parking system, including a focus on technology</i>	More effective use of private parking	***	Planning, Communications	Staff time, community involvement
<i>Redefine the parking program by creating a self-sustaining City enterprise fund</i>	Program Management & Administration	n/a	Planning and Finance	Staff time
<i>Maintain dedicated staff in the City's Planning and/or Public Works Departments to lead parking management, including professional development & training opportunities</i>	Program Management & Administration	n/a	Planning and Public Works	Staff time
MID-TERM ACTIONS (3-5 YEARS)				
<i>Phase out permit program for long term on-street parking</i>	On-street parking	***	Planning	Staff time, community involvement, resolution
<i>City facilitated shared parking program including an initial pilot program</i>	More effective use of private parking	***	Planning, Public Works	Staff, programmatic partnerships, pilot, community involvement
<i>Work with community and business partners to collaborate on parking management and mobility</i>	Program Management & Administration	n/a	Planning, Public Works	Staff, programmatic partnerships
LONG-TERM ACTIONS (5+ YEARS)				
<i>Consider phasing-out commuter parking in the Downtown</i>	City-owned facilities and commuter parking	*	Planning	Ordinance, regulatory amendment

Action	Category	Level of Support	Department /Agency	Process
<i>Consider paid parking, including but not limited to mobile payment</i>	On-street parking	★	Planning	Staff time, community involvement, ordinance, regulatory amendment

Short-Term Budget Implications

Looking at the short-term strategies, draft budget implications for parking expenses are revenues were laid out below in Table 2.

Table 1 Budget Implications of Short-Term Implementation Strategies

ON-STREET PARKING MANAGEMENT		
Strategies	Estimated Expenses	Estimated Revenue
Eliminate daily permits- <i>loss of revenue, no other cost impact</i>	\$0	(\$31,500)
Expand time limits to 12 hours of enforcement	\$(166,000.00)	\$0
Add Saturday enforcement	\$(33,000.00)	\$0
Extend time limits to all streets downtown, 12 hours/6 days a week	\$ (80,000.00)	\$0
Adjust monthly permits to market rate prices. <ul style="list-style-type: none"> Assume 200 permits at \$90/month 	\$ (30,000.00)	\$216,000
ON-STREET SUBTOTAL	\$ (309,000.00)	\$216,000
COMMUTER MANAGEMENT		
Strategies	Estimated Expenses	Estimated Revenue
Management of Commuter Parking Facilities (City Hall Surface Lot) <ul style="list-style-type: none"> 60 spaces (50%) at \$90/month (assumed market rate) 	\$ (20,000.00)	\$65,000.00
Management of Commuter Parking Facilities (City Hall Garage Structure) <ul style="list-style-type: none"> Downtown Employee Parking (free) Parking permits for commuters (30 spaces & \$90/month) 	\$ (38,000.00)	\$29,000.00

Redmond Central Connector Lot <ul style="list-style-type: none"> Remove \$5/day passes 2 hours free, each additional hour paid \$1/hour (assumed market rate) 	\$ (34,000.00)	\$ 31,000.00
COMMUTER MANAGEMENT SUBTOTAL	\$(92,000.00)	\$125,000.00
OTHER STRATEGIES		
Construction Parking Management & Enforcement		\$ 64,800.00
TOTAL ESTIMATED COSTS AND REVENUE <ul style="list-style-type: none"> 12 hours of enforcement, 6 days/week on all streets downtown Manage commuter parking Adjust rates & hours at RCC lot 	\$ (401,000.00)	\$405,800.00

Implementation Plan

The implementation plan addresses the plan strategies and action necessary to fulfill the goals of the plan and guiding principles. Most of the actions could be pursued and completed within a five-year timeframe with the intention that the parking program will be financially self-sustaining and support the continued success of Downtown Redmond. Actions are categorized by short (1-2 years), mid (2-5 years) and long (5+ years) term.

1. Prioritize Customer and Visitor Access for On-Street Parking (i.e short-term parking)

<i>1. Prioritize Customer and Visitor Access for On-Street Parking (i.e short-term parking)</i>
<i>1a. Modify time limits, days/hours of enforcement, and eliminate permit parking blocks in high demand areas</i>
<i>1b. Phase out permit program for long term on-street parking</i>
<i>1c. Consider paid parking, including but not limited to mobile payment</i>

On-street parking is typically in the highest demand in downtowns and is often prioritized for customer and visitor access to support local businesses and access to Downtown goods and services. Strategies to encourage residents and employees to park in off-street locations will keep short-term access the priority for on-street parking.

On-street parking is currently free other than the all-day permit for \$5. In addition, the City provides monthly permits for \$50 and there are no requirements to be a Downtown employee or resident.

Table 2 Monthly On-Street Permit Revenue

	Number of Permits	Monthly Permit Price	Annual Revenue
	200	\$50-current rate	\$120,000

Monthly On-Street Parking Permits		\$75	\$180,000
		\$90*	\$216,000

*Current market rate for commuter and long-term parking is between \$90 and \$100.

60% of the on-street parking in Downtown is time limited (between 10 minutes and 3 hours). These time limits align with the 65 percent of respondents from the Downtown Redmond Parking Management Strategic Plan Questionnaire that stated they come Downtown and stay from 1-3 hours.

Redmond's current on-street management allows for long-term parking through the permit program and daily paid parking at \$5 per day. These strategies would restructure the permit program and on-street management to prioritize short-term customer and visitor access and any long-term parking should be focused on employees and residents of Downtown Redmond. Long-term parking, to the extent it continues, should be structured as temporary permits that can be revoked as the demand for short-term parking increases and be brought in line with prevailing market rates.

Improving turnover will increase access to local businesses that will likely translate into increased sales. Other areas with less demand may be provided for long-term parking.

1a. Modify time limits, days/hours of enforcement, and eliminate permit parking blocks in high demand areas

Timeline	Cost	Impact	Community Support
Short-Term	Expense, Staff time, enforcement contract, and new signage.	High	***

Current on-street regulations, pricing, and permit programs allow and encourage all-day parking on-street. To enhance access for visitors and customers to the Downtown, the City should restructure on-street management as part of a phased approach to prioritize customer and visitor access for short-term parking (1-3 hours).

On-street parking demand varies throughout the Downtown and the City should emphasize improvements in the highest demand areas such as Old Town in the near term while monitoring the system and responding as conditions change. Currently the highest demand for parking begins when enforcement ends, after 5 pm when visitors come downtown for dining and Downtown residents come home from work.

Reducing the number of time limited parking zones would ease enforcement and provide for a more comprehensible system for the users. The public questionnaire laid out in the Existing Conditions Report showed users have confusion over how the system works, so efforts to streamline and simplify the restrictions would help.

Implementation Steps:

- Traffic Engineer or designee to expand time limits to an 11- or 12-hour window (ie 8am to 8pm) to meet changing demand for visitor parking.
- Reduce the variation of time limited parking zones

- ⊖ There are currently eight restrictions (10-minute, 15-minute, 30-minute, 1-hour, 2-hour, 3-hour, business use only, extended by permit)
- ⊖ Look at simplifying time limits, making most stalls 2-hours except for 1 hour in high demand areas and three-hour spaces should be in lower demand areas.
- ⊖ Loading zones will be evaluated and implemented via curb lane management strategies
- Traffic Engineer or designee to eliminate permit blocks in high demand areas, directing monthly permit parking to commuter & low demand areas.
- Traffic Engineer or designee to expand enforcement to Saturday in high demand areas.
- Traffic Engineer or designee shall erect signs, place markings upon the pavement or curb, or in other appropriate manner give notice that the area has been designated a no-parking, time-limited-parking, or angle-parking-only zone. (RZC 10.52.135)
- Eliminate all-day paid parking (currently \$5 per day) to encourage turnover and reduce commuter, on-street parking.
 - Users of the \$5/day permit would be encouraged to park off-street and at other, lower-demand commuter locations as laid out in Strategy 2a.
- Expand time limits to all streets in Downtown.

Estimated Costs:

The estimated costs would be for signage and ongoing enforcement since it will not generate revenue (see Table 2). Given the current impacts from COVID-19 and ongoing uncertainty the City should consider phasing in these modifications such as by Downtown District.

1b. Phase out permit program for long term on-street parking

Timeline	Cost	Impact	Community Support
Mid-Term	Staff time, enforcement staff, and new signage.	Moderate	★★

As parking demand increases the City should phase out the on-street permit program in favor of prioritizing short-term parking for access to businesses, services, and amenities in the Downtown. Residents, commuters, and employees should be encouraged to park off-street either at their residence or business. If parking is not available at their residence or business then the proposed shared parking program should provide convenient, safe, and reasonably priced parking so as not to overburden the on-street system.

Eventually, permit program reforms should restrict on-street permits to Downtown employees or residents and require them to demonstrate they do not have access to an off-street parking option.

The on-street permit program should incentivize people requiring a longer-term stay to use off-street parking and not provide a lower-cost option that increases demand for more affordable on-street parking and restricts access to the Downtown for customers and visitors.

Removing the \$5/day on-street parking permit would support the efforts to increase turnover in high demand areas and encourage commuters and employees of Downtown businesses to park in lower-demand areas. Aligning the cost of monthly on-street permits to be better aligned with market rates will encourage residents currently parking on the street to choose to park in their own multi-family building if available.

Table 3 On-Street Permits

		Average Permits Sold/Month	Price	Average Annual Revenue	Average Annual Enforcement Cost	Average Annual Revenue
Current (2016-2019)	Daily On-Street Permits	525	\$5/day	\$31,495	\$107,325	\$ 8,810
	Monthly On-Street Permits	196	\$50/month	\$118,050		
Proposed (2020/2021)	Daily On-Street Permits	0	\$0	\$0	\$119,064	\$0
	Monthly On-Street Permits	196	\$50/month	\$118,050		(\$1,104)
		150	\$75/month	\$135,000		\$15,936
		100	\$90/month	\$108,000		(\$11,064)

City of Redmond, 2019 Parking Data

Implementation Steps

- Traffic Engineer or designee to eliminate the \$5/day on-street parking permit, with communication to public announcing the end of the daily pass.
- Eliminate "Extended by Permit" long-term zones in high demand areas, allowing for long-term, on-street parking in lower demand/commuter areas (see strategy 1a).
- Evaluate and adjust costs of monthly permit to be brought in line with prevailing market rates. Cost adjustments may be done by council resolution as part of the Planning Department fee schedule (Ordinance 2476).
- Consider modifying the permit program to restrict access to only allow Downtown residents and employees that can demonstrate they do not have access to off-street parking. This will encourage the use of off-street parking and decrease demand for long-term parking on-street which is a low priority. All permits shall be considered temporary and revocable with 30-days' notice.

- Provide off-street parking options for residents, commuters, and employees through the shared parking program and city-owned facilities.
- Eliminate all permits for long-term, on-street parking permits.

1c. Consider paid parking, including but not limited to mobile payment

TIMELINE	COST	IMPACT	COMMUNITY SUPPORT
Long-Term	Revenue source, staff time	High	★

On-street demand was shown to be high in certain districts in the Downtown such as Old Town and may warrant implementing paid parking to effectively manage demand and fund the system. The City should consider options for a paid parking pilot in Downtown and the steps necessary to understand the fiscal and resource impacts. Old Town exhibited the highest parking demand on-street likely due to the significant development in the district and public investments in amenities such as the Downtown Park, Cleveland Street, and the Redmond Central Connector. Old Town currently has paid parking at some private, off-street locations. There may be an opportunity to connect a paid parking pilot with a potential shared parking pilot that could create simplicity and cohesion across the Downtown, something that visitors to Downtown have said is currently missing (see wayfinding strategy below). There is currently limited community support for on-street paid parking, but support may change in the future if demand were to increase.

The following revenue scenarios highlight the opportunities for on-street parking to support a self-sustaining parking program and improve parking demand management. These scenarios are for illustrative purposes only and are not intended to reflect detailed assumptions.

Table 4 Old Town On-Street Parking Revenue Scenarios

Stalls	Price/hour	Average Occupancy	Operating Days/year	Hour per Day	Annual Gross Revenue
191	\$1.00	50%	300	11	\$315,150
191	\$1.25	50%	300	11	\$393,938
191	\$1.50	50%	300	11	\$472,725
191	\$1.75	50%	300	11	\$551,513
191	\$2.00	50%	300	11	\$630,300

Framework, 2020

Implementation Steps

- Develop a detailed plan for implementing paid parking including technology, revenue/expenditure estimates, enforcement, staffing, and a pilot program area boundary likely focused in Old Town initially where parking demand is high.

- Work with the community to determine level of support and potential issues with on-street parking methods.
- Focus on technology to aid in implementation and management while minimizing expensive hardware costs. Paid parking could be implemented primarily through mobile payment and limited hardware investment.

Estimated Costs:

The program should be designed to be self-sustaining through parking fees and may generate revenue above the costs of maintenance and operations that could be invested back into Downtown such as improvements to streets and public spaces, promotions, mobility improvements and incentives, or other priorities. See strategy 5a for more information on the Parking Enterprise Fund.

2. Improve management of city-owned facilities & commuter parking

2. Improve management of City-owned facilities and commuter parking

2a. Implement parking management at City and commuter facilities including pricing and permits

2b. Consider phasing-out commuter parking in the Downtown

Commuter parking is often at odds with the goals for a walkable and accessible downtown and may result in detrimental impacts such as lost economic development opportunities, incompatible land use patterns, traffic congestion, and spillover impacts to neighborhoods. The City should improve management of City owned facilities to manage parking demand and minimize spillover impacts through improved enforcement.

One city-owned facility, the Redmond Central Connector (RCC) Parking lot, is in an area of high demand. Long-term (4+ hour) should be discouraged at Redmond Central Connector Parking lot to encourage turnover and prioritize use by those visiting local businesses. Community feedback supports prioritizing visitors to the RCC lot over commuters and residents.

The City of Redmond has a relatively large supply of surface and structured parking at the City Campus. While this parking must serve the functions for the City Campus it represents an opportunity to support the goals for the Downtown through more effective parking management and complement a broader shared parking strategy that would include privately owned off-street parking facilities.

The City's Transportation Master Plan (TMP) acknowledges that the future of Downtown will require accommodating more development with less parking than has historically occurred. Data collected at City facilities on 6/20/19 showed 110 parking stalls available at peak occupancy in the City campus parking garage; unused capacity that could be made available to other users to the benefit of Downtown and as a means to reduce the amount of total parking built over time.. Reducing the impacts of commuter parking in the Downtown particularly after light rail service begins is important for the future success of Downtown.

Shared parking opportunities may be limited in the near term but if demand for parking at City facilities is reduced (i.e. less employee parking demand) there may be significant opportunities to provide shared public parking at city facilities to support commuter & employee parking needs.

2a. Implement parking management at City and commuter facilities including pricing and permits

TIMELINE	COST	IMPACT	COMMUNITY SUPPORT
Short-term	Revenue source	High	***

The City of Redmond manages a free commuter parking lot in Downtown on the City Hall campus. King County and Sound Transit increased management of their commuter parking (i.e. park and rides) in the fall of 2019 that had previously been free and unregulated. Improved management at these facilities such as parking pricing and permits may impact demand for City of Redmond on- and off-street parking and private facilities (i.e. for long-term commuter parking).

The addition of light rail in Downtown will further increase demand for long-term parking that could negatively impact Downtown if parking is not adequately managed. Occupancy for publicly managed off-street parking is above 90 percent during the day, dropping below 40 percent in the evening, which reflects the commuter who use public lots.

The City has a significant supply of parking on the City campus including a parking garage for City use and a surface lot for free commuter parking. Improved management including investments in smart technology would allow the City to more efficiently use these facilities when there is capacity.

To implement parking management the City should install or upgrade onsite systems to provide real-time occupancy measurement for optimum use of the supply at all times (weekdays, evenings, weekends). This effort could be accomplished as part of a Smart Cities pilot project as a technology focused City. Explore prioritizing and pricing the existing City commuter lot for visitors, customers, and Downtown Employees based on actual demand while redirecting commuter demand (i.e. those that are parking in Downtown to access transit to another destination). Integrate parking communications systems (website, signage, and wayfinding) to optimize parking availability information to users.

The commuter surface lot has 119 stalls that are currently free for commuters to access transit or carpool. The lot was observed to full during weekdays. New permit requirements at King County and Sound Transit facilities, including the \$90 fee for single occupancy vehicles at the Redmond Transit Center suggest that a more managed approach will be needed for commuter facilities. If the City desires to maintain commuter parking in the near term it should consider implementing paid permits.

Demand for commuter parking is currently low due to Covid-19 and it's unclear if there will be long term impacts. If commuter parking demand decreases or the City prioritizes other parking users, the parking management system would allow for the City to adapt. The following revenue scenarios

shown in Table 7 highlight opportunities to improve demand management and support parking management.

Table 5 Commuter Parking Permit Revenue Scenarios

Parking Facility	Stalls	Monthly Permit Price	Annual Gross Revenue
City Commuter Surface Lot	119	\$50	\$71,400
		\$60	\$85,680
		\$75	\$107,100
		\$90	\$128,520

Framework, 2020

Implementation Steps:

- If on-street permits have not yet been phased out, permits should be priced in line with commuter parking permits and only allowed in low-demand areas.
- Initiate an evaluation of the feasibility and cost of installing on-site occupancy counters on all City-owned off-street parking sites in the downtown. Potentially pilot a technology forward solution to parking management at a city owned location. Learnings from the pilot could be expanded to shared parking programs and facilities at other locations (see strategy 4b).
 - This could range from in-lane loop detectors to camera and/or gating systems.
 - It is expected that technology improvements would cost between \$20k and \$30k depending on the vendor and type of technology, although revenue sharing models may be available at a lower cost. Evaluation would include:
 - Vehicle ingress and egress configurations
 - Counter technology solutions to inform decision making (e.g., occupancy counting by time of day, day of week)
 - Signage and wayfinding upgrades
 - Software and back office management systems
 - In-house responsibilities (monitor/reporting formats)
- Develop draft policies and protocols for establishing and implementing demand-based pricing schedules for use of City-owned off-street parking facilities (assuming occupancy use information is available). Evaluation would include:
 - Demand based rate policy
 - Hourly parking for visitors (weekday, evenings, weekends, events)
 - Permit pricing policy for City employees

- Permit pricing policy for non-City (but Redmond based) employees
 - Policy related to protocols and schedule for adjusting rates and fees
 - Install and implement technology upgrades.
 - Implement enhanced permitting program (calibrated to demand)
 - Implement communications
 - Implement pricing
- Alternatively, or in the interim, the City could implement low-tech management strategies and sell parking permits through existing systems under guidance from the Traffic Engineer or designee.
 - Set pricing and reserved spaces, potentially beginning with a portion of parking spaces available to be paid and reserved.
 - Facilities to provide signage and other ways of denoting parking spaces reserved by permit only.
 - Determine policies for spaces, such as if they re-open to the general public after a certain hour, if spaces are available only to those taking public transit vs. private shuttles, and requirements around parking or priority for Redmond residents.
 - Establish monitoring through a third-party contract. Expenses should aim to be covered by permit costs.
 - Monitor demand & utilization of spaces to determine if adjustments to the program need to be made (cost/number of spaces/rules).
- Develop Downtown Employee Parking Program with reserved spaces in the City Hall Parking garage for employees of the downtown. It is expected that parking would be free for downtown employees but restricted to certain stalls in the garage as defined by the City.
 - Partner with downtown businesses to promote and register employees for passes.
 - Develop policies and guidelines around the program to determine who is eligible for limited number of spaces.
 - Set pricing for permit program for Downtown employees, potentially as a free resource during the pilot phase and later with market rate pricing or subsidized by employer.
 - Program could be timed to be in conjunction with changes to on-street time limits that will restrict the number of long-term on-street spaces available.
 - Program could be in conjunction with Go Redmond to provide other resources such as free or reduced transit passes to commuters.

Estimated Costs:

Costs would be determined through the feasibility and cost evaluation described above.

Revenue scenarios could also be generated from the pricing policy process described above. New revenue could provide funds to cover expenses and management/administration of a new capacity management program.

In many cities using similar approaches, revenue exceeds the cost of operations and the program is managed through a third party (business association) or the City's existing monthly pass system. Another option to consider is a revenue sharing agreement with a private operator/vendor that includes technology improvements and enforcement. Such an agreement may not require any upfront investment on the City's part for implementation.

2b. Consider phasing-out commuter parking in the Downtown

TIMELINE	COST	IMPACT	COMMUNITY SUPPORT
Long-term	Revenue neutral	Moderate	★

Some cities choose to prohibit commuter parking in their Downtown in favor of prioritizing access to businesses, services, and amenities. Prioritizing vehicle storage in the Downtown provides few benefits to the Downtown compared to enhancing access for people that work, shop, and recreate in Downtown and support the local economy. The City of Redmond provides free commuter parking in a large surface parking lot in Downtown next to the City Hall Campus. At some point commuter parking and preserving a large surface parking lot may not be the City's highest priorities for use of the space and the City could consider phasing out the commuter parking lot.

Implementation Steps

If commuter parking becomes a low priority for the City, the City should move forward with a public engagement process to determine other uses for the commuter parking lot on the City campus such as for redevelopment, parks and open space, or other community uses.

- Consider whether there is a continuing need for the commuter lot to serve Downtown customer, visitor, or employee parking or if those needs can be met elsewhere.
- Planning and design charrette and/or public survey to determine potential community uses.
- If surplus property, consider marketing for redevelopment.
- Confirm parking management priorities following implementation of other strategies.
- Consider long-term impacts of COVID-19 on commuter parking demand.

3. Adopt policies & regulations that enhance efficiency of on- & off-street parking resources

3. Adopt policies and regulations that enhance efficiency of on- and off-street parking resources

3a. Enhance enforcement & regulation around construction parking plans

3b. Evaluate City parking regulations for new developments

3c. Develop policies for curb lane management including parking, bike lanes, loading zones, access management, and other elements to establish priorities based on the surrounding context

The influx of new residents, jobs, and amenities presents an opportunity to holistically assess how parking in Downtown is being utilized and managed.

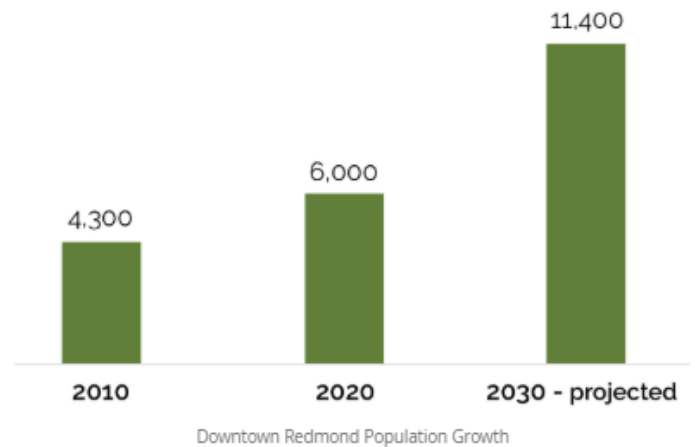
With Redmond's downtown undergoing transformation and growth, there is significant construction underway. This work will ultimately help the city achieve the community vision of a vibrant urban center, but in the interim, there are conflicts between construction parking, visitors to downtown, and the City.

Car ownership in Downtown Redmond is lower than other Redmond neighborhoods and the United States as a whole. 12.5% of Downtown residents do not own a car compared to 4% in other Redmond neighborhoods and 8% nationwide.

These changing trends away from car ownership should be reflected in policies for mixed use and multifamily developments in the Downtown, especially as Redmond urbanizes and light rail and more frequent transit arrives. New multifamily developments in Redmond commonly request a reduction in the number of parking stalls that are required by the Redmond Zoning Code. Developments rely on the King County Right Size Parking Calculator to inform the number of spaces they will provide.

The redevelopment of Downtown streets also provides an opportunity to reprioritize the allocation of space within the public right-of-way for parking and other uses. Cleveland Street and Redmond Way reconstruction are good examples of recent Downtown projects that have substantially reorganized improvements within existing Downtown Streets. In some locations in Downtown, the center turn lane is used for loading because there are not dedicated loading zones along the curb lane. If the city was to eliminate the center turn on-street parking could be added to support ground-floor retail uses and short-term access to Downtown while providing a strong buffer for pedestrians.

Table 6 Residential Growth in Downtown



3a. Enhance enforcement & regulation around construction parking plans

TIMELINE	COST	IMPACT	COMMUNITY SUPPORT
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Short-Term	Staff time, potentially off-set by fees	High	***
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Currently, construction workers can purchase a \$5/day on-street pass, but feedback from developers and parking enforcement officers is that workers are moving vehicles every 2 hours down the block, evading parking enforcement. There is an opportunity to provide better customer service to our development community and provide consistency to visitors downtown through better regulations and enforcement around construction parking plans.

Table 7 Construction On-Street Parking Permits

	Permits for Construction Frontage	Price	Monthly Revenue	Cost of Administration (one-time fee)
Construction On-Street Permits	15	\$90/month	\$1,350	\$500

The above table is for illustrative purposes only to show how revenue may be collected to support construction parking plans. Permits could be issued for the on-street spaces along the construction frontage and released for general public use at the end of the work day. Bringing parking on-site earlier through permitting may also be possible.

Implementation Steps

- Work with Community Development & Implementation, Parking Administrator, Building Inspectors, and Fire Department staff to develop process for creating new, enforceable construction parking plans.
- Lease parking spaces to construction company for the space that fronts construction site during construction.
 - Parking spaces would be reserved between 7am and 3pm before being released to the general public.
 - Fees for on-street parking reservations should be paid by construction company, to go towards offsetting the cost of management & enforcement.
 - Parking enforcement can bypass these streets during construction hours.
 - Construction team receives the parking permits and distributes them to their staff as they deem appropriate.
 - Priority spaces or discount pricing could be given to carpooling groups.
- Adjust policies to require parking be brought on site at time of or before Certificate of Occupancy.
 - Work with Fire and Planning and Community Development & Initiatives Departments to develop regulations

- Permit project so garage is built first, and does not need to have utilities, sprinklers
- Put enforcement & fee mechanisms in place to levy fines against construction sites that do not meet Construction Management Plan.

3b. Evaluate City parking regulations for new developments, especially as they relate to areas near frequent transit.

TIMELINE	COST	IMPACT	COMMUNITY SUPPORT
Short-Term	Staff time	High	★★

Currently the parking ratio of downtown multifamily units is 1.09 units/residence. As land uses, transportation access, and demographics change, these parking ratios may need to be re-evaluated. Parking requirements can also have an impact on housing affordability which is a City and Council priority. Based on typical affordable housing development costs, one parking space per unit increases costs approximately 12.5%, and two parking spaces can increase costs by up to 25% (Litman, Parking Requirement Impacts on Housing Affordability, 5 June 2020). There may be opportunities to reduce parking near transit in exchange for more affordable units. Parking ratios should be evaluated regularly as land uses change Downtown and residential preferences and needs for car-ownership change.

Certain multifamily residential buildings in Downtown charge residents for off-street parking in addition to monthly rent. The cost for parking in these fifteen downtown complexes ranges from \$25 per month to \$125 per month. The average charge for multifamily building garage parking is \$96/month

Implementation Steps

- Evaluate the amount of parking being constructed and utilized, particularly in frequent transit areas, to better understand parking ratios that are being used vs. planned for.
- Identify the appropriate process for updating parking policies in the Redmond Zoning Code.
- Evaluate City parking regulations for new developments that impact on-street parking resources such parking minimums and maximums, garage ceiling heights, and loading zones.
- Dependent on study findings, recommend new parking ratios, policies, and incentive programs to balance parking needs in Downtown and requests for reduced parking requirements.

- Establish on-going evaluation metrics to adjust parking requirements in the downtown as land uses and use patterns change, particularly with the arrival of light rail.

3c. Develop policies for curb lane management including parking, bike lanes, loading zones, access management, including the trade-offs of adding on street parking when redeveloping downtown streets.

TIMELINE	COST	IMPACT	COMMUNITY SUPPORT
Short-term	Staff Time	Moderate	★★

The City should develop improved policies and guidance for determining the best use of curb space in Downtown. Factors such as adjacent land uses, traffic volumes, availability of off-street parking, loading demand should be considered in developing new policy guidance.

59% of curb space in Downtown Redmond is not used for parking. Curb cuts, bike lanes, driveways, and loading zones all compete for limited curb space in Downtown. Prioritizing curb lane use is challenging in Downtown due to multiple competing interests. A slow design speed can make it more comfortable for people biking and walking, and parking can be used to buffer bike lanes and pedestrians. Any strategies to adjust bike lanes or to rechannelize downtown streets should be consistent with the City's Transportation Master Plan.

There is potential to add on-street parking in Downtown. In addition, the impact of better access management (i.e. reducing curb cuts), enhancing downtown mobility, and consolidating loading areas has the potential to provide substantial benefits to Downtown.

Implementation Steps

- As part of the Transportation Master Plan (TMP) and related planning efforts consider new curb lane use policies that address the tradeoffs of different uses including adding parking, bike lanes, sidewalks, loading, passenger loading, parklets, and other potential uses.
- Establish policies to guide the planning and design process for any street reconstruction project in Downtown related to provision of on-street parking and other facilities.
- Evaluate the 10- and 15-minute on-street spaces (16 spaces Downtown) to be wrapped into a broader loading zone strategy and be made consistent with parking time limits as addressed in strategy 1a. Update policies around loading zones in Downtown.
- Put in place regulations to be able to address on-street parking impacts to allow loading/unloading to be addressed and implemented more comprehensively by block or zone instead of building by building.

- Consider the impacts of COVID-19 on the shifting demands for curb lane use, including parklets, pick up zones, and potential reduced demand for parking.
- Consider updating the TMP to include metrics to monitor curb lane use policies and strategies to assess the performance of curb lane management strategies. The metrics should address ground level land use (i.e. such as retail), bike and pedestrian activity, loading and passenger loading demand, construction parking, and the overall supply of on and off-street parking within the immediate area.

4. Facilitate more effective use of private parking facilities

4. Facilitate more effective use of private parking facilities

4a. Branding, wayfinding and marketing for the shared parking system that may include a technology focus.

4b. City facilitated shared parking program including an initial pilot program

Most of the parking in the downtown is off-street in privately-owned assets. Of the 13,000 parking stalls, 10,894 stalls are in privately owned facilities (lots and garages). This represents 82% of all off-street parking. Per the parking data collected in 2019 as part of this study, there are significant surpluses in the private off-street supply, even at peak times weekdays and weekends. This presents an opportunity for Redmond as this unused supply is a resource that could be captured to manage and support future parking demand growth. Creating opportunities to share this supply more generally will require innovative partnerships between owners of underutilized supply and downtown businesses.

A shared parking program has the potential to significantly increase the supply of public parking and provide for more efficient utilization of existing parking facilities. Improved access to public parking promotes Downtown as a destination, which benefits Redmond's Downtown businesses. Shared parking agreements also provide opportunities for income generation for local business who aren't fully utilizing available capacity. Increasing the supply of shared public parking supports a walkable downtown and increases the efficiency of parking while reducing the need to build new and expensive parking facilities in the near term.

Although off-street parking is distributed throughout Downtown, some sites reached over 85 percent occupancy, and others in close proximity remained at 25 percent or below. Most of over 12,000 off-street parking stalls in Downtown Redmond are privately owned and managed and restricted to specific users. Most of this parking is not available for general public parking where users can park once and visit multiple destinations in the Downtown. The following strategies would help make more effective use of the private parking facilities that currently exist.

4a. Branding, wayfinding and marketing for the shared parking system that may include a technology focus.

TIMELINE	COST	IMPACT	COMMUNITY SUPPORT
Short-Term	Expense (\$\$), staff time, contract with partner.	High	***

An issue brought forward by the community during the Existing Conditions Report, verified during public feedback, and supported by the data is that public wayfinding and parking information needs to be improved in the downtown. Feedback from the March 2018 community survey found that 30 percent of respondents find parking that does exist to be difficult to locate. 43% of respondents believe that more wayfinding and signage directing users to available parking would improve the parking experience in Downtown. Providing consistent signage could help users access and utilize the parking that is available and enhance the visibility of public information on the location and legality of off-street parking options in Downtown. Work on this strategy could also support the efforts of the Shared Parking Program (4b).

Implementation Steps

- Review current downtown parking signage and locations of public and private parking.
- Develop design options (in house) that could be used across the district that meet NACTO Design Guidelines and branding standards.
 - Review previous work done by Transportation Planning & Engineers for wayfinding signage to build off of and implement that work.
- Engage with local business owners and the public to select new parking branding (optional).
- Pursue Smart Cities grant funding or participate in the City of Redmond pilot program to expand branding and wayfinding into digital signage that could be a part of a shared parking program (4b).
- Work with Public Works and private business owners to install signage. Develop standard signage sizes for groups to order and place. Potentially work with TDM grants to fund the development & installation.
- Develop communications through City of Redmond channels to announce the new branding and wayfinding. Look if the changes can be done in conjunction with other parking updates to enhance the message.

Estimated Costs:

It is expected that parking fees from a shared parking program would ultimately cover the costs for establishing and managing the program, this could be done as a project funded by the Parking Enterprise Fund (strategy 5a). The City could consider providing seed funding to kickstart the program of approximately \$10k or an equivalent amount in City staff time to develop the parking brand.

4b. City facilitated shared parking program including an initial pilot program

TIMELINE	COST	IMPACT	COMMUNITY SUPPORT
Short-term	Expense	High	***

The City should facilitate a shared parking program through partnerships with business and community organizations and investments in technology. The shared parking program should be focused initially on a parking program and permits for downtown employees but could expand to include customer and visitor parking and/or resident parking at select off-street locations. Employee parking through monthly permits is easier to manage and will help reduce all day parking that is currently allowed on-street, supporting the goal for more turnover in on-street spaces (strategy 1a). The City should consider an initial pilot program to gauge interest in the program and demand off-street parking. Technology investments to manage permits could be facilitated by the City and its partners and funded through a program that could offer cloud-based permit management and mobile payment (an option that can also be used for enforcement).

Implementation Steps

- Clarify whether the existing code has any regulations that would restrict shared parking use.
- Establish a Shared Use Parking Implementation Committee (possibly as a sub-committee of GRTMA or Chamber of Commerce).
- Use the parking data from 2019 to refine the list of shared-use parking opportunity. Criteria might include proximity to employers, a meaningful supply of empty stalls, pedestrian/bike connectivity, walking distance/time, safety and security issues, and the willingness of property owners.
- Based on the above, develop a short list of opportunity sites and identify owners.
- Establish a target goal for the number of downtown employees to transition into opportunity sites.
- Determine the types of parking that will be offered through the program such as employee parking, resident parking, and short-term customer and visitor parking.
- Develop model shared use agreements as a template for discussion and negotiation including revenue sharing under the program.
- Develop communications and educational information necessary to upcoming outreach efforts with facility owners. Elements for consideration:
 - Program benefits
 - Available sites
 - Rates/Fees
 - Rules/Terms of Use
 - Information related to liability
 - Program management
 - Sample agreements

- Determine roles and responsibilities for administration, management, enforcement, and communication of shared use program.
- Begin outreach to owners of private lots. Preferably outreach would be led by the business community (“peer-to-peer”) with the City serving as a facilitating partner. For instance, the Greater Redmond TMA or One Redmond could lead the outreach effort, supported with City data.
- Negotiate shared-use agreements.
- Develop branding and communications materials for the shared parking system.
- Obtain agreements from downtown businesses to participate in the program for their employees.
- Implement program. This could be through the City’s existing commuter permit program or as a unique service of the GRTMA or OneRedmond.

Estimated Costs:

It is estimated that costs associated with this strategy would be mostly expended in efforts of existing staff and/or partners to identify opportunity sites and conduct outreach to potential private-sector participants. Planning may determine that funds are needed to create incentives and/or improve the condition of facilities and bike/pedestrian connections.

Most of the revenue generated from the sale of monthly employee passes would go to the facility owner (incentive to participate). If employee passes were sold for city-owned and operated facilities, such as the City Hall Parking Garage, the revenue brought in could fund this and other initiatives through the Parking Enterprise Fund (strategy 5a). A portion of revenue can be used to cover costs of administration if such administration is through a third party (business association) or the City’s existing monthly pass system.

5. Build capacity within the City of Redmond to actively manage parking

<i>5. Build capacity within the City of Redmond to actively manage parking</i>
<i>5a. Redefine the Parking Program by creating a self-sustaining City Enterprise Fund</i>
<i>5b. Maintain dedicated staff in the City’s Planning and/or Public Works Departments to lead parking management, including professional development & training opportunities</i>
<i>5c. Work with community and business partners to collaborate on parking management and mobility</i>

To be effective the City must have the resources and capabilities to manage parking over time and adapt to changing conditions. This set of strategies address the organizational capacity of the City and its partners to collaborate on effective parking management for the Downtown through implementation of the Strategic Plan. These suggested strategies to implement the actions outlined in previous sections were developed after the scope of the parking management strategies were developed and vetted by stakeholders.

As the City expands its role and strategy around parking management in Downtown it will require more resources to implement and sustain over time. This strategy is focused on maintaining and enhancing the City's capacity to actively manage parking for long-term success. The City currently has minimal staffing and financial resources to manage parking particularly related to implementing this plan. In order to be successful, the City will need to build capacity within the constraints of a self-sustaining parking program while also strengthening partnerships with other organizations for parking management.

Successful parking programs are built upon the foundation of having enough resources and capabilities to sustain the program and respond to changing conditions. The City should establish a metrics and monitoring program that allows them to routinely collect and analyze data and engage the public to inform parking management decisions. Opportunities for public engagement and input should precede any significant parking management change.

5a. Redefine the Parking Program by creating a self-sustaining City Enterprise Fund

TIMELINE	COST	IMPACT	COMMUNITY SUPPORT
Short-Term	\$\$	High	Not evaluated

The City's parking revenue currently supports the General Fund and the City should consider establishing a parking enterprise fund with policies aimed at making the program fully self-sustaining through parking revenue. The current program is primarily funded by revenue from parking permits and expanded management will require additional resources that are funded by parking revenue. The City could also consider establishing a Downtown Parking District with zones to allow for specific management strategies by zone.

Implementation Steps

- Work with the finance department and City leadership to assess the feasibility of creating a parking enterprise fund.
- Consider creating a parking benefit district where revenues that exceed operating and maintenance costs are invested back into the Downtown.
- Develop fiscal policies to guide management of the Parking Enterprise Fund and ensure alignment between fiscal policies and goals for parking management.
- Consider options for enforcement staffing either through a contractor or in-house City staff.
- Develop a metrics and monitoring plan with a focus on the next five years.

5b. Maintain dedicated staff in the City's Planning and/or Public Works Departments to lead parking management, including professional development & training opportunities.

TIMELINE	COST	IMPACT	COMMUNITY SUPPORT
Short-Term	\$\$\$	High	Not evaluated

The City currently has one dedicated staff person charged with parking management in the Planning Department with various support from other staff. Public Works also has a role in parking management, operations, and maintenance of the public parking system. The City should maintain dedicated parking staff and consider additional staffing support as necessary to effectively implement the Strategic Plan and manage the system. Ideally, management of public parking (on and off-street) would become a consolidated Parking Division within the Planning Department over time. Ongoing training for City staff is important to remain informed about trends in parking management, best practices, and understanding how peer cities have dealt successfully with similar parking challenges. City staff should have opportunities for training, attending parking conferences, and meet with peer cities to learn from their experience.

Implementation Steps

- Work with City leadership and the Planning and Public Works Departments to define parking staff and resources necessary to implement the Strategic Plan. Over time, this would become a function within parking enterprise fund.
- Through the budgeting process provide resources for City staff to take advantage of educational and training opportunities around parking management. Again, this would be envisioned as a function within parking enterprise fund.
- Define staff responsibilities to include metrics for reporting on downtown parking trends and adjust policies with feedback from stakeholder groups as defined by staff.

5c. Work with community and business partners to collaborate on parking management and mobility

TIMELINE	COST	IMPACT	COMMUNITY SUPPORT
Short-Term	\$	High	***

The City has a leadership role in managing parking Downtown, but the most successful parking programs are a collaboration between cities and community, transportation, and business organizations. The City should pursue and strengthen existing partnerships with Downtown organizations involved in parking, transportation, and economic development to create a high-quality and dynamic parking system that maximizes public and private parking supply to meet the needs of customers employees and residents of the Downtown.

Implementation Steps

- Work with staff and stakeholders to establish key success metrics for parking in the downtown and methods for tracking, measuring, and reporting outcomes.
- Work with community and business partners to establish a Memorandum of Understanding (MOU) between the City and the organizations around collaborative parking management.
- Pursue partnerships for the shared parking program.