



**MAYOR AND CITY COUNCIL  
PLANNING COMMISSION  
JOINT WORK SESSION AGENDA**

**Monday, March 8, 2010**

*7:30 p.m.*

*City Hall Council Chambers*

*(Please turn off all cellular phones and pagers prior to the meeting. Hand held signs brought into the meeting may not be displayed in a manner which disrupts the meeting, blocks the view of spectators or cameras and poses a safety concern [e.g., signs mounted on stakes]. Your cooperation is appreciated.)*

**I. Call to Order**

**II. Discussion Topic**

- A. Z-312/SDP-09-001** - Application requests rezoning 43.33 acres of land from the R-20 (Medium Density Residential) Zone to the MXD (Mixed Use Development) Zone. The property is bound by Clopper Road (MD 117), Quince Orchard Road (MD 124), and Metropolitan Grove Road and a State Highway Facility. In addition, the schematic development plan application requests approval for a 410 unit multi-family residential building with a structured parking garage on an 11-acre portion of the site.

**III. Adjournment**

This schedule is subject to change. Work Sessions are broadcast over Cable TV, Channel 13 and on the Internet at [www.gaithersburgmd.gov/tv](http://www.gaithersburgmd.gov/tv). Receive City agendas, minutes and news via e-mail. Log on to the myGaithersburg e-mail-based news service at [www.gaithersburgmd.gov/myGaithersburg](http://www.gaithersburgmd.gov/myGaithersburg). Please contact 301-258-6310 prior to meetings to confirm accessibility accommodations.

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THE NEXT REGULAR MEETING OF THE MAYOR AND CITY COUNCIL  
WILL BE HELD MONDAY, MARCH 15, 2010, 7:30 P.M. AT THE  
CITY HALL COUNCIL CHAMBERS  
31 SOUTH SUMMIT AVENUE

TO CONFIRM ACCESSIBILITY ACCOMMODATIONS,  
PLEASE CONTACT DORIS STOKES AT CITY HALL, 301-258-6310

\*\*\*\*\*

**UPCOMING COUNCIL MEETING AND WORK SESSION ITEMS**

This list is not all-inclusive, and does not reflect priorities or scheduling  
*But is intended to provide a glance at future items to come before the City Council.*

**Regular Meeting of the Mayor and City Council**

- Mar. 15 - Presentations - Active Aging Commitment Award
- Ord., Res., Regs. - Intro. Ordinance to Amend Chap. 15 "Special Events, Permit Requirements"
- Public Hearing - Ordinance to Amend Chap. 4 "Animal and Fowl"

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# Call to Order

# Work Session Topics

# MAYOR & COUNCIL AGENDA COVER SHEET

**MEETING DATE:**

March 8, 2010

**CALL TO PODIUM:**

**Greg Ossont**  
**Eliza Voigt**  
**RESPONSIBLE STAFF:**

**Greg Ossont, Director**  
**Planning and Code**  
**Administration**

**Lauren Pruss, Planning Director**

**Eliza Voigt, Planner**

**AGENDA ITEM:**

(please check one)

<input type="checkbox"/>	Presentation
<input type="checkbox"/>	Proclamation/Certificate
<input type="checkbox"/>	Appointment
<input type="checkbox"/>	Joint Public Hearing
<input type="checkbox"/>	Historic District Commission
<input type="checkbox"/>	Consent Item
<input type="checkbox"/>	Ordinance
<input type="checkbox"/>	Resolution
<input type="checkbox"/>	Policy Discussion
<input checked="" type="checkbox"/>	Work Session Discussion Item
<input type="checkbox"/>	Other:

**PUBLIC HEARING HISTORY:**

(Please complete this section if agenda item is a public hearing)

Introduced	N/A
Advertised	12/16/09
	12/23/09
Hearing Date	1/4/10
Record Held Open	3/26/10
Policy Discussion	4/5/10

**TITLE: JOINT WORK SESSION**  
**Z-312/SDP-09-001**

This application requests rezoning 43.33 acres of land from the R-20 (Medium Density Residential) Zone to the MXD (Mixed Use Development) Zone. The property is bound by Clopper Road (MD 117), Quince Orchard Road (MD 124), and Metropolitan Grove Road and a State Highway Facility. In addition, the schematic development plan application requests approval for a 410 unit multi-family residential building with a structured parking garage on an 11-acre portion of the site.

**SUPPORTING BACKGROUND:**

The Mayor and City Council and the Planning Commission held a consolidated joint public hearing on January 4, 2010, to introduce and discuss Z-312 and SDP-09-001. The applicant discussed a number of aspects of the plan and staff developed a list of specific topics that required additional clarification, information and/or improvement.

The purpose of this work session is for the development team to present the Orchard Pond rezoning and schematic development plans in more detail and respond to issues raised at the joint public hearing.

The following items outline the main points of discussion:

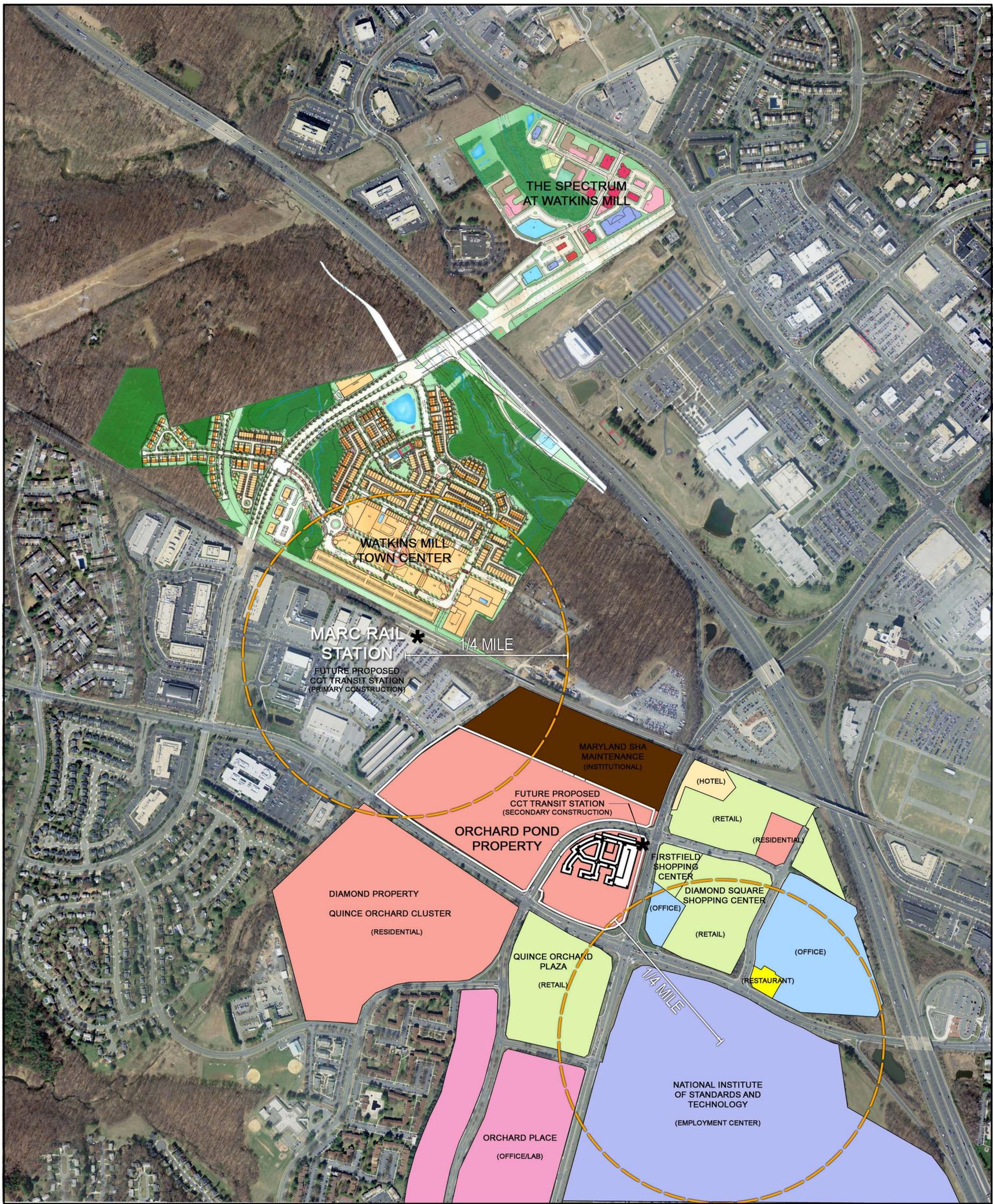
- Approach to the proposed rezoning to the MXD zone and two part phasing as it relates to surrounding areas and uses;
- Site design including specimen trees, environmental site design and pedestrian connections/enhancement opportunities;
- Conceptual building architecture and green screen parking garage

*Attachments:*

- Orchard Pond Area Renderings and Land Use
- Existing Pedestrian Circulation
- Proposed Pedestrian Circulation
- Specimen Tree Exhibit
- February 19, 2010 Letter from Jody Kline to the Mayor and City Council and Planning Commission
- February 23, 2010 Letter from Jody Kline to the Mayor and City Council and Planning Commission

**DESIRED OUTCOME:**

**Conduct Work Session**  
**Hear presentation from the development team.**  
**Provide guidance to the applicant and staff.**



Legend	
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<span style="display:inline-block; width:10px; height:10px; background-color: #FF69B4; border: 1px solid black;"></span>	Technology/Office/Lab
<span style="display:inline-block; width:10px; height:10px; background-color: #FFA07A; border: 1px solid black;"></span>	Residential
<span style="display:inline-block; width:10px; height:10px; background-color: #FFDAB9; border: 1px solid black;"></span>	Hotel
<span style="display:inline-block; width:10px; height:10px; background-color: #9370DB; border: 1px solid black;"></span>	Employment Center
<span style="display:inline-block; width:10px; height:10px; border-bottom: 1px dashed orange;"></span>	Quarter Mile Walking Distance Radius

Joint Hearing - MCC & PC  
SDP-09-001  
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**ORCHARD POND AREA & LAND USE EXHIBIT**



**Loiederman Soltesz Associates, Inc.**  
Rockville Lanham Waldorf Leonardtown

ROCKVILLE OFFICE  
2 Research Place, Suite 100  
Rockville, MD 20850  
t. 301.948.2750 f. 301.948.9067  
www.LSAssociates.net

DESIGNED	
DRAFTED	
CHECKED	
PROJ. ENG.	
OFFICE	
DATE	

**OWNER/DEVELOPER/APPLICANT**

COMPANY NAME: JEFFERSON APARTMENT GROUP  
ADDRESS: 8300 GREENSBORO DRIVE SUITE 400  
CITY STATE: MCLEAN, VA 22102  
PHONE #: (703) 563 5200  
CONTACT NAME: MALCOLM VAN DE RIET

COPYRIGHT: ADC THE MAP PEOPLE PERMITTED USE NUMBER 21001200	MAP: 19	GRID: A-8, B-8
ZONING CATEGORY: MXD	TAX MAP / PARCEL: FT22	SITE DATUM: NAD 83
HORIZONTAL: NAD 83	VERTICAL: NAD 83	

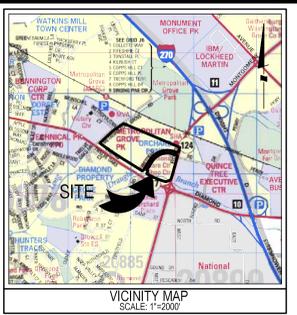
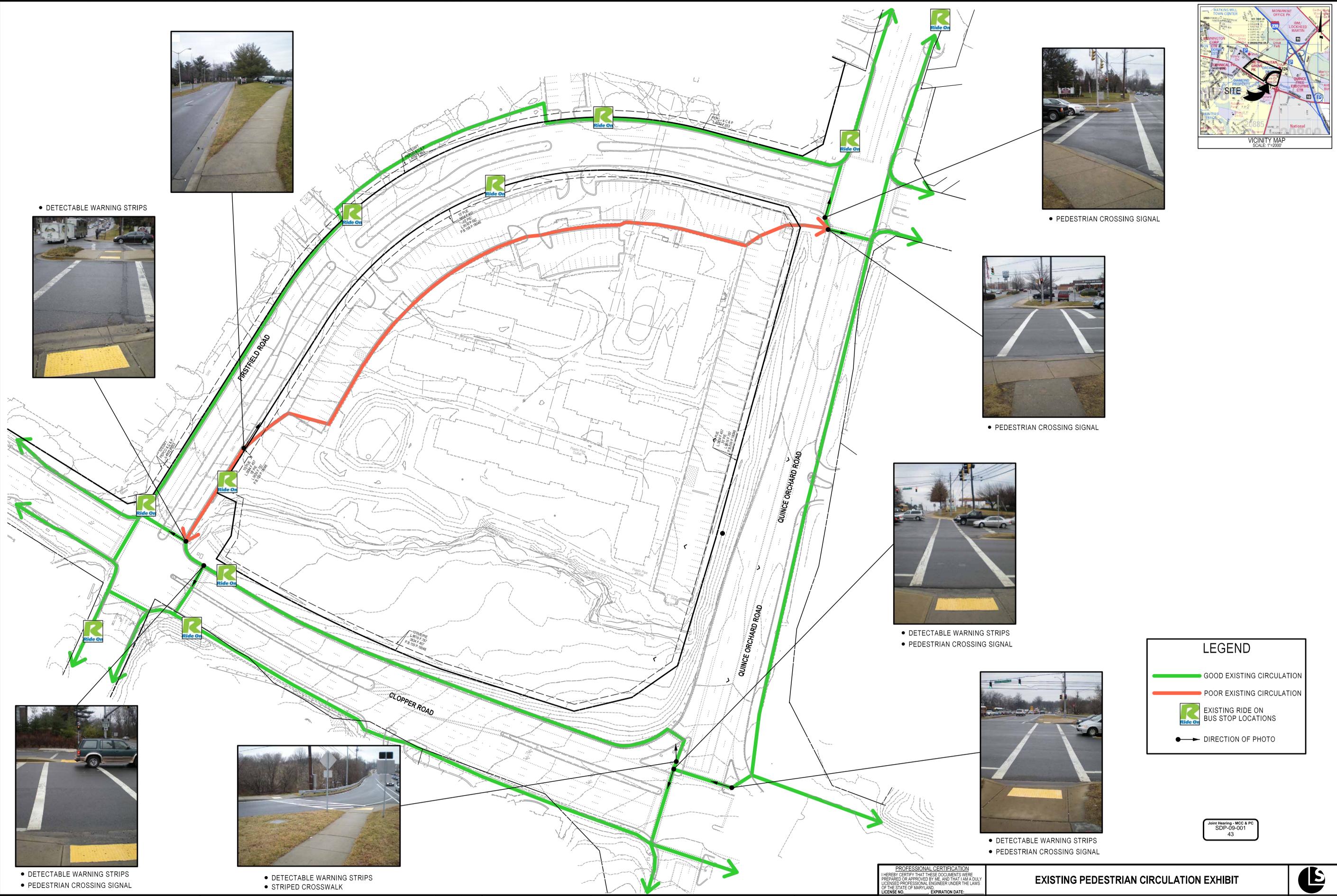
**ORCHARD POND  
PHASE 1  
SECTION 3  
PARCELS A & B**

GAITHERSBURG (9th) ELECTION DISTRICT, MONTGOMERY, MARYLAND

1" = 400'
SHEET 1 OF 1
PROJECT NO. 0774-08-00

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• DETECTABLE WARNING STRIPS



• PEDESTRIAN CROSSING SIGNAL



• PEDESTRIAN CROSSING SIGNAL



• DETECTABLE WARNING STRIPS  
• PEDESTRIAN CROSSING SIGNAL



• DETECTABLE WARNING STRIPS  
• PEDESTRIAN CROSSING SIGNAL



**LEGEND**

- GOOD EXISTING CIRCULATION
- POOR EXISTING CIRCULATION
- EXISTING RIDE ON BUS STOP LOCATIONS
- → DIRECTION OF PHOTO

Joint Meeting - MCC & PC  
SDP-09-001  
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• DETECTABLE WARNING STRIPS  
• PEDESTRIAN CROSSING SIGNAL



• DETECTABLE WARNING STRIPS  
• STRIPED CROSSWALK



**LS** Loidezman Soltesz Associates, Inc.  
 Rockville Office  
 2 Research Place, Suite 100  
 Rockville, MD 20850  
 t. 301.948.2750 f. 301.948.9067  
 www.LSAssociates.net

NO.	DATE	REVISIONS	BY	DATE
DESIGNED: JDC	FEBRUARY, 2010	CAD STANDARDS VERSION: 19 - 2009	TECHNICIAN: JDC	CHECKED: TDP

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 INFORMATION CONCERNING EXISTING UNDERGROUND UTILITIES WAS OBTAINED FROM AVAILABLE RECORDS. THE CONTRACTOR MUST DETERMINE THE EXACT LOCATION AND ELEVATION OF ALL EXISTING UTILITIES AND UTILITIES OR SERVICES BY EXCAVATION TEST PITS BY HAND, WELL IN ADVANCE OF THE START OF EXCAVATION. CONTACT "MISS UTILITY" AT 1-800-261-7777, 48 HOURS PRIOR TO THE START OF EXCAVATION. IF CLEARANCES ARE LESS THAN SHOWN ON THIS PLAN OR TWELVE (12) INCHES, WHICHEVER IS LESS, CONTACT THE ENGINEER AND THE UTILITY COMPANY BEFORE PROCEEDING WITH CONSTRUCTION. CLEARANCES LESS THAN NOTED MAY REQUIRE REVISIONS TO THIS PLAN.

**OWNER/DEVELOPER/APPLICANT**  
 COMPANY NAME: JEFFERSON APARTMENT GROUP  
 ADDRESS: 8300 GREENSBORO DRIVE, SUITE 400  
 CITY STATE: McLEAN, VA 22102  
 PHONE #: (703) 563-5200  
 CONTACT NAME: MALCOLM VAN DE RIET

TAX MAP: FT22	ZONING CATEGORY: MXD
WBSIC 200 SHEET: 244NW11	
SITE DATUM: HORIZONTAL: NAD83	VERTICAL: NAVD83

**PROFESSIONAL CERTIFICATION**  
 I HEREBY CERTIFY THAT THESE DOCUMENTS WERE PREPARED OR APPROVED BY ME, AND THAT I AM A DULY LICENSED PROFESSIONAL ENGINEER UNDER THE LAWS OF THE STATE OF MARYLAND.  
 LICENSE NO. \_\_\_\_\_ EXPIRATION DATE: \_\_\_\_\_

**EXISTING PEDESTRIAN CIRCULATION EXHIBIT**

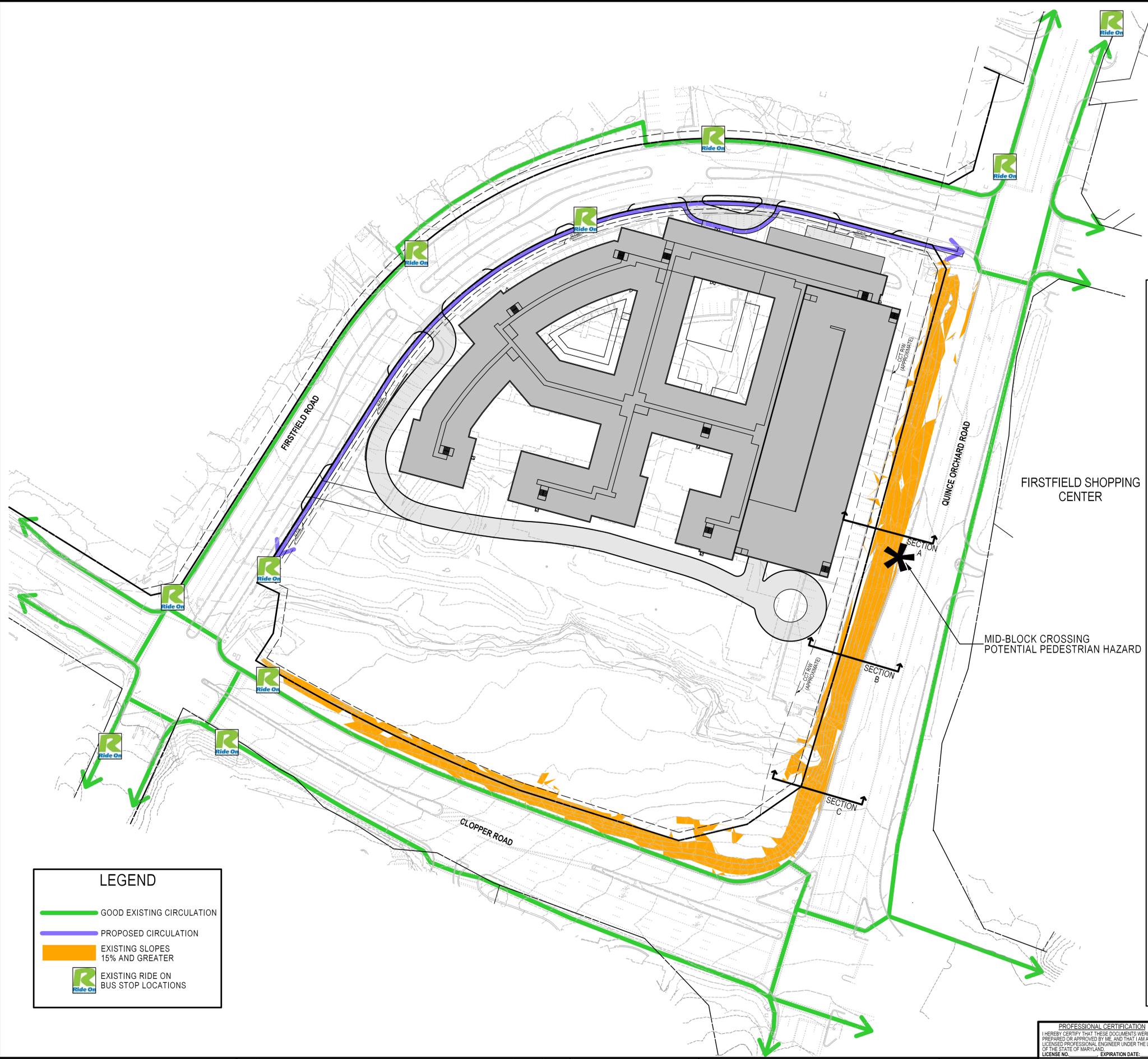
**PHASE 1 ORCHARD POND SECTION 3 PARCELS A & B**  
 GAITHERSBURG (9th) ELECTION DISTRICT, MONTGOMERY COUNTY, MARYLAND

PROJECT NO. 0774-08-00

SHEET 1 OF 2

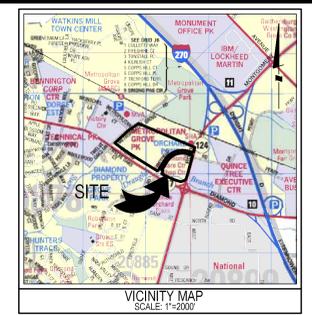
DATE: 2/19/2010 1:28:16 PM

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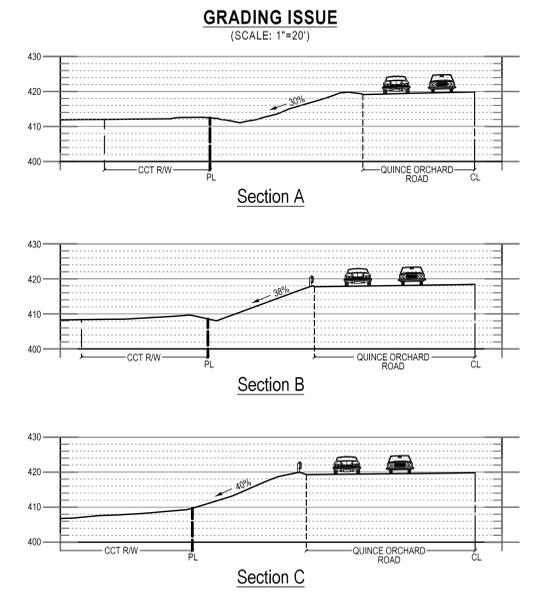


**PROPOSED IMPROVEMENTS TO EXISTING CROSSWALKS**

- COUNTDOWN PEDESTRIAN CROSSING SIGNALS
- STRIPE CROSSWALKS
- AUDIBLE PEDESTRIAN SIGNALS
- DETECTABLE WARNING STRIPS



**EXISTING SITE CONDITIONS ALONG WEST SIDE OF QUINCE ORCHARD ROAD**



**MID-BLOCK CROSSING POTENTIAL PEDESTRIAN HAZARD**

- 4 LANE HIGHWAY WITH CENTER TURNING LANE
- NO TRAFFIC OR PEDESTRIAN SIGNALIZATION AT SHOPPING CENTER
- NO PEDESTRIAN CROSSWALK
- FUTURE CCT LOCATION

**LEGEND**

- GOOD EXISTING CIRCULATION
- PROPOSED CIRCULATION
- EXISTING SLOPES 15% AND GREATER
- EXISTING RIDE ON BUS STOP LOCATIONS

**LSA** Lofideman Soltesz Associates, Inc.  
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 t. 301.948.2750 f. 301.948.9067  
 www.LSAssociates.net

NO.	DATE	DESIGNED	REVISIONS	BY	DATE
1	FEBRUARY, 2010	JDC			

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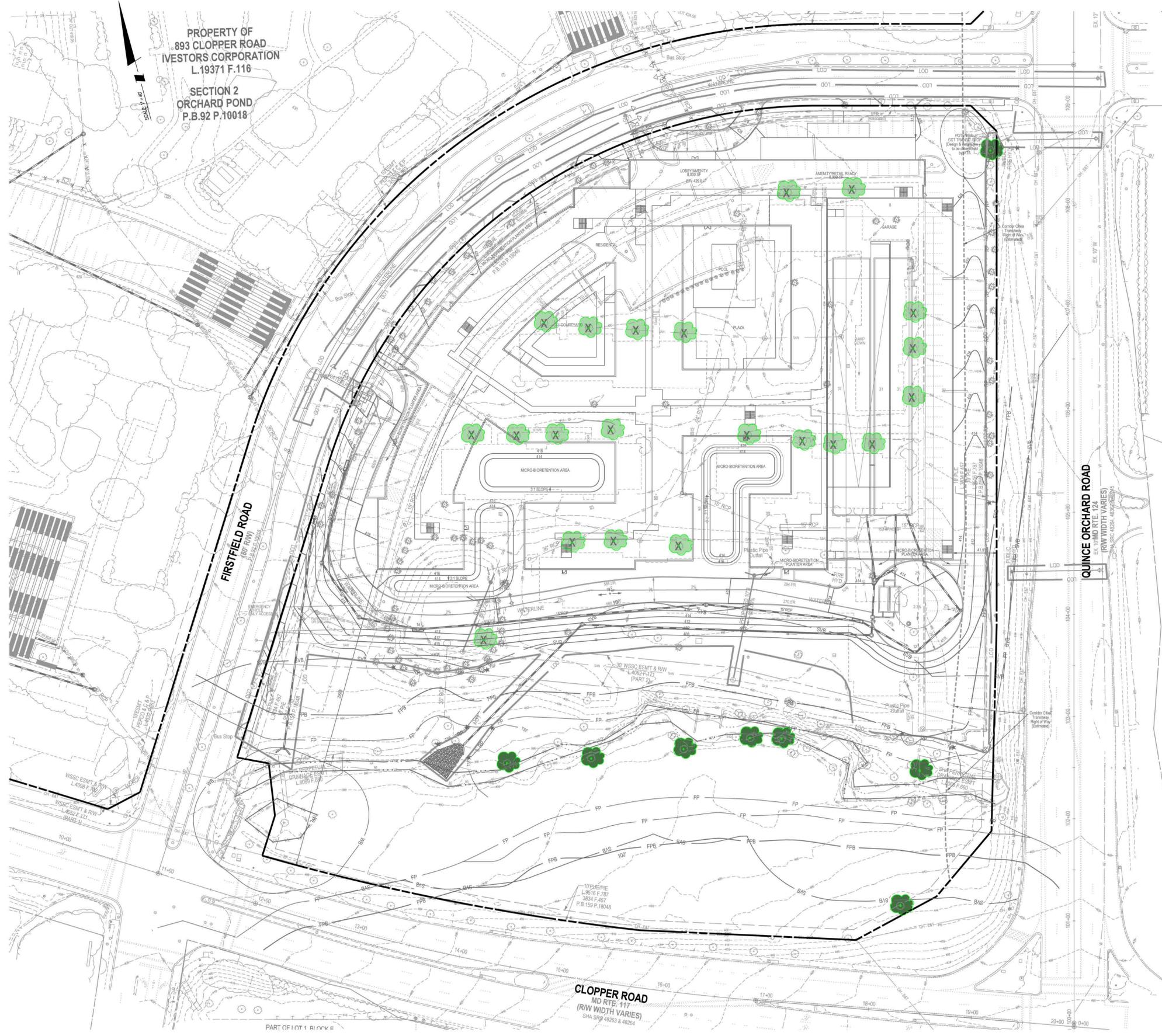
**PHASE 1 ORCHARD POND SECTION 3 PARCELS A & B**  
 GAITHERSBURG (9th) ELECTION DISTRICT, MONTGOMERY COUNTY, MARYLAND

Joint Hearing - MCC & PC  
 SDP-09-001  
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SHEET 2 OF 2

PROJECT NO. 0774-08-00

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SPECIMEN TREES (29 TOTAL)	
SPECIMEN TREES SAVED- 8	
2 RED MAPLES (ACER RUBRUM) 24-25" DBH	
1 BLACK CHERRY (PRUNUS SEROTINA) 26 DBH	
1 BOX ELDER (ACER NEGUNDO) 26" DBH	
2 BLACK WILLOW (SALIX NIGRA) 24-26" DBH	
1 PIN OAK (QUERCUS PALUSTRIS) 27" DBH	
SPECIMEN TREES REMOVED-21	
2 PIN OAK (QUERCUS PALUSTRIS) 24-35" DBH	

**ILLUSTRATIVE ONLY**

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**PHASE I SPECIMEN TREE EXHIBIT**

**PHASE 1  
 ORCHARD POND  
 SECTION 3  
 PARCELS A & B**

Joint Hearing - MCC & PC  
 SDP-09-001  
 45

SHEET **1**  
 OF **1**

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NO.	DATE	REVISIONS	BY	DATE
	FEBRUARY, 2009	CAO STANDARDS VERSION 18-2009		
	DESIGNED: SJN	TECHNICIAN: SJN	CHECKED: CSB	

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WSSC 200' SHEET: 244NW11	
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LAW OFFICES  
**MILLER, MILLER & CANBY**

CHARTERED

PATRICK C. MCKEEVER (DC)  
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AMY C. GRASSO

*\* All attorneys admitted in Maryland and where indicated*

JSKLINE@MMCANBY.COM

February 19, 2010

Mayor and City Council  
Gaithersburg City Hall  
31 South Summit Street  
Gaithersburg, Maryland 20877

Gaithersburg Planning Commission  
City Hall  
31 South Summit Street  
Gaithersburg, Maryland 20877

Re: Rezoning Application No. Z-312 (Sketch Plan);  
Schematic Development Plan Application SDP-09-001;  
"Orchard Pond"

Dear Mayor Katz, Members of the City Council and Members of the Planning Commission:

Jefferson Apartment Group ("JAG"), the applicant in the two matters referred to above, was pleased to hear that you will conduct a joint work session on the Orchard Pond applications. We feel that our presentation at the January 4<sup>th</sup> joint public hearing left you with more questions than with answers so we are looking forward to appearing before you on March 8 for an update and for presentation of revised plans based on comments that we heard at the January 4<sup>th</sup> session.

We are presently preparing several revised exhibits for the March 8<sup>th</sup> meeting to highlight for you the surrounding area context which guided the formulation of the Sketch Plan. We also want to present new thoughts on architecture of the apartment building, design of the garage and early choices of materials for the project. In order to get these exhibits as refined as possible, we will be working right up to the March 8<sup>th</sup> meeting so no versions of those plans are ready for dissemination yet. However, several of your questions and/or inquiries can be answered at this time in advance of your joint worksession.

Joint Hearing - MCC & PC  
SDP-09-001  
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1. Pupil Generation.

Based on a suggestion at the January 4, 2010 joint public hearing, an inquiry was sent to Montgomery County Public Schools ("MCPS") asking for information about a) the number of students presently residing in the 156 apartments that will be removed in the Phase I development, and b) the number of anticipated students who will reside in the 410 unit replacement multi-family community.

Mr. Crispell's attached letter on behalf of MCPS was very complete. His office has provided very specific information about the number of public school students presently residing in Orchard Pond. Based on MCPS' experience with pupil generation for communities such as the one proposed by Jefferson Apartment Group, he was also able to predict the number of students to be generated by the new apartments. We have summarized the pupil figures from Mr. Crispell's January 27<sup>th</sup> letter thusly:

	<u>Existing</u>	<u>Anticipated</u>	<u>Net Change</u>
Elementary	32	17	-15
Middle	5	16	+11
High School	<u>10</u>	<u>14</u>	<u>+ 4</u>
Total	47	47	0

Mr. Crispell's letter also explains how the capacity of the relevant schools (i.e., Thurgood Marshall Elementary, Ridgeview Middle, and Quince Orchard High School) will be adequate to accommodate the students who will reside in the new Phase I Section of Orchard Pond upon redevelopment.

2. Unit Mix.

A question was asked at the January 4 public hearing about the mix of units in the new Phase I development. The attached schedule shows the relative percentages of unit types within the project which are outlined as follows:

<u>Unit Type</u>	<u>No. of Units</u>	<u>Percentage</u>
Studio	62	15%
1 Bedroom	184	45%
2 Bedrooms	143	35%
3 or more Bedrooms	<u>21</u>	<u>5%</u>
Total	410	100%

The applicant is pleased that with its redevelopment of Phase I of the "Orchard Pond" community it will "buck" the national trend in multi-family apartment design and will provide approximately 21 (5%) three bedroom units, a unit type that is rarely found in new projects. While a market study yet to be performed may suggest some variations in the proposed unit mix, Jefferson is mindful of the City's interest in delivery of apartment units capable of accommodating larger families.

3. Specimen Tree Exhibit.

Also asked at the public hearing was a question about how many trees will be removed to reconstruct the Phase I building. Under separate cover, Loiederman Soltesz Associates has submitted a "Specimen Tree Exhibit" describing the treatment of mature trees on the subject property.

4. Pedestrian Connectivity.

Also to be submitted under separate cover by Loiederman Soltesz Associates will be an exhibit highlighting pedestrian circulation on and around the subject property as well as identifying locations where this applicant plans to improve pedestrian crossings at public streets in order to improve movement between the Orchard Pond community and shopping, entertainment and employment sites in the other three quadrants of the intersection of Quince Orchard Road and Clopper Road. We believe these pedestrian enhancements will help better integrate the new Orchard Pond apartments with the immediate neighborhood which surrounds it.

The subject of pedestrian movement and connectivity provides a good segue to the subject of site master planning which, based on questions and comments that we received at the January 4<sup>th</sup> public hearing, was not obvious to you.

In initially considering how the Orchard Pond community should, and when, be redeveloped, Jefferson Apartment Group considered the existing confronting neighborhood uses (Diamond Square Shopping Center, the Firstfield Road retail center, Quince Orchard Plaza Shopping Center and NIST) as fixed features that would not be changing in character and use in the foreseeable future. Given the underperforming nature of at least the Diamond Square Shopping Center, the best strategy for JAG to employ was to place "more rooftops" as close as possible, and to improve the pedestrian movement system between Orchard Pond and the surrounding retail centers, in order to increase the "buying power" to increase the profitability of these centers. This theory dictated, therefore, that more concentrated multi-family residential should be located in the Phase I section of the Orchard Pond community circumscribed by Quince Orchard Road, Clopper Road and Firstfield Road, particularly since limited access to the site (from Firstfield Road only due to driveway prohibitions on Quince Orchard and Clopper Roads) made this section of the community less attractive for non-residential uses.

The development orientation of the Orchard Pond property was initially recognized in the City's 2003 Land Use Plan. The subject property was included within "Special Study Area No. 7 - Casey Metropolitan Grove Road" which was centered on the Metropolitan Grove Road MARC station and had as its boundaries Clopper Road (south) and Quince Orchard Road (east). Accordingly, as envisioned in the 2003 Master Plan, the "area of influence" affecting the Orchard Pond community was towards the west towards the "Casey-Metropolitan Grove Road" properties, now known as "Watkins Mill Road Town Center."

In establishing a form and a schedule for re-development of the Orchard Pond apartments, JAG took the cues from the City's 2003 Master Plan and "oriented" its development to contribute to, and to benefit from, the dynamic mixed use development anticipated to occur to the west. By placing in the Phase II stage of development that part of the Orchard Pond community west of Firstfield Road, the Applicant retains flexibility to react to the new growth that will occur surrounding the MARC station as well as a CCT station that will come on line before the stop adjacent to the proposed Phase I multi-family building.

This background information explains why the Orchard Pond community is "oriented" to the west, as anticipated in the City's 2003 Master Plan, and in a manner that will result in Special Study Area 7 being an even more diverse community than may have been contemplated in 2003.

We hope that this preliminary information provides you with background information that will facilitate an in-depth discussion on March 8 about the positive features of the plans for redevelopment of the Orchard Pond community.

Thank you for your attention to these comments.

Sincerely yours,

MILLER, MILLER & CANBY

A handwritten signature in black ink that reads "JODY KLINE". The signature is written in a bold, slightly slanted, sans-serif font. There are horizontal lines above and below the name, and a long horizontal line extending to the right from the end of the name.

Jody S. Kline

JSK/cdp

Enclosure

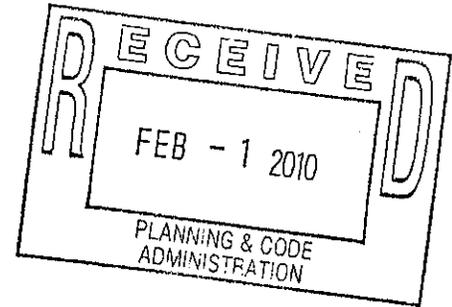
cc: Greg Ossont  
Lauren Pruss  
Eliza Voigt  
Malcolm Van de Riet  
Steve Tawes  
Theresa Polizzi  
Joe Schneider  
Glenn Cook



**MONTGOMERY COUNTY PUBLIC SCHOOLS**  
MARYLAND  
www.montgomeryschoolsmd.org

January 27, 2010

Ms. Eliza Voigt, Planner  
Department of Planning and Code Administration  
City of Gaithersburg  
31 South Summit Avenue  
Gaithersburg, Maryland 20877



Dear Ms. Voigt:

This letter is sent to provide school impact information for the City of Gaithersburg review of Zoning Application No. Z-312 and Schematic Development Plan Application SDP09-001, known as "Orchard Pond." This rezoning pertains to the redevelopment of a portion of the existing Orchard Pond apartment community, located at the intersection of Quince Orchard Road and Clopper Road in the City of Gaithersburg. This apartment complex includes a total of 747 units. I understand the plan under review would replace 156 of the current units with 410 new apartments and include structure parking to accommodate the higher density.

Montgomery County Public Schools (MCPS) has found that high density apartments and condominium units that include structure parking generate fewer students than traditional and older apartment communities that have less density and surface parking. These units typically appeal to fewer families with school age children, either because of cost or because of the less family-oriented nature of these communities. Therefore, the presence or absence of structure parking has become a useful indicator of student generation. Based on this experience and student "yield rates" obtained from the Census Update Survey (conducted by the Montgomery County Planning Department), the 410 new apartment units are estimated to generate approximately 17 elementary school students, 16 middle school students, and 14 high school students.

Currently, 32 elementary school students, 5 middle school students, and 10 high school students reside in the 156 apartment units that would be redeveloped to the 410 units in this plan. Therefore, the 410 new units being planned would result in fewer elementary school students (17 vs. 32), more middle school students (16 vs. 5), and more high school students (14 vs. 10) than the current 156 units.

The schools that serve this area include Thurgood Marshall Elementary School, Ridgeview Middle School, and Quince Orchard High School. Enrollment at the elementary school and high school is projected to remain close to the capacity of the schools. Enrollment at the middle school is projected to remain well within the capacity of the school.

Division of Long-range Planning

2096 Gaither Road, Suite 201 ♦ Rockville, Maryland 20850 ♦ 240-314-4700 ♦ Fax 240-314-4707

See enclosed pages from the Montgomery County Public Schools FY 2011 Capital Budget and the FY 2011-2016 Capital Improvements Program (CIP). For your information, the current county Growth Policy Schools Test finds capacity adequate in the Gaithersburg Cluster.

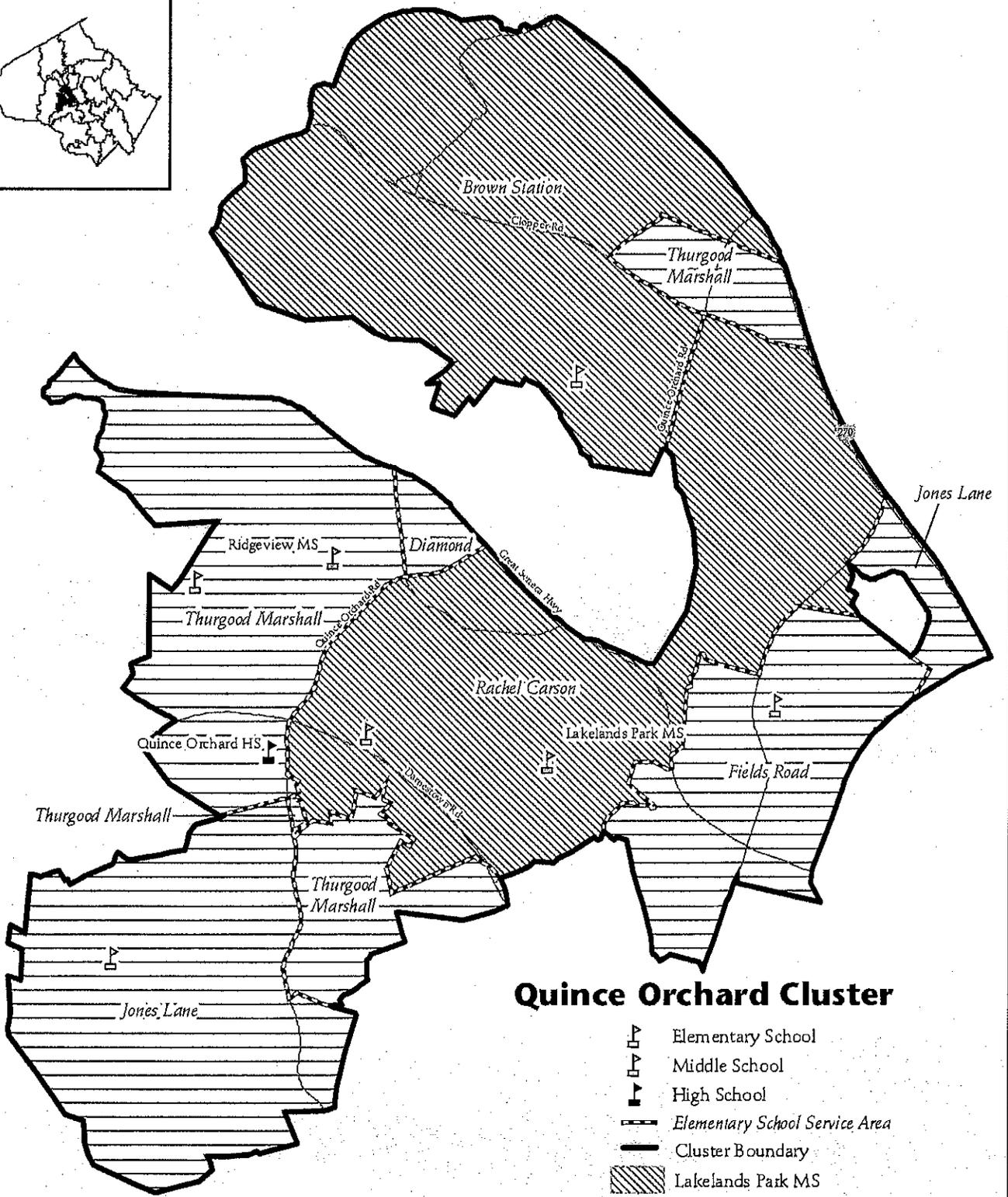
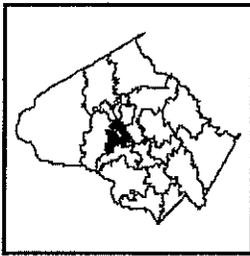
Sincerely,



Bruce H. Crispell, Director  
Division of Long-range Planning

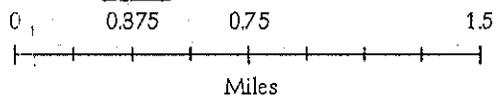
BHC:imt  
Enclosure

Copy to:  
Mr. Bowers  
Mr. Lavorgna  
Ms. Turpin  
Mr. Ossont  
Mr. Kline



### Quince Orchard Cluster

- Elementary School
- Middle School
- High School
- Elementary School Service Area
- Cluster Boundary
- Lakelands Park MS
- Ridgeview MS



## QUINCE ORCHARD CLUSTER

### SCHOOLS

#### Quince Orchard High School

**Capital Project:** Restroom renovations are recommended for this school for completion in the 2010–2011 school year.

#### Ridgeview Middle School

**Capital Project:** Improvements are scheduled for this school with a completion date of August 2012. An FY 2011 appropriation is recommended for construction funds to complete the improvements. In order for this project to be completed on schedule, county and state funding must be provided at the levels recommended in this CIP.

#### Brown Station Elementary School

**Utilization:** Projections indicate enrollment at Brown Station Elementary School will exceed capacity by four classrooms or more by the end of the six-year period. Relocatable classrooms will be utilized until additional capacity can be added as part of the modernization.

**Capital Project:** A modernization project is scheduled for this school with a completion date of August 2016. FY 2012 expenditures are programmed for facility planning funds to determine the scope and cost for the modernization. In order for this project to be completed on schedule, county and state funding must be provided at the levels recommended in this CIP.

#### Rachel Carson Elementary School

**Utilization:** Projections indicate enrollment at Rachel Carson Elementary School will exceed capacity by four classrooms or more by the end of the six-year period. The Elementary Learning Center (ELC) currently located at Rachel Carson Elementary School is scheduled for relocation to Jones Lane Elementary School in August 2010. This move will free up four classrooms at Rachel Carson Elementary School. Enrollment will continue to be monitored to determine whether it is necessary to develop additional plans to relieve Rachel Carson Elementary School in the future.

**Capital Project:** Restroom renovations are recommended for this school for completion in the 2013–2014 school year.

#### Fields Road Elementary School

**Capital Project:** Restroom renovations are recommended for this school for completion in the 2013–2014 school year.

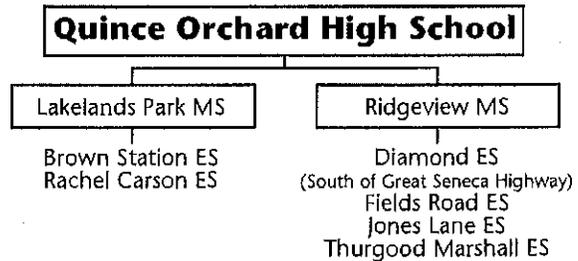
#### Jones Lane Elementary School

**Capital Project:** Restroom renovations are recommended for this school for completion in the 2012–2013 school year.

#### Thurgood Marshall Elementary School

**Capital Project:** Restroom renovations are recommended for this school for completion in the 2014–2015 school year.

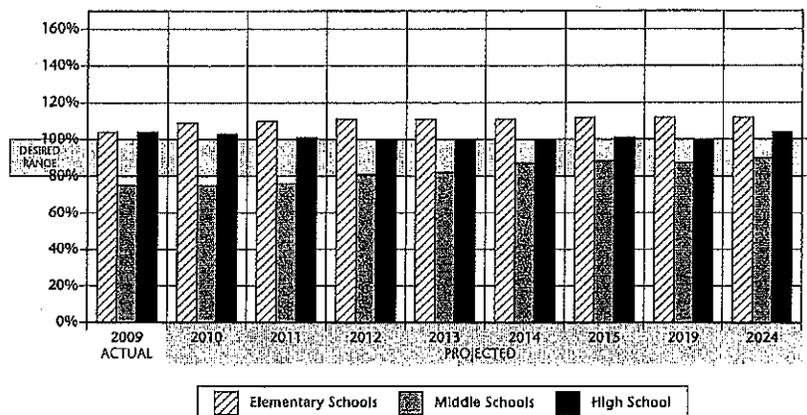
### Quince Orchard Cluster Articulation\*



\*"Cluster" is defined as the collection of elementary schools that articulate to the same high school.

\*Diamond (north of Great Seneca Highway) and Darnestown elementary schools also articulate to Lakelands Park Middle School, but thereafter to Northwest High School.

### Quince Orchard Cluster School Utilizations



Note: Percent utilization calculated as total enrollment of schools divided by total capacity. Projected capacity factors in capital projects.

QUINCE ORCHARD CLUSTER

**CAPITAL PROJECTS**

School	Project	Project Status*	Date of Completion
Quince Orchard HS	Restroom renovations	Recommended	SY 2010-2011
Ridgeview MS	Improvements	Recommended	Aug. 2012
Brown Station ES	Modernization	Programmed	Aug. 2016
Rachel Carson ES	Restroom renovations	Recommended	SY 2013-2014
Fields Road ES	Restroom renovations	Recommended	SY 2013-2014
Jones Lane ES	Restroom renovations	Recommended	SY 2012-2013
Thurgood Marshall ES	Restroom renovations	Recommended	SY 2014-2015

\*Approved—Project has an FY 2010 appropriation approved for the FY 2010 Capital Budget.

Recommended—Project has an FY 2011 appropriation recommended in the FY 2011-2016 CIP.

Programmed—Project has expenditures programmed in a future year of the CIP for planning and/or construction funds.

Proposed—Project has facility planning funds approved for the FY 2010 Capital Budget or recommended in the FY 2011-2016 CIP for a feasibility study.

QUINCE ORCHARD CLUSTER

Projected Enrollment and Space Availability  
Effects of the Recommended FY2011–2016 CIP and Non-CIP Actions on Space Available

Schools		Actual 09-10	Projections								
			10-11	11-12	12-13	13-14	14-15	15-16	2019	2024	
Quince Orchard HS	Program Capacity	1741	1741	1741	1741	1741	1741	1741	1741	1741	1741
	Enrollment	1814	1792	1756	1742	1732	1716	1767	1800	1850	
	Available Space	(73)	(51)	(15)	(1)	10	26	(26)	(59)	(109)	
	Comments										
Lakelands Park MS	Program Capacity	1068	1068	1068	1068	1068	1068	1068	1068	1068	1068
	Enrollment	851	899	942	1007	1012	1086	1111	1125	1150	
	Available Space	217	169	126	61	56	(18)	(43)	(57)	(82)	
	Comments										
Ridgeview MS	Program Capacity	1007	1007	1007	1007	1007	1007	1007	1007	1007	1007
	Enrollment	695	651	644	668	685	711	722	750	775	
	Available Space	312	356	363	339	322	296	285	257	232	
	Comments				Improvements Complete						
Brown Station ES	Program Capacity	403	403	403	403	403	403	403	403	403	
	Enrollment	425	496	527	558	585	597	611	611	611	
	Available Space	(22)	(93)	(124)	(155)	(182)	(194)	(208)	(208)	(208)	
	Comments			Facility Planning For Mod.	Planning for Modernization	Move to Grosvenor Jan. 2015	@ Grosvenor Facility				
Rachel Carson ES	Program Capacity	649	701	701	701	701	701	701	701	701	
	Enrollment	887	875	850	846	820	820	824	824	824	
	Available Space	(238)	(174)	(149)	(145)	(119)	(119)	(123)	(123)	(123)	
	Comments		-4 ELC								
Fields Road ES	Program Capacity	558	558	558	558	558	558	558	558	558	
	Enrollment	452	471	492	509	523	528	531	531	531	
	Available Space	106	87	66	49	35	30	27	27	27	
	Comments										
Jones Lane ES	Program Capacity	518	466	466	466	466	466	466	466	466	
	Enrollment	487	529	531	512	505	492	483	483	483	
	Available Space	31	(63)	(65)	(46)	(39)	(26)	(17)	(17)	(17)	
	Comments		+4 ELC								
Thurgood Marshall ES	Program Capacity	551	551	551	551	551	551	551	551	551	
	Enrollment	535	538	543	544	549	548	543	543	543	
	Available Space	16	13	8	7	2	3	8	8	8	
	Comments										
Cluster Information	HS Utilization	104%	103%	101%	100%	99%	99%	101%	103%	106%	
	HS Enrollment	1814	1792	1756	1742	1732	1716	1767	1800	1850	
	MS Utilization	75%	75%	76%	81%	82%	87%	88%	90%	93%	
	MS Enrollment	1546	1550	1586	1675	1697	1797	1833	1875	1925	
	ES Enrollment	2786	2909	2943	2969	2982	2985	2992	3100	3200	



QUINCE ORCHARD CLUSTER

Facility Characteristics of Schools 2009–2010

Schools	Year Facility Opened	Year Reopened Mod.*	Total Square Footage	Site Size Acres	Adjacent Park	FACT Assess. Score	Child Care**	Reloc-atable Class.	LTL/SBHC***
Quince Orchard HS	1988		284,912	30.1					
Lakelands Park MS	2005		153,588	8.11	Yes				
Ridgeview MS	1975		136,379	20		TBD			
Brown Station ES	1969		58,338	9	Yes	1516			
Rachel Carson ES	1990		78,547	12.4				7	
Fields Road ES	1973		72,302	10		TBD			
Jones Lane ES	1987		60,679	12.1				2	
Thurgood Marshall ES	1993		77,798	12			Yes	1	

\*Schools with a date before 1986 underwent a renovation, not a full modernization of the facility. Schools that were reopened but not fully modernized or completely rebuilt, will be included in the assessments for future modernization based on the year the school was originally opened. See Appendix K for additional information.

\*\*Private child care is provided at the school during the school day.

\*\*\*LTL=Linkages to Learning. SBHC=School-based Health Center that includes Linkages to Learning.

Jefferson at Orchard Pond  
City of Gaithersburg MD  
Comparison of Potential Unit Mix to Existing Unit Mix

PHASE 1 ONLY

A. <u>Potential Unit Mix - Proposed Development</u>	<u>%</u>	<u>Units</u>	<u>NRSF</u>	<u>Total NRSF</u>	<u>Provided</u>	
					<u>Ratio</u>	<u>Parking Spaces</u>
1. Studio	15%	62	500	31,000	1.0	62
2. One Bedroom	45%	184	800	147,200	1.5	276
3. Two Bedroom	35%	143	1,015	145,145	2.0	286
4. Three Bedroom	5%	21	1,217	25,565	2.2	46
<b>Total</b>	<b>100%</b>	<b>410</b>	<b>851</b>	<b>348,910</b>	<b>1.6</b>	<b>670</b>
B. <u>Existing Unit Mix - Units To Be Demolished</u>	<u>%</u>	<u>Units</u>	<u>NRSF</u>	<u>Total NRSF</u>		
1. One Bedroom						
A1	4%	7	729	5,103		
A2	16%	25	742	18,550		
A3	3%	4	777	3,108		
A4	5%	8	782	6,256		
A5	0%	-	789	-		
A6	6%	10	882	8,820		
A7	8%	12	900	10,800		
<b>Total One Bedroom</b>	<b>42%</b>	<b>66</b>	<b>798</b>	<b>52,637</b>		
2. Two Bedroom						
B1	2%	3	877	2,631		
B2	10%	15	890	13,350		
B3	0%	-	994	-		
B4	8%	12	1,020	12,240		
B5	31%	48	1,025	49,200		
B6	0%	-	1,017	-		
B7	0%	-	1,159	-		
B8	8%	12	1,143	13,716		
<b>Total Two Bedroom</b>	<b>58%</b>	<b>90</b>	<b>1,013</b>	<b>91,137</b>		
<b>Total Existing Unit Mix - Units To Be Demolished</b>	<b>100%</b>	<b>156</b>	<b>922</b>	<b>143,774</b>		



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*\* All attorneys admitted in Maryland and where indicated*

JSKLINE@MMCANBY.COM

February 23, 2010

Mayor and City Council  
Gaithersburg City Hall  
31 South Summit Street  
Gaithersburg, Maryland 20877

Gaithersburg Planning Commission  
City Hall  
31 South Summit Street  
Gaithersburg, Maryland 20877

Re: Rezoning Application No. Z-312 (Sketch Plan);  
Schematic Development Plan Application SDP-09-001;  
"Orchard Pond"

Dear Mayor Katz, Members of the City Council and Members of the Planning Commission:

The Applicant in the matters referenced above would like to submit last week's filings with some graphic and textual material from the City's 2003 Master Plan in order to provide further background and context for some of the decisions that Jefferson Apartment Group made in planning and organizing the redevelopment of the Orchard Pond community.

In last Friday's letter, I mentioned that the Orchard Pond apartment complex was specifically mentioned in your 2003 Master Plan. In particular, in a section entitled "Special Study Area 6: Casey-Metropolitan Grove Road: Existing Land Use and Development", the following text is written:

"The Casey-Metropolitan Grove Study Area properties south of the CSX right-of-way have been entirely developed with land uses equally split between a medium density residential apartment complex to the east of Metropolitan Grove Road, called Orchard Pond, and to the west as industrial-research-office buildings. Orchard Pond is a 747-unit, R-20 zoned apartment complex that was constructed in 1975...." (Plan, p. 119).

and

“Southern Properties

The entire area making up the southern properties has essentially been developed with land uses equally split between industrial-research-office buildings west of Metropolitan Grove Road and a medium density residential apartment complex, known as Orchard Pond, and a Maryland State maintenance/distribution facility to the east...The residential development offers the only substantial green area in this portion of the study area.” (Plan, p. 121).

As mentioned in our February 19<sup>th</sup> letter, the subject property is located in the “Casey-Metropolitan Grove Study Area. Attached is a graphic from the 2003 Plan (p. 115) showing the boundaries of Special Study Area 6 with the Orchard Pond property shaded yellow and pink, Phase I in yellow and green and Phase II in pink. This exhibit clearly identifies that the future development focus of this sub-planning area would be (a) towards mixed use zoning and development and (b) transit-oriented development organized around the existing and proposed transit stations.

The bulk of the discussion in the 2003 Master Plan was focused on the vacant land located north of the CSX rail tracks. The Plan notes:

“The City as well as the stakeholders and focus groups concentrated on the portion of the Casey-Metropolitan Grove Study Area located north of the CSX right-of-way. This is the portion of the study area that is almost entirely made up of vacant land waiting to be developed. The developed southern properties will be discussed and recommendations made by City Staff for potential redevelopment. (Plan, p. 121, emphasis added).

In terms of what should happen upon redevelopment of the “southern properties”, the Plan contains clear recommendations:

“•The medium density residential complex (Orchard Pond) contains 747 apartment units that were constructed in 1975. This is another ideal location for future redevelopment of higher density and/or office uses. The site has immediate access to three roadways and is in close proximity to the transit station.” (Plan, p. 134).

The “transit station” mentioned in the quote above is not the one that we now expect to be developed on Quince Orchard Road adjacent to the Orchard Pond project but, rather, the CCT station within the development now known as “Watkins Mill Town Center”. Specifically, the Plan recommend as follows:

“Southern Properties

**Redesignate as mixed use residential-office-commercial** within zoning classification of MXD.

...The objective for this portion of the study area will involve redevelopment associated with the future Corridor Cities Transitway (CCT) station and potential rail yard location. When incorporating multi-modal or transit oriented design into master planning an area, the entire area surrounding the transit station must be included.” (Plan, p. 134).

In summary, the future of the Orchard Pond community was well predicted in the City’s 2003 Master Plan. The planning goals established in that Plan were that Orchard Pond:

1. Should be rezoned to the MXD zone for residential-office-commercial use;
2. Should be redeveloped with “high density residential and/or office uses;” and
3. Should orient or focus the redevelopment of the apartment community towards the core of the Study Area, that is, the MARC and proposed CCT stations.

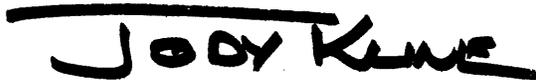
These planning guidelines were instructive to Jefferson Apartment Group and its design team when it formulated its plans for redevelopment of the Orchard Pond apartment community. The area designated in JAG’s plans as Phase I was the logical place to commence the redevelopment effort and retention of a multi-family use in this phase made sense given the developed characteristics of the other three quadrants of the intersection of Quince Orchard Pond and Clopper Road. For Phase II, JAG has reserved for now the specific location of future uses and densities and will make those decisions, to be reflected in future SDP applications, based on the pace and form of development that occurs within the areas clustered around the MARC and future CCT stations.

With this information as background, the Applicant hopes that the Mayor, Council and Planning Commission now better understand the Master Plan guidance that the Applicant relied on in designing and orienting the new Orchard Pond community for future growth.

Thank you for your consideration of these supplemental comments.

Sincerely yours,

MILLER, MILLER & CANBY

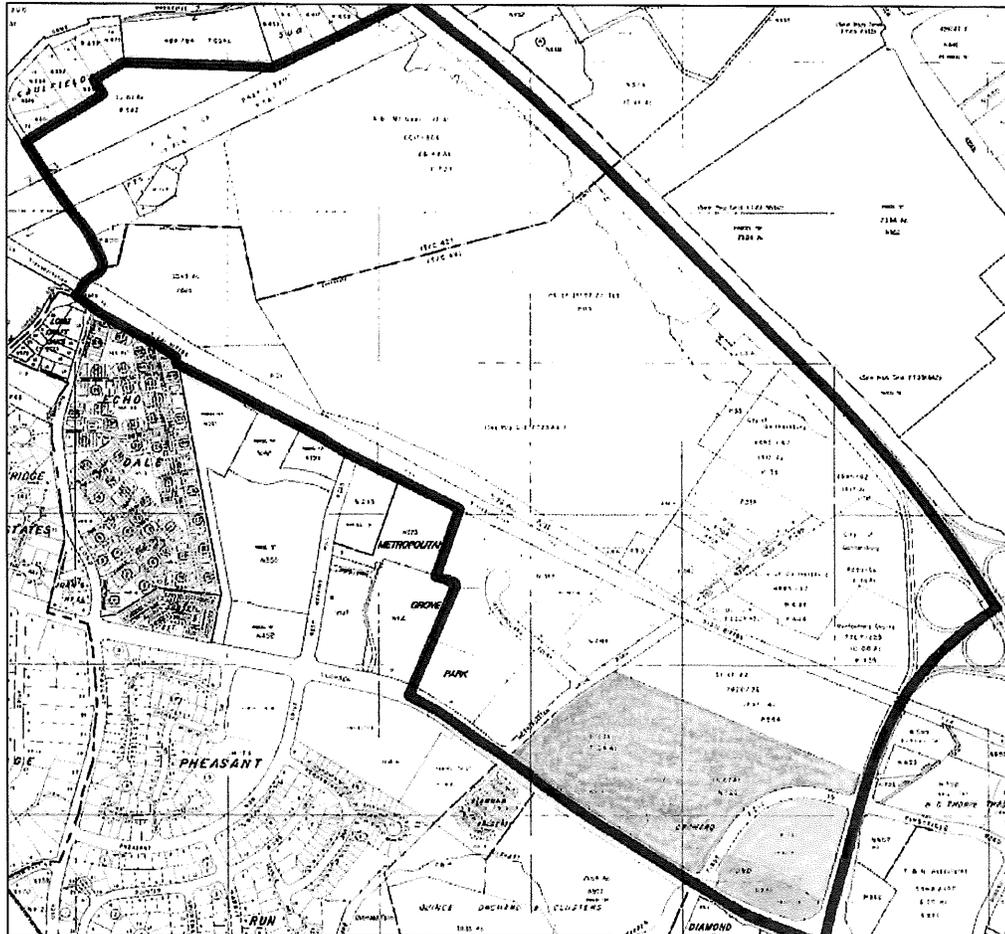


Jody S. Kline

JSK/dlt  
Enclosures

cc: Greg Ossont  
Lauren Pruss  
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Steve Tawes  
Theresa Polizzi  
Joe Schneider  
Glenn Cook

## SPECIAL STUDY AREA 6: CASEY-METROPOLITAN GROVE ROAD



<b>Approximate Total Area:</b>	<b>417 Acres</b>
<b>Existing Land Use:</b>	<b>Undeveloped Land, Office-Industrial- Research, Institutional, and Medium Density Residential</b>
<b>Current Land Use Designation:</b>	<b>Open Space, Mixed Residential, Commercial/Industrial-Research-Office, Institutional, and Medium Density Residential</b>
<b>Current Zoning:</b>	<b>MXD (Mixed Use Development) R-A (Low Density Residential) R-20 (Medium Density Residential) I-3 (Industrial Office Park)</b>

April 6, 2004

115

# Adjournment

# From Staff

MEMORANDUM TO: Mayor and City Council  
Planning Commission

VIA: Angel L. Jones, City Manager

FROM: Rob Robinson, Planner

DATE: February 24, 2010

SUBJECT: Introduction of MP-1-10, the 2009 Transportation Element

On February 17, 2010, staff released MP-1-10, the draft Transportation Element of the 2009 Master Plan update, for the required 60 day public comment period. A joint public hearing before the Mayor & City Council and Planning Commission is scheduled for April 19, 2010. In preparation for the joint hearing, staff has prepared this introduction of the draft element. The intent of this introduction is to present the purpose of the document, the structure of the document, and contents of the document. Both the Mayor & City Council and Planning Commission will be receiving hard copies of the draft element prior to the public hearing date. The full document is currently available on the City's Master Plan website.

The City of Gaithersburg is empowered, under Article 66B, Land Use, of the Annotated Code of Maryland, to exercise autonomous planning and zoning powers. Codified in Article 66B, Section 3.05(a)(4)(iii) requires the development of a Transportation Element as part of the City's comprehensive master plan. This element will present recommendations for the future of Gaithersburg's transportation system while being consistent with the State and City visions laid forth in the City's 2009 Process and Overview Element.

MP-1-10 is an update of the 1997 City of Gaithersburg Transportation Plan. The 1997 plan presented a historical account of transportation planning that has affected Gaithersburg. In addition, it presented a review of the transportation conditions as they were in 1997 and gave recommendations for short and long-term transportation improvements within the City of Gaithersburg.

The 2009 element will give an overall account of conditions, projects, and policies that are now shaping the local transportation system. The link between land use and transportation will be highlighted. The plan will identify needs and provide recommendations for improving the transportation system over the next six years.

Staff has organized MP-1-10 so that it will be a more user-friendly document. The draft plan consists of six chapters and one appendix and makes extensive use of tables and graphic presentations:

Chapter 1: Purpose & Need. This chapter presents the legal foundation for developing this document and the plan's intent as it relates to the City's Master Plan.

Chapter 2: Introduction. This chapter briefly presents current demographic trends and establishes the goal of a multi-modal transportation framework within the City of Gaithersburg.

Chapter 3: System Background. This chapter establishes the baseline conditions within the City of Gaithersburg for streets, congestion levels, transit, bicycle and pedestrian facilities.

Chapter 4: Areas of Special Focus. This chapter is included to specifically address three areas that were subjects of their own master plans. Olde Towne, Frederick Avenue, and the Kentlands vicinity are areas with great future development/redevelopment potential and have been identified as such in the City's Strategic Directions. Each area is subject to unique transportation pressures and possible solutions. Staff felt it appropriate to focus on these areas by themselves and not include the unique recommendations with the overall City policy recommendations.

Chapter 5: City Bicycle and Pedestrian Plan. In March 2007, the City of Gaithersburg initiated a planning process to develop a Bikeway Improvement Plan with consultant Toole Design Group. The subsequent plan consists of an inventory of existing bicycle facilities, included in Chapter 3; and both on-road and off-road future facilities plans. These are included in this chapter graphically with additional bicycle and pedestrian oriented recommendations.

Chapter 6: Policy Objectives and Recommendations. This chapter presents four main objectives and recommendations for implementation. The statements presented are built upon the policies laid forth in the adopted 2009 Process & Overview Element and are to be applied City-wide.

Chapter 7: Appendix- Master Plan Road Classification System. This appendix defines various roads by type (arterial, etc.), right of way, number of lanes, and any additional notes.

A number of "high profile" transportation related items have not been included in this document for the following reasons:

**Longdraft Road:** The City is long on record as opposing this road as being a four lane arterial. Montgomery County responded to this position by removing it as an independent project and agreeing to implement spot improvements as it is currently designed. Staff is of the opinion that there are no further policy issues to be determined in relation to Longdraft; however, it is to be noted that staff did include Longdraft Road on Map 2 (City Master Plan Road Classification System) and identified it as a "collector" and not an "arterial". This classification reaffirms the City's long held position on Longdraft.

**The Intercounty Connector (ICC):** The ICC was not included because as a project, it is under construction with Contract A (I-370 to MD 97) to be completed this fall and the tolling rates having been set by the Maryland Transportation Authority.

**The Humpback Bridge:** The City and the Town of Washington Grove have clearly defined their positions and Montgomery County responded in kind. The existing bridge has been retained and included for possible historic designation by Montgomery County. CSX has publicly stated it will work with the local jurisdictions to determine the best approach in altering the bridge. Staff believes the Mayor and Council will assess and address any possible future CSX issues when appropriate.

**I-270:** This large scale proposed project to increase capacity on I-270 was not specifically included in the draft element. The Mayor & City Council transmitted their recommendation to the Governor and Montgomery County Council in September of 2009, stating support for Alternative 7 with the preference for High Occupancy Toll (HOT) rather than Express Toll Lanes (ETL). At the time of the preparation of the draft element, the Governor has yet to select the Locally Preferred Alternative. Staff is of the opinion that until a decision is made by the State regarding this project and given that the implementation of such a large scale plan would extend far beyond the six year Master Plan window, no additional policy recommendations are warranted. The City has clearly stated its position and preference.

**M-83, Midcounty Highway:** This Montgomery County project is still in the early facility planning phases, with alternatives being studied. Staff did not believe enough progress has been made on this project to go into depth regarding recommendations other than what is currently on record. It is to be noted, that staff did reaffirm the City's position that any alternatives for M-83 not direct traffic onto MD-355 or MD-124 within the City.

**Areas of Special Focus:** Staff intentionally limited the areas to the three included in Chapter 4. Areas such as the Fairgrounds or Lakeforest Mall would not be appropriate to include in this document. Specific transportation recommendations would be presumptive to make until these type areas have gone through the land use master plan process. Transportation recommendations will be included for certain map designations and special study areas included in the upcoming 2009 Land Use Element.

Areas that have received all of their approvals or are under construction have not been included. Also, staff did not include areas that currently have development applications under review because transportation issues will be addressed through the sketch and schematic development plan review processes.

**Parking Management Strategies:** Upon the Council's and Commission's review of the draft element, it will be noted that recommendations regarding parking management strategies and districts are made. Staff made reference only in broad policy terms. Parking management incorporates numerous means to an end. In order to better understand what is meant by parking management, staff has attached, "Parking Management: Strategies, Evaluation, and Planning" by Todd Litman for the Victoria Transport Policy Institute. This document presents a comprehensive overview of the issue and specific actions that can be taken. Should the Council and Planning Commission favor the broad policy recommendations; staff will seek guidance on which specific measures or actions should be included.

# Victoria Transport Policy Institute

1250 Rudlin Street, Victoria, BC, V8V 3R7, CANADA

www.vtppi.org info@vtppi.org

Phone & Fax 250-360-1560

"Efficiency - Equity - Clarity"

## Parking Management *Strategies, Evaluation and Planning*

by

Todd Litman

Victoria Transport Policy Institute

5 November 2008



### Abstract

*Parking management* refers to various policies and programs that result in more efficient use of parking resources. This report summarizes the book, *Parking Management Best Practices* (Planners Press, 2006), which describes and evaluates more than two-dozen such strategies. It investigates problems with current parking planning practices, discusses the costs of parking facilities and the savings that can result from improved management, describes specific parking management strategies and how they can be implemented, discusses parking management planning and evaluation, and describes how to develop the optimal parking management program in a particular situation. Cost-effective parking management programs can usually reduce parking requirements by 20-40% compared with conventional planning requirements, providing many economic, social and environmental benefits.

An shorter version of this paper was presented at the  
*Transportation Research Board 2007 Annual Meeting* ([www.trb.org](http://www.trb.org))  
Paper 07-1581

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## Introduction

Parking is an essential component of the transportation system. Vehicles must park at every destination. A typical automobile is parked 23 hours each day, and uses several parking spaces each week.

Parking facilities are a major cost to society, and parking conflicts are among the most common problems facing designers, operators, planners and other officials. Such problems can be often defined either in terms of *supply* (too few spaces are available, somebody must build more) or in terms of *management* (available facilities are used inefficiently and should be better managed). Management solutions tend to be better than expanding supply because they support more strategic planning objectives:

- Reduced development costs and increased affordability.
- More compact, multi-modal community planning (smart growth).
- Encourage use of alternative modes and reduce motor vehicle use (thereby reducing traffic congestion, accidents and pollution).
- Improved user options and quality of service, particularly for non-drivers.
- Improved design flexibility, creating more functional and attractive communities.
- Ability to accommodate new uses and respond to new demands.
- Reduced impervious surface and related environmental and aesthetic benefits.

*Parking management* refers to policies and programs that result in more efficient use of parking resources. Parking management includes several specific strategies; nearly two dozen are described in this report. When appropriately applied parking management can significantly reduce the number of parking spaces required in a particular situation, providing a variety of economic, social and environmental benefits. When all impacts are considered, improved management is often the best solution to parking problems.

### **Parking Management Principles**

These ten general principles can help guide planning decision to support parking management.

1. *Consumer choice.* People should have viable parking and travel options.
2. *User information.* Motorists should have information on their parking and travel options.
3. *Sharing.* Parking facilities should serve multiple users and destinations.
4. *Efficient utilization.* Parking facilities should be sized and managed so spaces are frequently occupied.
5. *Flexibility.* Parking plans should accommodate uncertainty and change.
6. *Prioritization.* The most desirable spaces should be managed to favor higher-priority uses.
7. *Pricing.* As much as possible, users should pay directly for the parking facilities they use.
8. *Peak management.* Special efforts should be made to deal with peak-demand.
9. *Quality vs. quantity.* Parking facility quality should be considered as important as quantity, including aesthetics, security, accessibility and user information.
10. *Comprehensive analysis.* All significant costs and benefits should be considered in parking planning.

### **Parking Management Benefits**

- *Facility cost savings.* Reduces costs to governments, businesses, developers and consumers.
- *Improved quality of service.* Many strategies improve user quality of service by providing better information, increasing consumer options, reducing congestion and creating more attractive facilities.
- *More flexible facility location and design.* Parking management gives architects, designers and planners more ways to address parking requirements.
- *Revenue generation.* Some management strategies generate revenues that can fund parking facilities, transportation improvements, or other important projects.
- *Reduces land consumption.* Parking management can reduce land requirements and so helps to preserve greenspace and other valuable ecological, historic and cultural resources.
- *Supports mobility management.* Parking management is an important component of efforts to encourage more efficient transportation patterns, which helps reduce problems such as traffic congestion, roadway costs, pollution emissions, energy consumption and traffic accidents.
- *Supports Smart Growth.* Parking management helps create more accessible and efficient land use patterns, and support other land use planning objectives.
- *Improved walkability.* By allowing more clustered development and buildings located closer to sidewalks and streets, parking management helps create more walkable communities.
- *Supports transit.* Parking management supports transit oriented development and transit use.
- *Reduced stormwater management costs, water pollution and heat island effects.* Parking management can reduce total pavement area and incorporate design features such as landscaping and shading that reduce stormwater flow, water pollution and solar heat gain.
- *Supports equity objectives.* Management strategies can reduce the need for parking subsidies, improve travel options for non-drivers, provide financial savings to lower-income households, and increase housing affordability.
- *More livable communities.* Parking management can help create more attractive and efficient urban environments by reducing total paved areas, allowing more flexible building design, increasing walkability and improving parking facility design.

This report describes various parking management strategies, how to evaluate these strategies and develop an integrated parking plan, plus examples and resources for more information. Most parking management strategies have been described in previous publications but no existing document describes them all or provides guidance on planning and implementing a comprehensive parking management program. This report summarizes the book *Parking Management Best Practices*, published by Planners Press in 2006. If you find this report useful, please purchase the book for more information.

## Examples

Below are three illustrative examples of parking management programs.

### Reducing Building Development Costs

A mixed-use building is being constructed in an urban or suburban area that will contain 100 housing units and 10,000 square feet of commercial space. By conventional standards this requires 200 parking spaces (1.6 spaces per housing unit plus 4 spaces per 1,000 square feet of commercial space), costing from \$2 million for surface parking (about 9% of the total development costs), up to \$6 million for underground parking (about 25% of total development costs). However, because the building is in a relatively accessible location (on a street that has sidewalks, with retail business and public transit services located nearby) and onstreet parking is available nearby to accommodate occasional overflows, the building owners argue that a lower standard should be applied, such as 1.2 parking spaces per housing unit and 3 spaces per 1,000 square feet of commercial space, reducing total requirements to 150 spaces. To further reduce parking requirements the developer proposes the following:

- *Unbundle parking*, so parking spaces are rented separately from building space. For example, rather than paying \$1,000 per month for an apartment with two parking spaces renters pay \$800 per month for the apartment and \$100 per month for each parking space. This typically reduces parking requirements by 20%.
- Encourage businesses to implement *commute trip reduction programs* for their employees, including *cashing out* free parking (employees are offered \$50 per month if they don't use a parking space). This typically reduces automobile commuting by 20%.
- *Regulate* the most convenient parking spaces to favor higher-priority uses, including delivery vehicles and short errands, and handicapped users.
- Include four *carshare vehicles* in the building. Each typically substitutes for 5 personal vehicles, reducing 4 parking spaces.
- Incorporate excellent *walking facilities*, including sidewalk upgrades if needed to allow convenient access to nearby destinations, overflow parking facilities and transit stops.
- Incorporate *bicycle parking* and changing facilities into the building.
- Provide *information* to resident, employees and visitors about transit, rideshare and taxi services, bicycling facilities, and overflow parking options.
- Develop a contingency-based *overflow parking plan* that indicates where is available nearby if on-site facilities are full, and how and *spillover impacts* will be addressed. For example, identify where additional parking spaces can be rented if needed.

This management program allows total parking requirements to be reduced to 100 spaces, providing \$100,000 to \$500,000 in annualized parking facility capital and operating cost savings (compared with \$20,000-\$50,000 in additional expenses for implementing these strategies), as well as providing improved options to users and reduced vehicle traffic.

### **Increasing Office Building Profits and Benefits**

An office building has 100 employees and 120 surface parking spaces, providing one space per employee plus 20 visitor spaces. The building earns \$1,000,000 annually in rent, of which \$900,000 is spent on debt servicing and operating expenses, leaving \$100,000 annual net profit.

Parking management begins when a nearby restaurant arranges to use 20 spaces for staff parking during evenings and weekends for \$50 per month per space, providing \$12,000 in additional annual revenue. After subtracting \$2,000 for walkway improvements between the sites, and additional operating costs, this increases profits 10%. Later a nearby church arranges to use 50 parking spaces Sunday mornings for \$500 per month, providing \$6,000 in annual revenue. After subtracting \$1,000 for additional operating costs, this increases profits by another 5%. Next, a commercial parking operator arranges to rent the building's unused parking to general public during evenings and weekends. This provides \$10,000 in net annual revenue, an additional 10% profit.

Inspired, the building manager develops a comprehensive management plan to take full advantage of the parking facility's value. Rather than giving each employee a reserved space, spaces are shared, so 80 spaces can easily serve the 100 employees. A commute trip reduction program is implemented with a \$40 per month cash-out option, which reduces parking requirements by another 20 spaces. As a result, employees only need 60 parking spaces. The extra 40 parking spaces are leased to nearby businesses for \$80 per month, providing \$32,000 in annual revenue, \$9,600 of which is used to fund cash-out payments and \$2,400 to cover additional costs, leaving \$20,000 net profits.

Because business is growing, the tenant wants additional building space for 30 more employees. Purchasing land for another building would cost approximately \$1 million, and result in two separate work locations, an undesirable arrangement. Instead, the building manager stops leasing daytime parking and raises the cash-out rate to \$50 per month, which causes an additional 10 percentage point reduction in automobile commuting. With these management strategies, 87 parking spaces are adequate to serve 130 employees plus visitors, leaving the land currently used by 33 parking spaces available for a building site. To address concerns that this parking supply may be insufficient sometime in the future, a contingency plan is developed which identifies what will be done if more parking is needed, which might involve an overflow parking plan, providing additional commuter incentives during peak periods, leasing nearby parking, or building structured parking if necessary.

This parking management plan saves \$1 million in land costs, a \$50,000 annualized value. Parking spaces can still be rented on weekends and evenings, bringing in an additional \$25,000. These parking management strategies increased total building profits about 75%, allow a business to locate entirely at one location, and provide parking to additional users during off-peak periods. Other benefits include increased income and travel options for employees, reduced traffic congestion and air pollution, and reduced stormwater runoff.

### **Downtown – Addressing Parking Problems**

A growing downtown is experiencing parking problems. Most downtown parking is unpriced, with 2-hour limits for on-street parking. During peak periods 90% of core-area parking spaces are occupied, although there is virtually always parking available a few blocks away, and many of the core spaces are used by commuters or long-term visitors, who moved their vehicles every two hours to avoid citations.

Local businesses asked the city to build a \$5 million parking structure, which would either require about \$500,000 in annual subsidies or would require user charges. Experience in similar downtowns indicates that if most public parking is unpriced, few motorists will pay for parking so the structure would be underutilized and do little to alleviate parking problems. Local officials decide to first implement a management program, to defer or avoid the need for a parking structure. Parking surveys are performed regularly to track utilization and turnover rates, in order to identify problems. The program's objectives are to encourage efficient use of parking facilities, insure that parking is convenient for priority uses (deliveries, customers and short errands), and maintain parking utilization at about 85%. It includes the following strategies:

- Increase enforcement of regulations, particularly during busy periods, but insure that enforcement is friendly and fair.
- Reduce on-street time limits (e.g., 2-hours to 90 minutes) where needed to increase turnover.
- Expand core area boundaries to increase the number of spaces managed for short-term use.
- Encourage businesses to share parking, so for example, a restaurant allows its parking spaces to be used by an office building during the weekdays in exchange for using the office parking during evenings and weekends.
- Encourage use of alternative modes. The city may partner with the downtown business organization to support commute trip reduction programs and downtown shuttle service.
- Develop special regulations as needed, such as for disabled access, delivery and loading areas, or to accommodate other particular land uses.
- Implement a residential parking permit program if needed to address spillover problems in nearby residential areas, but accommodate non-residential users as much as possible.
- Provide signs and maps showing motorists where they may park.
- Have an overflow parking plan for occasionally special events that attract large crowds.
- Establish high standards for parking facility design, including aesthetic and safety features, to enhance the downtown environment.
- Price parking, using convenient pricing methods. Apply the following principles:
  - Adjust rates as needed to maintain optional utilization (i.e., 85% peak occupancy).
  - Structure rates to favor short-term uses in core areas and encourage longer-term parkers to shift to other locations.
  - Provide special rates to serve appropriate uses, such as for evening and weekend events.
  - Use revenues to improve enforcement, security, facility maintenance, marketing, and mobility management programs that encourage use of alternative modes.

**Paradigm Shift**

Parking planning is undergoing a *paradigm shift*, a fundamental change in how a problem is perceived and solutions evaluated. The old paradigm assumes that parking should be abundant and free at most destinations. It strives to maximize supply and minimize price. The old paradigm assumes that parking lots should almost never fill, that parking facility costs should be incorporated into the costs of buildings or subsidized by governments, and that every destination should satisfy its own parking needs.

The new paradigm strives to provide *optimal* parking supply and price. It considers too much supply as harmful as too little, and prices that are too low as harmful as those that are too high. The new paradigm strives to use parking facilities efficiently. It considers full lots to be acceptable, provided that additional parking is available nearby, and that any spillover problems are addressed. It emphasizes sharing of parking facilities between different destinations. It favors charging parking facility costs directly to users, and providing financial rewards to people who reduce their parking demand.

The old paradigm tends to resist change. It places a heavy burden of proof on innovation. The new paradigm recognizes that transport and land use conditions evolve so parking planning practices need frequent adjustment. It shifts the burden of proof, allowing new approaches to be tried until their effectiveness (or lack thereof) is proven. Table 1 compares the old and new parking paradigms.

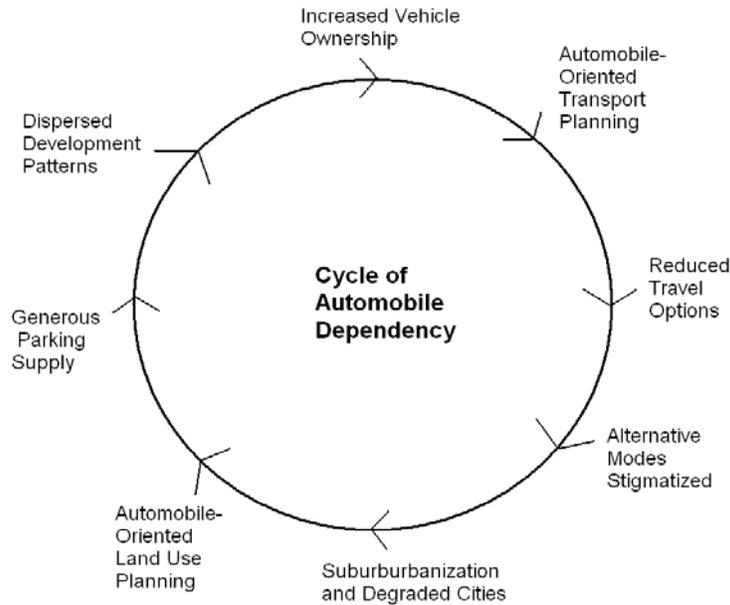
**Table 1 Old and New Parking Paradigms Compared**

Old Parking Paradigm	New Parking Paradigm
“Parking problem” means inadequate parking supply.	There can be many types of parking problems, including inadequate or excessive supply, too low or high prices, inadequate user information, and inefficient management.
Abundant parking supply is always desirable.	Too much supply is as harmful as too little.
Parking should generally be provided free, funded indirectly, through rents and taxes.	As much as possible, users should pay directly for parking facilities.
Parking should be available on a first-come basis.	Parking should be regulated to favor higher priority uses and encourage efficiency.
Parking requirements should be applied rigidly, without exception or variation.	Parking requirements should reflect each particular situation, and should be applied flexibly.
Innovation faces a high burden of proof and should only be applied if proven and widely accepted.	Innovations should be encouraged, since even unsuccessful experiments often provide useful information.
Parking management is a last resort, to be applied only if increasing supply is infeasible.	Parking management programs should be widely applied to prevent parking problems.
“Transportation” means driving. Land use dispersion (sprawl) is acceptable or even desirable.	Driving is just one type of transport. Dispersed, automobile-dependent land use patterns can be undesirable.

*Parking management changes the way parking problems are defined and solutions evaluated.*

The old paradigm results in *predict and provide* planning, in which past trends are extrapolated to predict future demand, which planners then try to satisfy. This often creates a self-fulfilling prophecy, since abundant parking supply increases vehicle use and urban sprawl, causing parking demand and parking supply to ratchet further upward, as illustrated in Figure 1.

**Figure 1** Cycle of Automobile Dependency



*Generous parking supply is part of a cycle that leads to increased automobile dependency. Parking management can help break this cycle.*

It is important to define parking problems carefully. For example, if people complain about a parking problem, it is important to determine exactly what type of problem, and where, when and to whom it occurs. Increasing supply helps reduce parking congestion and spillover problems but increases most other problems. Management solutions tend to reduce most problems, providing a greater range of benefits and so are supported by more comprehensive planning.

## How Much Is Optimal?

Optimal parking supply is the amount that motorists would purchase if they paid all costs directly and had good parking and transport options. But conventional planning practices reflect an assumption that it is desirable to maximize parking supply and minimize user charges. They consider parking management a measure of last resort, to be applied only where it is infeasible to expand supply.

Conventional planning determines how much parking to provide at a particular site planners based on recommended minimum parking standards published by various professional organizations. This provides an *index* or *parking ratio* used to calculate the number of spaces to supply at a particular location. These are *unconstrained* and *unadjusted* values, which generally reflect the maximum supply that could be needed.

These standards are often excessive and can usually be adjusted significantly downward. To appreciate why it is helpful to know a little about how parking standards are developed. Conventional parking standards are based on parking demand surveys, the results of which are collected and published in technical reports such as ITE's *Parking Generation*. This process implies a higher degree of accuracy than is actually justified. Fewer than a dozen demand surveys are used to set standards for many land use categories. The analysis does not usually take into account geographic, demographic and economic factors that can affect parking demand, such as whether a site is urban or suburban, and whether parking is free or priced.

These standards err toward oversupply in many ways. They are derived from parking demand studies that were mostly performed in automobile-dependent locations. They are generally based on 85<sup>th</sup> percentile demand curves (which means that 85 out of 100 sites will have unoccupied parking spaces even during peak periods), an 85<sup>th</sup> occupancy rate (a parking facility is considered full if 85% of spaces are occupied) and a 10<sup>th</sup> design hour (parking facilities are sized to fill only ten hours per year). Applying these standards results in far more parking supply than is usually needed at most destinations, particularly where land use is mixed, there are good travel options, parking is managed for efficiency or priced.

Most people planning apply parking standards have little understanding of the biases and errors they contain, and the problems created by excessive parking supply. The application of generous and inflexible parking standards is often defended as being *conservative*, implying that this approach is cautious and responsible. Use of the word *conservative* in this context is confusing because it results in the opposite of what is implied. Excessive parking requirements waste resources, both directly, by increasing the money and land devoted to parking facilities, in indirectly, by increasing automobile use and sprawl. Better parking management actually tends to be more *conservative* overall.

### ***Alternative Ways To Determine How Much Parking To Supply***

There are better ways to determine how much parking to supply at a particular site. *Efficiency-based standards* size facilities for optimal utilization. This means that most parking lots are allowed to fill, provided that management strategies can insure user convenience and address any problems. For example, parking facilities at a store can be sized to fill daily or weekly, provided that overflow parking is available nearby, motorists have information about available parking options, and regulations are adequately enforced to address any spillover problems that develop.

Efficiency-based standards take into account geographic, demographic and economic factors that affect parking demand. They also reflect the relative costs and benefits of different options, so less parking is supplied where parking supply is relatively costly to provide or where management programs easy to implement. Efficiency-based standards should also reflect strategic planning objectives such as a desire for more compact development, or to reduce traffic.

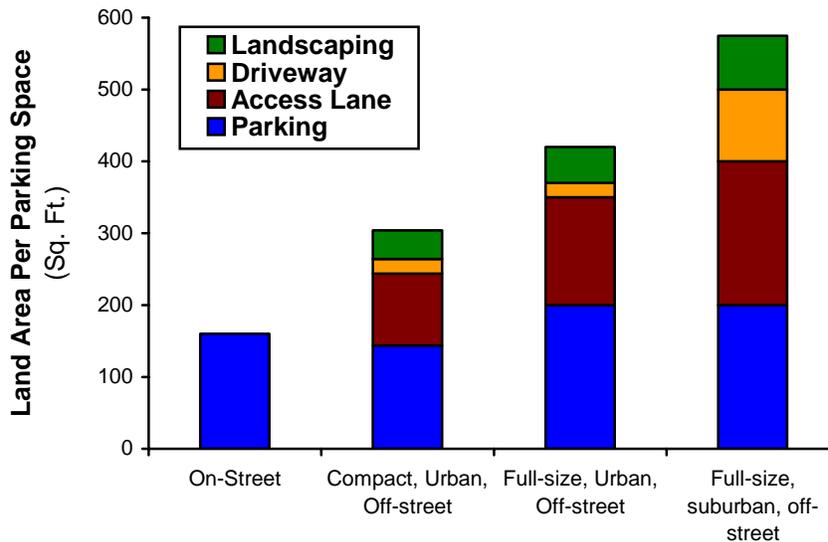
Because it is not possible to predict exact parking demand and management program effectiveness, efficiency-based standards rely on *contingency-based planning*, which means that planners identify solutions that can be deployed if needed in the future. For example, if a new building is predicted to need 60 to 100 parking spaces, the conventional approach is to supply either the middle value (80 spaces), or the maximum value (100 spaces). With contingency-based planning, the lower-bound value (60 spaces) is initially supplied, conditions are monitored, and various strategies are identified for implementation if needed. This may include banking land for additional parking supply and various parking management programs. This allows planners to use lower parking standards with the confidence that any resulting problems can be easily solved.

## Parking Facility Costs

A major benefit of parking management is its ability to reduce facility costs (Parking Costs,” Litman, 2003). Parking facility costs are usually borne indirectly through rents, taxes and as a component of retail goods, so most people have little idea of parking facility costs and the potential savings from more efficient management.

A typical parking space is 8-10 feet (2.4-3.0 meters) wide and 18-20 feet (5.5-6.0 meter) deep, totaling 144-200 square feet (13-19 sq. meters). Off-street parking requires driveways and access lanes, and so typically requires 300-400 square feet (28-37 square meters) per space, allowing 100-150 spaces per acre (250-370 per hectare).

**Figure 2** Typical Parking Facility Land Use (“Parking Evaluation,” VTPI, 2005)



*Land requirements per parking space vary depending on type and size. Off-street spaces require driveways and access lanes. Landscaping typically adds 10-15% to parking lot area.*

The direct, annualized costs of providing parking (not including indirect costs such as stormwater management, environmental impacts, aesthetic degradation, etc.). This varies from about \$250 per space if otherwise unused land is available, and construction and operating costs are minimal, to more than \$2,250 for structured parking with attendants. On-street parking spaces require less land per space than off-street parking, since they do not require access lanes, but their opportunity costs can be high if they use road space needed for traffic lanes or sidewalks. The *Parking Cost, Pricing and Revenue Calculator* ([www.vtpi.org/parking.xls](http://www.vtpi.org/parking.xls)) can be used to calculate these costs for a particular situation.

In addition to these direct costs, generous parking supply imposes indirect costs, including increased sprawl, impervious surface and associated stormwater management costs, reduced design flexibility, reduced efficiency of alternative modes (walking, ridesharing and public transit use), and increased traffic problems. Put more positively, parking management can help solve a variety of economic, social and environmental problems, increase economic productivity, and make consumers better off overall.

## **Parking Management Strategies**

*This section describes a variety of specific parking management strategies. For more information see Litman (2006a) and related chapters in VTPI (2005).*

### **Shared Parking**

*Shared Parking* means that a parking facility serves multiple users or destinations (“Shared Parking,” VTPI, 2005). This is most successful if destinations have different peak periods, or if they share patrons so motorists park at one facility and walk to multiple destinations. Parking facilities can be shared in several ways.

- *Shared Rather Than Reserved Spaces.* Motorists share parking spaces, rather than being assigned a reserved space. For example, 100 employees can usually share 60-80 parking spaces, since at any particular time some are on leave, commuting by an alternative mode, in the field, or working another shift. Hotels, apartments, condominiums and dormitories can share parking spaces among several units, since the number of vehicles per unit varies over time. Sharing can be optional, so for example, motorists could choose between \$60 per month for a shared space or \$100 for a reserved space.
- *Share Parking Among Destinations.* Parking can be shared among multiple destinations. For example, an office building can share parking with a restaurant or theater, since peak demand for offices occurs during weekdays, and on weekend evenings for restaurants and theaters, as indicated in Table 2. Sharing can involve mixing land uses on single site, such as a mall or campus, or by creating a sharing arrangement between sites located suitably close together.

**Table 2      Typical Peak Parking Periods For Various Land Uses**

<b>Weekday</b>	<b>Evening</b>	<b>Weekend</b>
Banks and public services	Auditoriums	Religious institutions
Offices and other employment centers	Bars and dance halls	Parks
Park & Ride facilities	Meeting halls	Shops and malls
Schools, daycare centers and colleges	Restaurants	
Factories and distribution centers	Theaters	
Medical clinics	Hotels	
Professional services		

*This table indicates peak parking demand for different land use types. Parking can be shared efficiently by land uses with different peaks.*

- *Public Parking Facilities.* Public parking, including on-street, municipal off-street, and commercial (for profit) facilities generally serve multiple destinations. Converting from free, single-use to paid, public parking allows more efficient, shared use.
- *In Lieu Fees.* “In lieu fees” mean that developers help fund public parking facilities instead of providing private facilities serving a single destination. This tends to be more cost effective and efficient. It can be mandated or optional.

- *Special Parking Assessment.* Businesses in an area can be assessed a special assessment or tax to fund parking facilities in their area, as an alternative to each business supplying its own facilities. This is often implemented through a downtown business improvement district.

### **Parking Regulation**

*Parking regulations* control who, when and how long vehicles may park at a particular location, in order to prioritize parking facility use. The table below describes common regulations and the type of parking activity they favor.

**Table 3 Common Parking Regulations**

<b>Name</b>	<b>Description</b>	<b>Favored Activity</b>
User or vehicle type	Spaces dedicated to loading, service, taxis, customers, rideshare vehicles, disabled users, buses and trucks.	As specified.
Duration.	Limit parking duration (5-minute loading zones, 30-minutes adjacent to shop entrances, 1- or 2-hour limits).	Short-term users, such as deliveries, customers and errands.
Time period restrictions	Prohibit occupancy at certain times, such as before 10 am, to discourage employee use, or between 10 pm and 5 am to discourage resident use.	Depends on restrictions.
Employee restrictions.	Require or encourage employees to use less convenient parking spaces.	Customers, deliveries and errands.
Special events	Have special parking regulations during special events.	Depends on restrictions.
Accommodate short-term users.	Provide options for vehicles that make numerous short stops, such as special parking passes.	Delivery and service vehicles.
Residential parking permits	Use Residential Parking Permits (RPPs) to give area residents priority use of parking near their homes.	Residents.
Options for special users.	Establish a system that allows specific parking spaces to be reserved for service and construction vehicles.	Vehicles used for special activities.
Restrict overnight parking	Prohibit overnight parking to discourage use by residents and campers.	Shorter-term parkers
Street cleaning restrictions	Regulations that prohibit parking on a particular street one day of the week to allow street sweeping.	Street cleaning. Insures motorists move their vehicles occasionally.
Large vehicle restrictions	Limit on-street parking of large vehicles, such as freight trucks and trailers.	Normal-size vehicles
Arterial lanes	Prohibit on-street parking on arterials during peak periods, to increase traffic lanes.	Vehicle traffic over parking.
abandoned vehicles	Have a system to identify and remove abandoned vehicles from public parking facilities.	Operating vehicles.

**More Accurate and Flexible Standards**

*More accurate and flexible standards* means that parking requirements at a particular location are adjusted to account for factors, such as those in Table 4 (Cuddy, 2007).

**Table 4 Parking Requirement Adjustment Factors**

<b>Factor</b>	<b>Description</b>	<b>Typical Adjustments</b>
Geographic Location	Vehicle ownership and use rates in an area.	Adjust parking requirements to reflect variations identified in census and travel survey data.
Residential Density	Number of residents or housing units per acre/hectare.	Reduce requirements 1% for each resident per acre: Reduce requirements 15% where there are 15 residents per acre, and 30% if there are 30 residents per acre.
Employment Density	Number of employees per acre.	Reduce requirements 10-15% in areas with 50 or more employees per gross acre.
Land Use Mix	Range of land uses located within convenient walking distance.	Reduce requirements 5-10% in mixed-use developments. Additional reductions with shared parking.
Transit Accessibility	Nearby transit service frequency and quality.	Reduce requirements 10% for housing and employment within ¼ mile of frequent bus service, and 20% for housing and employment within ¼ mile of a rail transit station.
Carsharing	Whether a carsharing service is located nearby.	Reduce residential requirements 5-10% if a carsharing service is located nearby, or reduce 4-8 parking spaces for each carshare vehicle in a residential building.
Walkability	Walking environment quality.	Reduce requirements 5-15% in walkable communities, and more if walkability allow more shared and off-site parking.
Demographics	Age and physical ability of residents or commuters.	Reduce requirements 20-40% for housing for young (under 30) elderly (over 65) or disabled people.
Income	Average income of residents or commuters.	Reduce requirements 10-20% for the 20% lowest income households, and 20-30% for the lowest 10%.
Housing Tenure	Whether housing are owned or rented.	Reduce requirements 20-40% for rental versus owner occupied housing.
Pricing	Parking that is priced, unbundled or cashed out.	Reduce requirements 10-30% for cost-recovery pricing (i.e. parking priced to pay the full cost of parking facilities).
Unbundling Parking	Parking sold or rented separately from building space.	Unbundling parking typically reduces vehicle ownership and parking demand 10-20%.
Parking & Mobility Management	Parking and mobility management programs are implemented at a site.	Reduce requirements 10-40% at worksites with effective parking and mobility management programs.
Design Hour	Number of allowable annual hours a parking facility may fill.	Reduce requirements 10-20% if a 10 <sup>th</sup> annual design hour is replaced by a 30 <sup>th</sup> annual peak hour. Requires overflow plan.
Contingency-Based Planning	Use lower-bound requirements, and implement additional strategies if needed.	Reduce requirements 10-30%, and more if a comprehensive parking management program is implemented.

*This table summarizes various factors that affect parking demand and optimal parking supply.*

### **Parking Maximums**

*Parking Maximums* means that an upper limit is placed on parking supply, either at individual sites or in an area. Area-wide limits are called *Parking Caps*. These can be in addition to or instead of minimum parking requirements. Excessive parking supply can also be discouraged by reducing public parking supplies, imposing a special parking tax, and by enforcing regulations that limit temporary parking facilities. Maximums often apply only to certain types of parking, such as long-term, single-use, free, or surface parking, depending on planning objectives.

### **Remote Parking and Shuttle Service**

*Remote Parking* (also called *Satellite Parking*) refers to the use of off-site parking facilities. This often involves shared facilities, such as office workers parking at a restaurant parking lot during the day, in exchange for restaurant employees using the office parking lot evenings and weekends. It can involve use of public facilities, such as commercial parking lots. Remote parking can also involve use of parking facilities located at the periphery of a business district or other activity center, and use of overflow parking during a special event that attracts large crowds. Special shuttle buses or free transit service may be provided to connect destinations with remote parking facilities, allowing them to be farther apart than would otherwise be acceptable. Another type of remote parking is use of *Park & Ride* facilities, often located at the urban fringe where parking is free or significantly less expensive than in urban centers.

**Figure 3**      **Overflow Parking Sign**



Remote parking requires providing adequate use information and incentives to encourage motorists to use more distant facilities. For example, signs and maps should indicate the location of peripheral parking facilities, and they should be significantly cheaper to use than in the core. Without such incentives, peripheral parking facilities are often underused while core parking is congested.

**Smart Growth**

*Smart growth* (also called *New Urbanism*, *Location Efficient Development* and *Transit Oriented Development*) is a general term for development policies that result in more efficient transportation and land use patterns, by creating more compact, development with multi-modal transportation systems (“Smart Growth,” VTPI, 2005).

Smart growth supports and is supported by parking management. Parking management reduces the amount of land required for parking facilities, reduces automobile use and increases infill affordability. These land use patterns, in turn, tend to reduce vehicle ownership and use, and so reduce parking requirements. They allow more sharing of parking facilities, shifts to alternative modes, and various types of parking pricing. Smart growth usually incorporates specific parking management strategies, as indicated in Table 5. Effective parking management is a key component of smart growth.

**Table 5 Conventional and Smart Growth Parking Policies**

<b>Conventional Parking Policies</b>	<b>Smart Growth Parking Policies</b>
Managed only for motorist convenience	Managed for transport system efficiency
Maximum parking supply	Optimal parking supply (not too little, not too much)
Prefers free parking	Prefers priced parking (user pays directly)
Dedicated parking facilities	Shared parking facilities
Favors lower-density, dispersed development	Favors compact development.

### ***Walking and Cycling Improvements***

*Walking and Cycling* (together called *Non-motorized, Active or Human Powered* transport) improvements support parking management strategies in several ways (“Walking and Cycling Improvements,” VTPI, 2005):

- Improving walkability (the quality of walking conditions) expands the range of parking facilities that serve a destination. It increases the feasibility of sharing parking facilities and use of remote parking facilities.
- Improving walkability increases “park once” trips, that is, parking in one location and walking rather than driving to other destinations, which reduces vehicle trips and the amount of parking required at each destination.
- Walking and cycling improvements allow these modes to substitute for some automobile trips.
- Walking and cycling improvements encourage transit use, since most transit trips involve walking or cycling links.

### ***Increase Capacity of Existing Parking Facilities***

*Increase capacity of existing parking facilities* means that parking supply increases without using more land or major construction. There are various ways to do this:

- Use currently wasted areas (corners, edges, undeveloped land, etc.). This can be particularly appropriate for small car spaces, motorcycle and bicycle parking.
- Where there is adequate street width, change from parallel to angled on-street parking.
- Maximize the number of on-street parking spaces, for example, by using a curb lane for parking rather than traffic during off-peak periods, and designating undersized spaces for small cars or motorcycles.
- Provide special, small parking spaces for motorcycles. Allow and encourage motorcycles to share parking spaces when possible.
- Reduce parking space size. Shorter-term parking requires larger spaces, but employee and residential parking spaces can be somewhat smaller. A portion of spaces can be sized for compact vehicles, which require about 20% less space than full-size stalls.
- Use car stackers and mechanical garages. These can significantly increase the number of vehicles parked in an area. However, they are only suitable for certain applications. They generally require an attendant to move lower-level vehicles when needed to access upper-level vehicles, and stackers may be unable to accommodate larger vehicles such as SUV, vans and trucks.
- Use valet parking, particularly during busy periods. This can increase parking capacity by 20-40% compared with users parking their vehicles. Commercial lots often have attendants park vehicles during busy periods, but not off-peak.
- Remove or consolidate non-operating vehicles, equipment, material and junk stored in parking facilities, particularly in prime locations.

**Mobility Management**

*Mobility Management* (also called *Transportation Demand Management* or *TDM*) is a general term for strategies that increase transportation system efficiency by changing travel behavior (VTPI, 2005). It may affect travel frequency, mode, destination or timing (for example, shifting from peak to off-peak). There are many different mobility management strategies, as summarized in the table below.

**Table 6 Mobility Management Strategies (VTPI, 2003)**

<b>Improved Transport Options</b>	<b>Incentives to Shift Mode</b>	<b>Land Use Management</b>	<b>Policies and Programs</b>
Alternative Work Schedules	Bicycle and Pedestrian Encouragement	Car-Free Districts	Access Management
Bicycle Improvements	Congestion Pricing	Compact Land Use	Campus Transport Management
Bike/Transit Integration	Distance-Based Pricing	Location Efficient Development	Data Collection and Surveys
Carsharing	Commuter Financial Incentives	New Urbanism	Commute Trip Reduction
Guaranteed Ride Home	Fuel Tax Increases	Smart Growth	Freight Transport Management
Security Improvements	High Occupant Vehicle (HOV) Priority	Transit Oriented Development (TOD)	Marketing Programs
Park & Ride	Pay-As-You-Drive Insurance	Street Reclaiming	School Trip Management
Pedestrian Improvements	Parking Pricing		Special Event Management
Ridesharing	Road Pricing		Tourist Transport Management
Shuttle Services	Vehicle Use Restrictions		Transport Market Reforms
Improved Taxi Service			
Telework			
Traffic Calming			
Transit Improvements			

*Mobility management includes numerous strategies that affect vehicle travel behavior. Many affect parking demand.*

Mobility management both supports and is supported by parking management. Mobility management programs often reduce parking demand, and many parking management strategies help reduce vehicle traffic create more accessible land use patterns or support other mobility management objectives.

### **Parking Pricing**

*Parking Pricing* means that motorists pay directly for using parking facilities (“Parking Pricing,” VTPI, 2005; Shoup, 2005). This may be implemented as a parking management strategy (to reduce parking problems), as a mobility management strategy (to reduce transport problems), to recover parking facility costs, or to raise revenue for any purpose (such as funding local transport programs or downtown improvements). It is often intended to achieve a combination of objectives.

Currently, most parking is inefficiently priced; it is provided free, significantly subsidized, or bundled (automatically included) with building purchases and rents, forcing consumers to pay for parking facilities regardless of whether or not they want it. When motorists do pay directly for parking, it is often a flat annual or monthly fee, providing little incentive to use an alternative mode occasionally. Rates should be set to optimize parking facility use, called *performance-based pricing*, which means that about 15% of parking spaces are vacant and available at any time (Shoup, 2006).

### **Improve Parking Pricing Methods**

Much of the resistance to parking pricing results from inconvenient pricing methods:

- Many require payment in specific denominations (coins or bills).
- Many require motorists to predict how long they will be parked, with no refund available if motorists leave earlier than predicted.
- Some payment systems cannot easily handle multiple price structures or discounts.
- Some are confusing or slow to use.
- Some have high equipment or enforcement costs.
- Enforcement often seems arbitrary or excessive.

Better payment methods are available. Newer electronic systems are more convenient, accurate, flexible, and increasingly cost effective. They can accommodate various payment methods (coins, bills, credit and debit cards, and by cellular telephone or the Internet), charge only for the amount of time parked, incorporate multiple rates and discounts, automatically vary rates by day and time, and are convenient to use. Some can be integrated with payment systems for other public services such as transit, roads tolls, and telephone use. Some employ contactless technology which automatically deducts payment. Newer systems also produce printed receipts and record data for auditing, which prevents fraud and increases convenience for customers, operators and local governments. They can also automatically record data on utilization and turnover, which improves planning and administration.

### **Financial Incentives**

*Financial Incentives* means that travelers (particularly commuters) are offered financial benefits for reducing their automobile trips (“Commuter Financial Incentives,” VTPI, 2005). These benefits represent the cost savings that result from reduced parking demand. There are various types of incentives. *Parking cash-out* means that commuters who are offered subsidized parking can choose cash instead. *Transit benefits* means that employees receive a subsidized transit pass. *Universal transit passes* means that a group purchases discounted, bulk transit passes for all members. Another incentive is to provide *discounted or preferential parking* for rideshare (carpool and vanpool) vehicles. Consumers value these options because they provide positive rewards for those who reduce vehicle trips and parking demand.

Financial incentives such as transit benefits and parking cash-out typically reduce automobile travel 10-30%, depending on the value of the incentive, and various factors. In urban areas commuters tend to shift to walking and transit. In suburban areas they tend to shift to cycling and ridesharing. These programs have been particularly successful at college and university campuses.

### **Unbundle Parking**

*Unbundling* means that parking is rented or sold separately, rather than automatically included with building space. For example, rather than renting an apartment with two parking spaces for \$1,000 per month, the apartment would rent for \$800 per month, plus \$100 per month for each parking space. This is more equitable and efficient, since occupants only pay for parking they need.

Parking can be unbundled in several ways:

- Facility managers can unbundle parking when renting building space.
- Developers can make some or all parking optional when selling buildings.
- In some cases it may be easier to offer a discount to renters who use fewer than average parking spaces, rather than charging an additional fee. For example, an office or apartment might rent for \$1,000 per month with two “free” parking spaces, but renters who only use one space receive a \$75 monthly discount.
- Parking costs can be itemized in lease agreements to help renters understand the parking costs they bear, and to help them negotiate reductions.
- Informal unbundling can be encouraged by helping to create a secondary market for available spaces. For example, office, apartment and condominium managers can maintain a list of residents who have excess parking spaces that are available for rent.

### **Parking Tax Reform**

*Parking tax reform* includes various tax policies that support parking management, including *commercial parking taxes* (a special tax on parking rental transactions) and *per-space parking levies* (a special property tax applied to parking facilities). These can help reduce parking supply and increase parking prices, as well as providing revenues for public programs.

### **Bicycle Parking and Changing Facilities**

*Bicycle parking and changing facilities* increase the convenience and security of bicycle transportation (“Bicycle Parking,” VTPI, 2005). In some situations, bicycle parking facilities can substitute for a portion of automobile parking, particularly if implemented as part of a comprehensive bicycle improvement and encouragement program. Optimal bicycle parking supply depends on the level of cycling that occurs in that community and the type of destination. Some destinations, such as schools, campuses and recreation centers have 10-20% of visitors arrive by bicycle, at least during fair weather.

### **Improve User Information and Marketing**

*User information* refers to information for travelers about parking availability, regulations and price, and about travel options, such as walking, ridesharing and transit. Many parking problems result in part from inadequate user information. User information can be provided by signs, maps, brochures, websites, and electronic guidance systems. It is particularly useful if there is a perceived parking shortage, although space are actually available in an area.

### **Improve Enforcement and Control**

*Improve Enforcement and Control* means that parking regulations and pricing requirements are enforced more frequently, more effectively and more considerately. Evading parking regulations is a folk crime. Many otherwise upstanding citizens who otherwise never steal will proudly ignore parking regulations and evade payments, reducing their effectiveness. Improving enforcement and control supports parking management by increasing regulatory and pricing effectiveness. As parking management activities expand, so too should enforcement activities.

### **Transportation Management Associations and Parking Brokerage**

*Transportation Management Associations* (TMAs) are private, non-profit, member-controlled organizations that provide transportation and parking management services in a particular area, such as a commercial district, mall or medical center (“Transportation Management Associations,” VTPI, 2005). TMAs can be an effective way to implement parking management programs. TMAs are typically funded through dues paid by member businesses, and local government grants.

### **Overflow Parking Plans**

*Overflow parking plans* describe the management strategies that will be applied when parking facilities fill, for example, during special events, peak shopping periods, or temporary reductions in parking supply. Because most parking facilities are sized to accommodate peak demands that seldom occur, an overflow parking plan can significantly reduce the amount of parking needed, and provide reassurance that reduced supply will not create problems.

### **Address Spillover Problems**

*Spillover parking problems* refers to the undesirable use of offsite parking facilities, such as when business customers and employees park on nearby residential streets or use another businesses' parking lot. Concerns about spillover impacts are used to justify excessive parking requirements and opposition to management solutions. Addressing spillover problems can increase parking management program acceptability and effectiveness. There are several ways to address spillover parking problems.

- Provide information indicating where motorists may and may not park.
- Use regulations to control spillover impacts, such as time limits and permit programs on residential streets near activity centers.
- Use pricing to control spillover impacts, such as charging non-residents for parking on residential streets near activity centers, and businesses charging non-customers for using in their parking facilities.
- Create *Parking Benefit Districts* in areas that experience parking spillover problems, so on-street parking is priced (residents can be exempt).
- Compensate people who bear spillover parking impacts. For example, a high school can send complementary sport event tickets to residents of nearby streets who experience spillover parking problems.
- Establish a monitoring program to identify where parking spillover is a problem. This may include surveys to identify who is parking where, and ways for residents and businesses to report spillover problems.

### **Improve Parking Facility Design and Operation**

*Parking facility design and operation* refers to physical layout, construction and day-to-day management. Improved design and operation can better integrate parking facilities into communities, improve the quality of service experienced by users, support parking management, and help address specific problems.

## Summary

The table below summarizes potential parking management strategies and their impacts.

**Table 7 Parking Management Strategies**

Strategy	Description	Typical Reduction	Traffic Reduction
Shared Parking	Parking spaces serve multiple users and destinations.	10-30%	
Parking Regulations	Regulations favor higher-value uses such as service vehicles, deliveries, customers, quick errands, and people with special needs.	10-30%	
More Accurate and Flexible Standards	Adjust parking standards to more accurately reflect demand in a particular situation.	10-30%	
Parking Maximums	Establish maximum parking standards.	10-30%	
Remote Parking	Provide off-site or urban fringe parking facilities.	10-30%	
Smart Growth	Encourage more compact, mixed, multi-modal development to allow more parking sharing and use of alternative modes.	10-30%	✓
Walking and Cycling Improvements	Improve walking and cycling conditions to expand the range of destinations serviced by a parking facility.	5-15%	✓
Increase Capacity of Existing Facilities	Increase parking supply by using otherwise wasted space, smaller stalls, car stackers and valet parking.	5-15%	
Mobility Management	Encourage more efficient travel patterns, including changes in mode, timing, destination and vehicle trip frequency.	10-30%	✓
Parking Pricing	Charge motorists directly and efficiently for using parking facilities.	10-30%	✓
Improve Pricing Methods	Use better charging techniques to make pricing more convenient and cost effective.	Varies	✓
Financial Incentives	Provide financial incentives to shift mode such as parking cash out.	10-30%	✓
Unbundle Parking	Rent or sell parking facilities separately from building space.	10-30%	✓
Parking Tax Reform	Change tax policies to support parking management objectives.	5-15%	✓
Bicycle Facilities	Provide bicycle storage and changing facilities.	5-15%	✓
Improve Information and Marketing	Provide convenient and accurate information on parking availability and price, using maps, signs, brochures and the Internet.	5-15%	✓
Improve Enforcement	Insure that regulation enforcement is efficient, considerate and fair.	Varies	
Transport Management Assoc.	Establish member-controlled organizations that provide transport and parking management services in a particular area.	Varies	✓
Overflow Parking Plans	Establish plans to manage occasional peak parking demands.	Varies	
Address Spillover Problems	Use management, enforcement and pricing to address spillover problems.	Varies	
Parking Facility Design and Operation	Improve parking facility design and operations to help solve problems and support parking management.	Varies	

*This table summarizes the parking management strategies described in this report. It indicates the typical reduction in the amount of parking required at a destination, and whether a strategy helps reduce vehicle traffic, and so also provides congestion, accident and pollution reduction benefits.*

Not every strategy is appropriate in every situation. Actual impacts vary depending on geographic and demographic factors, how a strategy is implemented and other factors. Below are some general guidelines.

- Impacts are higher where there are more parking and travel options. For example, parking pricing will have greater demand reduction impacts if implemented in conjunction with improvements in rideshare and public transit services.
- Financial incentives tend to have greater impacts on lower-income consumers.
- Some strategies are complementary. For example, shared parking becomes more effective if implemented with suitable regulations, pricing and walkability improvements.
- Impacts generally increase over time as programs mature. A Low value may be appropriate the first year, but increases to Medium after two or three years, and High after five or ten years.

Special care is needed when predicting the impacts of a program that includes multiple parking management strategies. Be careful to take into account strategies with overlapping impacts. For example, Transportation Management Associations (TMAs) provide an institutional framework for implementing strategies that directly affect parking requirements. While it would be true to say that a TMA can reduce parking requirements by 10-30% compared with not having such an organization, it would be incorrect to add the demand reductions of the TMA to the impacts of the individual strategies it helps implement.

Total impacts are multiplicative not additive. Shared parking reduces the parking requirements by 10%, to 90% of the original level. The 10% reduction of Parking Pricing reduces this further to 81% of the original level, and another 10% reduction from Mobility Management results in 73% of the original level, a 27% reduction, somewhat less than the 30% reduction that would be calculated by adding three 10% reductions.

Some combinations of strategies have synergistic effects (total impacts are greater than the sum of their individual impacts), and so become more effective if implemented together. For example, sharing parking and walkability improvements may each reduce parking requirements just 10% if implemented alone, but 25% if implemented together because they are complementary.

## **Developing An Integrated Parking Plan**

Below are recommendations for integrated parking planning. This should be adjusted to reflect the needs of a particular situation.

### **Define Scope**

Define the geographic scope of analysis, such as the site, street, district/neighborhood and regional scale. It is desirable to plan for a walkable area, such as a business district or neighborhood, since this is the functional scale of parking activities.

### **Define Problems**

Carefully define parking problems. For example, if people complain of inadequate parking it is important to determine where, when and to whom this occurs, and for what types of trips (deliveries, commuting, shoppers, tourists, etc.).

### **Strategic Planning Context**

Parking planning should be coordinated with a community's overall strategic vision. This helps insure that individual decisions reflect broader community objectives.

### **Establish Evaluation Framework**

Develop a comprehensive *evaluation framework*. This provides the basic structure for analyzing options, insuring that critical impacts are not overlooked and different situations are evaluated consistently. A framework identifies:

- *Perspective and scope*, the geographic range and time-scale of impacts to consider.
- *Goals* (desired outcomes to be achieved) and *objectives* (ways to achieve goals).
- *Evaluation criteria*, including costs, benefits and equity impacts to be considered.
- *Evaluation method*, how impacts are to be evaluated, such as benefit/cost analysis.
- *Performance indicators*, practical ways to measure progress toward objectives.
- *Base Case* definition, that is, what would happen without the policy or program.
- *How results are presented*, so results of different evaluations can be compared.

### **Survey Conditions**

Survey parking supply (the number of parking spaces available in an area) and demand (the number of parking spaces occupied during peak periods) in the study area.

### **Identify and Evaluate Options**

Develop a list of potential solutions using ideas from this report and stakeholder ideas. Evaluate each option with respect to evaluation criteria.

### **Develop An Implementation Plan**

Once the components of a parking management plan are selected, the next step is to develop an implementation plan. This may include various phases and contingency-based options. For example, some strategies will be implemented the first year, others within three years, and a third set will only be implemented if necessary, based on performance indicators such as excessive parking congestion or spillover problems.

## **Conclusions**

Current parking planning practices are inefficient, resulting in economically excessive parking supply, increased automobile traffic, and more dispersed destinations, contributing to various economic, social and environmental problems. There are many reasons to use management strategies that result in more efficient use of parking resources, in order to address parking problems without expanding supply.

This report describes more than two-dozen management strategies that result in more efficient use of parking resources. These strategies are technically feasible, cost effective, and can provide many benefits to users and communities. Although all of these strategies have been implemented successfully in some situations, they are not being implemented as much as economically justified, due to various institutional barriers. Parking management implementation requires changing the way we think about parking problems and expanding the range of options and impacts considered during planning.

Most parking management strategies have modest individual impacts, typically reducing parking requirements by 5-15%, but their impacts are cumulative and synergistic. A comprehensive parking management program that includes an appropriate combination of cost-effective strategies can usually reduce the amount of parking required at a destination by 20-40%, while providing additional social and economic benefits.

Management solutions represent a change from current practices and so various obstacles must be overcome for parking management to be implemented as much as optimal. Current planning practices are based on the assumption that parking should be abundant and provided free, with costs borne indirectly, incorporated into building construction costs or subsidized by governments. Current parking standards tend to be applied inflexibly, with little consideration of demographic, geographic and management practices that may affect parking requirements. Parking management requires changing current development, zoning and design practices. This requires that public officials, planners and the public change the way they think about parking problems and solutions, and become familiar with the full menu of parking management strategies available and the benefits they can provide. It requires an institutions and relationships, such as transportation management associations, and activities to improve enforcement and addressing potential spillover impacts.

This report summarizes the book *Parking Management Best Practices*, by Todd Litman, published by Planners Press in 2006. If you find this report useful, please purchase the book, which contains more detailed information.

# **Parking Management Strategies, Evaluation and Planning**

by

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5 November 2008



## **Abstract**

*Parking management* refers to various policies and programs that result in more efficient use of parking resources. This report summarizes the book, *Parking Management Best Practices* (Planners Press, 2006), which describes and evaluates more than two-dozen such strategies. It investigates problems with current parking planning practices, discusses the costs of parking facilities and the savings that can result from improved management, describes specific parking management strategies and how they can be implemented, discusses parking management planning and evaluation, and describes how to develop the optimal parking management program in a particular situation. Cost-effective parking management programs can usually reduce parking requirements by 20-40% compared with conventional planning requirements, providing many economic, social and environmental benefits.

An shorter version of this paper was presented at the  
*Transportation Research Board 2007 Annual Meeting* ([www.trb.org](http://www.trb.org))  
Paper 07-1581

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## Introduction

Parking is an essential component of the transportation system. Vehicles must park at every destination. A typical automobile is parked 23 hours each day, and uses several parking spaces each week.

Parking facilities are a major cost to society, and parking conflicts are among the most common problems facing designers, operators, planners and other officials. Such problems can be often defined either in terms of *supply* (too few spaces are available, somebody must build more) or in terms of *management* (available facilities are used inefficiently and should be better managed). Management solutions tend to be better than expanding supply because they support more strategic planning objectives:

- Reduced development costs and increased affordability.
- More compact, multi-modal community planning (smart growth).
- Encourage use of alternative modes and reduce motor vehicle use (thereby reducing traffic congestion, accidents and pollution).
- Improved user options and quality of service, particularly for non-drivers.
- Improved design flexibility, creating more functional and attractive communities.
- Ability to accommodate new uses and respond to new demands.
- Reduced impervious surface and related environmental and aesthetic benefits.

*Parking management* refers to policies and programs that result in more efficient use of parking resources. Parking management includes several specific strategies; nearly two dozen are described in this report. When appropriately applied parking management can significantly reduce the number of parking spaces required in a particular situation, providing a variety of economic, social and environmental benefits. When all impacts are considered, improved management is often the best solution to parking problems.

### **Parking Management Principles**

These ten general principles can help guide planning decision to support parking management.

1. *Consumer choice.* People should have viable parking and travel options.
2. *User information.* Motorists should have information on their parking and travel options.
3. *Sharing.* Parking facilities should serve multiple users and destinations.
4. *Efficient utilization.* Parking facilities should be sized and managed so spaces are frequently occupied.
5. *Flexibility.* Parking plans should accommodate uncertainty and change.
6. *Prioritization.* The most desirable spaces should be managed to favor higher-priority uses.
7. *Pricing.* As much as possible, users should pay directly for the parking facilities they use.
8. *Peak management.* Special efforts should be made to deal with peak-demand.
9. *Quality vs. quantity.* Parking facility quality should be considered as important as quantity, including aesthetics, security, accessibility and user information.
10. *Comprehensive analysis.* All significant costs and benefits should be considered in parking planning.

### **Parking Management Benefits**

- *Facility cost savings.* Reduces costs to governments, businesses, developers and consumers.
- *Improved quality of service.* Many strategies improve user quality of service by providing better information, increasing consumer options, reducing congestion and creating more attractive facilities.
- *More flexible facility location and design.* Parking management gives architects, designers and planners more ways to address parking requirements.
- *Revenue generation.* Some management strategies generate revenues that can fund parking facilities, transportation improvements, or other important projects.
- *Reduces land consumption.* Parking management can reduce land requirements and so helps to preserve greenspace and other valuable ecological, historic and cultural resources.
- *Supports mobility management.* Parking management is an important component of efforts to encourage more efficient transportation patterns, which helps reduce problems such as traffic congestion, roadway costs, pollution emissions, energy consumption and traffic accidents.
- *Supports Smart Growth.* Parking management helps create more accessible and efficient land use patterns, and support other land use planning objectives.
- *Improved walkability.* By allowing more clustered development and buildings located closer to sidewalks and streets, parking management helps create more walkable communities.
- *Supports transit.* Parking management supports transit oriented development and transit use.
- *Reduced stormwater management costs, water pollution and heat island effects.* Parking management can reduce total pavement area and incorporate design features such as landscaping and shading that reduce stormwater flow, water pollution and solar heat gain.
- *Supports equity objectives.* Management strategies can reduce the need for parking subsidies, improve travel options for non-drivers, provide financial savings to lower-income households, and increase housing affordability.
- *More livable communities.* Parking management can help create more attractive and efficient urban environments by reducing total paved areas, allowing more flexible building design, increasing walkability and improving parking facility design.

This report describes various parking management strategies, how to evaluate these strategies and develop an integrated parking plan, plus examples and resources for more information. Most parking management strategies have been described in previous publications but no existing document describes them all or provides guidance on planning and implementing a comprehensive parking management program. This report summarizes the book *Parking Management Best Practices*, published by Planners Press in 2006. If you find this report useful, please purchase the book for more information.

## Examples

Below are three illustrative examples of parking management programs.

### Reducing Building Development Costs

A mixed-use building is being constructed in an urban or suburban area that will contain 100 housing units and 10,000 square feet of commercial space. By conventional standards this requires 200 parking spaces (1.6 spaces per housing unit plus 4 spaces per 1,000 square feet of commercial space), costing from \$2 million for surface parking (about 9% of the total development costs), up to \$6 million for underground parking (about 25% of total development costs). However, because the building is in a relatively accessible location (on a street that has sidewalks, with retail business and public transit services located nearby) and onstreet parking is available nearby to accommodate occasional overflows, the building owners argue that a lower standard should be applied, such as 1.2 parking spaces per housing unit and 3 spaces per 1,000 square feet of commercial space, reducing total requirements to 150 spaces. To further reduce parking requirements the developer proposes the following:

- *Unbundle parking*, so parking spaces are rented separately from building space. For example, rather than paying \$1,000 per month for an apartment with two parking spaces renters pay \$800 per month for the apartment and \$100 per month for each parking space. This typically reduces parking requirements by 20%.
- Encourage businesses to implement *commute trip reduction programs* for their employees, including *cashing out* free parking (employees are offered \$50 per month if they don't use a parking space). This typically reduces automobile commuting by 20%.
- *Regulate* the most convenient parking spaces to favor higher-priority uses, including delivery vehicles and short errands, and handicapped users.
- Include four *carshare vehicles* in the building. Each typically substitutes for 5 personal vehicles, reducing 4 parking spaces.
- Incorporate excellent *walking facilities*, including sidewalk upgrades if needed to allow convenient access to nearby destinations, overflow parking facilities and transit stops.
- Incorporate *bicycle parking* and changing facilities into the building.
- Provide *information* to resident, employees and visitors about transit, rideshare and taxi services, bicycling facilities, and overflow parking options.
- Develop a contingency-based *overflow parking plan* that indicates where is available nearby if on-site facilities are full, and how and *spillover impacts* will be addressed. For example, identify where additional parking spaces can be rented if needed.

This management program allows total parking requirements to be reduced to 100 spaces, providing \$100,000 to \$500,000 in annualized parking facility capital and operating cost savings (compared with \$20,000-\$50,000 in additional expenses for implementing these strategies), as well as providing improved options to users and reduced vehicle traffic.

### **Increasing Office Building Profits and Benefits**

An office building has 100 employees and 120 surface parking spaces, providing one space per employee plus 20 visitor spaces. The building earns \$1,000,000 annually in rent, of which \$900,000 is spent on debt servicing and operating expenses, leaving \$100,000 annual net profit.

Parking management begins when a nearby restaurant arranges to use 20 spaces for staff parking during evenings and weekends for \$50 per month per space, providing \$12,000 in additional annual revenue. After subtracting \$2,000 for walkway improvements between the sites, and additional operating costs, this increases profits 10%. Later a nearby church arranges to use 50 parking spaces Sunday mornings for \$500 per month, providing \$6,000 in annual revenue. After subtracting \$1,000 for additional operating costs, this increases profits by another 5%. Next, a commercial parking operator arranges to rent the building's unused parking to general public during evenings and weekends. This provides \$10,000 in net annual revenue, an additional 10% profit.

Inspired, the building manager develops a comprehensive management plan to take full advantage of the parking facility's value. Rather than giving each employee a reserved space, spaces are shared, so 80 spaces can easily serve the 100 employees. A commute trip reduction program is implemented with a \$40 per month cash-out option, which reduces parking requirements by another 20 spaces. As a result, employees only need 60 parking spaces. The extra 40 parking spaces are leased to nearby businesses for \$80 per month, providing \$32,000 in annual revenue, \$9,600 of which is used to fund cash-out payments and \$2,400 to cover additional costs, leaving \$20,000 net profits.

Because business is growing, the tenant wants additional building space for 30 more employees. Purchasing land for another building would cost approximately \$1 million, and result in two separate work locations, an undesirable arrangement. Instead, the building manager stops leasing daytime parking and raises the cash-out rate to \$50 per month, which causes an additional 10 percentage point reduction in automobile commuting. With these management strategies, 87 parking spaces are adequate to serve 130 employees plus visitors, leaving the land currently used by 33 parking spaces available for a building site. To address concerns that this parking supply may be insufficient sometime in the future, a contingency plan is developed which identifies what will be done if more parking is needed, which might involve an overflow parking plan, providing additional commuter incentives during peak periods, leasing nearby parking, or building structured parking if necessary.

This parking management plan saves \$1 million in land costs, a \$50,000 annualized value. Parking spaces can still be rented on weekends and evenings, bringing in an additional \$25,000. These parking management strategies increased total building profits about 75%, allow a business to locate entirely at one location, and provide parking to additional users during off-peak periods. Other benefits include increased income and travel options for employees, reduced traffic congestion and air pollution, and reduced stormwater runoff.

### **Downtown – Addressing Parking Problems**

A growing downtown is experiencing parking problems. Most downtown parking is unpriced, with 2-hour limits for on-street parking. During peak periods 90% of core-area parking spaces are occupied, although there is virtually always parking available a few blocks away, and many of the core spaces are used by commuters or long-term visitors, who moved their vehicles every two hours to avoid citations.

Local businesses asked the city to build a \$5 million parking structure, which would either require about \$500,000 in annual subsidies or would require user charges. Experience in similar downtowns indicates that if most public parking is unpriced, few motorists will pay for parking so the structure would be underutilized and do little to alleviate parking problems. Local officials decide to first implement a management program, to defer or avoid the need for a parking structure. Parking surveys are performed regularly to track utilization and turnover rates, in order to identify problems. The program's objectives are to encourage efficient use of parking facilities, insure that parking is convenient for priority uses (deliveries, customers and short errands), and maintain parking utilization at about 85%. It includes the following strategies:

- Increase enforcement of regulations, particularly during busy periods, but insure that enforcement is friendly and fair.
- Reduce on-street time limits (e.g., 2-hours to 90 minutes) where needed to increase turnover.
- Expand core area boundaries to increase the number of spaces managed for short-term use.
- Encourage businesses to share parking, so for example, a restaurant allows its parking spaces to be used by an office building during the weekdays in exchange for using the office parking during evenings and weekends.
- Encourage use of alternative modes. The city may partner with the downtown business organization to support commute trip reduction programs and downtown shuttle service.
- Develop special regulations as needed, such as for disabled access, delivery and loading areas, or to accommodate other particular land uses.
- Implement a residential parking permit program if needed to address spillover problems in nearby residential areas, but accommodate non-residential users as much as possible.
- Provide signs and maps showing motorists where they may park.
- Have an overflow parking plan for occasionally special events that attract large crowds.
- Establish high standards for parking facility design, including aesthetic and safety features, to enhance the downtown environment.
- Price parking, using convenient pricing methods. Apply the following principles:
  - Adjust rates as needed to maintain optional utilization (i.e., 85% peak occupancy).
  - Structure rates to favor short-term uses in core areas and encourage longer-term parkers to shift to other locations.
  - Provide special rates to serve appropriate uses, such as for evening and weekend events.
  - Use revenues to improve enforcement, security, facility maintenance, marketing, and mobility management programs that encourage use of alternative modes.

**Paradigm Shift**

Parking planning is undergoing a *paradigm shift*, a fundamental change in how a problem is perceived and solutions evaluated. The old paradigm assumes that parking should be abundant and free at most destinations. It strives to maximize supply and minimize price. The old paradigm assumes that parking lots should almost never fill, that parking facility costs should be incorporated into the costs of buildings or subsidized by governments, and that every destination should satisfy its own parking needs.

The new paradigm strives to provide *optimal* parking supply and price. It considers too much supply as harmful as too little, and prices that are too low as harmful as those that are too high. The new paradigm strives to use parking facilities efficiently. It considers full lots to be acceptable, provided that additional parking is available nearby, and that any spillover problems are addressed. It emphasizes sharing of parking facilities between different destinations. It favors charging parking facility costs directly to users, and providing financial rewards to people who reduce their parking demand.

The old paradigm tends to resist change. It places a heavy burden of proof on innovation. The new paradigm recognizes that transport and land use conditions evolve so parking planning practices need frequent adjustment. It shifts the burden of proof, allowing new approaches to be tried until their effectiveness (or lack thereof) is proven. Table 1 compares the old and new parking paradigms.

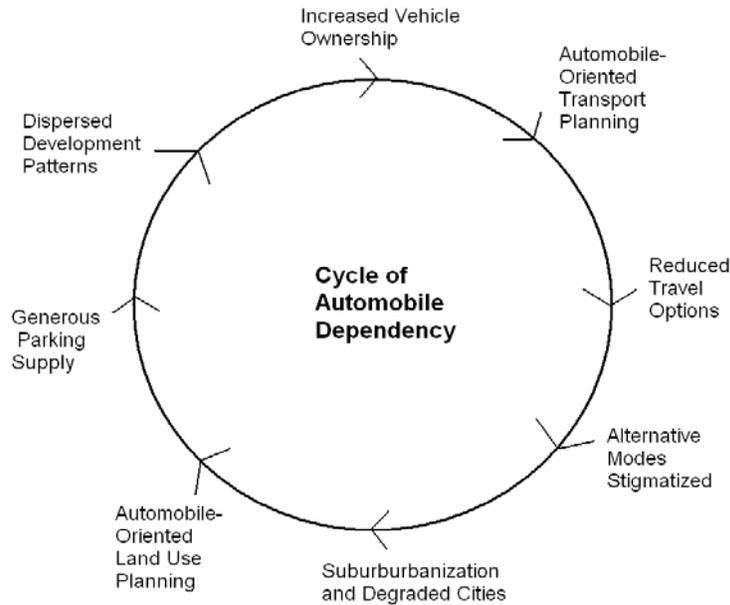
**Table 1 Old and New Parking Paradigms Compared**

Old Parking Paradigm	New Parking Paradigm
“Parking problem” means inadequate parking supply.	There can be many types of parking problems, including inadequate or excessive supply, too low or high prices, inadequate user information, and inefficient management.
Abundant parking supply is always desirable.	Too much supply is as harmful as too little.
Parking should generally be provided free, funded indirectly, through rents and taxes.	As much as possible, users should pay directly for parking facilities.
Parking should be available on a first-come basis.	Parking should be regulated to favor higher priority uses and encourage efficiency.
Parking requirements should be applied rigidly, without exception or variation.	Parking requirements should reflect each particular situation, and should be applied flexibly.
Innovation faces a high burden of proof and should only be applied if proven and widely accepted.	Innovations should be encouraged, since even unsuccessful experiments often provide useful information.
Parking management is a last resort, to be applied only if increasing supply is infeasible.	Parking management programs should be widely applied to prevent parking problems.
“Transportation” means driving. Land use dispersion (sprawl) is acceptable or even desirable.	Driving is just one type of transport. Dispersed, automobile-dependent land use patterns can be undesirable.

*Parking management changes the way parking problems are defined and solutions evaluated.*

The old paradigm results in *predict and provide* planning, in which past trends are extrapolated to predict future demand, which planners then try to satisfy. This often creates a self-fulfilling prophecy, since abundant parking supply increases vehicle use and urban sprawl, causing parking demand and parking supply to ratchet further upward, as illustrated in Figure 1.

**Figure 1** Cycle of Automobile Dependency



*Generous parking supply is part of a cycle that leads to increased automobile dependency. Parking management can help break this cycle.*

It is important to define parking problems carefully. For example, if people complain about a parking problem, it is important to determine exactly what type of problem, and where, when and to whom it occurs. Increasing supply helps reduce parking congestion and spillover problems but increases most other problems. Management solutions tend to reduce most problems, providing a greater range of benefits and so are supported by more comprehensive planning.

## How Much Is Optimal?

Optimal parking supply is the amount that motorists would purchase if they paid all costs directly and had good parking and transport options. But conventional planning practices reflect an assumption that it is desirable to maximize parking supply and minimize user charges. They consider parking management a measure of last resort, to be applied only where it is infeasible to expand supply.

Conventional planning determines how much parking to provide at a particular site planners based on recommended minimum parking standards published by various professional organizations. This provides an *index* or *parking ratio* used to calculate the number of spaces to supply at a particular location. These are *unconstrained* and *unadjusted* values, which generally reflect the maximum supply that could be needed.

These standards are often excessive and can usually be adjusted significantly downward. To appreciate why it is helpful to know a little about how parking standards are developed. Conventional parking standards are based on parking demand surveys, the results of which are collected and published in technical reports such as ITE's *Parking Generation*. This process implies a higher degree of accuracy than is actually justified. Fewer than a dozen demand surveys are used to set standards for many land use categories. The analysis does not usually take into account geographic, demographic and economic factors that can affect parking demand, such as whether a site is urban or suburban, and whether parking is free or priced.

These standards err toward oversupply in many ways. They are derived from parking demand studies that were mostly performed in automobile-dependent locations. They are generally based on 85<sup>th</sup> percentile demand curves (which means that 85 out of 100 sites will have unoccupied parking spaces even during peak periods), an 85<sup>th</sup> occupancy rate (a parking facility is considered full if 85% of spaces are occupied) and a 10<sup>th</sup> design hour (parking facilities are sized to fill only ten hours per year). Applying these standards results in far more parking supply than is usually needed at most destinations, particularly where land use is mixed, there are good travel options, parking is managed for efficiency or priced.

Most people planning apply parking standards have little understanding of the biases and errors they contain, and the problems created by excessive parking supply. The application of generous and inflexible parking standards is often defended as being *conservative*, implying that this approach is cautious and responsible. Use of the word *conservative* in this context is confusing because it results in the opposite of what is implied. Excessive parking requirements waste resources, both directly, by increasing the money and land devoted to parking facilities, in indirectly, by increasing automobile use and sprawl. Better parking management actually tends to be more *conservative* overall.

### ***Alternative Ways To Determine How Much Parking To Supply***

There are better ways to determine how much parking to supply at a particular site. *Efficiency-based standards* size facilities for optimal utilization. This means that most parking lots are allowed to fill, provided that management strategies can insure user convenience and address any problems. For example, parking facilities at a store can be sized to fill daily or weekly, provided that overflow parking is available nearby, motorists have information about available parking options, and regulations are adequately enforced to address any spillover problems that develop.

Efficiency-based standards take into account geographic, demographic and economic factors that affect parking demand. They also reflect the relative costs and benefits of different options, so less parking is supplied where parking supply is relatively costly to provide or where management programs easy to implement. Efficiency-based standards should also reflect strategic planning objectives such as a desire for more compact development, or to reduce traffic.

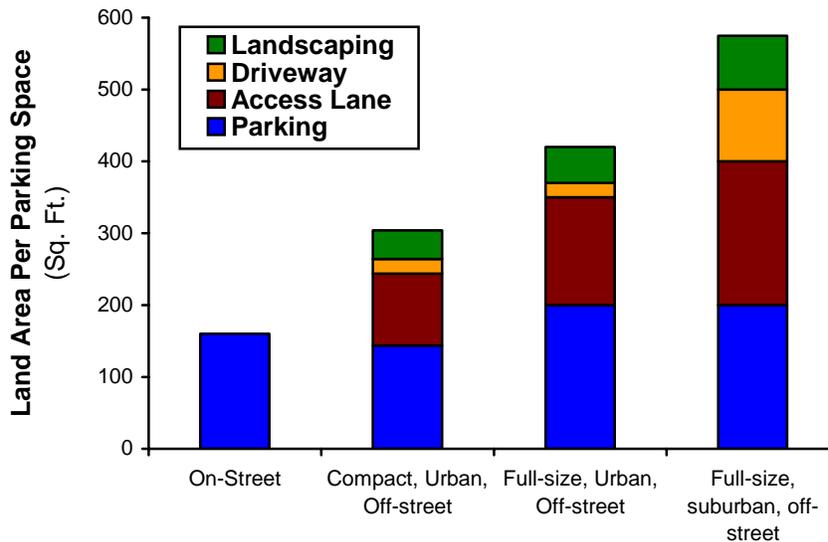
Because it is not possible to predict exact parking demand and management program effectiveness, efficiency-based standards rely on *contingency-based planning*, which means that planners identify solutions that can be deployed if needed in the future. For example, if a new building is predicted to need 60 to 100 parking spaces, the conventional approach is to supply either the middle value (80 spaces), or the maximum value (100 spaces). With contingency-based planning, the lower-bound value (60 spaces) is initially supplied, conditions are monitored, and various strategies are identified for implementation if needed. This may include banking land for additional parking supply and various parking management programs. This allows planners to use lower parking standards with the confidence that any resulting problems can be easily solved.

## Parking Facility Costs

A major benefit of parking management is its ability to reduce facility costs (Parking Costs,” Litman, 2003). Parking facility costs are usually borne indirectly through rents, taxes and as a component of retail goods, so most people have little idea of parking facility costs and the potential savings from more efficient management.

A typical parking space is 8-10 feet (2.4-3.0 meters) wide and 18-20 feet (5.5-6.0 meter) deep, totaling 144-200 square feet (13-19 sq. meters). Off-street parking requires driveways and access lanes, and so typically requires 300-400 square feet (28-37 square meters) per space, allowing 100-150 spaces per acre (250-370 per hectare).

**Figure 2** Typical Parking Facility Land Use (“Parking Evaluation,” VTPI, 2005)



*Land requirements per parking space vary depending on type and size. Off-street spaces require driveways and access lanes. Landscaping typically adds 10-15% to parking lot area.*

The direct, annualized costs of providing parking (not including indirect costs such as stormwater management, environmental impacts, aesthetic degradation, etc.). This varies from about \$250 per space if otherwise unused land is available, and construction and operating costs are minimal, to more than \$2,250 for structured parking with attendants. On-street parking spaces require less land per space than off-street parking, since they do not require access lanes, but their opportunity costs can be high if they use road space needed for traffic lanes or sidewalks. The *Parking Cost, Pricing and Revenue Calculator* ([www.vtpi.org/parking.xls](http://www.vtpi.org/parking.xls)) can be used to calculate these costs for a particular situation.

In addition to these direct costs, generous parking supply imposes indirect costs, including increased sprawl, impervious surface and associated stormwater management costs, reduced design flexibility, reduced efficiency of alternative modes (walking, ridesharing and public transit use), and increased traffic problems. Put more positively, parking management can help solve a variety of economic, social and environmental problems, increase economic productivity, and make consumers better off overall.

## **Parking Management Strategies**

*This section describes a variety of specific parking management strategies. For more information see Litman (2006a) and related chapters in VTPI (2005).*

### **Shared Parking**

*Shared Parking* means that a parking facility serves multiple users or destinations (“Shared Parking,” VTPI, 2005). This is most successful if destinations have different peak periods, or if they share patrons so motorists park at one facility and walk to multiple destinations. Parking facilities can be shared in several ways.

- *Shared Rather Than Reserved Spaces.* Motorists share parking spaces, rather than being assigned a reserved space. For example, 100 employees can usually share 60-80 parking spaces, since at any particular time some are on leave, commuting by an alternative mode, in the field, or working another shift. Hotels, apartments, condominiums and dormitories can share parking spaces among several units, since the number of vehicles per unit varies over time. Sharing can be optional, so for example, motorists could choose between \$60 per month for a shared space or \$100 for a reserved space.
- *Share Parking Among Destinations.* Parking can be shared among multiple destinations. For example, an office building can share parking with a restaurant or theater, since peak demand for offices occurs during weekdays, and on weekend evenings for restaurants and theaters, as indicated in Table 2. Sharing can involve mixing land uses on single site, such as a mall or campus, or by creating a sharing arrangement between sites located suitably close together.

**Table 2      Typical Peak Parking Periods For Various Land Uses**

<b>Weekday</b>	<b>Evening</b>	<b>Weekend</b>
Banks and public services	Auditoriums	Religious institutions
Offices and other employment centers	Bars and dance halls	Parks
Park & Ride facilities	Meeting halls	Shops and malls
Schools, daycare centers and colleges	Restaurants	
Factories and distribution centers	Theaters	
Medical clinics	Hotels	
Professional services		

*This table indicates peak parking demand for different land use types. Parking can be shared efficiently by land uses with different peaks.*

- *Public Parking Facilities.* Public parking, including on-street, municipal off-street, and commercial (for profit) facilities generally serve multiple destinations. Converting from free, single-use to paid, public parking allows more efficient, shared use.
- *In Lieu Fees.* “In lieu fees” mean that developers help fund public parking facilities instead of providing private facilities serving a single destination. This tends to be more cost effective and efficient. It can be mandated or optional.

- *Special Parking Assessment.* Businesses in an area can be assessed a special assessment or tax to fund parking facilities in their area, as an alternative to each business supplying its own facilities. This is often implemented through a downtown business improvement district.

### **Parking Regulation**

*Parking regulations* control who, when and how long vehicles may park at a particular location, in order to prioritize parking facility use. The table below describes common regulations and the type of parking activity they favor.

**Table 3 Common Parking Regulations**

<b>Name</b>	<b>Description</b>	<b>Favored Activity</b>
User or vehicle type	Spaces dedicated to loading, service, taxis, customers, rideshare vehicles, disabled users, buses and trucks.	As specified.
Duration.	Limit parking duration (5-minute loading zones, 30-minutes adjacent to shop entrances, 1- or 2-hour limits).	Short-term users, such as deliveries, customers and errands.
Time period restrictions	Prohibit occupancy at certain times, such as before 10 am, to discourage employee use, or between 10 pm and 5 am to discourage resident use.	Depends on restrictions.
Employee restrictions.	Require or encourage employees to use less convenient parking spaces.	Customers, deliveries and errands.
Special events	Have special parking regulations during special events.	Depends on restrictions.
Accommodate short-term users.	Provide options for vehicles that make numerous short stops, such as special parking passes.	Delivery and service vehicles.
Residential parking permits	Use Residential Parking Permits (RPPs) to give area residents priority use of parking near their homes.	Residents.
Options for special users.	Establish a system that allows specific parking spaces to be reserved for service and construction vehicles.	Vehicles used for special activities.
Restrict overnight parking	Prohibit overnight parking to discourage use by residents and campers.	Shorter-term parkers
Street cleaning restrictions	Regulations that prohibit parking on a particular street one day of the week to allow street sweeping.	Street cleaning. Insures motorists move their vehicles occasionally.
Large vehicle restrictions	Limit on-street parking of large vehicles, such as freight trucks and trailers.	Normal-size vehicles
Arterial lanes	Prohibit on-street parking on arterials during peak periods, to increase traffic lanes.	Vehicle traffic over parking.
abandoned vehicles	Have a system to identify and remove abandoned vehicles from public parking facilities.	Operating vehicles.

### **More Accurate and Flexible Standards**

*More accurate and flexible standards* means that parking requirements at a particular location are adjusted to account for factors, such as those in Table 4 (Cuddy, 2007).

**Table 4 Parking Requirement Adjustment Factors**

<b>Factor</b>	<b>Description</b>	<b>Typical Adjustments</b>
Geographic Location	Vehicle ownership and use rates in an area.	Adjust parking requirements to reflect variations identified in census and travel survey data.
Residential Density	Number of residents or housing units per acre/hectare.	Reduce requirements 1% for each resident per acre: Reduce requirements 15% where there are 15 residents per acre, and 30% if there are 30 residents per acre.
Employment Density	Number of employees per acre.	Reduce requirements 10-15% in areas with 50 or more employees per gross acre.
Land Use Mix	Range of land uses located within convenient walking distance.	Reduce requirements 5-10% in mixed-use developments. Additional reductions with shared parking.
Transit Accessibility	Nearby transit service frequency and quality.	Reduce requirements 10% for housing and employment within ¼ mile of frequent bus service, and 20% for housing and employment within ¼ mile of a rail transit station.
Carsharing	Whether a carsharing service is located nearby.	Reduce residential requirements 5-10% if a carsharing service is located nearby, or reduce 4-8 parking spaces for each carshare vehicle in a residential building.
Walkability	Walking environment quality.	Reduce requirements 5-15% in walkable communities, and more if walkability allow more shared and off-site parking.
Demographics	Age and physical ability of residents or commuters.	Reduce requirements 20-40% for housing for young (under 30) elderly (over 65) or disabled people.
Income	Average income of residents or commuters.	Reduce requirements 10-20% for the 20% lowest income households, and 20-30% for the lowest 10%.
Housing Tenure	Whether housing are owned or rented.	Reduce requirements 20-40% for rental versus owner occupied housing.
Pricing	Parking that is priced, unbundled or cashed out.	Reduce requirements 10-30% for cost-recovery pricing (i.e. parking priced to pay the full cost of parking facilities).
Unbundling Parking	Parking sold or rented separately from building space.	Unbundling parking typically reduces vehicle ownership and parking demand 10-20%.
Parking & Mobility Management	Parking and mobility management programs are implemented at a site.	Reduce requirements 10-40% at worksites with effective parking and mobility management programs.
Design Hour	Number of allowable annual hours a parking facility may fill.	Reduce requirements 10-20% if a 10 <sup>th</sup> annual design hour is replaced by a 30 <sup>th</sup> annual peak hour. Requires overflow plan.
Contingency-Based Planning	Use lower-bound requirements, and implement additional strategies if needed.	Reduce requirements 10-30%, and more if a comprehensive parking management program is implemented.

*This table summarizes various factors that affect parking demand and optimal parking supply.*

### **Parking Maximums**

*Parking Maximums* means that an upper limit is placed on parking supply, either at individual sites or in an area. Area-wide limits are called *Parking Caps*. These can be in addition to or instead of minimum parking requirements. Excessive parking supply can also be discouraged by reducing public parking supplies, imposing a special parking tax, and by enforcing regulations that limit temporary parking facilities. Maximums often apply only to certain types of parking, such as long-term, single-use, free, or surface parking, depending on planning objectives.

### **Remote Parking and Shuttle Service**

*Remote Parking* (also called *Satellite Parking*) refers to the use of off-site parking facilities. This often involves shared facilities, such as office workers parking at a restaurant parking lot during the day, in exchange for restaurant employees using the office parking lot evenings and weekends. It can involve use of public facilities, such as commercial parking lots. Remote parking can also involve use of parking facilities located at the periphery of a business district or other activity center, and use of overflow parking during a special event that attracts large crowds. Special shuttle buses or free transit service may be provided to connect destinations with remote parking facilities, allowing them to be farther apart than would otherwise be acceptable. Another type of remote parking is use of *Park & Ride* facilities, often located at the urban fringe where parking is free or significantly less expensive than in urban centers.

**Figure 3**      **Overflow Parking Sign**



Remote parking requires providing adequate use information and incentives to encourage motorists to use more distant facilities. For example, signs and maps should indicate the location of peripheral parking facilities, and they should be significantly cheaper to use than in the core. Without such incentives, peripheral parking facilities are often underused while core parking is congested.

**Smart Growth**

*Smart growth* (also called *New Urbanism*, *Location Efficient Development* and *Transit Oriented Development*) is a general term for development policies that result in more efficient transportation and land use patterns, by creating more compact, development with multi-modal transportation systems (“Smart Growth,” VTPI, 2005).

Smart growth supports and is supported by parking management. Parking management reduces the amount of land required for parking facilities, reduces automobile use and increases infill affordability. These land use patterns, in turn, tend to reduce vehicle ownership and use, and so reduce parking requirements. They allow more sharing of parking facilities, shifts to alternative modes, and various types of parking pricing. Smart growth usually incorporates specific parking management strategies, as indicated in Table 5. Effective parking management is a key component of smart growth.

**Table 5 Conventional and Smart Growth Parking Policies**

<b>Conventional Parking Policies</b>	<b>Smart Growth Parking Policies</b>
Managed only for motorist convenience	Managed for transport system efficiency
Maximum parking supply	Optimal parking supply (not too little, not too much)
Prefers free parking	Prefers priced parking (user pays directly)
Dedicated parking facilities	Shared parking facilities
Favors lower-density, dispersed development	Favors compact development.

### ***Walking and Cycling Improvements***

*Walking and Cycling* (together called *Non-motorized, Active or Human Powered* transport) improvements support parking management strategies in several ways (“Walking and Cycling Improvements,” VTPI, 2005):

- Improving walkability (the quality of walking conditions) expands the range of parking facilities that serve a destination. It increases the feasibility of sharing parking facilities and use of remote parking facilities.
- Improving walkability increases “park once” trips, that is, parking in one location and walking rather than driving to other destinations, which reduces vehicle trips and the amount of parking required at each destination.
- Walking and cycling improvements allow these modes to substitute for some automobile trips.
- Walking and cycling improvements encourage transit use, since most transit trips involve walking or cycling links.

### ***Increase Capacity of Existing Parking Facilities***

*Increase capacity of existing parking facilities* means that parking supply increases without using more land or major construction. There are various ways to do this:

- Use currently wasted areas (corners, edges, undeveloped land, etc.). This can be particularly appropriate for small car spaces, motorcycle and bicycle parking.
- Where there is adequate street width, change from parallel to angled on-street parking.
- Maximize the number of on-street parking spaces, for example, by using a curb lane for parking rather than traffic during off-peak periods, and designating undersized spaces for small cars or motorcycles.
- Provide special, small parking spaces for motorcycles. Allow and encourage motorcycles to share parking spaces when possible.
- Reduce parking space size. Shorter-term parking requires larger spaces, but employee and residential parking spaces can be somewhat smaller. A portion of spaces can be sized for compact vehicles, which require about 20% less space than full-size stalls.
- Use car stackers and mechanical garages. These can significantly increase the number of vehicles parked in an area. However, they are only suitable for certain applications. They generally require an attendant to move lower-level vehicles when needed to access upper-level vehicles, and stackers may be unable to accommodate larger vehicles such as SUV, vans and trucks.
- Use valet parking, particularly during busy periods. This can increase parking capacity by 20-40% compared with users parking their vehicles. Commercial lots often have attendants park vehicles during busy periods, but not off-peak.
- Remove or consolidate non-operating vehicles, equipment, material and junk stored in parking facilities, particularly in prime locations.

**Mobility Management**

*Mobility Management* (also called *Transportation Demand Management* or *TDM*) is a general term for strategies that increase transportation system efficiency by changing travel behavior (VTPI, 2005). It may affect travel frequency, mode, destination or timing (for example, shifting from peak to off-peak). There are many different mobility management strategies, as summarized in the table below.

**Table 6 Mobility Management Strategies (VTPI, 2003)**

<b>Improved Transport Options</b>	<b>Incentives to Shift Mode</b>	<b>Land Use Management</b>	<b>Policies and Programs</b>
Alternative Work Schedules	Bicycle and Pedestrian Encouragement	Car-Free Districts	Access Management
Bicycle Improvements	Congestion Pricing	Compact Land Use	Campus Transport Management
Bike/Transit Integration	Distance-Based Pricing	Location Efficient Development	Data Collection and Surveys
Carsharing	Commuter Financial Incentives	New Urbanism	Commute Trip Reduction
Guaranteed Ride Home	Fuel Tax Increases	Smart Growth	Freight Transport Management
Security Improvements	High Occupant Vehicle (HOV) Priority	Transit Oriented Development (TOD)	Marketing Programs
Park & Ride	Pay-As-You-Drive Insurance	Street Reclaiming	School Trip Management
Pedestrian Improvements	Parking Pricing		Special Event Management
Ridesharing	Road Pricing		Tourist Transport Management
Shuttle Services	Vehicle Use Restrictions		Transport Market Reforms
Improved Taxi Service			
Telework			
Traffic Calming			
Transit Improvements			

*Mobility management includes numerous strategies that affect vehicle travel behavior. Many affect parking demand.*

Mobility management both supports and is supported by parking management. Mobility management programs often reduce parking demand, and many parking management strategies help reduce vehicle traffic create more accessible land use patterns or support other mobility management objectives.

### **Parking Pricing**

*Parking Pricing* means that motorists pay directly for using parking facilities (“Parking Pricing,” VTPI, 2005; Shoup, 2005). This may be implemented as a parking management strategy (to reduce parking problems), as a mobility management strategy (to reduce transport problems), to recover parking facility costs, or to raise revenue for any purpose (such as funding local transport programs or downtown improvements). It is often intended to achieve a combination of objectives.

Currently, most parking is inefficiently priced; it is provided free, significantly subsidized, or bundled (automatically included) with building purchases and rents, forcing consumers to pay for parking facilities regardless of whether or not they want it. When motorists do pay directly for parking, it is often a flat annual or monthly fee, providing little incentive to use an alternative mode occasionally. Rates should be set to optimize parking facility use, called *performance-based pricing*, which means that about 15% of parking spaces are vacant and available at any time (Shoup, 2006).

### **Improve Parking Pricing Methods**

Much of the resistance to parking pricing results from inconvenient pricing methods:

- Many require payment in specific denominations (coins or bills).
- Many require motorists to predict how long they will be parked, with no refund available if motorists leave earlier than predicted.
- Some payment systems cannot easily handle multiple price structures or discounts.
- Some are confusing or slow to use.
- Some have high equipment or enforcement costs.
- Enforcement often seems arbitrary or excessive.

Better payment methods are available. Newer electronic systems are more convenient, accurate, flexible, and increasingly cost effective. They can accommodate various payment methods (coins, bills, credit and debit cards, and by cellular telephone or the Internet), charge only for the amount of time parked, incorporate multiple rates and discounts, automatically vary rates by day and time, and are convenient to use. Some can be integrated with payment systems for other public services such as transit, roads tolls, and telephone use. Some employ contactless technology which automatically deducts payment. Newer systems also produce printed receipts and record data for auditing, which prevents fraud and increases convenience for customers, operators and local governments. They can also automatically record data on utilization and turnover, which improves planning and administration.

### **Financial Incentives**

*Financial Incentives* means that travelers (particularly commuters) are offered financial benefits for reducing their automobile trips (“Commuter Financial Incentives,” VTPI, 2005). These benefits represent the cost savings that result from reduced parking demand. There are various types of incentives. *Parking cash-out* means that commuters who are offered subsidized parking can choose cash instead. *Transit benefits* means that employees receive a subsidized transit pass. *Universal transit passes* means that a group purchases discounted, bulk transit passes for all members. Another incentive is to provide *discounted or preferential parking* for rideshare (carpool and vanpool) vehicles. Consumers value these options because they provide positive rewards for those who reduce vehicle trips and parking demand.

Financial incentives such as transit benefits and parking cash-out typically reduce automobile travel 10-30%, depending on the value of the incentive, and various factors. In urban areas commuters tend to shift to walking and transit. In suburban areas they tend to shift to cycling and ridesharing. These programs have been particularly successful at college and university campuses.

### **Unbundle Parking**

*Unbundling* means that parking is rented or sold separately, rather than automatically included with building space. For example, rather than renting an apartment with two parking spaces for \$1,000 per month, the apartment would rent for \$800 per month, plus \$100 per month for each parking space. This is more equitable and efficient, since occupants only pay for parking they need.

Parking can be unbundled in several ways:

- Facility managers can unbundle parking when renting building space.
- Developers can make some or all parking optional when selling buildings.
- In some cases it may be easier to offer a discount to renters who use fewer than average parking spaces, rather than charging an additional fee. For example, an office or apartment might rent for \$1,000 per month with two “free” parking spaces, but renters who only use one space receive a \$75 monthly discount.
- Parking costs can be itemized in lease agreements to help renters understand the parking costs they bear, and to help them negotiate reductions.
- Informal unbundling can be encouraged by helping to create a secondary market for available spaces. For example, office, apartment and condominium managers can maintain a list of residents who have excess parking spaces that are available for rent.

### **Parking Tax Reform**

*Parking tax reform* includes various tax policies that support parking management, including *commercial parking taxes* (a special tax on parking rental transactions) and *per-space parking levies* (a special property tax applied to parking facilities). These can help reduce parking supply and increase parking prices, as well as providing revenues for public programs.

### **Bicycle Parking and Changing Facilities**

*Bicycle parking and changing facilities* increase the convenience and security of bicycle transportation (“Bicycle Parking,” VTPI, 2005). In some situations, bicycle parking facilities can substitute for a portion of automobile parking, particularly if implemented as part of a comprehensive bicycle improvement and encouragement program. Optimal bicycle parking supply depends on the level of cycling that occurs in that community and the type of destination. Some destinations, such as schools, campuses and recreation centers have 10-20% of visitors arrive by bicycle, at least during fair weather.

### **Improve User Information and Marketing**

*User information* refers to information for travelers about parking availability, regulations and price, and about travel options, such as walking, ridesharing and transit. Many parking problems result in part from inadequate user information. User information can be provided by signs, maps, brochures, websites, and electronic guidance systems. It is particularly useful if there is a perceived parking shortage, although space are actually available in an area.

### **Improve Enforcement and Control**

*Improve Enforcement and Control* means that parking regulations and pricing requirements are enforced more frequently, more effectively and more considerately. Evading parking regulations is a folk crime. Many otherwise upstanding citizens who otherwise never steal will proudly ignore parking regulations and evade payments, reducing their effectiveness. Improving enforcement and control supports parking management by increasing regulatory and pricing effectiveness. As parking management activities expand, so too should enforcement activities.

### **Transportation Management Associations and Parking Brokerage**

*Transportation Management Associations* (TMAs) are private, non-profit, member-controlled organizations that provide transportation and parking management services in a particular area, such as a commercial district, mall or medical center (“Transportation Management Associations,” VTPI, 2005). TMAs can be an effective way to implement parking management programs. TMAs are typically funded through dues paid by member businesses, and local government grants.

### **Overflow Parking Plans**

*Overflow parking plans* describe the management strategies that will be applied when parking facilities fill, for example, during special events, peak shopping periods, or temporary reductions in parking supply. Because most parking facilities are sized to accommodate peak demands that seldom occur, an overflow parking plan can significantly reduce the amount of parking needed, and provide reassurance that reduced supply will not create problems.

### **Address Spillover Problems**

*Spillover parking problems* refers to the undesirable use of offsite parking facilities, such as when business customers and employees park on nearby residential streets or use another businesses' parking lot. Concerns about spillover impacts are used to justify excessive parking requirements and opposition to management solutions. Addressing spillover problems can increase parking management program acceptability and effectiveness. There are several ways to address spillover parking problems.

- Provide information indicating where motorists may and may not park.
- Use regulations to control spillover impacts, such as time limits and permit programs on residential streets near activity centers.
- Use pricing to control spillover impacts, such as charging non-residents for parking on residential streets near activity centers, and businesses charging non-customers for using in their parking facilities.
- Create *Parking Benefit Districts* in areas that experience parking spillover problems, so on-street parking is priced (residents can be exempt).
- Compensate people who bear spillover parking impacts. For example, a high school can send complementary sport event tickets to residents of nearby streets who experience spillover parking problems.
- Establish a monitoring program to identify where parking spillover is a problem. This may include surveys to identify who is parking where, and ways for residents and businesses to report spillover problems.

### **Improve Parking Facility Design and Operation**

*Parking facility design and operation* refers to physical layout, construction and day-to-day management. Improved design and operation can better integrate parking facilities into communities, improve the quality of service experienced by users, support parking management, and help address specific problems.

## Summary

The table below summarizes potential parking management strategies and their impacts.

**Table 7 Parking Management Strategies**

Strategy	Description	Typical Reduction	Traffic Reduction
Shared Parking	Parking spaces serve multiple users and destinations.	10-30%	
Parking Regulations	Regulations favor higher-value uses such as service vehicles, deliveries, customers, quick errands, and people with special needs.	10-30%	
More Accurate and Flexible Standards	Adjust parking standards to more accurately reflect demand in a particular situation.	10-30%	
Parking Maximums	Establish maximum parking standards.	10-30%	
Remote Parking	Provide off-site or urban fringe parking facilities.	10-30%	
Smart Growth	Encourage more compact, mixed, multi-modal development to allow more parking sharing and use of alternative modes.	10-30%	✓
Walking and Cycling Improvements	Improve walking and cycling conditions to expand the range of destinations serviced by a parking facility.	5-15%	✓
Increase Capacity of Existing Facilities	Increase parking supply by using otherwise wasted space, smaller stalls, car stackers and valet parking.	5-15%	
Mobility Management	Encourage more efficient travel patterns, including changes in mode, timing, destination and vehicle trip frequency.	10-30%	✓
Parking Pricing	Charge motorists directly and efficiently for using parking facilities.	10-30%	✓
Improve Pricing Methods	Use better charging techniques to make pricing more convenient and cost effective.	Varies	✓
Financial Incentives	Provide financial incentives to shift mode such as parking cash out.	10-30%	✓
Unbundle Parking	Rent or sell parking facilities separately from building space.	10-30%	✓
Parking Tax Reform	Change tax policies to support parking management objectives.	5-15%	✓
Bicycle Facilities	Provide bicycle storage and changing facilities.	5-15%	✓
Improve Information and Marketing	Provide convenient and accurate information on parking availability and price, using maps, signs, brochures and the Internet.	5-15%	✓
Improve Enforcement	Insure that regulation enforcement is efficient, considerate and fair.	Varies	
Transport Management Assoc.	Establish member-controlled organizations that provide transport and parking management services in a particular area.	Varies	✓
Overflow Parking Plans	Establish plans to manage occasional peak parking demands.	Varies	
Address Spillover Problems	Use management, enforcement and pricing to address spillover problems.	Varies	
Parking Facility Design and Operation	Improve parking facility design and operations to help solve problems and support parking management.	Varies	

*This table summarizes the parking management strategies described in this report. It indicates the typical reduction in the amount of parking required at a destination, and whether a strategy helps reduce vehicle traffic, and so also provides congestion, accident and pollution reduction benefits.*

Not every strategy is appropriate in every situation. Actual impacts vary depending on geographic and demographic factors, how a strategy is implemented and other factors. Below are some general guidelines.

- Impacts are higher where there are more parking and travel options. For example, parking pricing will have greater demand reduction impacts if implemented in conjunction with improvements in rideshare and public transit services.
- Financial incentives tend to have greater impacts on lower-income consumers.
- Some strategies are complementary. For example, shared parking becomes more effective if implemented with suitable regulations, pricing and walkability improvements.
- Impacts generally increase over time as programs mature. A Low value may be appropriate the first year, but increases to Medium after two or three years, and High after five or ten years.

Special care is needed when predicting the impacts of a program that includes multiple parking management strategies. Be careful to take into account strategies with overlapping impacts. For example, Transportation Management Associations (TMAs) provide an institutional framework for implementing strategies that directly affect parking requirements. While it would be true to say that a TMA can reduce parking requirements by 10-30% compared with not having such an organization, it would be incorrect to add the demand reductions of the TMA to the impacts of the individual strategies it helps implement.

Total impacts are multiplicative not additive. Shared parking reduces the parking requirements by 10%, to 90% of the original level. The 10% reduction of Parking Pricing reduces this further to 81% of the original level, and another 10% reduction from Mobility Management results in 73% of the original level, a 27% reduction, somewhat less than the 30% reduction that would be calculated by adding three 10% reductions.

Some combinations of strategies have synergistic effects (total impacts are greater than the sum of their individual impacts), and so become more effective if implemented together. For example, sharing parking and walkability improvements may each reduce parking requirements just 10% if implemented alone, but 25% if implemented together because they are complementary.

## Developing An Integrated Parking Plan

Below are recommendations for integrated parking planning. This should be adjusted to reflect the needs of a particular situation.

### Define Scope

Define the geographic scope of analysis, such as the site, street, district/neighborhood and regional scale. It is desirable to plan for a walkable area, such as a business district or neighborhood, since this is the functional scale of parking activities.

### Define Problems

Carefully define parking problems. For example, if people complain of inadequate parking it is important to determine where, when and to whom this occurs, and for what types of trips (deliveries, commuting, shoppers, tourists, etc.).

### Strategic Planning Context

Parking planning should be coordinated with a community's overall strategic vision. This helps insure that individual decisions reflect broader community objectives.

### Establish Evaluation Framework

Develop a comprehensive *evaluation framework*. This provides the basic structure for analyzing options, insuring that critical impacts are not overlooked and different situations are evaluated consistently. A framework identifies:

- *Perspective and scope*, the geographic range and time-scale of impacts to consider.
- *Goals* (desired outcomes to be achieved) and *objectives* (ways to achieve goals).
- *Evaluation criteria*, including costs, benefits and equity impacts to be considered.
- *Evaluation method*, how impacts are to be evaluated, such as benefit/cost analysis.
- *Performance indicators*, practical ways to measure progress toward objectives.
- *Base Case* definition, that is, what would happen without the policy or program.
- *How results are presented*, so results of different evaluations can be compared.

### Survey Conditions

Survey parking supply (the number of parking spaces available in an area) and demand (the number of parking spaces occupied during peak periods) in the study area.

### Identify and Evaluate Options

Develop a list of potential solutions using ideas from this report and stakeholder ideas. Evaluate each option with respect to evaluation criteria.

### Develop An Implementation Plan

Once the components of a parking management plan are selected, the next step is to develop an implementation plan. This may include various phases and contingency-based options. For example, some strategies will be implemented the first year, others within three years, and a third set will only be implemented if necessary, based on performance indicators such as excessive parking congestion or spillover problems.

## **Conclusions**

Current parking planning practices are inefficient, resulting in economically excessive parking supply, increased automobile traffic, and more dispersed destinations, contributing to various economic, social and environmental problems. There are many reasons to use management strategies that result in more efficient use of parking resources, in order to address parking problems without expanding supply.

This report describes more than two-dozen management strategies that result in more efficient use of parking resources. These strategies are technically feasible, cost effective, and can provide many benefits to users and communities. Although all of these strategies have been implemented successfully in some situations, they are not being implemented as much as economically justified, due to various institutional barriers. Parking management implementation requires changing the way we think about parking problems and expanding the range of options and impacts considered during planning.

Most parking management strategies have modest individual impacts, typically reducing parking requirements by 5-15%, but their impacts are cumulative and synergistic. A comprehensive parking management program that includes an appropriate combination of cost-effective strategies can usually reduce the amount of parking required at a destination by 20-40%, while providing additional social and economic benefits.

Management solutions represent a change from current practices and so various obstacles must be overcome for parking management to be implemented as much as optimal. Current planning practices are based on the assumption that parking should be abundant and provided free, with costs borne indirectly, incorporated into building construction costs or subsidized by governments. Current parking standards tend to be applied inflexibly, with little consideration of demographic, geographic and management practices that may affect parking requirements. Parking management requires changing current development, zoning and design practices. This requires that public officials, planners and the public change the way they think about parking problems and solutions, and become familiar with the full menu of parking management strategies available and the benefits they can provide. It requires an institutions and relationships, such as transportation management associations, and activities to improve enforcement and addressing potential spillover impacts.

This report summarizes the book *Parking Management Best Practices*, by Todd Litman, published by Planners Press in 2006. If you find this report useful, please purchase the book, which contains more detailed information.

For Release March 1, 2010

## A Census Message from Mayor Sidney A. Katz

**Gaithersburg, MD.** You should receive a mailing from the United States Census during the week of March 15, 2010. Please keep an eye out for this very important envelope.

It is important that we count every single person living in Gaithersburg. The Census only happens every ten years, and the results are used to establish our representation in Congress and in the Maryland General Assembly.

Federal funding for many essential education, transportation and human services are set by the population counted in the Census. Our community will lose thousands of federal dollars for every resident we fail to count.



Please remember that the information you provide to the Census cannot, by law, be shared with anyone else, not even another government agency. Your information is safe!

And filling out the form could not be easier. The 2010 Census form is just ten questions and will take you only ten minutes to fill out. That ten minutes will help determine Gaithersburg's future for the next ten years.

When you receive your form in the middle of March, please fill it out, including *every* person living in your residence. Mail the form back in the postage paid envelope by April 1. If you don't, the Census Bureau will have to pay someone to come to your house to collect the information in person.

Please mail your form back so Gaithersburg can move forward!

For more information on Census 2010 use the link from the City of Gaithersburg website at [www.gaithersburgmd.gov](http://www.gaithersburgmd.gov) or visit [www.2010.census.gov](http://www.2010.census.gov).

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**Mayor**  
Sidney A. Katz

**City Manager**  
Angel L. Jones

### Council Members

Jud Ashman    Cathy C. Drzyzgula    Henry F. Marraffa, Jr.    Michael A. Sesma    Ryan Spiegel

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**For Release February 23, 2010**

## **Scheer Partners, City Of Gaithersburg to Market Accelerator**

**Gaithersburg, MD** – A new public/private partnership is in force to attract more life sciences companies to the City of Gaithersburg.

Scheer Partners, the leading provider of fully integrated commercial real estate services for the health science industry in the Washington and Baltimore metropolitan areas, and the Mayor and City Council of Gaithersburg announced today that they are jointly marketing and promoting a unique accelerator facility to life sciences companies looking for lab and office space in a shared environment.

Under a memorandum of understanding signed by officials with Scheer Partners and the City of Gaithersburg, the two are working closely together to land life sciences companies at 21 Firstfield Road, a 53,000-square-foot building in Gaithersburg. The building is in the midst of receiving over \$6 million in laboratory-related renovations and will feature shared services such as an autoclave and glass wash system.

This accelerator is ideal for start-up or second stage companies, or those that have graduated from Montgomery County’s growing incubator program, which is managed by Scheer Partners property management division. The building offers new space while remaining in a shared-resources environment, but without other traditional incubator services offered by the county.

“We’re extremely excited about working with Scheer Partners to bring more life sciences companies to Gaithersburg,” says Mayor Sidney Katz. “Gaithersburg is a world renowned leader in the biotechnology industry, and this accelerator partnership further demonstrates our commitment to enhancing that reputation. The building at 21 Firstfield Road lends itself well to a collaborative, innovative environment, and we look forward to its many successes.”

Scheer Partners is marketing the facility to life sciences companies and will provide due diligence to evaluate prospective tenants. The City of Gaithersburg is waiving all interior commercial-renovation permit fees, such as fees for mechanical, electrical, life safety, and occupancy when tenants are building out their space at the accelerator.

**-more-**

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**Mayor**  
Sidney A. Katz

**City Manager**  
Angel L. Jones

**Council Members**

Jud Ashman    Cathy C. Drzyzgula    Henry F. Marraffa, Jr.    Michael A. Sesma    Ryan Spiegel

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## 2 – 2 – 2 / City of Gaithersburg/Scheer Partners Market Accelerator Project

Utilizing an economic development toolbox program already in existence, the City of Gaithersburg is providing, on a reimbursement basis, a tenant fit-up grant of up to \$3.00 per square foot to assist tenants in readying their space for use. The City of Gaithersburg will also provide and install appropriate signage at the facility to identify 21 Firstfield Road as a public/private partnership.

When the tenants' leases expire at 21 Firstfield Road, and should they decide to leave the facility, officials at Scheer Partners will work with City of Gaithersburg staff members to identify and offer appropriate replacement space in Gaithersburg.

Robert Scheer, the founder and president of Scheer Partners, says the accelerator has strong marketing appeal because there is no other facility like it in the region that boasts such shared-space and marketing concepts – appealing to companies that have graduated from the incubator program or require more space than an incubator could provide.

“It’s a way to differentiate us and attract life sciences companies to Gaithersburg,” says Scheer, who is also managing member of the Greater Washington Life Sciences Fund, fund formed in 2008 by Scheer Partners and Chevy Chase-based JBG Cos. that owns 21 Firstfield Road. “I’m very pleased with this new partnership being forged by our company and the City of Gaithersburg.”

Founded in 1991, Scheer Partners is a full-service commercial real estate firm headquartered in Rockville, MD. With a focus on the greater Washington and Baltimore regions, Scheer Partners’ fully integrated services include tenant and landlord representation, investment sales and acquisitions, construction, and property management. While the firm works with clients across all industry types, Scheer Partners is the recognized leader serving the health-care market with more than 500 successful projects in this sector. Scheer Partners is the operations manager for Montgomery County's technology incubator program, with more than 160 tenants, and is co-manager of the Greater Washington Life Sciences Fund. The company’s Web site is [www.scheerpartners.com](http://www.scheerpartners.com).

**For more information please contact:** Neil Adler of D\*MNGOOD®, 202-683-8975 (office), 410-499-5004 (cell), [neil.adler@dmngood.com](mailto:neil.adler@dmngood.com)

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**Mayor**  
Sidney A. Katz

**City Manager**  
Angel L. Jones

**Council Members**

Jud Ashman    Cathy C. Drzyzgula    Henry F. Marraffa, Jr.    Michael A. Sesma    Ryan Spiegel

For Release February 24, 2010

## Gaithersburg Down Payment and Closing Cost Assistance Program Expanded

**Gaithersburg, MD.** Effective February 1, 2010, the Housing Opportunities Commission (HOC) of Montgomery County no longer oversees the down payment assistance and closing loan program on behalf of the nearly 350 former tenants of West Deer Park Apartments, Broadstone Apartments, and of the three apartment complexes on East Diamond Avenue displaced as a result of pending redevelopment. Prior to the termination of this agreement with HOC, just ten loans had been issued.

The City of Gaithersburg will now administer this program directly, and is soliciting mortgage lenders interested in participating. Additionally, the City has expanded the program to any qualified City resident meeting the eligibility requirements who wishes to purchase in Gaithersburg or Montgomery County and to any County resident wishing to purchase a home within the corporate City limits.

For those residents who have provided forwarding addresses, City staff will contact them directly. However, the City also intends to market the program aggressively through flyers and published notices in Spanish and English language newspapers with large circulations within the Rockville, Gaithersburg and upper Montgomery County areas.

For information, contact Louise Kauffmann, Gaithersburg's Housing and Community Development Director at, 301-258-6310 or email at [lkauffmann@gaithersburgmd.gov](mailto:lkauffmann@gaithersburgmd.gov)

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**Mayor**  
Sidney A. Katz

**City Manager**  
Angel L. Jones

### Council Members

Jud Ashman    Cathy C. Drzyzgula    Henry F. Marraffa, Jr.    Michael A. Sesma    Ryan Spiegel



For Release February 26, 2010

## Police Arrest Man for Thefts from Autos

*Gaithersburg, MD.* On February 17, 2010, the Gaithersburg Police Investigative Section arrested 25-year-old Nelson Clemente Sanchez of the 400 block of Girard Street in Gaithersburg. Sanchez was charged with thirteen separate counts related to six separate incidents of thefts from autos.

On February 8, 2010, an unknown Hispanic male was observed breaking into numerous vehicles in the 100 block of Olde Towne Avenue. During the course of the investigation Sanchez was developed as a suspect.

An arrest warrant was obtained for Sanchez, who is currently being held at the Montgomery County Detention Center on unrelated charges. Sanchez was served on February 23, 2010. He is being held on a \$7,500.00 bond.

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A photograph of Sanchez is being e-mailed with this release.



**Mayor**  
Sidney A. Katz

**City Manager**  
Angel Jones

### Council Members

Jud Ashman    Cathy C. Drzyzgula    Henry F. Marraffa, Jr.    Michael A. Sesma    Ryan Spiegel



# Outside Correspondence

**From:** Persen@aol.com [mailto:Persen@aol.com]  
**Sent:** Thursday, February 25, 2010 10:11 PM  
**To:** Sidney Katz; Cathy Drzyzgula; Jud Ashman; Michael Sesma; Ryan Spiegel; Henry Marraffa - External  
**Subject:** Olde Towne Arts District

Mr. Mayor and Council members,

Below is an email I received as Chairman of the Gaithersburg Cultural Arts Committee after a meeting we had to discuss the possibility of establishing a formal Arts District in Olde Towne. Some of you were in at the meeting and heard our presentation, saw information we have gotten from other organizations, and heard comments from the audience about the value of having an arts district as part of an economic engine for downtown. There are spaces available right now that could get the ball moving if we could encourage property owners to do minor upgrades to their property with the encouragement of a formal district designation. As you can see from the following there are arts organizations waiting in the wings to jump in on board. Some of the suggestions that came out of our meeting would enable students to exhibit their work as well as give them working space. Uses such as this will bring traffic to Olde Towne and support other businesses. One of our leading business leaders, Jim Clifford, was extremely supportive and is already renovating some of his space for arts use. What we need from you is the direction to begin preparing the paper work to request State designation.

I hope that you consider this positively at your retreat on Feb. 27.

J. Persensky

\*\*\*\*\*

**From:** director@mbtdance.org [mailto:director@mbtdance.org]  
**Sent:** Saturday, February 20, 2010 1:02 PM  
**To:** Denise Kayser  
**Subject:** Gaithersburg Arts District

Dear Mr. Persensky,

I read with great interest and excitement in "The Town Courier" Gaithersburg's plans for an Arts District. My name is Robin Griffin, Artistic Director of Metropolitan Ballet Theatre, Inc. (MBT), currently located in Rockville. After 21 years we have outgrown our current location, and are actively searching for a new home.

MBT is a 501(c)3 arts education organization, recognized by the Montgomery County Arts & Humanities Council as a large, core arts organization. We offer dance instruction to an average of 200 families in classical ballet, pointe, jazz and modern as well as present two professional performances annually: The Nutcracker and a Spring Dance Concert.

The 2010 Spring Concert advertisement appears on page 5 of the February 19 issue of "The Town Courier", just below Ms. Brick's article "Arts District Plans for Olde Towne".

I would very much like to discuss with you the possibility of joining your efforts and relocating to Olde Towne Gaithersburg.

For more information about MBT, please visit our web site at [www.mbtdance.org](http://www.mbtdance.org)

I anxiously await your reply at [director@mbtdance.org](mailto:director@mbtdance.org) or 301-762-1757, 301-229-4770.

Sincerely,

Robin Griffin, Artistic Director  
Metropolitan Ballet Theatre  
10076 Darnestown Road, Suite 202  
Rockville, MD



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[Home](#) > [News Releases](#) > 2010 > March > [Rockville Hosts County, Gaithersburg Councils to Discuss Gaithersburg West Master Plan](#)

## News Release

### CONTACT:

[Marylou Berg](#), Communication Manager, 240-314-8105

### Rockville Hosts County, Gaithersburg Councils to Discuss Gaithersburg West Master Plan

ROCKVILLE, Md., March 1, 2010 - The Rockville Mayor and Council will host the Gaithersburg Mayor and Council and members of the County Council, including Council President Nancy M. Floreen (D-At large) of Garrett Park, for a meeting on the Gaithersburg West Master Plan.

The meeting is scheduled to take place at 6:30 p.m. tonight in Mayor and Council Chambers at Rockville City Hall, 111 Maryland Ave.

During the last two years, staff from the Maryland-National Capital Park and Planning Commission (Montgomery County Department of Planning) has been developing a master plan for a portion of the Shady Grove Sector that is called Gaithersburg West.

The central purpose of the plan is to update the Life Sciences Center portion of the planning area, which is immediately to the west of Shady Grove Road beyond the boundaries of the City of Rockville.

The core of the new development that is proposed in this plan is the 107-acre undeveloped Belward Farm parcel, which Johns Hopkins University (JHU) now owns and proposes to develop into a mixed-use center for scientific research and supportive housing and retail. Other parcels are also targeted for additional development, including properties owned by Adventist Health Care and Danac.

Details of the plan are available at [www.montgomeryplanning.org/community/gaithersburg/index.shtm](http://www.montgomeryplanning.org/community/gaithersburg/index.shtm).

The meeting will be televised live by the Rockville Channel (cable channel 11) and simulcast by County Cable Montgomery (CCM-cable channel 6 on Comcast and RCN, channel 30 on Verizon). The live broadcast also can be viewed via streaming through the Rockville Web site at [www.rockvillemd.gov](http://www.rockvillemd.gov) or the County Web site at [www.montgomerycountymd.gov](http://www.montgomerycountymd.gov).

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Rockville City Government  
Rockville City Hall • 111 Maryland Avenue • Rockville, MD 20850  
240-314-5000

Please e-mail questions or comments to the [Web Administrator](#).

**From:** [Michael Dennis](#)  
**To:** [CityHall External Mail](#)  
**Subject:** Gaithersburg West Master Plan  
**Date:** Monday, March 01, 2010 3:32:31 PM

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Dear Mayor and City Council: I understand that you are meeting with officials of the City of Rockville today (March 1, 2010) to discuss the proposed Gaithersburg West Master Plan.

I write to tell you that I am unalterably opposed to the proposed Gaithersbug West Master Plan that supports the massive development of the Belward Farm and the "Science City." I moved to the City of Gaithersburg from Silver Spring in 1998 in order to find space "to exhale." I moved to Gaithersburg because it called itself the "Tree City" and had a reputation for responsible development. In the last few years I believe the City has been irresponsible in approving such massive development as the Crown Farm/Aventiene project and I ask you to reduce the footprint of the Belward Farm/Science City proposal. If these massive projects are built my home will be surrounded by concrete and traffic and I will have no place "to exhale." I want to remind you the unlimited economic expansion is not sustainable and we need to work on a smaller sustainable model that takes natural resources into consideration.

In conclusion, please remember the words of Mies van der Rohe "less is more" when you review the Gaithersburg West Master Plan.

Thank you, Michael Dennis, 137 Timberbrook Lane 301, Gaithersburg MD 20878.

Ms. Fine,

Thank you for your email. I am forwarding a copy of your email to the City Council and City Staff so that they are aware of your concerns as well.

Sincerely,  
Sidney Katz

**From:** Jan Fine [mailto:janrandyfine@gmail.com]

**Sent:** Monday, March 01, 2010 2:18 PM

**To:** Sidney Katz

**Cc:** Lynne Rose; Clyne, Magda; Wayne Moore; Jackie Shaw; Gary Robinson; David Rothbard; Dan Drazan (E-mail); Pamela Lindstrom; Diana Conway

**Subject:** Meeting with Rockville Mayor

Dear Mayor Katz,

I am writing as a citizen of the City of Gaithersburg, as a representative of The Mission Hills Architectural Review Board and as a representative of Residents for Reasonable Development. I wanted to remind you that the draft plan for Gaithersburg West as it stands now is not a plan that will benefit Gaithersburg residents. This possible financial gain that this draft plan might accrue for the County bottom line really does nothing to benefit the residents of The City of Gaithersburg. Rather, this plan promises to crowd more traffic onto our already congested roads at a hugely unacceptable percentage. The CCT constructed in any form - whether bus rapid transit or light rail - cannot possibly manage the proposed numbers without a reduction in overall density and/or addition of a Metro station or two.

Residents for Reasonable Development has proposed an Alternative Plan which has been shared with you, with the County planners, and with the County Council. While we can't promise that this plan will "cure cancer" we have shown that there is a better way of planning for the right balance for this Science City. RRD's objective at this point in the process is to have the draft returned to the Planning Board with clear instructions to reduce it and balance it with the residential area in which it sits.

As a private citizen of the City of Gaithersburg, as a representative of Mission Hills ARB and as a member and spokesperson for RRD, I would like to hear you make this point at the meeting this very evening.

I thank you for your responsiveness to date and look forward to seeing you tonight.

Sincerely,

Jan R. Fine

126 Mission Drive

Gaithersburg, MD 20878

home 301-921-0038

mobile 202-487-0055I will

**From:** [Sidney Katz](#)  
**To:** [RANDY ALTON](#)  
**Cc:** [Greg Ossont](#); [Angel Jones](#); [Doris Stokes](#); [Marie Best](#); [Monica Sanchez](#); [Sidney Katz](#); [Tony Tomasello](#); [Cathy Drzyzgula](#); [Henry Marraffa - External](#); [Jud Ashman - External](#); [Michael Sesma](#); [Ryan Spiegel - External](#)  
**Subject:** RE: Historic Meeting Tonight in Rockville-Thank you  
**Date:** Monday, March 01, 2010 8:03:00 AM

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Randy,  
Thank you for your email.  
Best regards,  
Sidney

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**From:** RANDY ALTON [mailto:ralton1997@msn.com]  
**Sent:** Monday, March 01, 2010 7:02 AM  
**Cc:** Tom Perez; CityHall External Mail; Sidney Katz; Phyllis Marcuccio; P Gajewski; Bridget Newton; John Britton; Mark P  
**Subject:** Historic Meeting Tonight in Rockville-Thank you

I wanted to take a moment to Thank the Montgomery County Council, the Mayor and Council of Gaithersburg, and the Rockville Mayor and Council for meeting in a joint session this evening. This is truly historic and serves your constituents well. It is imperative that answers regarding the Gaithersburg West Master Plan are addressed. This type of meeting helps to set the stage. I will not be able to attend given a previous commitment however; I am concerned about the traffic and transportation issues as well as the staging of the plan's infrastructure and density and impact on existing municipalities and neighborhoods.

Best Regards.....Randy Alton, Rockville

**From:** [Sidney Katz](#)  
**To:** [Donna Baron \(Scale-it-back\)](#)  
**Cc:** [Greg Ossont](#); [Cathy Drzyzgula](#); [Henry Marraffa - External](#); [Jud Ashman - External](#); [Michael Sesma](#); [Ryan Spiegel - External](#); [Sidney Katz](#); [Angel Jones](#); [Doris Stokes](#); [Marie Best](#); [Monica Sanchez](#); [Tony Tomasello](#)  
**Subject:** RE: Gaithersburg West Master Plan  
**Date:** Tuesday, March 02, 2010 9:17:25 AM

---

Donna,  
Thank you for your email! I am forwarding it to the City Council and City Staff.  
Best Regards,  
Sidney

---

**From:** Donna Baron (Scale-it-back) [mailto:info@scale-it-back.com]  
**Sent:** Tuesday, March 02, 2010 9:15 AM  
**To:** Sidney Katz  
**Subject:** Gaithersburg West Master Plan

Dear Mayor Katz,  
Thank you so much for bringing the voices of reason to the discussion of the Gaithersburg West Master Plan. It is refreshing to listen to real concerns from elected officials instead of the canned responses we have received from the Planning Board and many of the County Council members. Please convey our gratitude to your Council members. We very much appreciate all the time and effort you all have spent on analyzing this absurd master plan. As we all know, if this plan is approved, we will all be buried in traffic.  
Thank you so much and best regards,  
Donna Baron  
The Gaithersburg - North Potomac - Rockville Coalition  
[www.scale-it-back.com](http://www.scale-it-back.com)

**From:** [Sidney Katz](#)  
**To:** [Crosswhite Lezlie](#); [Michael Sesma](#); [Cathy Drzyzgula](#)  
**Cc:** [Jud Ashman](#); [Henry Marraffa - External](#); [Ryan Spiegel](#); [Greg Ossont](#); [Angel Jones](#); [Doris Stokes](#); [Marie Best](#); [Monica Sanchez](#); [Sidney Katz](#); [Tony Tomasello](#)  
**Subject:** RE: Gaithersburg West Master Plan  
**Date:** Monday, March 01, 2010 6:02:13 AM

---

Thank you for your email. I am forwarding a copy of your email to city staff so that they are aware of your concerns as well.

Sincerely,  
Sidney Katz

---

From: Crosswhite Lezlie [malamuterescue@gmail.com]  
Sent: Sunday, February 28, 2010 10:30 PM  
To: Sidney Katz; Michael Sesma; Cathy Drzyzgula  
Cc: Jud Ashman; Henry Marraffa - External; Ryan Spiegel  
Subject: Gaithersburg West Master Plan

Dear Mayor Katz and Council Members,

My husband and I have been residents of Gaithersburg since 1998. I'm writing to let you know that we and our neighbors are very opposed to the bloated development JHU wants to build on Belward Farm.

To cram so many workers and cars into such a small area, with such limited roads, and with such VERY LAX staging requirements is absurd at best and sheer idiocy at worst.

As the master plan currently stands, 15,000 cars could be traveling on Great Seneca, Muddy Branch, and Darnestown Rd. BEFORE CONSTRUCTION BEGINS TO IMPROVE ONE SINGLE INTERSECTION.

Please ask the tough questions at the meeting with the County Council Monday night and don't be sucked in to JHU's "grand vision" of traffic, congestion, and gridlock on our neighborhood roads.

Remember that JHU has only their own interests in mind. We trust that you, as our representatives, will keep our interests first and foremost.

Thank you very much.

Chris and Lezlie Crosswhite  
Gaithersburg residents since 1998  
Maryland residents since 1990

**From:** [Sidney Katz](#)  
**To:** [Bobby Soriano](#)  
**Cc:** [CityHall External Mail](#); [Greg Ossont](#); [Angel Jones](#); [Doris Stokes](#); [Marie Best](#); [Monica Sanchez](#); [Sidney Katz](#); [Tony Tomasello](#); [Cathy Drzyzgula](#); [Henry Marraffa - External](#); [Jud Ashman - External](#); [Michael Sesma](#); [Ryan Spiegel - External](#)  
**Subject:** RE: JHU plan for Belward Farm  
**Date:** Monday, March 01, 2010 9:42:04 AM

---

Mr. Soriano,  
Thank you for your email. I am forwarding a copy of your email to the City Council and City Staff so at they are aware of your concerns as well.  
Sincerely,  
Sidney Katz

---

**From:** Bobby Soriano [mailto:soriano120@yahoo.com]  
**Sent:** Monday, March 01, 2010 9:07 AM  
**To:** Sidney Katz  
**Cc:** CityHall External Mail  
**Subject:** JHU plan for Belward Farm

Dear Mayor Katz,  
I am a resident of Mission Hills and would like to appreciate your opposition to the proposed massive development in our backyard.

I moved my family to Gaithersburg in 1995 because of the city's impressive living conditions and its reputation as a "GREEN CITY". Our property backs into Belward Farm where JHU has plans to turn it into a massive science city with high rises and retail spaces. That was not the original plan for the farm when we purchased our property. It was unjustly re-zoned to benefit JHU, at the expense of property owners around the farm, and contrary to the wishes of the farm's owner.

PLEASE continue to oppose the massive master plan for our backyard and our "GREEN CITY". The plan needs to be scaled back to a reasonable size and density.

More power to you and the City of Gaithersburg.

Bobby M. Soriano  
120 Mission Drive  
Gaithersburg, MD 20878

**From:** [Sidney Katz](#)  
**To:** [Karen Norris](#)  
**Cc:** [Lisa Holland](#); [Angel Jones](#); [Doris Stokes](#); [Marie Best](#); [Monica Sanchez](#); [Sidney Katz](#); [Tony Tomasello](#)  
**Subject:** RE: Application for position on Animal Control Board  
**Date:** Tuesday, March 02, 2010 8:47:27 AM

---

Dear Dr. Norris,

Thank you for your e-mail and your interest!

I am sending a copy of your e-mail to our staff so that they may keep you informed about the Animal Control Board.

Sincerely,  
Sidney Katz

---

**From:** Karen Norris [mailto:kcnorris@gmail.com]  
**Sent:** Monday, March 01, 2010 10:18 PM  
**To:** Sidney Katz  
**Subject:** Application for position on Animal Control Board

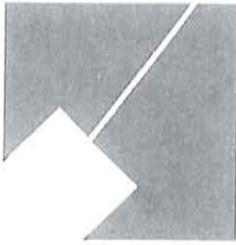
Dear Mayor Katz:

I would like to apply for the position of the alternate member on the Gaithersburg Animal Control Board. I have had training and am experienced in the proper training and care of domestic animals. Specifically, I received my degree as a Doctor of Veterinary Medicine (DVM) from Colorado State University in 2005. I have since worked as an associate for Banfield The Pet Hospital and am currently employed in the Kentlands Banfield hospital. I am scheduled part-time, so I have the ability to commit to hearings/ Board meetings if called upon. Furthermore, prior to moving to Gaithersburg over 1 year ago, I lived and worked in Denver, Colorado, where canine breed bans and laws against animal abuse and neglect are very stringent. Therefore, I can provide insight on how to safeguard both Gaithersburg's pets and pet owners.

I would be happy to provide my resume upon request. Thank you for your time and consideration of this application.

Karen Norris, DVM  
73 Appleseed Ln.  
Gaithersburg, MD 20878  
856-979-9776

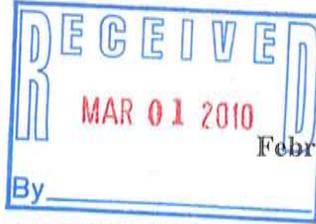
M-NCPPC



MONTGOMERY COUNTY DEPARTMENT OF PARK AND PLANNING

THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

8787 Georgia Avenue  
Silver Spring, Maryland 20910-3760  
301-495-4500, www.mncppc.org



February 26<sup>TH</sup>, 2010

**OFFICIAL NOTICE OF PUBLIC HEARING  
Limited Preliminary Plan & Limited Site Plan  
Concept Master Plan  
For Public Hearing by the  
Montgomery County Planning Board  
On**

**THURSDAY, MARCH 11<sup>TH</sup>, 2010**

The following limited preliminary plan and limited site plan have been scheduled for public comment, discussion, and a vote by the Montgomery County Planning Board, at a public hearing on **THURSDAY, MARCH 11<sup>TH</sup>, 2010**. The hearing will be held in the first floor auditorium of The Maryland-National Capital Park and Planning Commission's Montgomery County Regional Office, 8787 Georgia Avenue, Silver Spring, Maryland. You may speak to the Planning Board about this plan by signing up at the public hearing.

<b>Name of Plan:</b>	<b>Montgomery County Medical Center / Preliminary Plan Johns Hopkins University Concept Master Plan / Site Plan</b>
<b>Subdivision File Number:</b>	<b>11986115B</b>
<b>Site Plan File Number</b>	<b>81986065B</b>
<b>Proposed Use:</b>	<b>Request to amend phasing conditions of the Preliminary Plan Amendment to update the "Concept Master Plan" for Site Plan</b>
<b>Current Zoning:</b>	<b>LSC Zone</b>
<b>Acres:</b>	<b>35.57</b>
<b>Location:</b>	<b>Located at the southeast quadrant of the intersection of Borschart Road and Key West Avenue</b>
<b>Master Plan Area:</b>	<b>Shady Grove</b>

A staff report containing the staff recommendation for this application will be available via the link to the Planning Board's Agenda on the Commission's website at [www.mc-mncppc.org](http://www.mc-mncppc.org) on Monday, March 1st, 2010. You can also obtain a copy of the staff report and review the complete application file in the Development Review Division between the hours of 9:00 a.m. to 3:30 p.m.

To obtain information about proposed staff recommendations or to offer your comments on the preliminary plan amendment to the staff, please contact Patrick Butler, of the Development Review Division of the Montgomery County Planning Department, via e-mail at [patrick.butler@mncppc-mc.org](mailto:patrick.butler@mncppc-mc.org), or by phone at (301) 495-4561. For information regarding proposed staff recommendations or to offer comments related to the site plan amendment, please contact Robert Kronenberg, of the Site Plan Division of Montgomery County Planning Department, via e-mail at [robert.kronenberg@mncppc-mc.org](mailto:robert.kronenberg@mncppc-mc.org), or by phone at (301) 495-2187. See the fact sheet on the reverse side for details on submitting written comments to the Planning Board. If you plan to comment at the hearing, the Board encourages you to contact the Development Review Division in advance.

To obtain an approximate time for this item on the Planning Board's agenda, please refer to the Commission's website or call the Community Relations Office, (301) 495-4600, after Monday, March 8th, 2010.

Thank you for your interest in Montgomery County's future development.

## FACT SHEET

On the reverse side of this fact sheet is an official public hearing notice alerting you that a preliminary plan of subdivision and/or site plan application for a property located in your area will be discussed and voted on by the Montgomery County Planning Board of The Maryland-National Capital Park and Planning Commission. The Montgomery County Planning Board is the decision-making authority for preliminary plans of subdivision and site plans; therefore, this is your last opportunity to comment and express your concerns regarding this development before the Planning Board renders its decision.

The Planning Board encourages public testimony unless otherwise noted on the agenda. Refer to the Planning Board Rules of Procedure for more information on public testimony. Any individual or organization not scheduled for public testimony may submit a written statement for consideration by the Planning Board. Written comments should be submitted at least 24 hours in advance of the Planning Board hearing date with reference to the matter to ensure that all comments will be included in the record before the Commission. Written comments received on the day of the hearing via email, fax, or postal mail may not be considered by the Planning Board or included in the record unless the Chair specifically leaves the record open. Comments should be transmitted via email [MCP-Chair@mncppc-mc.org](mailto:MCP-Chair@mncppc-mc.org), faxed to Chairman Royce Hanson at 301-495-1320, or addressed to: Royce Hanson, Chairman, Montgomery County Planning Board, 8787 Georgia Avenue Silver Spring, Maryland 20910.

The Planning Board public hearing will take place in the first floor auditorium, 8787 Georgia Avenue, Silver Spring, MD. When you arrive, if you wish to comment on this plan, please fill out a speaker's form (found on the rear table as you enter the auditorium) and submit the form to the Community Relations person seated at the front of the auditorium on the left. The number on the small flip chart in front of the Community Relations person indicates the agenda item currently under consideration by the Board. It is helpful to know this agenda item number when referencing the plan. This number can be located on the blue and pink sheets also located on the rear table in the auditorium. Time limits for testimony are as follows: ten minutes for representatives of groups and three minutes for individuals. Requests for more time should be made to the Chairman's office at the earliest possible time.

Occasionally, scheduled agenda items may be deleted or postponed. Before attending a public hearing, you may wish to call the Planning Board's Hotline at (301) 495-1333 for a recorded message of up-to-date information.

Currently, the members of the Montgomery County Planning Board are:

Royce Hanson, Chairman  
Marye Wells-Harley, Vice Chairman  
Norman Dreyfuss, Commissioner  
Amy Presley, Commissioner  
Joe Alfandre, Commissioner

If you would like to receive the Planning Board's weekly agenda, please call the Community Relations Office at (301) 495-4600.

The Maryland-National Capital Park and Planning Commission facilities are accessible for those individuals with disabilities and encourage your participation. For accommodations, including sign language interpretation, assistive listening devices, large print materials, etc., please contact the Community Relations Office at (301) 495-4600 or TTY (301) 495-1331.

**WOODLAND HILLS HOMEOWNERS ASSOCIATION**

February 26, 2010

Honorable Sidney A. Katz  
Mayor  
City of Gaithersburg  
31 South Summit Avenue  
Gaithersburg, MD 20877-2098



Dear Mayor Katz:

The Woodland Hills Homeowners Association commends the city for the extraordinary work in clearing the streets of snow in our community this winter. The Department of Public Works has done an outstanding job of removing the record-breaking snow fall while minimizing damage from plows to our curbs.

The acquisition by the city of three “Trackless” auger/blower snow-removal machines has happily eliminated, where used, the curb damage caused in previous winters by plows.

We still experience curb damage from plows. This winter I believe there was one collision of a plow into a light pole (light pole #3 near 1515 Tanyard Hill Road). But overall the work by the Department of Public Works this year has been impressive.

Thanks to you, the Gaithersburg City Council and City Manager Jones for the budget funds for this important work. And special thanks to Jim Arnoult’s team for their tireless work.

Sincerely yours,

A handwritten signature in blue ink that reads 'Ann Walsh'.

Ann Walsh  
President  
Woodland Hills Homeowners Association  
104 Kestrel Court  
Gaithersburg, MD 20879

Distributed to M&CC:3/8/10

# The Washington Post

## The delicate balance of historic preservation in suburbs

Saturday, February 27, 2010

By Roger K. Lewis

Mention historic preservation, and people visualize venerable buildings and neighborhoods within cities. Thanks to public attitude and policy shifts in recent decades, countless urban districts and edifices have been officially designated historic and, in many cases, saved from the wrecking ball.

Washingtonians admire Union Station, the Willard hotel, Georgetown, Capitol Hill and Cleveland Park. Virginians have granted landmark status to buildings and neighborhoods in Alexandria, Leesburg and Fredericksburg, while Marylanders proudly boast of historic Annapolis, Frederick and Ellicott City.

Urban historic assets are naturally more familiar. By contrast, suburban and exurban locales worthy of preservation are often less visible, not as well known and underappreciated. Consequently, in many suburbs and exurbs, historic preservation gets less attention and can be more of an effort.

Part of the challenge outside cities arises from the conflict between pressure to grow and change and pressure to resist change. Such conflict is increasingly evident in jurisdictions not only outside Washington, but nationwide.

Montgomery, Howard, Prince George's, Fairfax, Loudoun and Prince William counties are experiencing this tension. They all want to preserve their historic character and, at the same time, foster sustainable growth, jobs and fiscal health.

Meeting this challenge requires two complementary sets of plans.

One enunciates goals, principles, evaluation criteria and regulatory protocols for historic designation, all to identify what merits preservation.

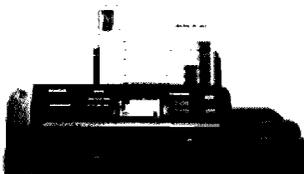
The other set, in a sense the reverse of the preservation plans, delineates where growth and change should occur, along with the form, density and character of growth. Growth plans are the indispensable companion of preservation

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# The Washington Post

## The delicate balance of historic preservation in suburbs

plans.

Preparing a preservation plan is a daunting task, requiring comprehensive field surveys across a jurisdiction plus thorough historic research and analysis. Difficult value judgments must be made because since the historic significance of a particular place or building is often debatable.

Historic buildings are not limited to monumental architecture. They can include farm structures; cabins or manor houses; multifamily apartment complexes; churches and synagogues; and modest civic buildings such as fire stations, schools and libraries. Bridges and other civil engineering structures also may have historic value.

Natural and agrarian landscapes, waterways and parklands often deserve protection for historic as well as environmental reasons.

The Washington area's Civil War battlefields, Rock Creek Park, the C&O Canal, the National Mall and the civic squares inspired by Pierre L'Enfant exemplify historically significant landscapes.

What makes a place, structure or landscape a vital part of America's cultural legacy and significant enough to warrant historic-landmark status?

Whether the location is urban, suburban or exurban, historic designation depends on several critical attributes, the most obvious being age, though age alone is not sufficient. Plenty of old buildings are not worth saving.

Another obvious attribute is architectural distinction, as evidenced by exceptional design or technological originality. A structure may deserve preservation because it is stylistically and functionally unique, perhaps a prototype, or -- conversely -- because it is emblematic of a notable stylistic era or family of building types.

And sometimes architecture acquires importance primarily because of a historically significant architect. Independent of aesthetics are considerations of the United States' social, political, economic and military

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## The Washington Post

### The delicate balance of historic preservation in suburbs

history -- the "George Washington slept here" rationale. We naturally admire and seek to preserve structures or sites where significant events occurred or where history makers lived and worked. Such places physically represent meaningful parts of American culture.

Historic landmark designation does not necessarily prevent modification, modernization or expansion of private property. By recognizing publicly visible characteristics that impart historic identity, the designation seeks only to keep that part of the culture alive. Thus property owners can make changes, but changes must be designed and implemented sensitively.

This has long been an issue for residents of historic Greenbelt, constructed in the 1930s. Many of Greenbelt's original art deco apartments and homes, small by today's standards, have been remodeled over the years. Yet owing to Greenbelt's wise stewardship of its architectural heritage, the essential historic character of the community has not been lost.

Historic designation of a property, in fact, offers financial benefits. Federal tax credits are available for investments in acquiring or improving historic properties. Some states, counties and cities likewise promote historic preservation investment through tax incentives, low-cost loans and grants.

The public's interest in historic preservation and private property interests are not fated to be in conflict, but only if jurisdictions do the right thing: Prepare plans for historic preservation as well as plans for growth and change.

*Roger K. Lewis is a practicing architect and a professor emeritus of architecture at the University of Maryland.*

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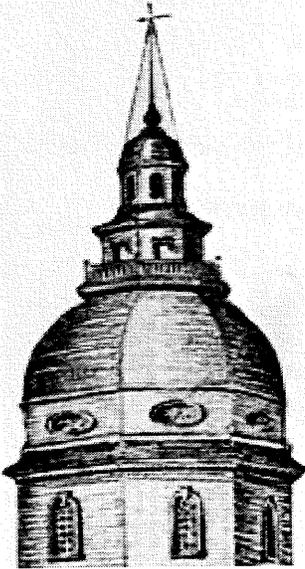
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# Maryland's HISTORIC DISTRICTS

A Publication of MAHDC: The Maryland Association of Historic District Commissions

Volume 5 Number 1

February 2010



Maryland Association  
of Historic District  
Commissions

P.O. Box 783  
Frederick, MD 21705

[www.mahdc.org](http://www.mahdc.org)



## INSIDE THIS ISSUE:

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- SPECIAL INSERT  
2010 Member Listing
- Page 4  
Preserve Maryland:  
A Plan....

## FOCUS on...

# Support Full Funding for Historic Preservation

By Cory Kegerise

The Historic Preservation Fund (HPF) is the Federal government's largest source of funding for cultural heritage programs across the country. The HPF provides funding for State Historic Preservation Offices, Tribal Historic Preservation Offices, Preserve America, Save America's Treasures, Historically Black Colleges and Universities, and other programs. There is an opportunity to significantly increase the amount of money available to fund these programs right now, and the Coalition for Full Funding needs your support.

The HPF is funded by off-shore oil and gas leases and the National Historic Preservation Act authorizes Congress to appropriate up to \$150 million to the HPF each year. This has never happened, though; the most Congress has ever appropriated was \$46 million (see chart for a funding history). Congress is currently considering a bill that would permanently fund the Land and Water Conservation Fund (LWCF), and since the HPF was modeled after the LWCF and has long been considered a "sister fund" to it, historic preservation advocates believe it's possible to have full and permanent funding for the HPF added to one or both of those bills. Both programs draw their funding from the same off-shore oil revenues.

Each state has a State Historic Preservation Office (SHPO), and each SHPO receives an annual grant from the HPF. The amount of each state's grant is determined by a formula and varies based upon the amount Congress appropriates each year. The Maryland Historical Trust (MHT) is Maryland's State

Historic Preservation Office and uses the grant funds to implement core preservation programs like Federal Rehabilitation Tax Credits, the National Register of Historic Places, Section 106 reviews of federally-sponsored projects, and local government assistance.

It is difficult to estimate just how much Maryland's grant would be if the HPF were fully funded, but it is clear that the increase would be substantial. Local governments would benefit from increased funding through improved services and access to the core state and federal programs that form the backbone of the historic preservation movement. The most direct benefit would be increased funding for Certified Local Governments, who are eligible to apply for 10% of the federal funds through a competitive grant program.

The rising tide lifts all boats, and full funding of the HPF will strengthen historic preservation activities at all levels and help all of us achieve our shared goals – to protect, interpret, and enhance places that matter. The Coalition for Full Funding is a broad-based consortium of preservation and revitalization organization of all types and sizes who are asking Congress to honor the promise they made more than 30 years ago – meaningful financial support of historic preservation programs.

MAHDC and the Maryland Historical Trust, along with a number of other organizations across the state have joined the Coalition

*continued on page 2*



Providing advocacy, training,  
and program support for  
Maryland's Historic Preservation  
Commissions and local  
governments.

**MAHDC  
Board of Directors**

**Roger Bollman**  
Easton

**Bernie Callan**  
Frederick

**Betty Carlson-Jameson**  
Calvert County

**Brigitte Fessenden**  
Baltimore City

**Donna Hole**  
Anne Arundel County

**Sharon Kennedy**  
Annapolis

**Michael J. Lane**  
Chestertown

**Fred Stachura**  
Prince George's County

**Cherilyn Widell**  
Chestertown

**Karen Theimer Brown**  
Editor  
ktheimerbrown@gmail.com

# Support Full Funding for Historic Preservation

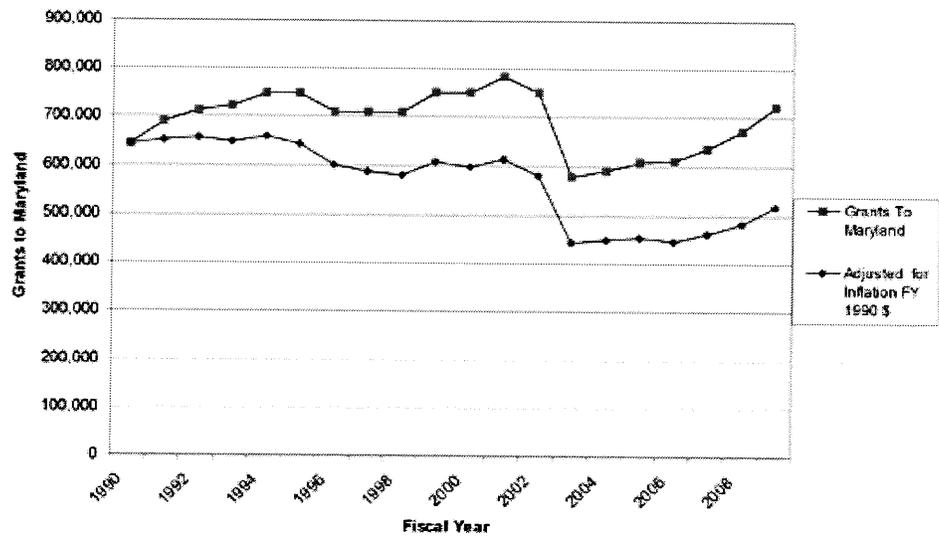
*continued from page 1*

and we encourage all Historic Preservation Commissions to do the same. It's easy to do – as simple as sending an email to the Coalition organizers expressing your organization's support. Maryland currently has the second highest number of members and with your community's support we can be number one.

For more information about the HPF in Maryland visit <http://mht.maryland.gov/hpf.html>. To join the Coalition for Full Funding, download sample letters, and view the proposed legislation visit <http://www.fullyfundhpf.org>.

*Cory Kegerise is the Administrator of Local Preservation Programs at the Maryland Historical Trust.*

**HPF Grants to Maryland Adjusted for Inflation (FY 1989 \$)**



## MAHDC news

**MAHDC welcomes Fred Stachura to the board.** Fred joined the Prince George's County Planning Department in April 2008, and serves as the principal staff to the Historic Preservation Commission. He has a master's degree in Historic Preservation and a degree in Law. He brings to the board his experience with the New York Main Street Alliance, the Providence Preservation Society, as an adjunct professor with Roger Williams University, and as a private consultant. MAHDC is very pleased to have him working with our organization.

We are also pleased to announce that Karen had her baby boy, Ian Patrick, over thanksgiving week. MAHDC's newest and youngest member!

The National Alliance of Preservation Commissions is collecting data about local historic preservation activities across the country. We need your HPC's response to ensure that Maryland's data is as accurate and complete as possible. MHT will be using this information in the development of the State Historic Preservation Plan. PLEASE complete the survey by February 19, 2010. The link to the survey can still be found on the NAPC website, [www.uga.edu/napc](http://www.uga.edu/napc).

# MAHDC 2010

## Historic District Commission Listing



### Allegany County

Cumberland Historic Preservation Commission  
P.O. Box 1702  
Cumberland, MD 21502  
301-759-6431  
Kathy McKenney  
kmckenney@allconet.org  
Steve Colby, Chairman

Frostburg Historic District Commission  
59 E. Main Street, PO Box 440  
Frostburg, MD 21532  
301-689-6000 ext. 20  
F: 301-689-2840  
Joe Rogers  
jrogers@allconet.org  
Andrea De Palatis, Chairman  
spectrumllc@verizon.net  
410-689-7948

### Anne Arundel County

Annapolis Historic District Commission  
145 Gorman Street, 3rd Floor  
Annapolis, MD 21401  
410-263-7961  
Patricia M. Blick  
PMBlick@annapolis.gov  
Sharon Kennedy, Chairman

### Baltimore City

Baltimore City Commission for Historical  
and Architectural Preservation  
417 E. Fayette Street, Suite 1037  
Baltimore, MD 21202  
410-396-4866, ext. 5  
F: 410-396-5662  
Kathleen Kotarba  
Kathleen.Kotarba@baltimorecity.gov  
Donald Kann, Chairman  
dkann@kannpartners.com

### Baltimore County

Baltimore County Landmarks Preservation  
Commission  
105 West Chesapeake  
Towson, MD 21204  
410-887-3495  
Vicki Nevy  
vnevy@baltimorecountymd.gov  
Bruce Boswell, Chairman

### Calvert County

Calvert County Historic District Commission  
150 Main Street  
Prince Frederick, MD 20678  
410-535-1600 x2504  
F: 410-414-3092  
Kirsti Uunila  
uunilak@co.cal.md.us  
Linda Collins, Chairman  
dallinda@comcast.net

North Beach Historic District Commission  
P.O. Box 99  
North Beach, MD 20714  
301-855-6681  
Stacey Wilkerson  
Norma Jean Smith, Chairman  
rustyks58@aol.com

### Caroline County

Denton Historical and Architectural  
Review Commission  
201 S. 5th Street  
Denton, MD 21629  
410-479-3625 ext. 30  
Donna Todd  
dtodd@dentonmaryland.com  
Kathy Mackel, Chairman  
kmackel@tourcaroline.com

Ridgely Historic District Commission  
2 Central Avenue., PO Box 710  
Ridgely, MD 21660  
410-634-2177  
Diane Wojcik  
dwojcik@ridgelymd.org  
Janice White, Chairman

### Carroll County

Carroll County Historic District Commission  
225 N. Center Street  
Westminster, MD 21157  
410-386-2145  
Barbara Lilly  
blilly@ccg.carr.org  
Norma Jean Swan, Chairman

Sykesville Historic District Commission  
7547 Main Street  
Sykesville, MD 21784  
410-795-8959  
F: 410-795-3818  
Janice Perrault  
jperrault@sykesville.net  
Pat Greenwald, Chairman  
patgreenwald@comcast.net  
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Westminster Historic District Commission  
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### Cecil County

Cecil County Historic District Commission  
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Patricia Folk, Chairman

Charlestown Historic District Commission  
P.O. Box 52  
Charlestown, MD 21914  
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Rebecca Philips, Chairman

Chesapeake City Historic District Commission  
c/o Town Hall, Box 205  
Chesapeake, MD 21915  
410-885-2415  
F: 410-885-2515  
chesapeakecity-md.org  
Harriet Davis, Chairman

Elkton Historic Architectural Review Committee  
100 Railroad Avenue  
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Jeanne Minner  
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Mike Dixon, Chairman

Port Deposit Historic Area Preservation Commission  
Town Hall, 64 South Main Street  
Port Deposit, MD 21904  
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Melissa Harbold, Chairman  
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### Dorchester County

Cambridge Historic Preservation Commission  
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East New Market Historic District Commission  
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Frederick City Historic Preservation Commission  
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Kevin Witmer, Chairman

## Harford County

Bel Air Historic Preservation Commission  
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Brian Payne, Chairman

Harford County Historic Preservation  
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Bel Air, MD 21014  
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James Chrismer, Chairman  
jchrismer@verizon.net

Havre De Grace Historic District Commission  
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Ronald Browning, Chairman  
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## Howard County

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Joseph Hauser, Chairman

## Kent County

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Bob Tyson, Chairman

Kent County Historic Preservation  
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Elizabeth Beckley, Chairman

## Montgomery County

Gaithersburg Historic District Commission  
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Gaithersburg, MD 20877  
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Mayor Sidney Katz, Chairman  
skatz@gaithersburgmd.gov

Laytonsville Historic District Commission  
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Laytonsville, MD 20882  
Cathy Buit  
Sheree Wenger, Chairman  
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Montgomery County Historic Preservation Commission  
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Silver Spring MD 20910  
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scott.whipple@mncppc-mc.org  
David Rotenstein, Chairman

Rockville Historic District Commission  
111 Maryland Avenue  
Rockville, MD 20850  
240-314-8236  
F: 240-314-8210  
Robin Ziek  
Rziek@rockvillemd.gov  
Janet Hunt-McCool, Chairman

Washington Grove Historic Preservation Commission  
P.O. Box 216  
Washington Grove, MD 20880  
washgrove@comcast.net  
Robert E. Booher, Chairman  
booherfamily@comcast.net  
301-963-3935

## Prince George's County

Laurel Historic District Commission  
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spritchard@laurel.md.us  
Laurie Blitz, Chairman

Prince George's County Historic Preservation Commission  
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301-952-3671  
Fred Stachura  
Frederick.Stachura@ppd.mncppc.org  
David A Turner, Chairman

## St. Mary's County

St. Mary's County Historic Preservation Commission  
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Leonardtwn, MD 20650  
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Jeff Jackman  
jeff.jackman@co.saint-marys.md.us  
Harold Willard, Chairman

## Somerset County

Princess Anne Historic District Commission  
c/o Town Office 30489 Broad Street  
Princess Anne, MD 21853  
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gyholly@aol.com  
Gale Yerges, Chairman

## Talbot County

Easton Historic District Commission  
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Easton, MD 21601  
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St. Michaels Historic District Commission  
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St. Michaels, MD 21663  
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Pete Leshner, Chairman  
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George Gaffney, Chairman

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Easton, MD 21601  
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Martin Sokolich  
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Steven K. Hack, Chairman

## Washington County

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Robert W. Hershey, Chairman

Washington County Historic District  
Commission  
80 West Baltimore Street  
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240-313-2430  
Stephen T. Goodrich  
sgoodrich@washco-md.net  
Chris Horst, Chairman

## Wicomico County

Salisbury Historic District Commission  
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Kay Crouch, Chairman  
mrcrouch@wicomico.org  
410-546-9047

Wicomico County Historic District Commission  
PO Box 870  
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Gloria Smith  
gsmith@wicomicocounty.org  
James Jackson, Chairman

## Worcester County

Berlin Historic District Commission  
Town Hall, 10 William Street  
Berlin, MD 21811  
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F: 410-641-2316  
Chuck Ward  
cward@berlinmd.gov  
Bob McIntosh, Chairman

Snow Hill Historic District Commission  
103 Bank Street  
Snow Hill, MD 21863  
410-632-2080  
F: 410-632-2858  
Karen Houtman  
houtman@snowhillmd.com  
Robert Fisher, Chairman  
kpfisher@intercom.net  
410-632-1265

# Financial Incentives for Preservation

During these tough economic times, many property owners are seeking financial assistance for their historic rehabilitation projects, but oftentimes may not know where to look. In fact, several HPCs reported to MAHDC last year that application numbers were down and projects scaled back due to the economy. Does your commission regularly share information about financial incentives and tax credits that are available to owners of historic properties? Here is a brief summary of some of the programs in Maryland that you can pass on to your applicants.

1. Most commissions are aware of the Heritage Tax Credit Program administered by the Maryland Historical Trust. This program provides for a credit for up to twenty percent of certified eligible expenditures. Both owner-occupied and commercial projects are eligible for the credit. The rehabilitation must conform to the Secretary of the Interior's Standards for Rehabilitation and must be certified by the MHT. More information about the program can be found on MHT's web site; <http://www.mht.maryland.gov/taxcredits.html>. While your local preservation ordinance only covers the exterior of property, rehabilitation projects on the interior of a property may qualify for tax credits as well. Generally properties that contribute to your National Register district are considered certified heritage structures, as well as properties that are individually listed in the National Register.

For more information about the impact that the tax credit-facilitated projects have had on the state's economy, we recommend that you take a look at the report prepared by the nonprofit Abell Foundation last year (<http://www.abell.org/pubsitems/arn309.pdf>). This report is packed with powerful statistics that demonstrate the merits of the program, and can help you win an argument with a non-preservationist!

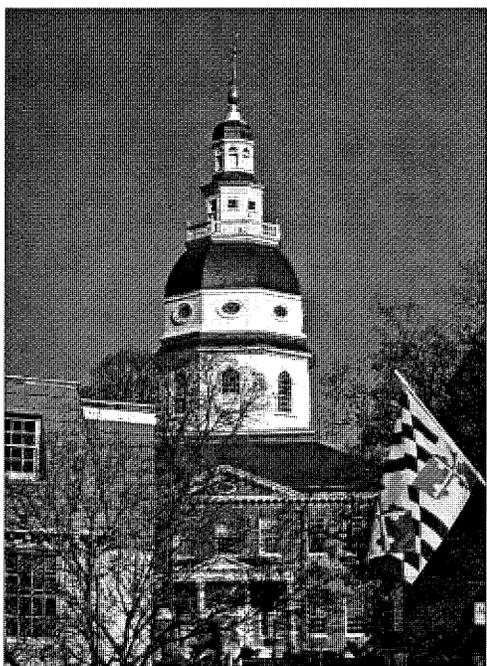
2. Applicants can also apply for federal and local tax incentive programs. The National Park Service (Department of the Interior) administers a federal tax credit incentive program, which can be used in combination with the state tax credit. See the following website for more information: <http://www.nps.gov/history/hps/tps/tax/index.htm>

3. We also recommend that you contact MHT about the status of local tax credit incentives in your County. [http://www.mht.maryland.gov/taxcredits\\_local.html](http://www.mht.maryland.gov/taxcredits_local.html)

4. The NPS also administers a program that provides a 10% tax credit for ineligible (non-contributing) properties built before 1936. This program is exclusively for income producing properties. See <http://www.nps.gov/history/hps/tps/tax/brochure1.htm#10> for more information. Note that rental housing does not qualify for this credit, but hotels are eligible.

5. Non-contributing buildings within Heritage Areas that are being rehabilitated for heritage tourism purposes may be eligible for tax credits. The Heritage Area program also has a loan program for business development purposes. See <http://www.mht.maryland.gov/loans.html>. Note that these funds are limited, but the rehabilitation of an historic property is considered an eligible project.

6. Communities with Main Street organizations whose Main Street Districts overlap with local historic districts may be eligible for applying for Department of Housing and Community Development funds through the Main Street organization. See <http://www.neighborhoodrevitalization.org/Programs/MainStreet/MainStreet.aspx#Resources>.



## Legislative Update

At the onset of the 427th Session of the Maryland General Assembly, Governor O'Malley announced a proposed three-year \$50 million extension of the Heritage Tax Credit Program as part of the Administration's new Sustainability initiative. The new program will replace and improve upon the existing program (*see summary above*), which is set to sunset this June.

For more information about the Administration Bill, see <http://www.governor.maryland.gov/pressreleases/10018d.asp>. As demonstrated in the Abell report, this is an excellent incentive program for promoting preservation initiatives across the state and we can use your help with supporting this bill. We strongly encourage you to contact your representatives in the Assembly and write to the governor to express your support of this initiative. This can be the year that you get involved in shaping Maryland's preservation agenda!

Image "State House in the Morning Sun", by PauerKorde under Creative Common license- Attribution-No Derivative Works.



www.mahdc.org

P.O. Box 783  
Frederick, MD 21705

*address service requested*

## PreserveMaryland: A Plan for Historic Preservation in Maryland

By Cory Kegerise

In Spring 2010 the Maryland Historical Trust will launch a major statewide planning effort to craft a new plan for historic preservation in Maryland. The plan, titled PreserveMaryland, will be unveiled in 2011 as part of the Trust's 50th Anniversary celebration.

As the State Historic Preservation Office for Maryland, the Trust is required to prepare a statewide plan for submission to the National Park Service every five years. The current plan, adopted in 2005, is due for an update and the Trust is taking this opportunity to engage stakeholders in meaningful dialogue about the future of heritage stewardship in the Old Line State. The planning process will include three primary phases: Research, Analysis, and Recommendations. The Research phase will be the most extensive, and will include a variety of public meetings, stakeholder convenings, surveys, and data about a variety of preservation programs. There will be a number of meetings with HPC's and preservation organizations

around the state, and your participation and assistance in spreading the word will be essential.

The preparation of the state preservation plan coincides with several other important initiatives, including PlanMaryland, the first statewide plan for growth and development. The Maryland Department of Planning, the Trust's parent agency, is leading PlanMaryland, and the recommendations from the preservation planning process will help ensure that historic and cultural resources are adequately considered in the state's growth policies.

Final details are still being formulated, so be sure to visit the Trust's website at <http://mht.maryland.gov> for more information. You can join the Trust's email list by clicking in the blue box on the lower left of each page.

**From:** [Sidney Katz](#)  
**To:** [RW Foley](#)  
**Cc:** [Greg Ossont](#); [Angel Jones](#); [Doris Stokes](#); [Marie Best](#); [Monica Sanchez](#); [Sidney Katz](#); [Tony Tomasello](#)  
**Subject:** RE: I see a Toyota in Market Square  
**Date:** Tuesday, March 02, 2010 11:33:27 AM

---

Richard,

Thank you for your email. I will ask the City Manager to please put a copy of your email in the next Mayor and Council's reading packet.

Sidney

---

**From:** RW Foley [mailto:[rwfoley1@yahoo.com](mailto:rwfoley1@yahoo.com)]  
**Sent:** Tuesday, March 02, 2010 11:30 AM  
**To:** Marie Best; Board of Liq Commis; Kathy Durbin; Debbie Goodwin; Angel Jones; Michele Potter; Kevin Roman; Diane Tillery; Sidney Katz  
**Cc:** Steve Schwartz  
**Subject:** I see a Toyota in Market Square

All,

Please see the original email below from my neighbor. Government officials (elected and paid) will never be able to deny accountability and responsibility when the failure of Market Square becomes "headline" material.

Sincerely,

Richard Foley (just a table pounding and chronic complainer)  
254A Market Street East

PS. How many folks believe that lady who drove her Camry 90 mph in park, reverse and engine off now?

--- On Tue, 3/2/10, [SSTEVENF@aol.com](mailto:SSTEVENF@aol.com) <[SSTEVENF@aol.com](mailto:SSTEVENF@aol.com)> wrote:

From: [SSTEVENF@aol.com](mailto:SSTEVENF@aol.com) <[SSTEVENF@aol.com](mailto:SSTEVENF@aol.com)>  
Subject: I see a Toyota in Market Square  
To: [rwfoley1@yahoo.com](mailto:rwfoley1@yahoo.com), [SonyaBurke@aol.com](mailto:SonyaBurke@aol.com), [skatz@gaithersburgmd.gov](mailto:skatz@gaithersburgmd.gov),  
[ajones@gaithersburgmd.gov](mailto:ajones@gaithersburgmd.gov)  
Date: Tuesday, March 2, 2010, 10:18 AM

TO: Anyone who lives in or near Market Square in the Kentlands

If there is one reminder, and or lesson, for those who haven't heeded history, about Toyota's recent fall, it's this: When officials have been repeatedly warned about a huge potential problem and they suppress or delay or defer action, eventually, those same individuals will have to face the scrutiny of the community when and if the inevitable strikes.

To permit for a third time, a bar to occupy the most prominent location in what is supposed to be a small, neo-traditional community with many families and children, after the two prior businesses at that same location despoiled the Square, caused chaos and interrupted community life is no different than letting Camrys roll down the highway at full speed, filled with those same families. Steven F. Schwartz

**From:** [Sidney Katz](#)  
**To:** [SSTEVENF@aol.com](mailto:SSTEVENF@aol.com)  
**Cc:** [Greg Ossont](#); [Angel Jones](#); [Doris Stokes](#); [Marie Best](#); [Monica Sanchez](#); [Sidney Katz](#); [Tony Tomasello](#)  
**Subject:** RE: I see a Toyota in Market Square  
**Date:** Tuesday, March 02, 2010 10:41:38 AM

---

Steve,

Thank you for your email. I will ask the City Manager to please put a copy of your email in the next Mayor and Council's reading packet.

Sidney

---

**From:** SSTEVENF@aol.com [mailto:SSTEVENF@aol.com]  
**Sent:** Tuesday, March 02, 2010 10:19 AM  
**To:** [rwoley1@yahoo.com](mailto:rwoley1@yahoo.com); [SonyaBurke@aol.com](mailto:SonyaBurke@aol.com); Sidney Katz; Angel Jones  
**Subject:** I see a Toyota in Market Square

TO: Anyone who lives in or near Market Square in the Kentlands

If there is one reminder, and or lesson, for those who haven't heeded history, about Toyota's recent fall, it's this: When officials have been repeatedly warned about a huge potential problem and they suppress or delay or defer action, eventually, those same individuals will have to face the scrutiny of the community when and if the inevitable strikes.

To permit for a third time, a bar to occupy the most prominent location in what is supposed to be a small, neo-traditional community with many families and children, after the two prior businesses at that same location despoiled the Square, caused chaos and interrupted community life is no different than letting Camrys roll down the highway at full speed, filled with those same families. Steven F. Schwartz