



CUPERTINO COMMUNITY HALL

# CUPERTINO CIVIC CENTER MASTER PLAN FRAMEWORK

| July 26, 2012



# **City of Cupertino Master Plan Framework**

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**Figure A: Civic Center**



Source: Google map

# 1. SUMMARY

## Overview

The Cupertino Civic Center is a place of civic pride, an important gathering place for educational, governmental and recreational events and a daily destination for residents young and old. The Civic Center presents a tremendous challenge and opportunity to grow and evolve with the needs and interests of the City's residents, visitors and businesses, with a focus on community, democracy, environment and economic stability. In this context, there are at several issues that have become a catalyst for a broader look at the Civic Center and its future. These issues include but are likely not limited to:

- immediate issues of parking and access challenges, with insufficient parking at peak times generated from the huge popularity of the library, and the consistent programming of events in community hall.
- the challenge of an arguably antiquated City Hall relative to today's needs of the community.
- structural challenges at City Hall (studied under a separate scope of work), which also serves as an Emergency Operations Center (EOC).

The City engaged Perkins+Will, urban designers and architects, in association with Fehr & Peers Transportation Consultants, to support the City's consideration of the long-term character of the Civic Center. The fast-tracked process analyzed options concepts at the Civic Center and established a Master Plan Framework that might offer alternatives for more detailed planning ahead. The effort was informed by Perkins+Will's previous experience with the Cupertino Civic Center, including the design of the Cupertino Library and Community Hall. The master planning effort included two working meetings with the City's Working Group, consisting of representatives of the City's Public Works and Community Development Departments, City Manager's Office and the Cupertino Library. The resulting Master Plan Framework is presented here for Council and Community review, with preferences of the City's working group highlighted.

The Cupertino Civic Center Master Plan Framework takes a broad and long-term view of the Civic Center, reinforcing its role as a multifaceted place of government, culture, education, recreation, celebration and leadership in a healthy, sustainable community. It focuses on potential new ways of serving the community; improved public access and circulation, including improved pedestrian and bicycle connections; and enhanced parking facilities. The master plan recognizes that potential improvements should be achievable on a phased and incremental basis, and it outlines priorities for action.

This Master Plan is the first phase of a proposed two-phased approach. This first phase, summarized herein, addresses site characteristics, opportunities and constraints; parking characteristics and potential parking solutions; and proposed alternatives. The second phase, as proposed, would evaluate and refine the preferred alternative, consider individual initiatives in greater detail, add a costing analysis, and engage various stakeholders and complete an implementation plan if and as directed by the City Council.

**Figure B: SITE CHARACTER**



	FORMAL LANDSCAPE - ACTIVE RECREATION		INFORMAL LANDSCAPE		PARKING		BARRIER / EDGE AT DRAINAGE CHANNEL
	FORMAL LANDSCAPE - PASSIVE RECREATION		PLAZA		LOCAL STREET		

This report contains five sections:

1. Summary
2. Three Alternatives
3. Context Analysis
4. Site Analysis, Opportunities and Constraints
5. Circulation and Parking Analysis

Section 5, in the form of a memo prepared by Fehr & Peers Transportation Consultants, summarizes an analysis of parking supply and demand at the Civic Center and potential solutions for improving parking and parking management.

## Goals

Based on meetings with the City's Working Group and review of City documents, and an overarching vision for a vibrant center of community life, the goals for the Civic Center consist of:

- Improve Ease of Parking
- Enhance Mobility Choices
- Enhance On-Site Pedestrian Circulation
- Provide Community-Supported Facilities and Programs
- Implement with Minimal Cost and Complexity
- Implement Incrementally
- Improve the energy efficiency and environmental sustainability of the complex

## Findings of Analyses

Based on available information, review of existing data, plans and studies, and on-site observations, the Perkins+Will team analyzed the Civic Center site for defining characteristics and opportunities and constraints for improvements. Resulting findings were presented at a variety of scales – citywide, district, site and building area – with a focus not only on site character and building use but on the visitor experience and the invitation for varied uses of public space.

Illustrated in Figures A and B, the Civic Center site includes several important community facilities, including City Hall, Community Hall and the Cupertino Library, arranged in a formal pattern around Library Plaza. With a distinctive fountain, seating, path and the Rotary Heritage Grove, Library Plaza is the signature civic space. Memorial Grove, adjacent to the south side of the library, is a shaded contemplative space not actively used to date. The Sister City Grove on the east side of Community Hall adds another memorable component to the public realm, and a bioswale installation in the parking area suggests a movement toward a site sustainability model that might well be expanded.

At the same time, the Center is barricaded to the east with the fence along the creek corridor, and it is limited in its use of the Library Plaza by segmentation and materials choices in the space. Support of pedestrian and bicycle access could stand significant improvement. With the eventual need for

replacement, the City Hall area provides an opportunity for new community facilities, including underground parking.

The southern end of the site consists of Library field, providing play areas for soccer, cricket, and volleyball with only limited relationship to the Civic Center as a whole. Even without impacting this recreational amenity, the Library field offers opportunities for parking expansion along its edges, including a connection to Pacifica Avenue, as well as a new community facility and underground parking.

The parking demand at Civic Center exceeds the existing parking supply of 224 spaces on most weekday afternoons. Many employees and visitors report having to circle the parking lot several times before a parking space becomes available. This can be inefficient for employees and a deterrent to the visitors who rely on the Civic Center's programming and services. The existing 104 on-street parking spaces that line the perimeter of the Civic Center help meet the existing demand.

### **Three Alternatives**

Based on the goals and the understanding of site conditions, the three alternatives for the Civic Center emphasize different approaches for enhancing civic life at the Civic Center (see Figure C). It is recognized that the final Preferred Alternative may incorporate some features from all. It is important to note that all three alternatives increase on-site parking spaces by at least 78 spaces.

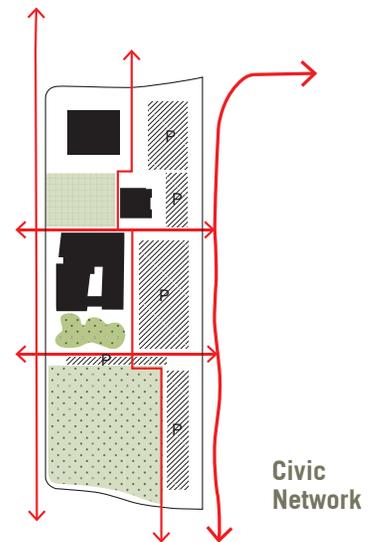
Diagrams and a brief discussion of alternatives studied are provided here, with a fuller discussion of each approach provided in section three of this summary report.

**Figure C: Three Alternatives**

### Alternative 1: Civic Network

The Civic Network Alternative establishes a rich, interconnected pattern of linkages to the surrounding area for pedestrians, transit users, bicyclists and motorists. Features of this alternative include

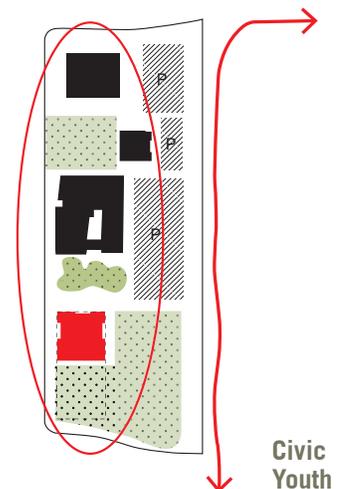
- a new driveway and parking lot at Pacifica Avenue, allowing the Civic Center to be easily accessed from three directions,
- enhanced pedestrian pathways and bikeways, including a creek-side trail providing north-south circulation.
- This alternative proposes no new buildings at the Civic Center.



### Alternative 2: Civic Youth

The Civic Youth Alternative reinforces the success of Cupertino's Civic Center in creating a destination for people of all backgrounds and ages, through a teen facility that reinforces the attraction for youth. With the recreational, cultural, educational and social interaction facilities of the teen center, the civic center expands its draw while it works compatibly with the Library and Community Hall.

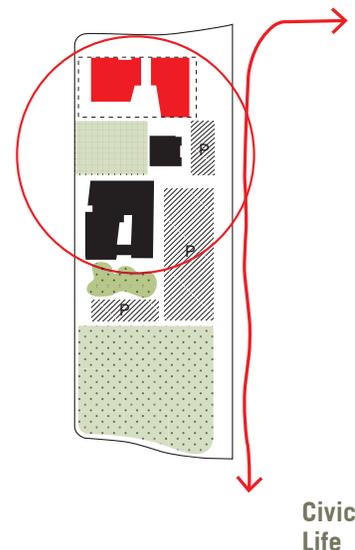
- A new Teen Center, with outdoor basketball, classrooms and other programs, is located at the northwest corner of Library Field, creating a new civic address along Torre Avenue. New photovoltaic cells atop the Teen Center enhance on-site sustainability practices
- A one-level parking garage under the Teen Center provides parking for about 170 cars.
- Library Field is re-programmed and reconfigured, expanding its offerings to all ages while retaining Cricket.
- Library Plaza includes a demonstration garden and use of pervious paving materials.



### Alternative 3: Civic Life

The Civic Life Alternative also focuses on a significant enrichment of community life with a major new Community Center adjacent to a rebuilt City Hall. In this case the intensive focal point of civic and cultural use is retained around the Library Plaza, which is rebuilt to better support and accommodate large scale community needs while retaining the enjoyment of the fountain.

- City Hall would be rebuilt to meet all modern-day construction needs, become a better meeting and permitting center for the community, support any emergency facility building metrics and allow for a better alignment and adjacency of uses.
- a new Community Center is envisioned to include meeting rooms, classrooms, performance spaces and exhibition spaces, depending on the needs and wishes of the Cupertino community.



- The adjacent Library Plaza incorporates performance and festival areas for community gathering and allows a wider program of activities.
- A one-level parking garage under the Community Center and re-built City Hall provides parking for about 150 cars.

## Potential Parking Solutions

Due to the popularity of the Civic Center, parking is challenging at certain hours during the day, particularly weekday afternoons when parking demand often exceeds the existing on-site parking lot supply of 224 spaces. The parking survey suggests that 20 to 40 additional spaces are needed to meet the peak demand on an average day. However, parking conditions at the the CivicCenter can vary depending on events and programming at the Community Hall and the Library. As reported by City staff, parking can be more than 100% utilized during popular Community Hall events. As such, solutions have been developed to improve parking conditions.

Parking solutions will help improve circulation and manage demand during peak parking hours. The solutions include a variety of demand, supply, and management strategies, including adding parking to both the lot and the surrounding streets, enacting a Transportation Demand Management Program, potentially charging for peak-hour parking times, and creating an overflow parking plan.

Parking solutions include:

- **Parking supply increase strategies**, which aim to increase the total supply of parking spaces both in the parking lot and on the street;
- **Parking demand decreases**, which aim to decrease the number of single-occupant vehicles, and encourage all modes of travel;
- **Parking management measures**, which can help manage the fluctuations in parking conditions throughout the day, week, and month.

Potential parking solutions are summarized in Table A, categorized into one of three implementation time frames: short-term (0-1 year); medium-term (1-3 years); and long term (3+ years).

In addition to the parking solutions listed, parking can be increased through the construction of new buildings, and associated one-level underground parking, as proposed in the Civic Youth and Civic Life Alternatives discussed above.

**Table A: Cupertino Civic Center Parking Options**

	<b>Option</b>	<b>Short Term</b>	<b>Medium Term</b>	<b>Long Term</b>
<b>Parking Supply Increase Strategies</b>				
1	Restripe lot and narrow spaces from 9 feet in width to 8.5 feet in width (6 spaces)		X	
2	Add perpendicular spaces in the parking lot near Sister City Grove (16 spaces)			X
3	Add diagonal parking on Torre Avenue (24 spaces)			X
4	Convert one Rodrigues Avenue parking space into approximately five motorcycle/scooter parking spaces (5 spaces)	X		
5	Extend parking lot onto portion of Library Field			X
5a	• Add 47 spaces to the north side of Library Field (47 spaces)			X
5b	• Add 48 to 68 spaces on Library Field in extension to Pacifica Drive (48-68 spaces)			X
5c	• Add 21 spaces by expanding the Torre Avenue driveway (21 spaces)		X	
6	Construct parking deck below Library Field or new/renovated buildings on site (varies)			X
<b>Parking Demand Decrease Strategies</b>				
7	Create Transportation Demand Management Programs for employees	X		
7a	• Provide commuter checks to employees to encourage transit ridership	X		
7b	• Create a bike buddy program for employees	X		
7c	• Provide bike subsidies to employees through the commuter check program	X		
7d	• Educate employees about bike commuting with handouts and programming	X		
7e	• Provide parking cash-out for employees who do not drive to work	X		
7f	• Create healthy families program to encourage families to bike/walk to the library	X		
7g	• Designate carpool parking spaces	X		
7h	• Provide shuttle service to Caltrain stations			X
8	Construct a multi-use path along the creek		X	
<b>Parking Management Measures</b>				
9	Implement monthly parking fees for employees		X	
10	Charge visitors for parking at peak hours		X	
11	Restrict employee parking to least-convenient spaces, including Pacifica Drive		X	
12	Move city vehicles off-site		X	
13	Add bicycle racks near the City Hall entrance	X		
14	Create parking time limits in the lot		X	
15	Remove 2-hour on-street time limits, while retaining the 20-minute limits near the café.		X	
16	Add parking signs and pavement markings to spaces on Pacifica Drive next to the Library Field.		X	
17	Develop an overflow parking plan	X		
17a	• Discourage City employees from parking during peak community hall events	X		
17b	• Add valet parking for large events		X	

Source: Fehr & Peers, March 2012, revised July 2012

## Next Steps

The Civic Center Master Plan Framework sets the foundation for next steps. The next steps in the planning process include:

- Selecting and refining the Preferred Master Plan Alternative, including cost estimates, phasing and implementation/financing strategy. This would include engagement with the City Council and the community at-large.
- Selecting and prioritizing circulation and parking solutions, which may require additional analyses of circulation and parking patterns, including an implementation strategy.

## 2. THREE ALTERNATIVES

The Civic Center Master Plan proposes three possible long-range visions for Cupertino's Civic Center. All three build upon the success of the existing center, and they incorporate improvements which enhance civic and community life in Cupertino. As illustrated in Figures D, E and F, the proposed alternatives consist of:

- **Civic Network Alternative**, which emphasizes multi-modal linkages with the surrounding area and the awareness, enjoyment and use of those linkages to address the Civic Center challenges and enhanced use.
- **Civic Youth Alternative**, which focuses on enriching the lives of Cupertino teens by offering a comprehensive program to include quality leisure, social recreational and educational services in the form of drop in and organized activities.
- **Civic Life Alternative**, which emphasizes improvements that enhance community life through new facilities and programs.

The three alternatives build upon the existing distinctive character and features of the Civic Center. They retain and incorporate some existing site features of the site, particularly those features which are in good repair and popular with the community. These features consist of:

- Community Hall;
- Cupertino Library;
- Memorial Grove;
- Library Field
- Fountain at Library Plaza; and
- Existing Surface Parking Lots

The alternatives also consider some existing site features to be "in play", some of which will be necessary improvements. These include:

- City Hall, retrofit, remodel or replace;
- Teen Center as addition to library or new building
- Library Field, with reconfiguration to allow limited parking, a teen center, and / or underground garage, while retaining the cricket field
- Library Plaza, which is seen as an opportunity for new site amenities and activities
- Sister City Grove, relocation of one row of trees
- Rotary Heritage Grove, potential modification or tree relocation

## **Alternative 1: Civic Network**

Enhancing civic life, the Civic Network Alternative focuses on improving connections between the Civic Center and the surrounding community for pedestrians, transit users, bicyclists and motorists. The alternative maximizes connections. It features enhanced pedestrian walkways throughout the Civic Center, including a new creek-side trail and an expanded crosswalk across Torre Avenue at Library Plaza which anticipates possible modification or relocation of the Rotary Heritage Grove. The creek-side trail provides a safe and pleasant north-south pathway for pedestrian and bicyclists.

The alternative also incorporates bike routes along Torre Avenue and a new driveway and parking lot on the east edge of Library Field at Pacifica Avenue. This new driveway, in addition to the existing driveways on Torre Avenue and Rodrigues Avenue, provide connections to the Civic Center from three directions.

The Civic Network Alternative proposes no new buildings at the Civic Center, and it increases on-site parking by 78 spaces. Increased parking is provided behind Community Hall (16 spaces) and at the new parking lot on the east edge of Library Field. The several Sister City Trees displaced by the parking lot at Community Hall are relocated on-site. The alternative also enhances on-street parking on the north side of Pacifica Avenue with new signage and striping.

Figure D: Alternative 1: Civic Network



**PARKING TABULATION:**

EXISTING SUPPLY:	224
NEW SPACES:	84
SPACES DISPLACED:	-6
<b>TOTAL SPACES:</b>	<b>302</b>

# CIVIC NETWORK



## **Alternative 2: Civic Youth**

The Civic Youth Alternative focuses on improvements that enhance the role of youth in the Civic Center . Its main feature is a new Teen Center on the west edge of Library Field; including new social spaces, classrooms, study spaces, computer labs, a kitchen and a game room. The building is aligned with the Cupertino Library on Torre Avenue, providing a compelling front-door image on the street, and incorporates a one-level underground parking structure below the Teen Center and adjacent playing courts with about 170 spaces. A prominent entrance to the building is across from Memorial Grove, with new paving material connecting the two. Library Field now works compatibly with the Teen Center and expands its recreational offerings to more age groups. Cricket is retained, two (2) basketball / volleyball courts, playground area and other recreational uses are added although a full regulation soccer field is not possible. With this alternative, Library Plaza incorporates a new demonstration garden featuring native plant materials with landscape, sustainability and educational value, which would require the modification or relocation of the Rotary Heritage Grove.

Like the Civic Network Alternative, the Civic Youth Alternative includes a new creek-side trail providing a safe and pleasant north-south connection. In addition to the parking under the Teen Center, additional parking is provided behind Community Hall. Sustainability features include the use of pervious paving materials and photovoltaic panels atop the Teen Center.

Figure E: Alternative 2: Civic Youth



ONSITE PARKING TABULATION:

EXISTING SUPPLY:	224
NEW SPACES:	186
SPACES DISPLACED:	-26
<b>TOTAL SPACES:</b>	<b>384</b>

# CIVIC YOUTH



### Alternative 3: Civic Life

The Civic Life Alternative establishes a locus of community facilities on the northern half of the site. It enriches community life with a major new Community Center adjacent to a rebuilt City Hall. Depending on the needs and wishes of Cupertino residents, the Community Center could include meeting rooms, classrooms, performance spaces and exhibitions spaces. It integrates with a refurbished Library Plaza, which incorporates spaces for performances and festivals. Library Field retains the soccer field and cricket field, and it includes a new playground and picnic area.

This alternative shifts the Torre Avenue driveway slightly southward, creating a double-sided parking aisle and additional parking spaces in that area. A one-level parking structure under the new City Hall and Community Center provides parking for about 150 cars. Like the other two alternatives, this alternative includes additional parking behind Community Hall.

The Civic Life Alternative was the preference of the City's multi-department working group for a number of reasons:

- Significant improvement to access issues – both with phased additions to parking supply over time and an enhanced focus on active, healthy use of alternative modes for City workers, visitors and library patrons alike.
- Addition of improved parking and park edge uses along the Torre Avenue driveway without negative effects on the Memorial Grove or the Library Field;
- Enhanced concentration of civic uses at the heart of the Civic Center with facilities to expand the diversity of City users, add a stronger cultural focus and add to the menu of shared facilities, thereby expanding uses at Civic Center;
- Offer a real potential to retrofit/upgrade the City Hall itself – providing a building that meets required safety standards and essential functions with, up-to-date services and systems; a proud image in a City with a focus on service and systems thinking; and greater efficiency across the Civic Center with shared facilities, sustainable systems and communications improvements; and a significant potential for addition of parking facilities to reinforce the new uses along with bicycle, pedestrian and other enhancements – perhaps even justifying targeted shuttle services.





### 3. CONTEXT ANALYSIS

Based on available information, review of existing data, plans and studies, and on-site observations, the Perkins+Will team analyzed the Civic Center site for defining characteristics and opportunities and constraints for potential improvements. The figures on the following pages illustrate the context and site characteristics of the Civic Center.

#### Overview

Cupertino's Civic Center sits geographically near the center of the City but in many ways is hidden from view from primary streets. The last round of planning and construction at the Civic Center brought the center more closely into the daily life of residents and visitors by the completion of an excellent new library, community hall, and library plaza buildings and spaces. In addition, the Town Center development between Torre and DeAnza invites connections through to the Civic Center and extends an important, welcoming walking connection through the area. This next round of planning can further advance those potentials for popular destinations, uses and place-making.

#### Site Context – General Plan (Figure G)

Cupertino's General Plan recognizes the importance of the City's central area. It includes two policies particularly relevant to the Civic Center:

- Policy 2-27 – Heart of the City: Create a positive and memorable image along Stevens Creek Boulevard of mixed use development, enhanced activity nodes, and safe and efficient circulation and access for all modes of transportation.
- Policy 2-34 – City Center: Maintain and enhance City Center as a moderate-scale, medium density, mixed use district that will provide community identity and activity and will support retail uses in the Crossroads Area.

#### Site Context – Heart of the City Specific Plan (Figure H)

Cupertino's Heart of the City Specific Plan establishes an overall goal of developing a Heart of the City, comprising a collection of pedestrian-inclusive gathering places that will create a positive and memorable experience for residents and visitors in Cupertino.

#### Civic Center Environs (Figure I)

Generally located near the center of town, Civic Center is in an area fully developed a short distance from the intersection of Stevens Creek Boulevard and DeAnza Boulevard. It is near Cali Mill Plaza, a large mixed-use development, Eaton Elementary School and established commercial and residential areas.

#### Civic Center Past and Present (Figure J)

Like much of the Peninsula, Civic Center and environs was once a field of orchards with a small town settlement at the corner of Stevens Creek and DeAnza Boulevards.

### **Generalized Land Use (Figure K)**

Civic Center is at the nexus of residential and mixed-use commercial areas, affording opportunities for community activities to a variety of residential and business users. At the same time this busy destination must work well with continued residential use in the surrounding area.

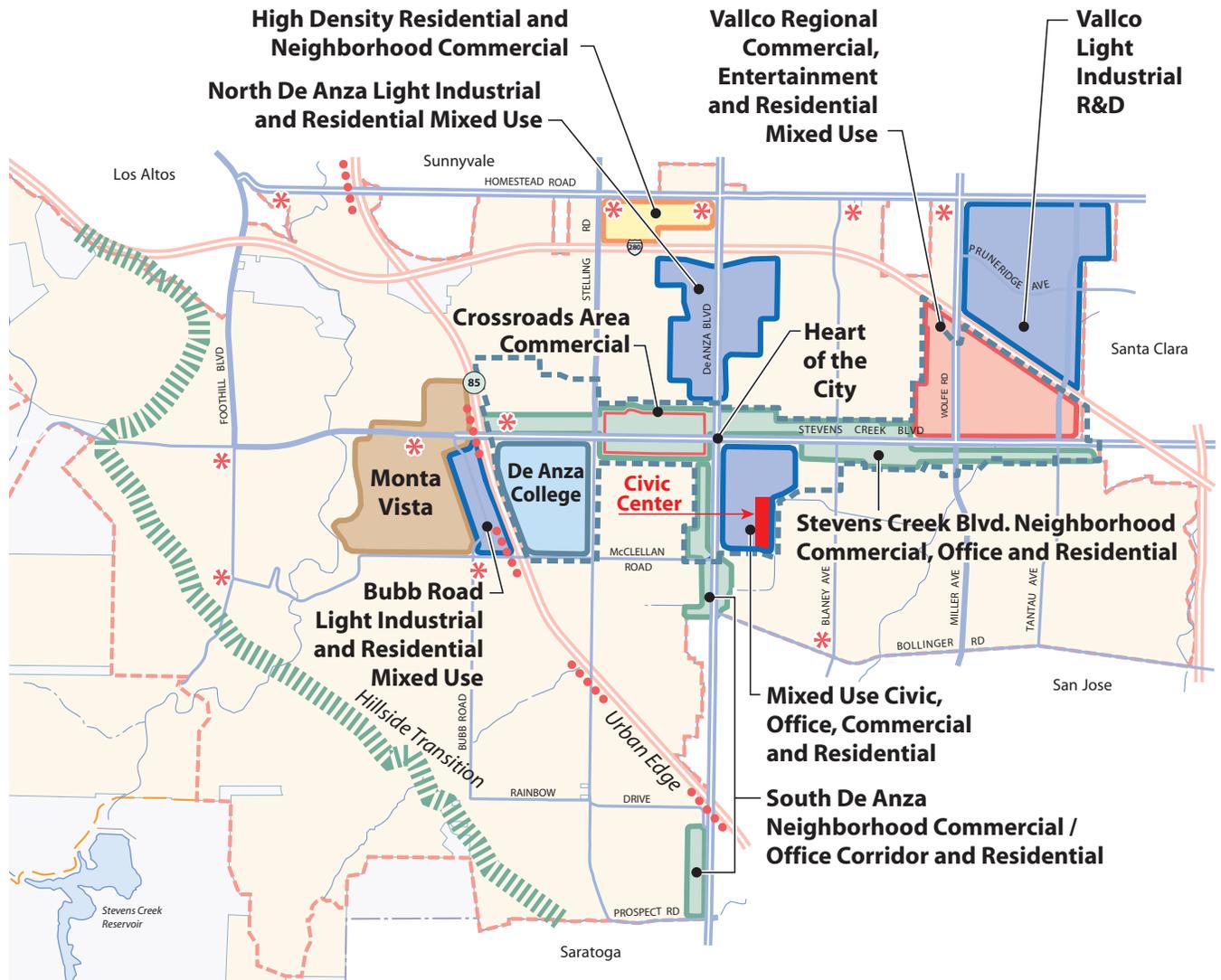
### **Area Land Use (Figure L)**

Adjacent uses include multi-family and single-family residential uses; commercial uses, including the major commercial corridors of Stevens Creek and DeAnza Boulevards; institutional/educational uses; and open space amenities. “Nodes” of nearby activity include Cali Mill Plaza; Town Center, with its stores and residents across from Library Plaza and serving Civic Center users; and Eaton Elementary School.

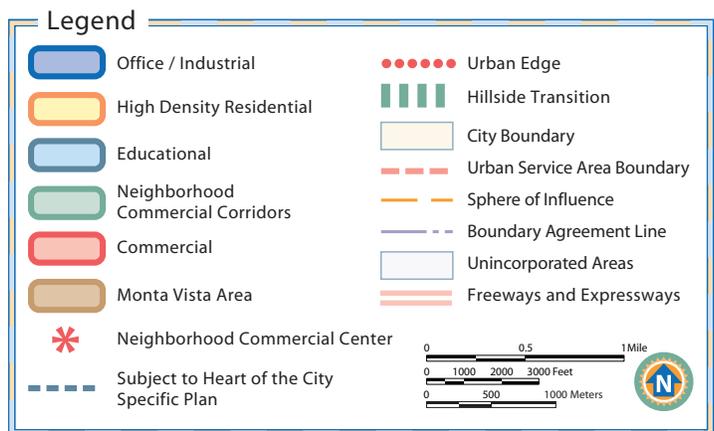
### **Area Circulation (Figure M)**

The Civic Center is well served by a collection of arterial, minor collectors and local roadways. Stevens Creek Boulevard, about a one third of a mile from Library Plaza, is an arterial roadway with bike lanes and transit stops. It is the proposed route for bus rapid transit. Pedestrians can walk to the Civic Center from Stevens Creek Boulevard through Cali Plaza and along Torre Avenue. DeAnza Boulevard, a proposed bike route, is another nearby arterial roadway with transit stops. Pedestrians can access the Civic Center via Town Center, a commercial area providing amenities to surrounding areas, including the Civic Center. Proposed bike routes connect to Civic Center on Torre Avenue and Rodrigues Avenue.

**Figure G: Site Context - General Plan**

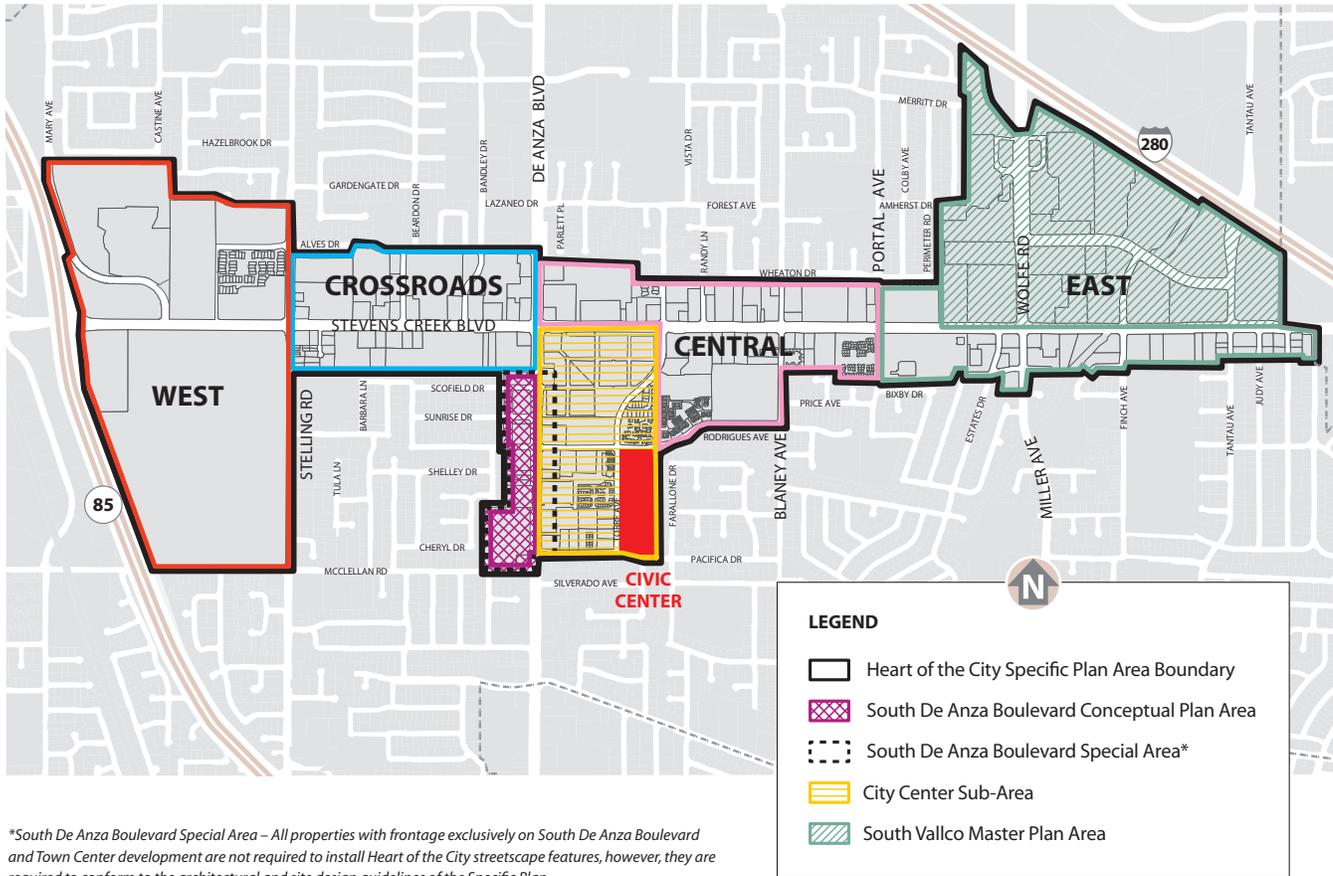


Civic Center



Source: City of Cupertino General Plan 2000 - 2020

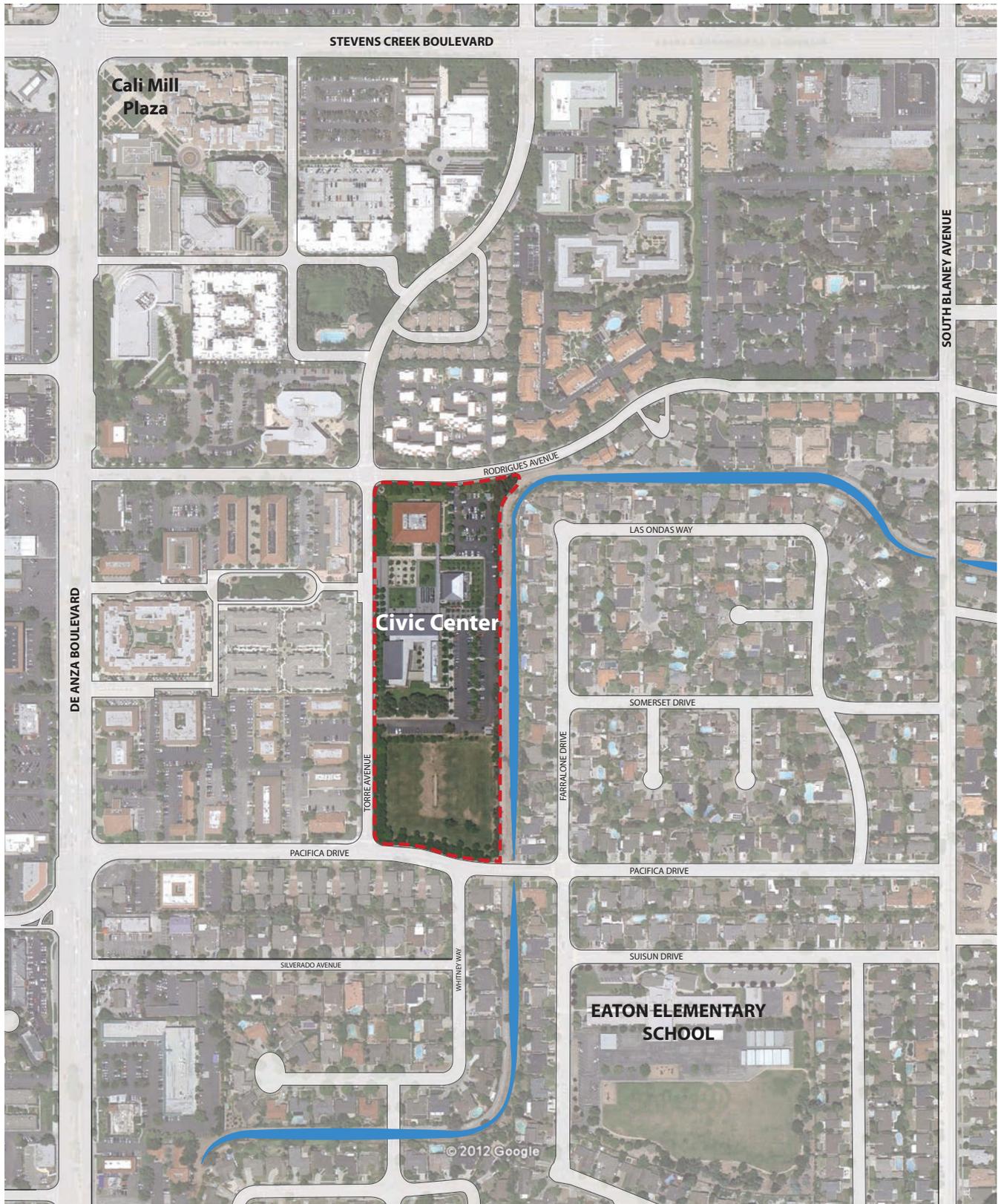
**Figure H: Site Context - Heart of the City Specific Plan**



\*South De Anza Boulevard Special Area – All properties with frontage exclusively on South De Anza Boulevard and Town Center development are not required to install Heart of the City streetscape features, however, they are required to conform to the architectural and site design guidelines of the Specific Plan.

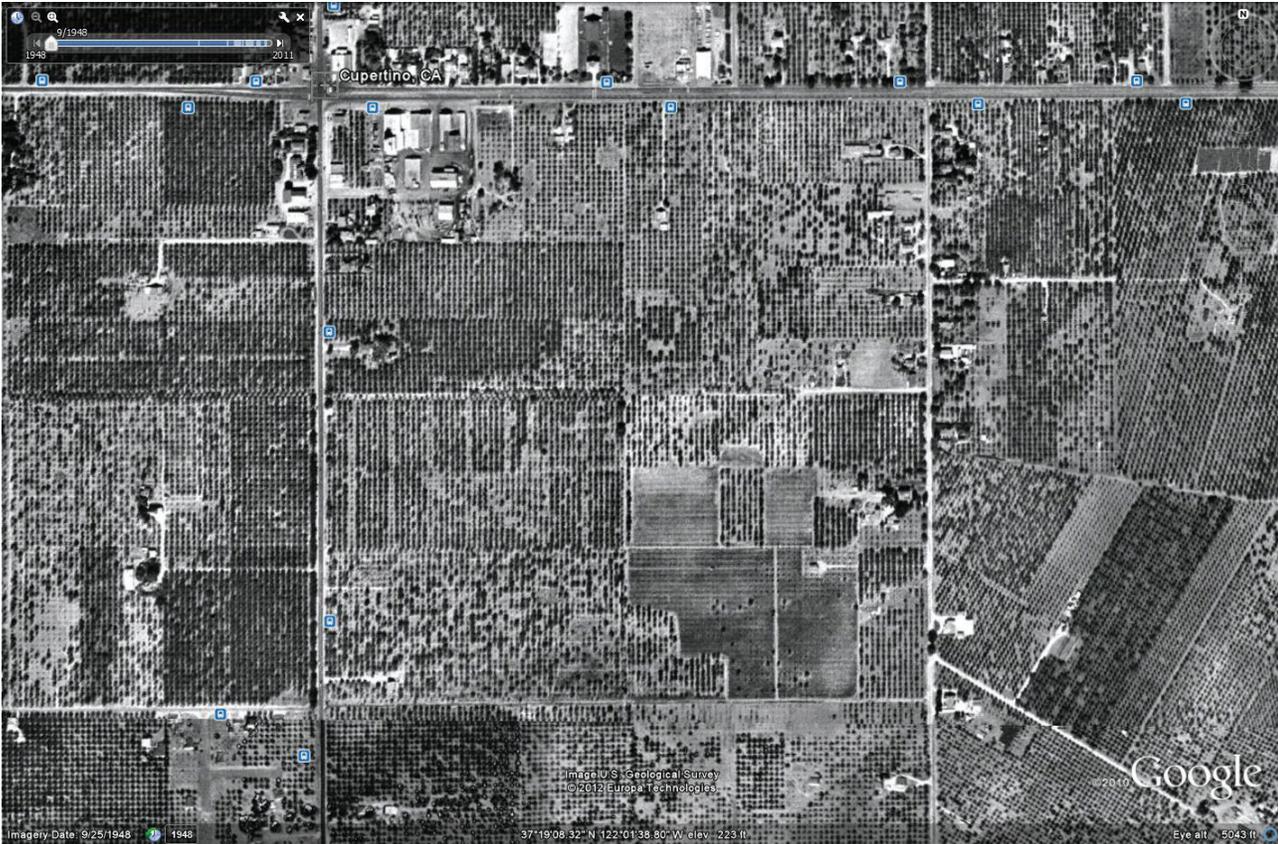
Source: City of Cupertino – Heart of the City Specific Plan

Figure I: Civic Center Environs



Source: Google map

Figure J: Civic Center Past and Present

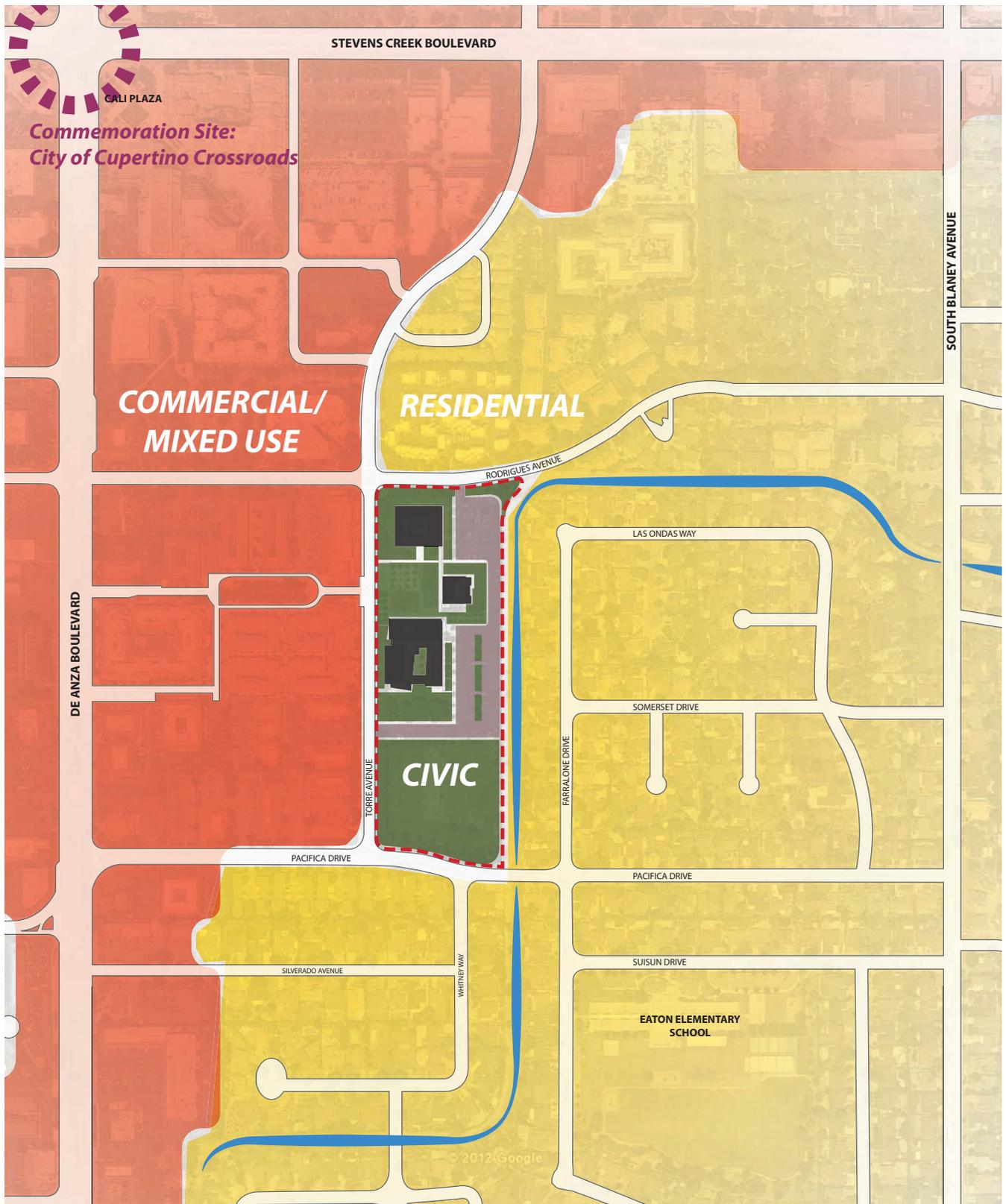


CUPERTINO IN 1948



CUPERTINO IN 2011

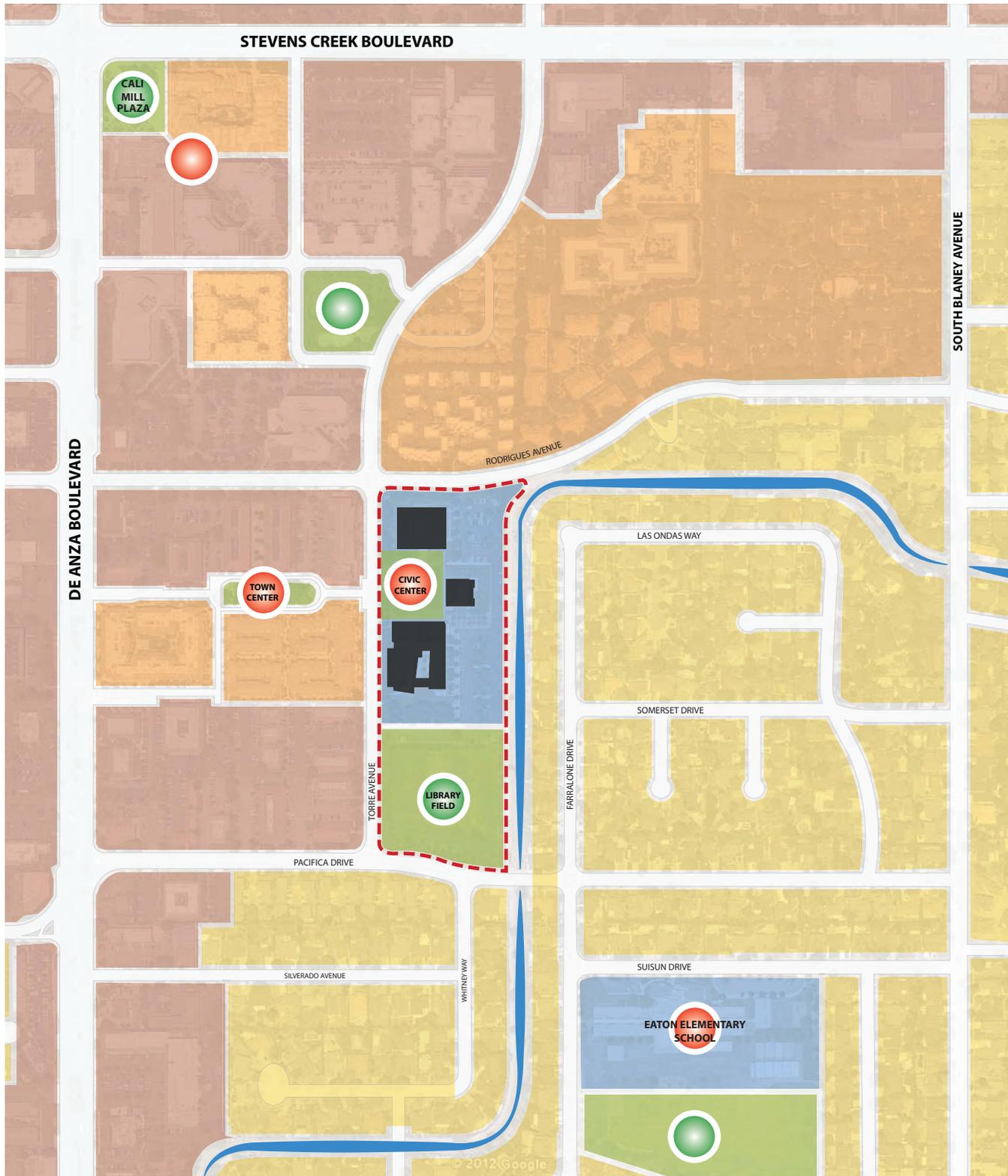
Figure K: Generalized Land Use



Source: City of Cupertino General Plan; City of Cupertino – Heart of the City Specific Plan.

 CIVIC CENTER

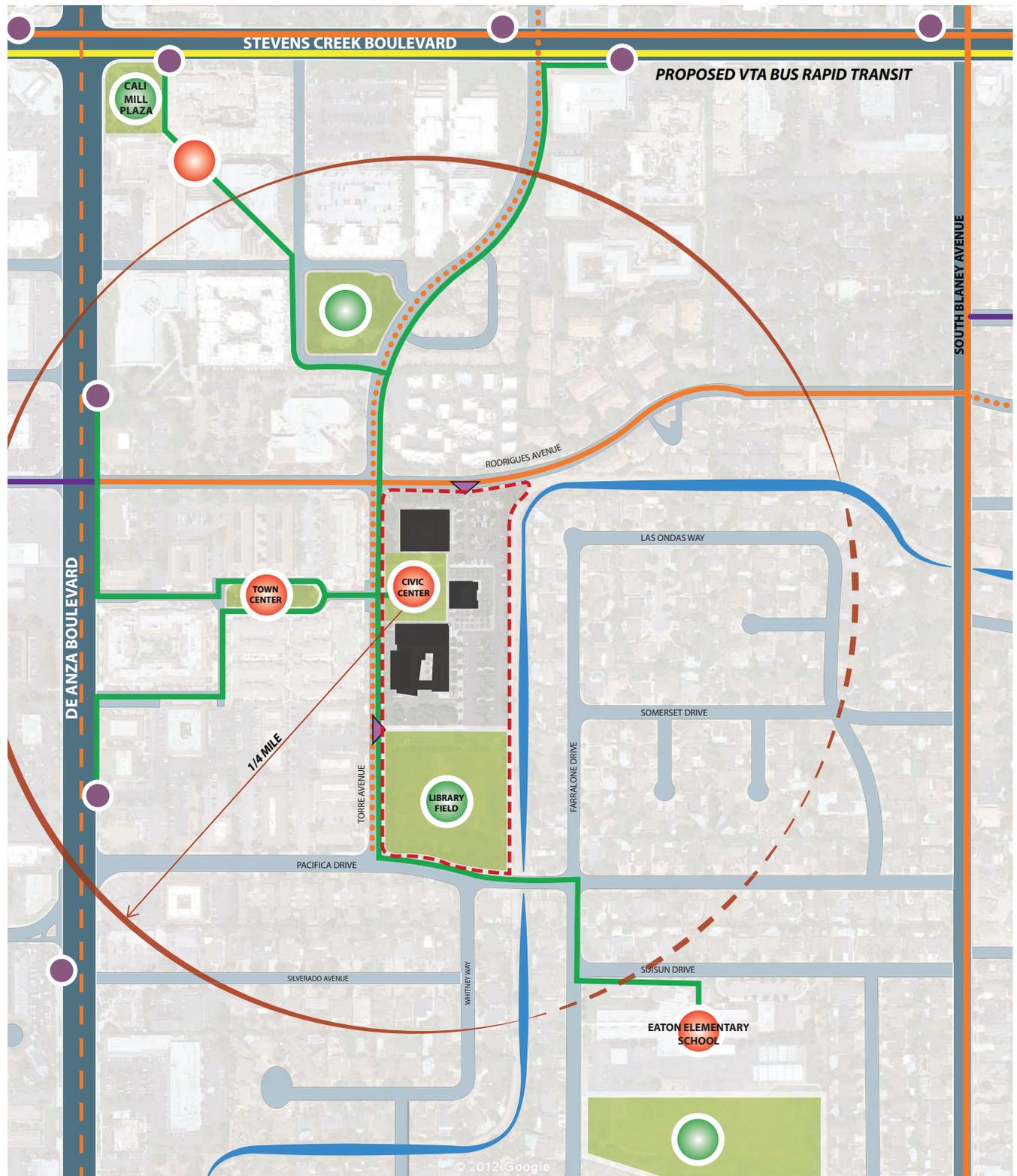
Figure L: Area Land Use



Source: City of Cupertino General Plan

	COMMERCIAL		INSTITUTIONAL / EDUCATIONAL		ACTIVITY NODE
	SINGLE FAMILY RESIDENTIAL		OPEN SPACE		OPEN SPACE
	MULTI FAMILY RESIDENTIAL		CIVIC CENTER		

Figure M: Area Circulation



Source: City of Cupertino General Plan 2000 - 2020; Bicycle Transportation Plan

**LEGEND**

- |                       |                            |                        |                     |
|-----------------------|----------------------------|------------------------|---------------------|
| ARTERIAL              | VEHICULAR SITE ENTRY       | EXISTING BICYCLE LANE  | CIVIC CENTER        |
| MINOR COLLECTOR       | PROPOSED BUS RAPID TRANSIT | PROPOSED BICYCLE LANE  | PEDESTRIAN MOVEMENT |
| LOCAL STREET PROPOSED | BUS STOP                   | EXISTING BICYCLE ROUTE | ACTIVITY NODE       |
|                       |                            | PROPOSED BIKE ROUTE    | OPEN SPACE          |



## 4. SITE ANALYSIS, OPPORTUNITIES AND CONSTRAINTS

Based on available information, review of existing data, plans and studies, and on-site observations, the Perkins+Will team analyzed the Civic Center site for defining characteristics and opportunities and constraints for potential improvements. The figures on the following pages illustrate the context and site characteristics of the Civic Center.

### Overview

Cupertino's Civic Center is compact and walkable with a rich collection of community facilities serving a cross-section of the community. It has potential or capacity for additional facilities and improved connections and public spaces that will build upon, and strengthen its role as a center of community life.

### Civic Center (Figure N)

Approximately one block wide (380' ±) and three blocks long (1,100' ±), the Civic Center consists of a number of community facilities including:

- City Hall, which faces structural challenges now under study;
- Community Hall, a meeting facility where the City Council meets;
- Cupertino Library, a popular facility for residents of all ages;
- Library Plaza, includes Rotary Heritage Grove and a popular fountain but otherwise underutilized;
- Memorial Grove with mature trees;
- Library Field, which includes a well-used soccer field and cricket field; and
- Associated parking lots.
- Sister City Grove

### Land Use (Figure O)

The Civic Center is in close proximity to single family neighborhoods to the south and east; larger-scale multi-family development to the east and north; and commercial development to the east.

### Site Photos, Site Character and Urban Design Character (Figures P, Q and R)

The Civic Center site is flat with contemporary low-scale community buildings, a formal plaza, a grassy athletic field, a wooded Memorial Grove and landscaped parking lots. City Hall, Community Hall and Cupertino Library are arranged in a formal geometry and surround and frame Library Plaza. This formal arrangement is on axis with Town Center across Torre Avenue. The arrangement of buildings also creates a lively civic center identity along Torre Avenue. Library Plaza, which includes hardscape, grassy areas and a beloved fountain, does not live up to its full potential as a venue for community life.

In general, the landscape character on the site has a formal arrangement. The southern portion of the site includes the heavily-treed Memorial Grove, and a contemplative “refuge” on the back side Cupertino Library. The well-used Library Field includes a soccer field and cricket field.

The eastern edge of the site is lined with a fence that prevents access to a pathway beside the drainage channel. The fence and drainage channel cut off access to the residential neighborhoods directly to the east.

### **Circulation (Figure S)**

Vehicular access to the Civic Center is provided from Torre Avenue and Rodrigues Avenue. A Bicycle route is proposed for Torre, and bicycle storage facilities can be found on Library Plaza and beside Community Hall. Pedestrian pathways connect all the community facilities to each other and to the two principal streets. There is no access from Pacifica Avenue for vehicles, bicyclists or pedestrians.

### **Parking – Existing (Figures T)**

On-site surface parking lots and on-street parking spaces provide parking for visitors to Civic Center. Discussed in greater detail in Section 4, the existing on-site parking lot has 224 spaces. Other private off-site parking spaces exist on commercial properties across Torre Avenue, and if joint use agreements are developed, they offer the potential for additional parking capacity during non-work hours.

### **Parking – Potential New (Figure U)**

A number of options are available to increase the parking supply at the Civic Center. They include potential parking expansion on the northern and eastern edges of Library Field; in new underground parking facilities beneath potential new buildings at City Hall or Library Field; along Torre Avenue, by implementing diagonal spaces (requiring moving of sidewalk and trees back from the street); and by sharing spaces in parking lots on commercial development sites across Torre Avenue.

### **Generalized Usage Pattern (Figure V)**

Survey findings and observations indicate a generalized use pattern at the Civic Center. The facilities tend to be quieter in the morning; they become more heavily used on weekday afternoons, when the City Hall, Community Hall and Cupertino Library, in addition to Library Field, are experiencing their heaviest use, and on weekends.

## Opportunities and Constraints (Figure W)

The site offers a number of opportunities, and some constraints, to enhance community life and vitality at Civic Center. Opportunities (and constraints) include:

- Using the City Hall site for a new City hall and new community facility, inclusive of underground parking; and
- Building upon the established formal geometry of the buildings and other site features;
- Enhancing Library Plaza to become a greater public amenity and place for public assembly;
- Enhancing linkages to Town Center across Torre Avenue;
- Connecting the center of Civic Center to Pacifica Avenue for vehicle, bicyclists and/or pedestrians;
- Removing the fence (a constraint) along the site's eastern edge and establishing a welcoming creek-side path and north-south circulator for bikes and pedestrians;
- Expanding parking along the edges of Library Field and behind Community Hall;
- Using a portion of Library Field for a new teen center, inclusive of underground parking.

## Potential New Program Components (Figure X)

Depending upon community sentiment, Civic Center could accommodate new community facilities and programs, such as:

- Community Center, with meeting rooms, classrooms and a teen or a senior center, performance space
- Teen Center with a variety of social spaces, game room, computer lab, study spaces, classrooms and a kitchen as well as outdoor recreation such as basketball and volleyball;
- Outdoor Community Space, with such amenities as an amphitheater, playground, picnic areas, and festival and event spaces.

Figure N: Civic Center



Source: Google map

**Figure 0: Land Use**



**LEGEND**

	COMMERCIAL		MULTI FAMILY RESIDENTIAL
	SINGLE FAMILY RESIDENTIAL		OPEN SPACE

**Figure P: Site Photos**



**CITY HALL**



**LIBRARY PLAZA & COMMUNITY HALL**



**CUPERTINO LIBRARY**



**CORRIDOR BETWEEN COMMUNITY HALL AND CUPERTINO LIBRARY**



**MEMORIAL GROVE**



**CREEK**



**TORRE AVE**



**LIBRARY FIELD**



**PARKING SPACE CLOSE TO LIBRARY**

Figure Q: Site Character



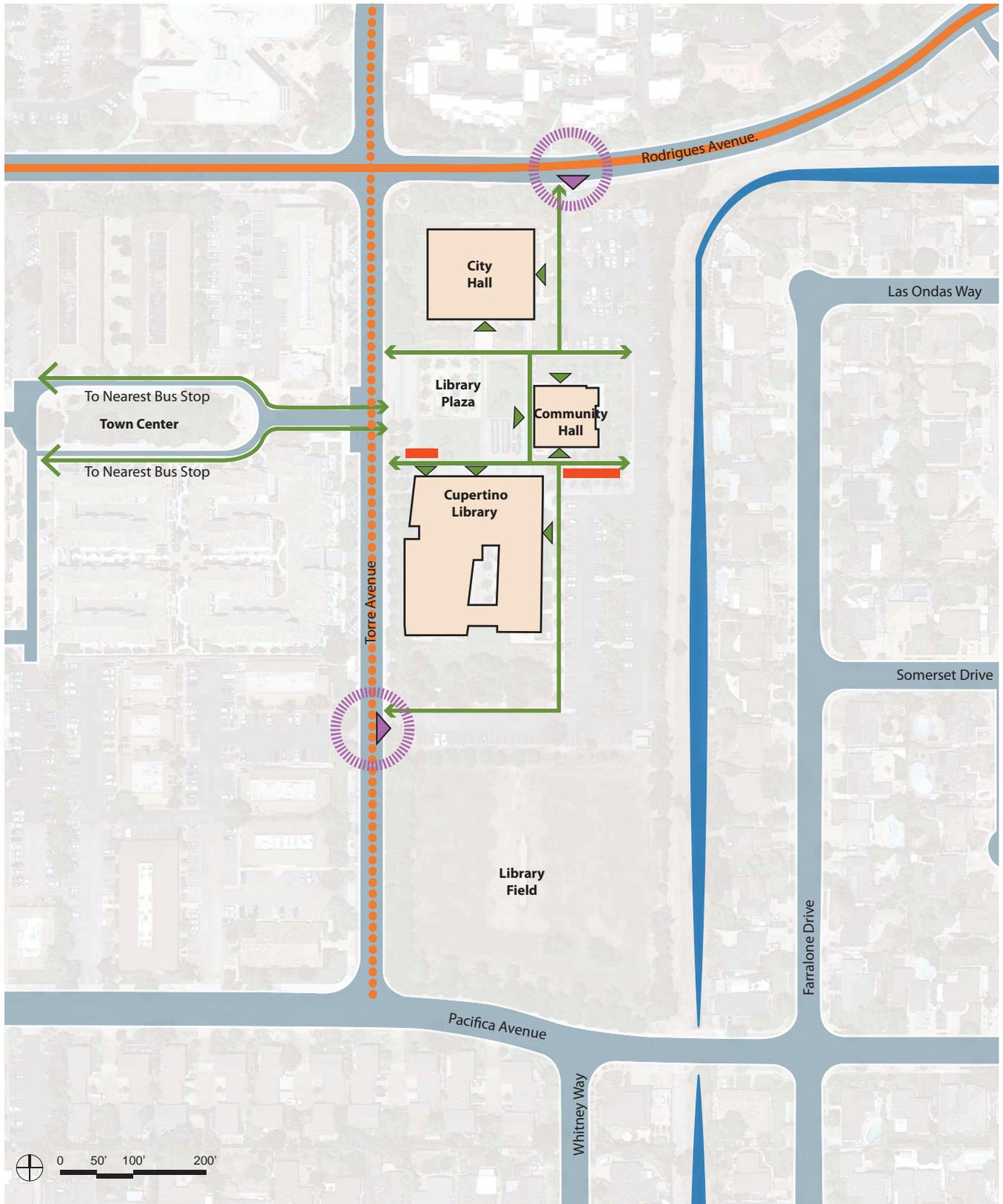
**LEGEND**

- |   |                                       |   |                    |  |              |   |                                    |
|---|---------------------------------------|---|--------------------|--|--------------|---|------------------------------------|
|  | FORMAL LANDSCAPE - ACTIVE RECREATION  |  | INFORMAL LANDSCAPE |  | PARKING      |  | BARRIER / EDGE AT DRAINAGE CHANNEL |
|  | FORMAL LANDSCAPE - PASSIVE RECREATION |  | PLAZA              |  | LOCAL STREET |   |                                    |

Figure R: Urban Design Character



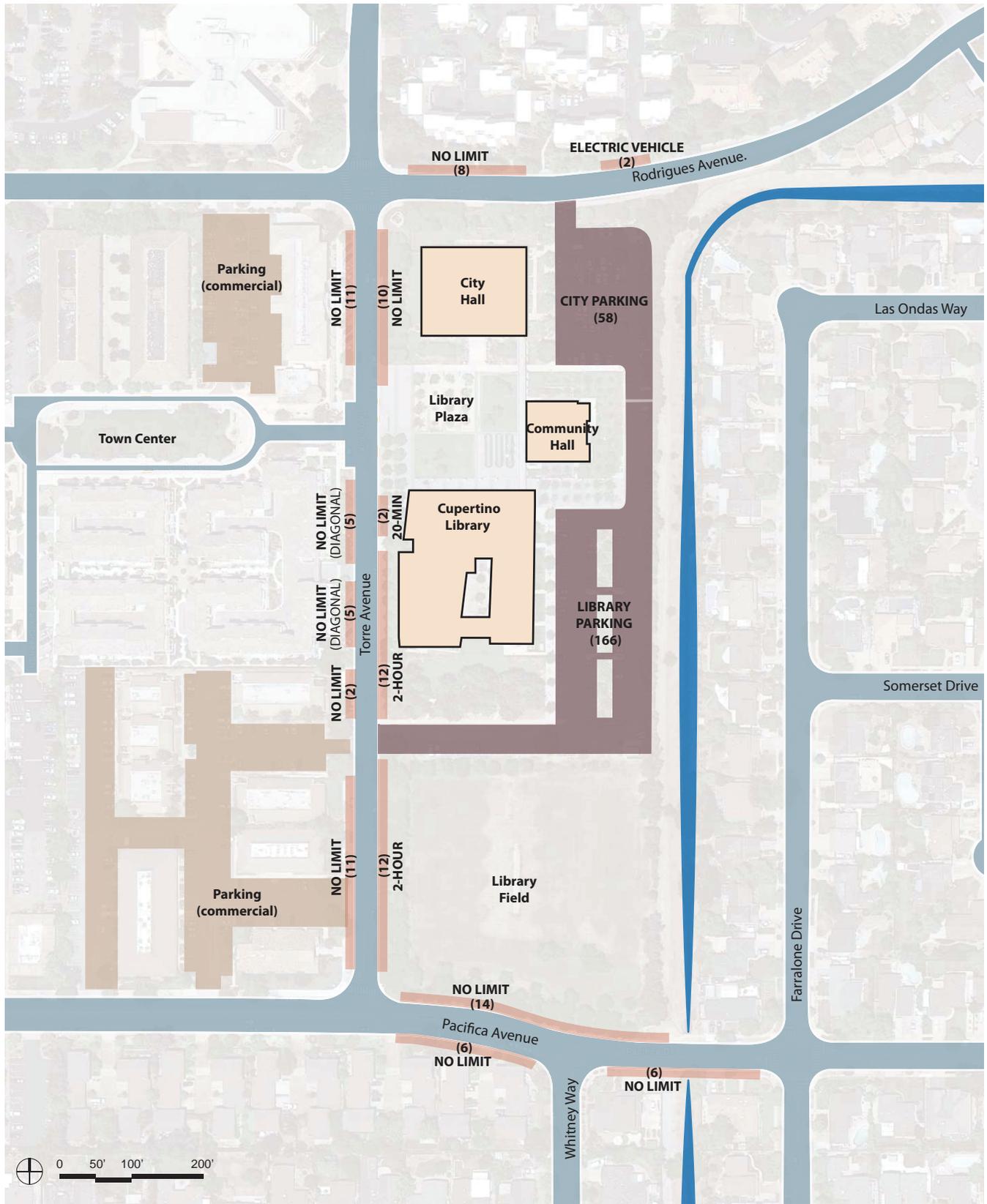
**Figure S: Circulation**



**LEGEND**

- |  |  |   |  |
|--|--|---|--|
|  LOCAL STREET     |  BICYCLE EXISTING |  PEDESTRIAN CONNECTION |  PARKING                    |
|  VEHICULAR ACCESS |  BICYCLE PROPOSED |  PEDESTRIAN ACCESS     |  VEHICULAR SITE ENTRY POINT |
|  |  BICYCLE PARKING  |   |  |

Figure T: Parking - Existing



**Figure U: Parking - Potential New**



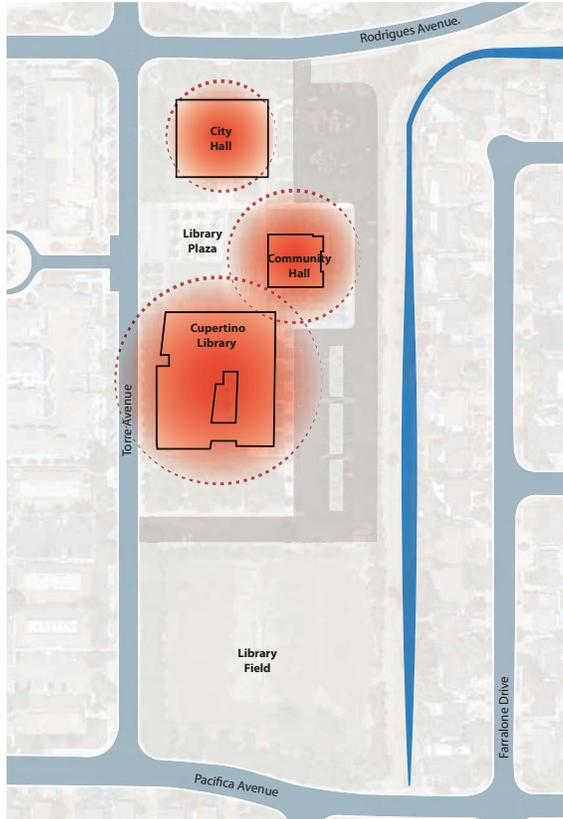
Cupertino Civic Center Master Plan  
Potential Additional Parking

Item	F&P Memo	New Spaces	Displaced Spaces	Net Gain
<b>On-Site Surface</b>				
A	2	16	0	16
B	5a	53	(6)	47
C	5c	21	0	21
D	5b	68	(3)	65
<b>On-Site Underground</b>				
E		150	(44)	106
F	6	170	(5)	165
<b>On-Street</b>				
G	3	60	(36)	24
<b>Off-Site Surface</b>				
H		73	0	73
I		104	0	104

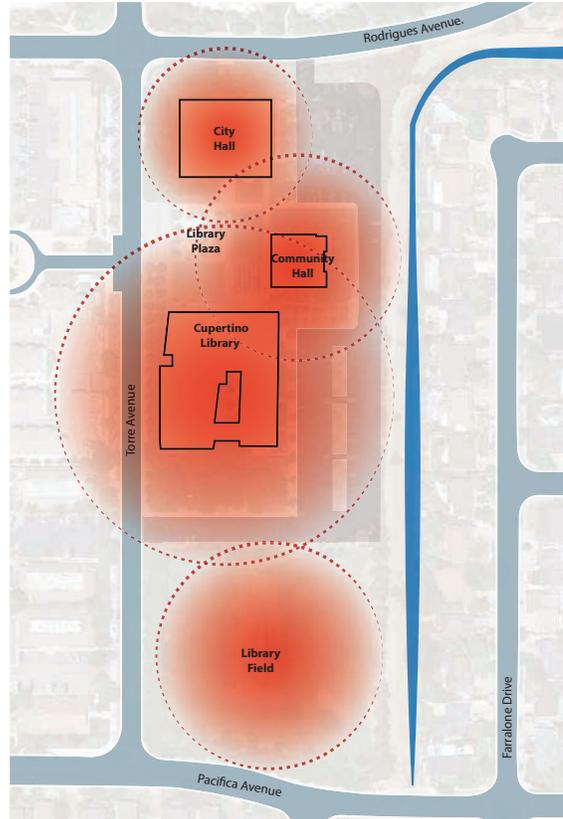
**LEGEND**

- ON-SITE SURFACE PARKING
- ON-SITE SURFACE UNDERGROUND PARKING
- ON-STREET DIAGONAL PARKING
- OFF-SITE SURFACE PARKING
- EXISTING PARKING
- (XX) = NUMBER OF NET NEW PARKING SPACE

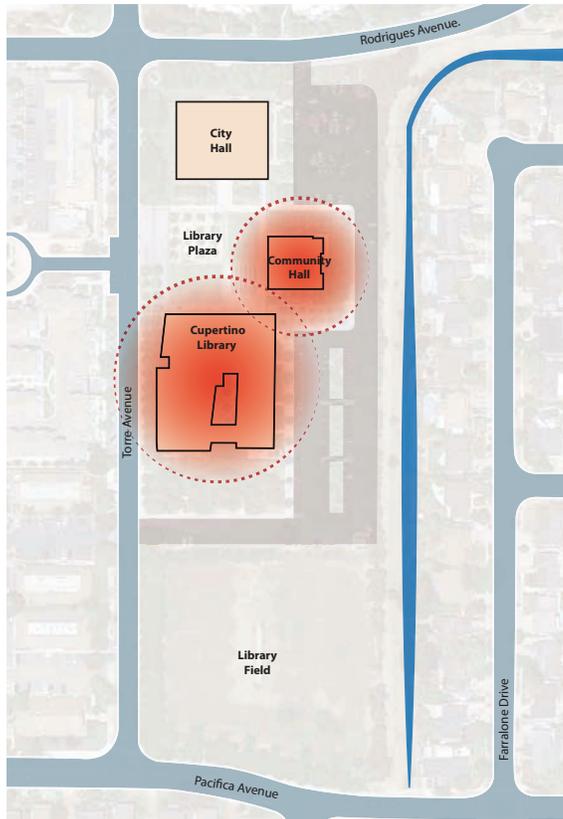
**Figure V: General Usage Pattern**



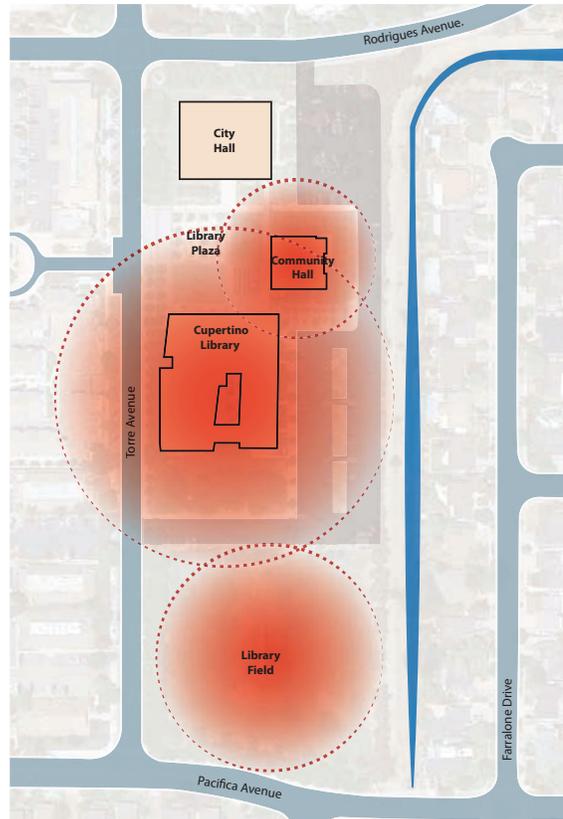
**WEEKDAY MORNING**



**WEEKDAY AFTERNOON**



**WEEKDAY EVENING**



**WEEKEND**

**OPEN HOURS**

**City Hall**

Monday to Thursday:  
7:30 am - 5:30 pm  
Friday: 7:30 am - 4:30 pm  
pm

**Community Hall**

Business Hours:

Monday to Thursday:  
8:00 am - 10:00 pm  
Friday: 8:00 am - 5:00 pm  
Saturday: 8:30 am - 4:30pm

Facility Rental Hours:

Sunday to Thursday:  
8:00 am – 10:00 pm  
Friday to Saturday:  
8:00 am - 11:00 pm

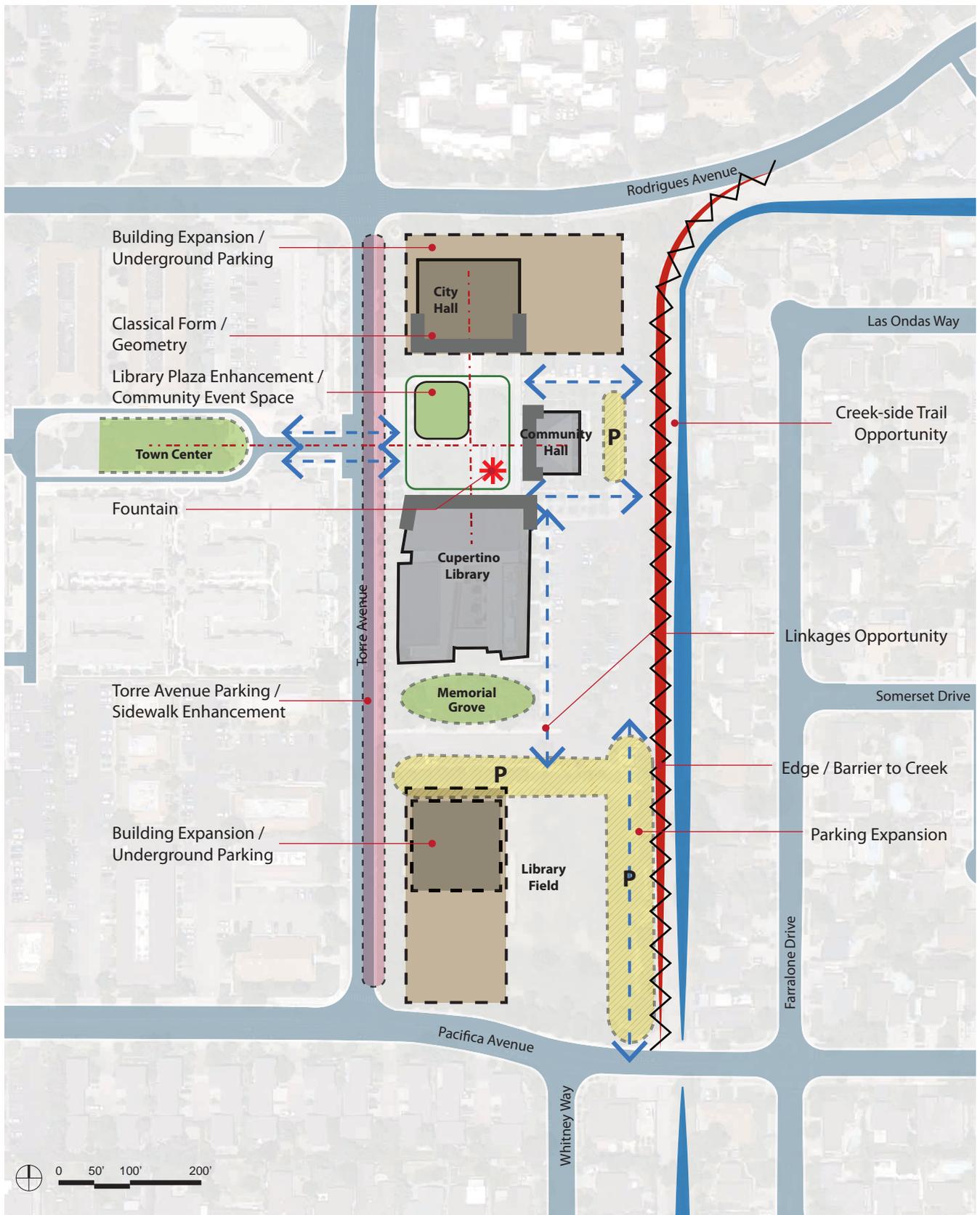
**Library**

Monday to Thursday:  
10:00 am - 9:00 pm  
Friday to Saturday:  
10:00 am - 6:00 pm  
Sunday: 12:00 pm - 6:00 pm

**Library Field**

Daily Sunrise to Sunset

**Figure W: Opportunities and Constraints**



## Figure X: Potential New Program Components

### Community Center

Meeting Rooms  
Classrooms  
Teen or Senior Center  
Performance Space



### Teen Center

Event Rooms  
Classrooms  
Game Room  
Study Rooms  
Computer Lab  
Full Kitchen  
Basketball



### Outdoor Community Space

Amphitheater  
Outdoor “Flex Space”  
Children’s Playground  
Picnic Areas  
Festivals  
Events  
Farmer’s Market  
Trail along the creek



## 5. CIRCULATION AND PARKING ANALYSIS

The following pages provide a memo prepared by Fehr & Peers describing circulation and parking characteristics at Civic Center. The memo outlines potential parking solutions.



## MEMORANDUM

Date: July 27, 2012

To: Karen Alschuler, Perkins + Will  
Mark Hoffheimer, Perkins + Will

From: Jane Bierstedt and Alex Sweet, Fehr & Peers

**Subject: *Cupertino Civic Center Master Plan Parking Analysis***

*SJ12-1334*

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The Cupertino Civic Center contains City Hall, Community Hall, Cupertino Library, and Library Field. As part of the planning for the Civic Center Master Plan (Master Plan), a parking analysis was conducted to identify the parking issues and provide recommendations for parking improvement solutions, including parking supply increases, parking demand decreases, and parking management strategies.

### PROJECT BACKGROUND

The Cupertino Civic Center is home to the Cupertino City Hall, Community Hall, Public Library, and Library Field, a recreational playing field, as shown on **Figure 1**. The shared parking lot provides parking for all of the Civic Center's employees, visitors, and city vehicles. The three uses employ a total of approximately 107 employees: 75 at City Hall, 2 at the Community Hall, and 30 at the Library. The City also uses the parking lot to store 16 city vehicles. A commute survey conducted by the City in 2005 indicated that 90 percent of City employees drive alone to work.

The Community Hall and Library hold daily, weekly, and monthly events and programming that attract thousands of visitors per day. Recent visitor data indicates the library attracts anywhere from 1,600 visitors on a typical Friday to 2,656 visitors on a typical Tuesday. Saturdays are the busiest days at the library, with 3,315 visitors. The Community Hall attracted 16,790 visitors in the 2010-2011 fiscal year, which averages to about 67 visitors per weekday.

The result is a parking demand at the Civic Center that exceeds the existing parking lot supply of 224 spaces on most weekday afternoons. Many employees and visitors report having to circle the parking lot several times before a parking space becomes available. This can be inefficient for employees and a deterrent to the visitors who rely on the Civic Center's programming and services. The 104 on-street parking spaces that line the perimeter of the Civic Center can help meet the existing demand.



## **EXISTING CONDITIONS**

The following section describes the existing transportation conditions surrounding Civic Center and identifies the vehicle and bicycle parking available at the parking lot and on nearby streets. Existing transit and bicycle facilities can be seen on **Figure 2**.

### ***Transit Service***

Three Santa Clara Valley Transportation Authority (VTA) bus routes circulate near the Civic Center. VTA bus Routes 53 and 55 run along DeAnza Boulevard. VTA Route 55 has stops at DeAnza Boulevard / Pacifica Drive and DeAnza Boulevard / Rodrigues Avenue. VTA bus Route 23 runs along Stevens Creek Boulevard.

### ***Bicycle Facilities***

On-street bicycle lanes exist on DeAnza Boulevard, Stevens Creek Boulevard, and Blaney Avenue. Rodrigues Avenue, which runs along the north side of the Civic Center, is a designated bicycle route. An on-street bicycle lane is proposed for McClellan Road, and a bicycle route is proposed for Torre Avenue.

### ***Vehicle Parking***

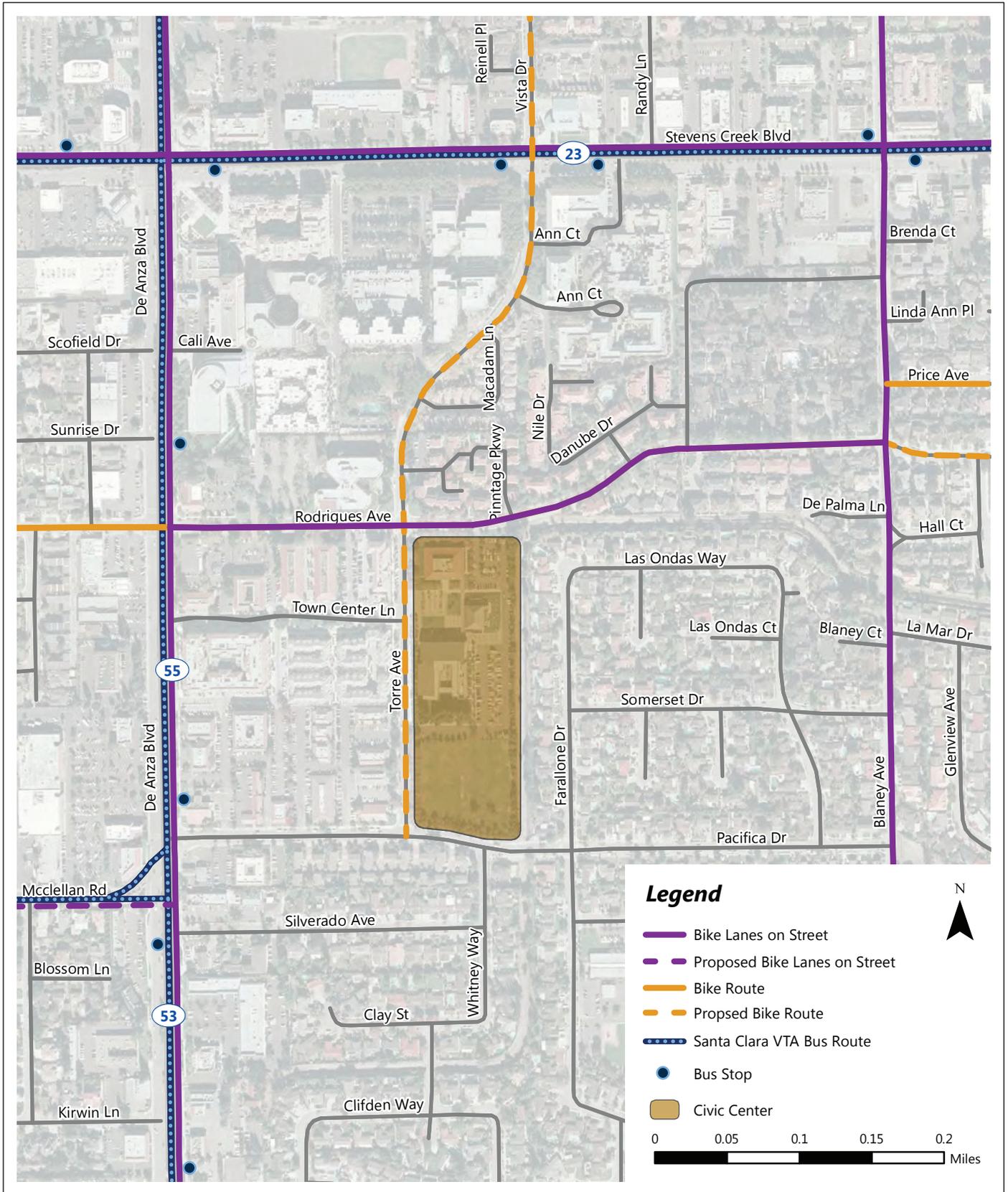
This section identifies the vehicle parking available at the Civic Center parking lot and on streets bordering the Civic Center. Existing parking can be seen in **Figure 3**.

The Civic Center currently provides 224 parking spaces in the shared surface parking lot. The parking lot has seven (7) ADA spaces: two (2) next to City Hall and five (5) next to the Library. There are four (4) 4-minute short-term parking spaces next to the library entrance. Two (2) electric-vehicle (EV) parking stations are provided on Rodrigues Avenue, just east of the Civic Center driveway.

A total of 104 on-street parking spaces are provided on select parts of the streets adjacent to the Civic Center. There are 10 delineated parking spaces on Rodrigues Avenue and 68 delineated parking spaces on Torre Avenue. Delineated parking spaces are defined by posted parking signs and/or pavement markings. There are no posted parking signs or pavement markings on the block of Pacifica Drive adjacent to the Library Field; however parking is allowed on this stretch of road, which has room for approximately 26 parking spaces.

### ***Bicycle Parking***

The City has five (5) bicycle lockers intended for employee use. However, the bicycle lockers are being used primarily for bicycle storage rather than bicycle parking. There are no bicycle racks immediately next to City Hall or the Community Hall; however community hall users can use the racks by the south side of the building. The Library has a total of 40 bicycle parking spaces: 32 spaces on bicycle racks near the book drop-off, and eight (8) spaces at a moveable bicycle rack next to Coffee Society.





## **EXISTING PARKING DEMAND**

The existing parking demand was observed during a survey conducted from 2:00 to 4:00 pm on Wednesday, March 7, 2012.

### ***Parking Demand Survey***

On-the-ground surveys are commonly used to determine parking demand for a particular site. The data gathered during such a survey is the preferred method used in determining parking demand; it represents actual observed demand under typical operating conditions. The data presented below was collected by Fehr & Peers during field observations on March 7, 2012. Observations were completed between 2:00 and 4:00 pm when employee and visitor demand would be expected to peak. The number of parking spaces occupied was tallied for the parking lot and on the adjacent streets of Rodrigues Avenue, Torre Avenue, and Pacifica Drive. The total Civic Center demand was calculated, as shown in **Table 1**. Aerial photographs, the Civic Center site plan, and the parking survey visit were used to quantify the available parking supply.

Based on the parking demand survey, 81 percent of the parking lot parking spaces (182 spaces) and 57 percent of the on-street parking spaces (59) were utilized during the afternoon peak period. Spaces located immediately adjacent to the buildings in the parking lot were the most highly utilized during the survey period. Vacant spaces were much more prevalent in the library parking lot near the Torre Avenue driveway, which is the farthest away from the Library entrance and book drop-off location. The library parking began to fill up around 3:00 pm. There was high turnover in the 4-minute parking spaces, which are next to the book drop-off.

The City Hall portion of the lot had designated parking spaces for 16 city fleet vehicles, one mail courier space, and one maintenance vehicle space. However, parking space designations were not always observed. The designated fleet vehicle spaces were full with both fleet vehicles and private vehicles. Some fleet vehicles parked in spaces throughout the lot. The mail courier space was vacant; the postal van was parked along the parking lot curb instead.

The diagonal and parallel on-street parking on Torre Avenue with no time limits was 100% and 86% full, respectively, during the survey period. The no-limit on-street parking on Torre Avenue closer to Pacifica Drive (and farthest from the Civic Center) was nearly empty during the parking survey. Similarly, there were no cars parked on the block of Pacifica Drive next to the Library Field.

City staff conducted two supplemental surveys on March 27, 2012. The first survey was conducted from 10:00 – 11:15 AM and identified parking utilization in the parking lot and on Rodrigues Avenue and Torre Avenue. The results are listed below in **Table 2**. The parking lot demand incrementally increased and reached a peak utilization rate of 94% by 11:15 AM. Similarly, Rodrigues Avenue and Torre Avenue both had increases in parking demand over the course of the morning. By 11:15 am, Rodrigues Avenue had a peak utilization rate of 58% and Torre Avenue had a peak utilization rate of 76%. The second supplemental survey was conducted from 2:30 – 3:30 PM and observed vehicles circling the parking lot looking for vacant parking spaces. The number of circling vehicles ranged from zero (0) to five (5) throughout most of the observed time-frame, and peaked at eight (8) circling vehicles around 3:30 PM. It is important to note that nine (9) parking spaces were added on Rodrigues Avenue between when the initial parking survey (Table 1) was conducted and the supplemental surveys (Table 2) were conducted.

### Parking Shortage

For parking areas with relatively high turnover such as at the library, a peak occupancy of 85 to 90 percent is desirable. Occupancies at higher rates require vehicles to circulate excessively to find available spaces. Therefore, approximately 20 to 40 additional spaces are needed to meet the peak parking demand on an average day. More spaces would be needed to accommodate concurrent events at the Community Hall. However it would be costly to provide spaces to meet this intermittent demand. Parking management techniques can be applied to accommodate Community Hall events. These techniques are described in further detail in **Table 3**.

### Bicycle Parking

Bicycle parking demand was also assessed during the parking survey. One (1) bike was parked at the Coffee Society temporary rack, which can hold five (5) bikes), and five (5) bikes were parked at the bicycle racks near the book drop-off, which can hold 16 bikes. Through conversations with the City, the bicycle lockers were assumed to be 100% utilized, for both storage and bike parking.

<b>TABLE 1 PARKING DEMAND SURVEY RESULTS</b>			
<b>Location</b>	<b>Supply</b>	<b>Demand</b>	<b>Utilization</b>
<b>Civic Center Parking</b> <i>(Parking lot &amp; Street parking)</i>	<b>328</b>	<b>241</b>	<b>73%</b>
<b>Parking Lot Total</b>	<b>224</b>	<b>182</b>	<b>81%</b>
City Hall Parking	58	50	86%
<i>Employee &amp; Visitor</i>	38	34	89%
<i>ADA</i>	2	0	0%
<i>City Vehicles</i>	16	15	94%
<i>Maintenance Vehicle</i>	1	1	100%
<i>Mail Courier</i>	1	0	0%
Library Parking	166	132	80%
<i>Employee &amp; Visitor</i>	157	130	83%
<i>ADA</i>	5	1	20%
<i>4-Minute Parking</i>	4	1	25%
<b>Street Parking</b>	<b>104</b>	<b>59</b>	<b>57%</b>
Rodrigues Avenue	10	8	80%
<i>City Hall Parking</i>	8	6	75%
<i>Electric Vehicle Parking</i>	2	2	100%
Torre Avenue	68	51	75%
<i>Parallel (No Time Limit)</i>	21	18	86%
<i>Diagonal (No Time Limit)</i>	21	21	100%
<i>20 Minute Parking</i>	2	1	50%
<i>2 Hour Parking</i>	24	11	46%
Pacifica Drive	26	0	0%
Source: Fehr & Peers, March 2012.			

<b>TABLE 2 PARKING DEMAND SUPPLEMENTAL SURVEY RESULTS</b>			
<b>Time</b>	<b>Supply</b>	<b>Demand</b>	<b>Utilization</b>
<b><i>Parking Lot<sup>1</sup></i></b>			
10:00 AM	224	133	59%
10:15 AM	224	162	72%
10:30 AM	224	176	79%
10:45 AM	224	193	86%
11:00 AM	224	193	86%
11:15 AM	224	210	94%
<b><i>Torre Avenue</i></b>			
10:00 AM	68	48	71%
10:15 AM	68	48	71%
10:30 AM	68	51	75%
10:45 AM	68	46	68%
11:00 AM	68	47	69%
11:15 AM	68	52	76%
<b><i>Rodrigues Avenue</i></b>			
10:00 AM	15	4	21%
10:15 AM	15	4	21%
10:30 AM	15	5	26%
10:45 AM	15	9	47%
11:00 AM	15	9	47%
11:15 AM	15	11	58%
1. Parking lot includes both City Hall and Library designated parking supply Source: City of Cupertino, Fehr & Peers March 2012.			

## **PARKING SOLUTIONS**

The parking survey suggests that 20 to 40 additional spaces are needed to meet the peak demand on an average day. However, parking conditions at the Civic Center can vary depending on events and programming at the Community Hall and the Library. As reported by City staff, parking can be more than 100% utilized popular Community Hall events. As such, solutions have been developed to improve parking conditions. The solutions include:

1. Parking supply increase strategies, which aim to increase the total supply of parking spaces both in the parking lot and on the street;
2. Parking demand decreases, which aim to decrease the number of single-occupant vehicles, and encourage all modes of travel;
3. Parking management measures, which can help manage the fluctuations in parking conditions throughout the day, week, and month.

The solutions are categorized into one of three implementation phases: short-term (0-1 years), medium-term (1-3 years), and long-term (3+ years). Potential parking solutions are listed in **Table 3**, and described in further detail below.

**TABLE 3: CUPERTINO CIVIC CENTER PARKING OPTIONS**

Option		Short Term	Medium Term	Long Term
<b>Parking Supply Increase Strategies</b>				
1	Restripe lot and narrow spaces from 9 feet in width to 8.5 feet in width (6 spaces)		X	
2	Add perpendicular spaces in the parking lot near Sister City Grove (16 spaces)			X
3	Add diagonal parking on Torre Avenue (24 spaces)			X
4	Convert one Rodrigues Avenue parking space into approximately five motorcycle/scooter parking spaces (5 spaces)	X		
5	Extend parking lot onto portion of Library Field			X
5a	• Add 47 spaces to the north side of Library Field (47 spaces)			X
5b	• Add 48 to 68 spaces on Library Field in extension to Pacifica Drive (48-68 spaces)			X
5c	• Add 21 spaces by expanding the Torre Avenue driveway (21 spaces)		X	
6	Construct parking deck below Library Field or new/renovated buildings on site (varies)			X
<b>Parking Demand Decrease Strategies</b>				
7	Create Transportation Demand Management Programs for employees	X		
7a	• Provide commuter checks to employees to encourage transit ridership	X		
7b	• Create a bike buddy program for employees	X		
7c	• Provide bike subsidies to employees through the commuter check program	X		
7d	• Educate employees about bike commuting with handouts and programming	X		
7e	• Provide parking cash-out for employees who do not drive to work	X		
7f	• Create healthy families program to encourage families to bike/walk to the library	X		
7g	• Designate carpool parking spaces	X		
7h	• Provide shuttle service to Caltrain stations			X
8	Construct a multi-use path along the creek		X	
<b>Parking Management Measures</b>				
9	Implement monthly parking fees for employees		X	
10	Charge visitors for parking at peak hours		X	
11	Restrict employee parking to least-convenient spaces, including Pacifica Drive		X	
12	Move city vehicles off-site		X	
13	Add bicycle racks near the City Hall entrance	X		
14	Create parking time limits in the lot		X	
15	Remove 2-hour on-street time limits, while retaining the 20-minute limits near the café.		X	
16	Add parking signs and pavement markings to spaces on Pacifica Drive next to the Library Field.		X	
17	Develop an overflow parking plan	X		
17a	• Discourage City employees from parking during peak community hall events	X		
17b	• Add valet parking for large events		X	

Source: Fehr & Peers, March 2012, revised July 2012

### ***Parking Supply Increases***

The following list provides strategies to increase the number of parking spaces available to vehicles at Civic Center.

1. Restripe the parking lot to narrow stall width from 9 feet to 8.5 feet. Only a few areas can be restriped to add spaces. This will add four (4) spaces along the eastern edge of the lot, one space (1) in the Torre Avenue parking lot entrance, and one (1) space adjacent to the ADA spaces closest to the Library. Other areas will retain the 9-foot wide spaces.
2. Add perpendicular spaces to the lot near the Sister City Grove. Approximately 16 perpendicular parking spaces can be constructed into the Sister City Grove on the east side of the Community Hall. A row of trees would need to be relocated to accommodate the additional spaces.
3. Construct diagonal parking on the east side of Torre Avenue. Approximately 60 diagonal parking spaces can be constructed on Torre Avenue displacing 36 existing parallel spaces. The net addition of these 24 spaces will require expensive curb reconstruction and the dislocation of trees.
4. Increase motorcycle and scooter parking by converting at least one parallel parking space on Rodrigues Avenue into approximately five (5) motorcycle/scooter parking stalls. The converted parking space should be one closest to the Civic Center main entrances.
5. Construct additional parking on Library Field. Two parking lot expansion proposals by Hill Associates suggest constructing parking on the Library Field (A & B). A third option (C), expands the Torre Avenue parking lot driveway. Unfortunately, all three proposals may reduce the size of Library Field to less than soccer or cricket field standards.
  - a. The first Hill Associates proposal suggests extending the parking lot by 47 spaces on the north side of the field, next to the Torre Avenue parking lot driveway.
  - b. The second Hill Associates proposal suggests extending the parking lot by 48 spaces on the west end of field, where it would dead-end at Pacifica Drive. Instead of dead-ending, the parking lot extension should connect to Pacific Drive, which will improve access to the Civic Center, and add 12 parking spaces.
  - c. A third option is to expand the width of Torre Avenue parking lot driveway into the Library Field. The redesign would retain the south side perpendicular parking and add 21 perpendicular parking spaces on the north side of the driveway.
6. Construct parking deck below Library Field or new/renovated buildings on site. Below grade parking can be costly; however it can meet the best of both worlds: providing enough parking supply for employees and visitors, while retaining the benefits of the field. This option is a long-term strategy for the Civic Center.

### ***Parking Demand Decrease***

7. Create a Transportation Demand Management (TDM) program. A TDM program includes various strategies aimed at reducing the number of employees driving alone to work. The effectiveness of these TDM strategies varies with the characteristics of the business or organization implementing them. The transit and commuter pass strategy is typically effective; however City Hall has limited access to transit. As such, the bicycle measures may be the most appropriate TDM measures for the City Hall setting. The TDM program can include the following measures:

- a. Encourage City Hall and Library employees to take transit by providing commuter checks or subsidized transit passes, such as Eco passes. The City could analyze employee residence locations and target their efforts for those who live near transit.
  - b. Encourage City Hall and Library employees to ride bikes to work through a bike buddy program, which helps assimilate new bike commuters by pairing them up with more experienced cyclists. The City could analyze employee residence location and target their efforts for those who live near bicycle facilities, or within five (5) miles of the Civic Center.
  - c. Provide a bike subsidy through the commuter check program. The subsidy rewards commuters for bicycling to work. Bicyclists can use their subsidy to pay for bicycle-related gear, equipment, and maintenance.
  - d. Educate employees about bike commuting and make a big push during Bike to Work Week and Day. Work with the local Bike Coalition, such as the Silicon Valley Bicycle Coalition, on providing handouts and basic information for new bicycle commuters.
  - e. Provide parking cash-out to employees who do not drive to work. This strategy is best when if the City plans to charge employees a monthly fee for parking. It is aimed at rewarding employees who walk to work, bike, or use transit instead of drive.
  - f. Create a healthy families program to encourage families to bike or walk to the Library.
  - g. Encourage carpooling through services such as Zimride, which is a peer-to-peer carpool matching service. Create designated employee carpool spaces and provide free, discounted, or convenient parking to carpool vehicles. Employees who carpool should be reward for their efforts, either by sharing a potential monthly parking fee, or getting preferential parking spaces.
  - h. Provide shuttle bus service to nearby Caltrain stations, including the Sunnyvale Station. This option will make riding Caltrain to work a more attractive option.
8. Construct a multi-use path on the creek bank adjacent to the Civic Center to provide a pleasant walking/biking access route.

### ***Parking Management Measures***

9. Implement an employee fee for monthly parking. The fee may equal the cash non-driving employees receive from the City for walking/biking/using transit to work. The purpose of the fee is to act as a disincentive, even if its price is not equivalent to a typical monthly parking pass.
10. Charge visitors for parking at peak hours. The fee will encourage higher turnover in the existing parking lot, and will also incentivize visitors with flexible schedules to schedule their trips during free, non-peak hours.
11. Restrict employee parking to least-convenient spaces in the parking lot. Designating employee parking will open up the more convenient parking to visitors.
12. Move city vehicles off-site. Currently the city vehicles take up 16 city parking spaces in the Civic Center parking lot. Instead of taking up scarce parking spaces, the City could consider finding an off-site parking lot for the vehicles.
13. Add bicycle racks near the entrance of City Hall and Community Hall. Currently there are only bicycle racks near the Library. City employees and visitors should have access to bicycle racks that are conveniently located near building entrances. Bicycle racks should be placed in high-visibility locations to deter theft.

14. Create more parking time limits within the parking lot to encourage parking space turnover for visitors.
15. Modify time limits for on-street spaces to increase their use by removing the time limits for the (12) 2 hr. spots, and keeping the (2) 20 min spots for the Café. This will attract long-term visitors to the street, which will help open up parking spaces in the parking lot for employees and short-term visitors.
16. Add delineated parking spaces through signs and pavement markings Pacifica Drive next to the Library Field. Construct pedestrian path through or adjacent to the athletic field to connect the library with the on-street parking.
17. Develop an overflow parking plan for events that are expected to draw large crowds.
  - a. Prohibit or discourage City employees from driving during regularly scheduled peak community hall events.
  - b. Add valet parking for large events. The valet parking fee can be free or nominal; the purpose of the valet will be to eliminate the inefficient parking lot cruising and circulating.

## **CONCLUSIONS**

Based on the parking demand survey and data collected from the City, the Civic Center parking lot has a utilization rate of 81 percent and on-street parking had a utilization rate of 57 percent. Although both of these rates suggest available supply, supplemental information suggests that parking shortages of 20 to 40 spaces occur regularly. Greater shortages occur when Community Hall events coincide with peak parking times.

Parking solutions will help improve circulation and manage demand during peak parking hours. The solutions include a variety of demand, supply, and management strategies, including adding parking to both the lot and the surrounding streets, enacting a Transportation Demand Management Program, charging for peak-hour parking times, and creating an overflow parking plan.



## **ACKNOWLEDGEMENTS**

We would like to thank the members of the committee and the design and transportation team who contributed to the development of the Cupertino Civic Center Master Plan Framework.

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