Agenda

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Visit Morro Bay Board of Directors Special Meeting Agenda

Wednesday, October 13, 2021

9:00 am – 10:00am

Virtual via Zoom

https://us02web.zoom.us/j/81603383194?pwd=dVBFREJOMFJWNFZtdFhDUFI4bms4dz09

Meeting ID: 816 0338 3194 Passcode: 295835

Call-In Phone Number: 1(669)900-6833

1. **CALL TO ORDER**

2. **PUBLIC COMMENT (On Non-Agenda Items)**

ANNOUNCEMENTS	**M. Wambolt**

EXECUTIVE DIRECTOR REPORT	**M. Wambolt**

3. **Executive Director Report** (10 min)
   Staff will provide an updated on current projects, reporting and areas of focus for the months ahead

CONSENT AGENDA	**M. Wambolt**

BUSINESS ITEMS & DISCUSSIONS	**M.Wambolt**

4. **Morro Bay Tourism Business Improvement District Board of Directors review, General Input and Recommended Next Steps on the April 26, 2021, Morro Bay Public Parking Management Study by Walker Consultants** (50 min)
   Scott Collins, City Manager will provide background and overview of the parking study. Morro Bay TBID Board will review study, facts sheet and discuss next steps.

   Staff recommend the MBTBID Board:

   A. *Review the Walker parking study and provide general input on the study itself, key findings and recommendations as they pertain to the waterfront.*
   B. *Make a recommendation to the Council for next steps, which could be (but not limited to):*
      i. *Conduct further study or research before proceeding*
      ii. *Begin the process to implement all or certain recommendations in the study*
      iii. *Shelve the study*

5. **Next Board of Directors meeting – November 18, 2021 – 9:00am – 11:00am – Via Zoom**

ADJOURN.

Brown Act Notice: Each speaker is limited to two minutes of public comment for items not on the agenda. Public comment for each agenda item will be called for separately and is also limited to 2 minutes per speaker. State law does not allow the Board of Directors to discuss or take action on issues not on the agenda, except that members of the Board may briefly respond to statements made or questions posed by the person giving public comment. Staff may be directed by the Board

to follow-up on such items and/or place them on the next Board agenda. The order of agenda items is listed for reference and items may be taken in any order deemed appropriate by the Board.

ADA Notice: Meeting facilities are accessible to persons with disabilities. If you require special assistance to participate in the meeting, notify Liz Gilson at (805) 225-7411 at least 24 hours prior to the meeting.

Planning for the future

Morro Bay Parking Study

The City partnered with Walker Consultants to conduct a comprehensive parking study of the City's Embarcadero and Downtown. The purpose of this study is to understand existing parking needs, how parking is currently being used, and how to best plan for parking needs in the future. The study presents an analysis of existing parking conditions and recommendations for parking management strategies. The study evaluated both summer and off-season periods.

CURRENT PARKING CONDITIONS

1. There are 1,136 parking spaces on the Embarcadero, 457 in Downtown, and 384 at Morro Rock

2. During peak parking occupancy parking spaces are used as follows:

Summer - Lunchtime

Weekday

Embarcadero - 67% of spaces utilized
Downtown - 47% of spaces utilized
Morro Rock - 54% of spaces utilized

Weekend

Embarcadero - 86% of spaces utilized
Downtown - 72% of spaces utilized
Morro Rock - 89% of spaces utilized

November (Off-Season) - Lunchtime

Weekday

Embarcadero - 42% of spaces utilized
Downtown - 38% of spaces utilized
Morro Rock - 25% of spaces utilized

Weekend

Embarcadero - 67% of spaces utilized
Downtown - 52% of spaces utilized
Morro Rock - 67% of spaces utilized

3. How long do people park?

Majority parked for 1-2 hours. About 50 vehicles were parked for 3+ hours during the peak - if 50% of these cars represent owners or employees of businesses that could park elsewhere, 25 spaces could have parked customers. With a turnover of ~2 hours, this could mean a capacity of 75 to 100 or more customer cars which could = 150+ customers

KEY FINDINGS

- Summer was significantly busier than the off-season
- Lunchtime was the busiest period - restaurants & coastal access key drivers
- Embarcadero parking demand was much higher than Downtown
- Busiest areas of Embarcadero - between Beach St & Marina St & lots north of Beach
- Most people parked for 1-2 hours, but a sizeable number of vehicles parked long-term, likely employees and recreational fishermen/women
- Morro Rock parking demand was significantly higher during the summer

Planning for the future

Morro Bay Parking Study

Based on the existing conditions analysis, Walker in partnership with the City, developed a series of recommendations to help plan and manage parking both now and into the future.

RECOMMENDATIONS

EMBARCADERO

1. Parking time limits (e.g. 3-hrs, 9 a.m. - 6 p.m.)

2. Paid parking

- Begin with pilot program in core areas & then expand
- Pricing may be dynamic - based on time of day, time of year, area, etc.
- Option to have longer or no time limits & allow people to pay for more time instead

3. Enforcement

- Adopt a Parking Ambassador model of enforcement that is hospitality & customer-service driven

4. Improved pedestrian access

- Morro Bay is incredibly scenic & walkable
- Consider removing some on-street spaces on the Embarcadero to create wider sidewalks & devote more space to pedestrian access

5. Maintain a free parking area

- If paid parking is implemented, maintain a free parking area in the unpaved lot south of the Stacks
- This would increase utilization of an underutilized lot & provide a free parking option to those who don't mind the longer walk to the core of the Embarcadero

MORRO ROCK

6. Paid parking at Morro Rock

- Fee to park at Morro Rock
  ~ May be based on time of day, year, etc.
- Fees may go toward lot improvements, maintenance, amenities (e.g., bathrooms, bike & walking trails)
- Roadway maintenance in/out of the Morro Rock area
  ~ Area experiences heavy traffic during peak times

DOWNTOWN

- Maintain existing 2-hr time limits
- Actively enforce 2-hr limit should utilization of the Embarcadero increase & significant spillover occurs

BENEFITS OF PARKING MANAGEMENT & REGULATIONS

- More frequent turnover of prime parking spaces
- Increased access to parking
- Parking is easier to find for visitors (less time circling & searching for space)
- Increased coastal access
- Bring more visitors to shop, dine, & recreate in Morro Bay

April 26, 2021

Scott Collins
City Manager
City of Morro Bay, California

Re: Morro Bay Public Parking Management Study
33-009157.00

Dear Mr. Collins,

Walker is pleased to submit the accompanying public parking management study for the City of Morro Bay. Thank you very much for the opportunity to be of service to the City of Morro Bay.

If you have any questions or comments, we would be happy to speak with you.

Sincerely,

WALKER CONSULTANTS

Steffen Turoff
Director of Planning Studies

Shannon Edwin
Analyst

Morro Bay Public Parking Management Study

Morro Bay, California

April 26, 2021 DRAFT

Prepared for:

City of Morro Bay

WALKER CONSULTANTS

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Executive Summary

The City of Morro Bay engaged Walker Consultants to conduct a comprehensive parking study for the Embarcadero and Downtown Morro Bay. This includes an overview of the existing parking conditions and recommendations for improvements and parking management, including the possible need or opportunity for implementing paid parking.

Data collection for this study occurred in August 2020 and November 2020 during the Covid-19 pandemic. Parking occupancy counts were collected at a time when there were fewer public health restrictions for restaurants, retail, and hotels than during periods of peak restrictions. Therefore, with fewer restrictions on commercial businesses, patronage of businesses and the area appeared generally high, reflecting relatively normal busy weekday and weekend conditions.

Existing Conditions

Study Area and Data Collection

- All public on- and off-street parking within the Embarcadero and downtown, as well as private parking lots that hosted 20 or more spaces. The study also included the parking areas adjacent to Morro Rock.
- ES-Figure 1 illustrates the study area.
- Summer data collection occurred on Thursday, August 6, 2020, and Saturday, August 8, 2020. Off-season data collection occurred in November on Thursday, November 19, 2020 and Saturday, November 21, 2020.
    - On-street parking counts occurred between 10 a.m. and 8 p.m., every two hours.
    - Off-street parking counts were collected at noon, 2 p.m., and 6 p.m.

ES-Figure 1: Study Area

Source: Aerial Image – *Google Earth Professional,* 2020; Graphic – *Walker Consultants*, 2020

Existing Parking Supply

ES-Table 1 summarizes the existing parking supply by study area. Where spaces were not clearly delineated reasonable projections of the number of spaces existing were calculated.

ES-Table 1: Existing Parking Supplies

Study Area	Embarcadero	Downtown	Morro Rock
On-Street	383	369	-
Off-Street	753	88	384
Total	**1,136**	**457**	**384**

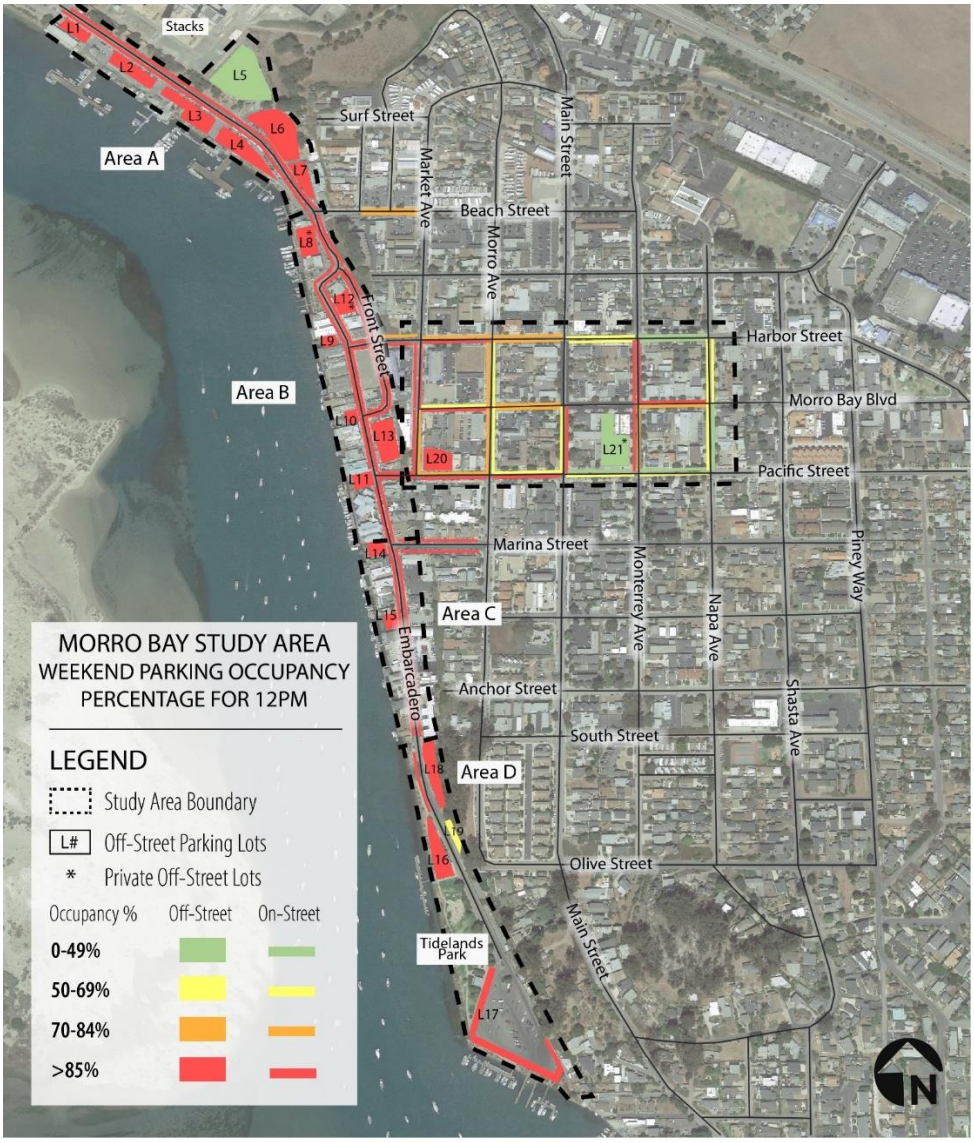
Source: *Walker Consultants*, 2020

Existing Conditions – Summer

Peak Parking Demand

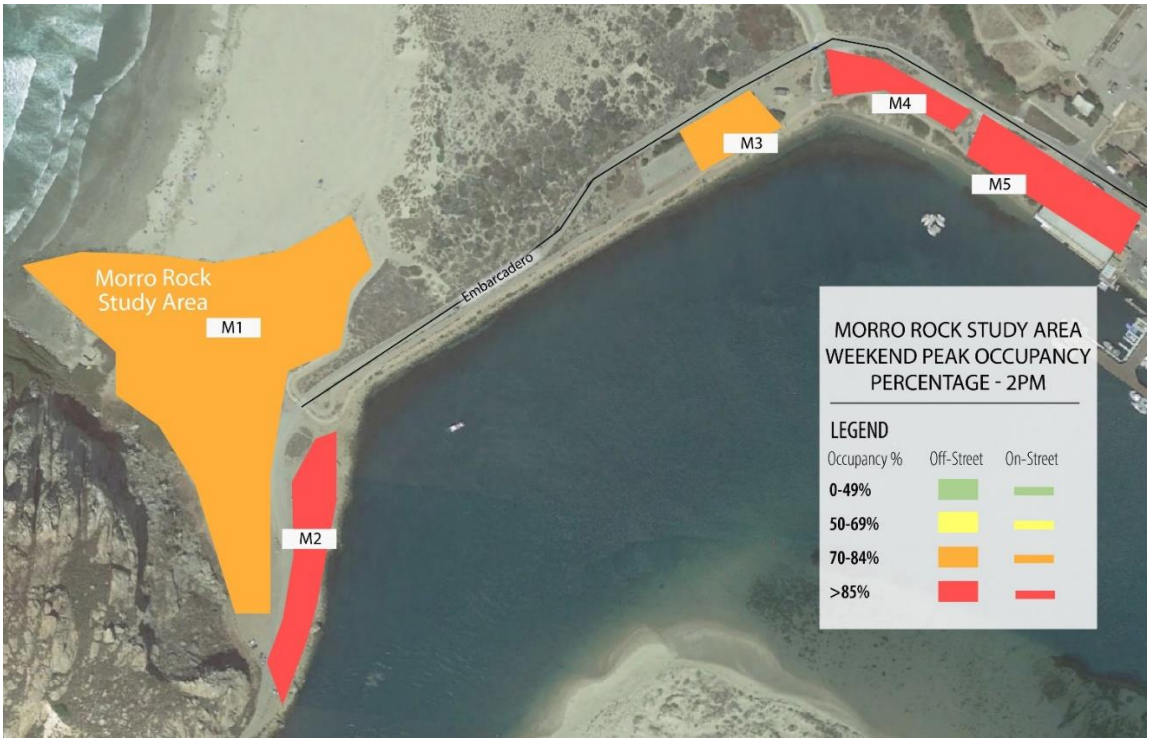
- Embarcadero
  - Peak parking demand occurred at noon on Saturday. At this time there were 981± spaces occupied, 155± spaces available, and a utilization rate of 86%.
  - The Embarcadero between Pacific and Beach experienced a higher parking demand, including 100% occupancy for the noon and 2:00 pm counts on Saturday.
- Downtown
  - Peak parking demand also occurred at noon on Saturday with 327± spaces occupied, 130± spaces available, and a utilization rate of 72%.
- Morro Rock
  - Peak parking demand occurred on the weekend at 2 p.m. with 341± spaces occupied and a utilization rate of 89%.

ES-Figure 2: Summer Weekend Peak Parking Demand - Noon



Source: *Aerial Image – Google Earth Professional*, 2020, Graphic – *Walker Consultants*, 2020

ES-Figure 3: Summer Morro Rock Study Area Weekend Peak Parking Occupancy - 2 PM



Source: *Aerial Image – Google Earth Professional*, 2020, Graphic – *Walker Consultants*, 2020

Parking Turnover

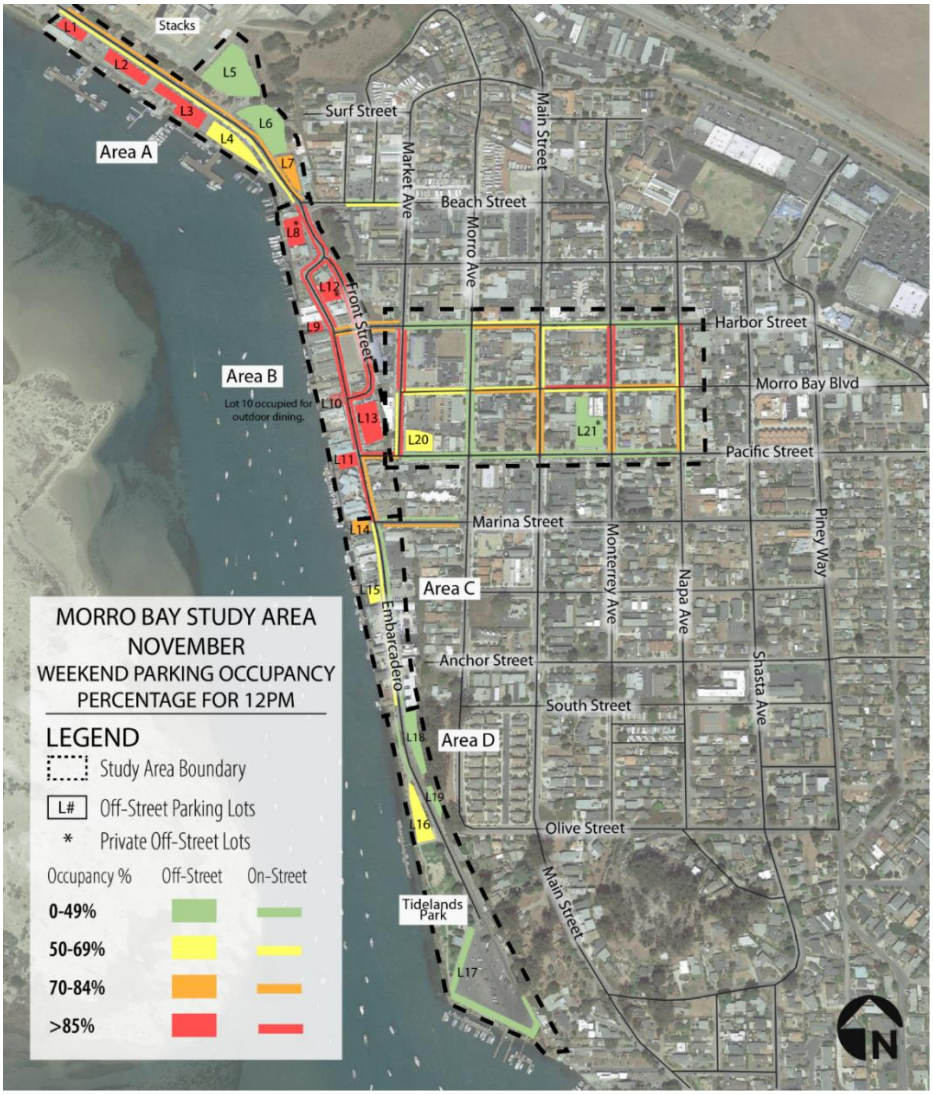
- Embarcadero
  - Overall, most vehicles parked on the Embarcadero were there for one or two hours.
  - Of the vehicle data collected, there were 50 cars parked in the Embarcadero for three or more hours.
    - If 50% of these cars represent owners or employees of businesses that could park elsewhere, 25 spaces could have parked customers. With a turnover of approximately every two hours, this could mean a capacity of 75 to 100 or more customer cars on busy days.
- Downtown
  - Most parkers abided by the posted two-hour time limit. However, there were nine vehicles parked for three or more hours in the downtown study area, violating the posted limit.

Existing Conditions – Off-Season

Peak Parking Demand

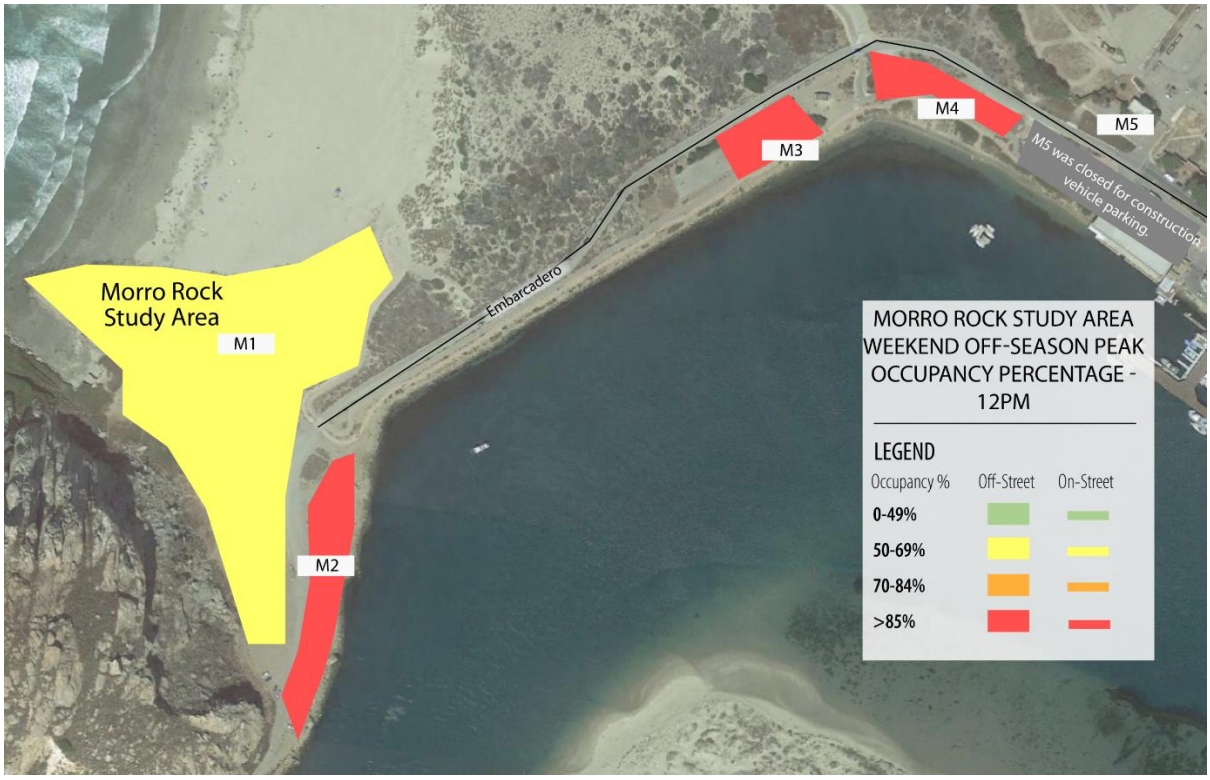
- Embarcadero
  - Peak parking demand occurred at noon on Saturday with 756± spaces occupied, 380± spaces available, and a utilization rate of 67%.
  - Along the stretch of the Embarcadero from Beach to Pacific, observed parking occupancy peaked at 95%, but only during the noon occupancy count.
- Downtown
  - Peak parking demand occurred at noon on Saturday with 237± spaces occupied, 220± spaces available, and a utilization rate of 52%.
- Morro Rock
  - Peak parking occurred at noon with 247± spaces occupied and a utilization rate of 67%.

ES-Figure 4: Off-Season Weekend Peak Parking Demand - Noon



Source: *Aerial Image – Google Earth Professional*, Graphic – *Walker Consultants*, 2020

ES-Figure 5: Off-Season Morro Rock Study Area Weekend Off-Season Peak Parking Occupancy - Noon



Source: *Aerial Image – Google Earth Professional*, 2020, Graphic – *Walker Consultants*, 2020

Parking Turnover

- Similar to summer conditions, the majority of vehicles were parked for one or two hours in both the Embarcadero and downtown. However, there were some vehicles parked for three or more hours, especially in the Embarcadero.
- While those parked for one to three hours are likely visitors, those parked for four or more hours are most likely employees of the businesses.
- In the core of the Embarcadero, there were 26 vehicles parked for four or more hours. With a turnover of approximately every two hours, this could mean a capacity of more than 75 to 100 or more customer cars on busy days.

Conclusions and Findings

- Existing summer parking conditions were significantly busier than during the off-season for both the Embarcadero and downtown.

- Lunchtime, at noon, was found to be the peak period of parking demand during every condition analyzed for both the Embarcadero and downtown. This indicates that restaurants and coastal access are key drivers of parking demand.

- The Embarcadero was found to experience significantly higher parking occupancies than downtown.

- The most highly utilized segment of the Embarcadero was Area B, between Beach Street and Pacific Street. This area was found to experience high occupancies during peak parking demand on both weekdays and weekends in summer and during the off-season. This is likely due to the high concentration of popular restaurants and shops in this area, as well as scenic views of the bay. Peak parking demand in the core Embarcadero location was still high, although for a shorter period and, overall, across a significantly smaller area.

- Overall, most visitors park in the Embarcadero and downtown for one or two hours, though there are likely a significant number of employees parking for four or more hours in prime customer parking locations, which impacts overall parking availability and access the Embarcadero.

- Morro Rock was also notably busier during the summer than the off-season, especially during midday hours (noon to 2 p.m.). Off-season weekends experienced higher parking occupancies than during the weekday, which was much lower than any other time analyzed. For the purpose of our analysis, parking approaching and around the rock was segmented into four locations. Three of the four locations experienced parking occupancy rates greater than 85%.

Recommendations

Embarcadero

Time Limits

Parking time limits are intended to provide a level of management of the on-street parking asset to ensure access and functionality through a turnover of spaces. Time limits are in some ways similar to paid parking, except with a "free period" (the time limit) and a significant cost for those who park beyond the posted time limit. Enforcement of time limits is more labor intensive than enforcement of paid parking, requiring two "passes" by a car to confirm compliance rather than one, in the case of paid parking, to confirm payment for the time the space is occupied.

To ensure efficient utilization of parking along the popular Embarcadero, Walker recommends the following:

1. Implement three-hour time-limits along the Embarcadero between 9 a.m. and 6 p.m. for the on-street parking spaces.
2. Consider time limits by facility type and goals for parking user groups. Off-Street parking should remain unrestricted to start with the implementation of time-limited on-street parking, however, these facilities should be monitored over time to determine if/when time limits should be implemented in off-street facilities.
3. Preliminarily we recommend implementing and enforcing time limits along the Embarcadero from the beginning of the 400 block, north to the entrance to the parking lot at the Stacks.
4. Walker recommends that the goal of increased parking enforcement activity be compliance with implemented time limits, greater turnover of visitor-serving parking spaces and accompanying economic benefits to businesses. Parking citation revenue, however, could be a biproduct of such activity both for a time-limit only enforcement effort or combined with paid parking.

Paid Parking

5. Implement paid parking for the prime on-street parking spaces along the Embarcadero.
    a. It is recommended that paid parking be implemented with a multi-space meter system with the ability to pay-by-cell.
    b. Parking should be priced at a rate that aligns with City goals, this may include: cost of operation, enforcement, future infrastructure costs and needs, desired behavior from parking patrons, and a target utilization rate (such as 85%).
    c. Revenues generated from paid parking should be used to create a self-sustaining parking system with the goal of generating a revenue stream that is sufficient to cover ongoing operating and maintenance expenses and improve broader transportation access.
6. Conduct a paid parking pilot for all on-street spaces on the Embarcadero between Harbor Street and Pacific Street, a total of thirty-nine public parking spaces.
    a. Based on the assumptions used for the paid parking scenario, Walker projects annual net revenue of approximately $45,000 to $52,000 annually, with a recoup of total costs projected to occur in less than two years. We believe this is a reasonable but potentially conservative projection of net parking revenue based on a blended hourly parking rate of $1.00 per hour. A higher average hourly parking rate, which could be justified based on the demand observed during the busy summer months, would result in higher annual net revenue.[1]
7. After observing and analyzing the progress and benefits of a pilot program, Walker recommends implementation of a broader, paid-parking program across a larger area of the Embarcadero, from Marina Street up to the Smokestacks and including off-street parking between Beach and Marina Streets and the three lots in the northern Embarcadero labeled Lots 2, 3, and 4 for identification purposes on our heat maps 22, 23, equating to approximately 300 parking spaces.
    a. Based on the assumptions Walker used for this scenario, Walker projects annual net parking revenue of approximately $220,000 to $250,000. Once again, we believe this is a reasonable but conservative projection of net parking revenue based on a blended hourly parking rate of $1.00 per hour. Once again, a higher average hourly parking rate, which could be justified based on the demand observed during the busy summer months, would result in higher revenue.

Enforcement

8. Adopt a Parking Ambassador model of enforcement that is hospitality and customer-service oriented.

Morro Rock

9. Consider implementing paid parking in the Morro Rock parking areas that provide parked drivers the best views of the Bay and Ocean. While the entire Morro Rock parking area did not fill, Walker noted that specific locations did fill, suggesting a justification for an improved allocation of parking demand between locations that experience greater or lesser parking demand.

[1] We note that hourly parking rates in the City of Pismo Beach, are significantly higher, ranging from $2.00 to $5.00 an hour. We also noted the number of annual visitors to Pismo Beach was significantly higher than the number of visitors to Morro Bay.

Additional Access Considerations

10. Remove some on-street parking and widen sidewalks along the Embarcadero for greater pedestrian access and comfort.

Free Parking

11. Upon a larger, Embarcadero-wide implementation of paid parking (beyond the pilot area), identify and maintain a free parking area and increase utilization of the underutilized public lot (the unpaved lot south of the Stacks).

Downtown

12. Maintain existing two-hour parking time-limits in downtown.
13. Should parking occupancies increase over time due to time limited or paid parking implemented on the Embarcadero, begin actively enforcing the two-hour limit.

01 Introduction

1. Introduction

Report Outline

1. Introduction
2. Existing Conditions
3. Recommendations

The City of Morro Bay engaged Walker Consultants ("Walker") to conduct a comprehensive parking study of the City's Embarcadero and downtown. This includes an overview of the existing parking conditions and exploration of parking management options, including paid parking.

This report is organized into three sections: Introduction, Existing Conditions, and Recommendations

Setting

Morro Bay is located in San Luis Obispo County on California's Central Coast. The City is known for Morro Rock, a large rock formation located at Morro Rock Beach. The City is also host to the Embarcadero along the waterfront and a quant downtown. The City is popular tourist destination in the summer and offers a wide variety of outdoor recreational activities.

Figure 1: City of Morro Bay Context Map

Source: Aerial Image – *Google Earth Professional*, 2020; Graphic – *Walker Consultants*, 2020

As shown in Figure 1, Morro Bay is located along California State Route 1, approximately 13 miles northwest of the City of San Luis Obispo. Morro Bay is accessible from the US 101 from the South and State Route 1 and 41 from the north and east.

Morro Bay has a population of approximately 10,543 people according to the U.S. Census 2019 population estimates. Although the population of Morro Bay residents is relatively low, the City experiences significant tourism activity, likely making its population much higher during the summer and warm fall months.

Purpose of the Study

The City of Morro Bay's streets, businesses, and piers along its Embarcadero, enhanced by the surrounding natural beauty, attracts large numbers of visitors and their cars to the on- and off-street parking spaces, particularly during the summer and warm fall months. The high demand for parking the City experiences in this area may justify policies, procedures, tools, and technology to manage the demand for parking during busy periods. The City controls on- and off-street parking along its Embarcadero although enforcement of time restricted parking is not actively performed. Signage for restrictions has largely been removed.

While paid parking in some form can be an effective parking management tool, the City would explore the practice only in this context, recognizing that not only is revenue generation not the focus of its parking needs but also that without a high level of parking demand, parking revenue beyond the cost of the paid parking apparatus is unlikely to be generated. As a visitor destination, the City recognizes that the peaks, valleys, and relatively small area experiencing a parking impact may mean that active efforts to manage parking throughout the year may not warrant the investment in time and resources for limited periods and locations.

The City now seeks to understand parking patterns and conditions in the area in order to make a determination as to how practical and beneficial parking planning practices would be to implement. To what extent is there a problem that needs addressing or would the complexity and cost of solutions ultimately be greater than any real issues that require a solution, including considerations of the cost of enforcement, technology, and efforts for compliance with the requirements of the California Coastal Commission (CCC)?

Based on this understanding of the City's goals, Walker seeks to provide these answers in the following body of this report.

Study Areas

Embarcadero

The study area includes Morro Bay's Embarcadero from the Stacks to the north and Tidelands Park Boat Ramp Area to the south, including all public on- and off-street parking. Private off-street parking lots with 20 or more parking spaces were also included.

Downtown

The downtown study area encompasses the area bounded by Harbor Street to the north, Pacific Street to the south, Market Avenue to the west, and Napa Avenue to the East. This includes all public on- and off-street parking within these boundaries as well as private off-street facilities with 20 or more spaces (excluding parking dedicated specifically to hotel uses, which were not included).

The Embarcadero and Downtown study areas are shown in Figure 2.

Figure 2: Embarcadero & Downtown Study Area

Source: Aerial Image – *Google Earth Professional*, 2020; Graphic – *Walker Consultants*, 2020

Morro Rock

Walker also conducted parking occupancy counts within the Morro Rock area, which included five parking areas, labeled as M1-5, in Figure 3.

Figure 3: Morro Rock Study Area

Source: *Aerial Image – Google Earth Professional*, 2020, Graphic – *Walker Consultants*, 2020

Methodology

To complete this study, Walker worked with the City of Morro Bay to gather the required information and develop recommendations. Walker received background information from the City and in partnership developed project parameters, objectives, and worked together to coordinate fieldwork and data collection.

To gain an understanding of the existing parking system, parking occupancy counts were collected during the summer on Thursday, August 6, 2020 every two hours from 10 a.m. to 6 p.m. and on Saturday, August 8, 2020 every two hours from 10 a.m. to 6 p.m. Data collection days were selected in coordination with the City to reflect typically busy summer parking conditions. For off-street parking, occupancy data was collected at noon, 2 p.m., and 6 p.m. A parking length-of-stay analysis was conducted on Friday, August 9, 2020 every hour from 9 a.m. to 5 p.m.

Parking data collection also occurred during the off-season, on Thursday, November 19, 2020 and Saturday, November 21, 2020. Like summer, parking occupancy counts were collected from 10 a.m. to 6 p.m., every two-hours. Off-street parking was counted at noon, 2 p.m., and 6 p.m. Parking length-of-stay data was collected on

Friday, November 20, 2020, every hour from 9 a.m. to 5 p.m. The intent of the data collection effort was to gain an understanding of peak parking conditions on a busy summer weekend and during a typical off-season.

It is noted that data collection occurred during the Covid-19 pandemic, which, in most cases, would impact parking demand. However, given Morro Bay's scenic setting and opportunities for outdoor recreation, and observations from the City, it was determined that despite public health restrictions because of the pandemic, the Embarcadero and downtown were experiencing typical summer conditions.

In addition to parking occupancy counts, Walker also collected length-of-stay data for select on-street and off-street parking within the Embarcadero and downtown study areas. This provided an understanding of how long vehicles were parked on the street.

Recommendations for parking improvements in the Embarcadero and downtown were developed based on the compilation and analysis of existing conditions data and conversations and input from the City.

The following sections of this report provide the existing conditions analyses (Section 2) and proposed recommendations (Section 3). These sections include detailed analysis and findings resulting from the study.

02 Existing Conditions

2. Existing Conditions

This section provides an overview of the existing parking conditions experienced in the Embarcadero and downtown study areas. This includes the number of parking spaces available within the study area, how occupied these spaces are during peak parking demand, and how long people typically park in each area.

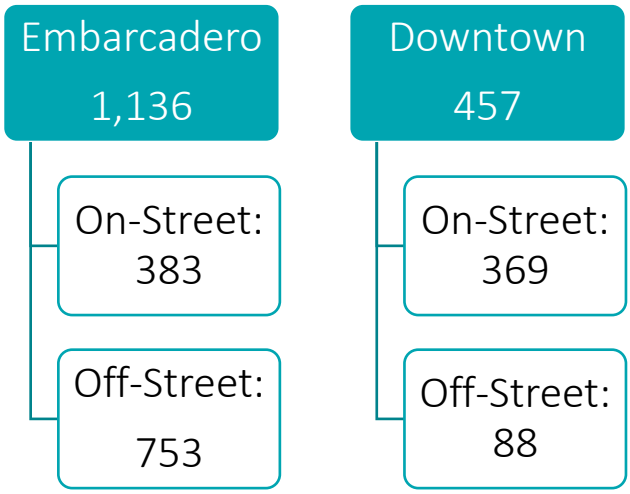
It should be noted that parking occupancy counts were collected during the COVID-19 pandemic. Despite restrictions for the operation of some businesses (e.g., no indoor dining at restaurants), the area appeared to be experiencing typically busy summer conditions. With much of Morro Bay's draw being its scenic waterfront and outdoor recreational activities, summer activity appeared to be similar with what we would expect to be pre-COVID levels. However, because some restrictions were still in place at the time of data collection, parking demand during normal summer conditions may vary.

Parking Supply

Walker identified 1,136± parking spaces in the Embarcadero study area and 457± spaces in the downtown study area. The combined study areas have a supply of 1,593± spaces.

The Embarcadero area includes 383± on-street parking spaces and 753± off-street spaces. The off-street parking supply consists of public parking facilities as well as the private lot which serves Giovanni's Fish Market & Galley (24 spaces) and an additional lot that serves multiple businesses including Surf Shop and Wavelengths Boardshop (27 spaces).

Figure 4: Embarcadero & Downtown Parking Supply



The downtown area includes 369± on-street spaces and 88± off-street spaces. The off-street parking supply included one private parking lot serving Bank of America (49 spaces) and one public lot (39 spaces).

Figure 5 summarizes the Embarcadero and downtown parking supplies.

Figure 5: Existing Time-Limit in Downtown

Source: *Walker Consultants*, 2020

Parking Restrictions and Enforcement

Parking is currently unrestricted within the Embarcadero study area, except for private lots which are restricted to customer-parking only.

Within downtown, there are two-hour posted time limits in some areas, including the main downtown core and Morro Bay Boulevard. Some side streets also have two-hour limits including Napa Avenue, Monterey Avenue, and Main Street. The two-hour limit is effective from 8 a.m. to 6 p.m., daily, except Sundays and holidays.

Based on conversations with the City, time limits are not currently enforced.

Existing Summer Parking Conditions

Walker evaluated parking demand in the Embarcadero and downtown study area by conducting occupancy counts of parked cars on one weekday and one weekend. Weekday occupancy counts were conducted every two hours on Thursday, August 6, 2020 from 10 a.m. to 6 p.m. Weekend counts were conducted on Saturday, August 8, 2020 every two hours from 10 a.m. to 6 p.m. Data collection days were selected in coordination with the City to reflect typically busy summer parking conditions. For off-street parking, occupancy data was collected at noon, 2 p.m., and 6 p.m.

It should be noted that parking occupancy counts were collected during the COVID-19 pandemic. Despite restrictions for the operation of some businesses (e.g., no indoor dining at restaurants), the area appeared to be experiencing typically busy summer conditions. With much of Morro Bay's draw being its scenic waterfront and outdoor recreational activities, summer activity appeared to be similar with what we would expect to be pre-COVID levels. However, because some restrictions were still in place at the time of data collection, parking demand during normal summer conditions may vary.

Overall, peak parking demand occurred at noon on the weekend for both the Embarcadero and downtown. Weekday peak parking demand also occurred at noon, but parking demand was found to be higher on the weekend than the weekday.

During the noon weekend peak, the Embarcadero experienced a parking utilization rate (the percent of parking spaces occupied) of 86%. Downtown parking had a utilization rate of 72% during the weekend noon peak. Combined, these study areas experienced an overall utilization rate of 82% during the weekend noon peak.

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*Peak parking demand occurred at **noon** on the weekend. At this time, **Embarcadero** parking was 86% occupied and **downtown** parking was 72% occupied. The areas combined were 82% occupied.*

For the purposes of data collection, the Embarcadero was divided into four areas - Areas A, B, C, and D:

- Area A (northern end): Stacks to Beach Street
- Area B ("core" of the Embarcadero): Beach Street to Marina Street
- Area C: Marine Street to the end of the main Embarcadero area, ending at 456 Embarcadero
- Area D: South of the main area to Tidelands Park and the boat ramp launch area.

Further analysis of parking demand observed in each study area is included in the following sections.

Embarcadero

Weekday Parking Demand

Weekday peak parking demand occurred at noon with 759± spaces occupied, 377± spaces available, and a utilization rate of 67%. On-street parking was 76% occupied and off-street parking was 62% occupied.

The highest parking demand occurred in Area B, the core of the Embarcadero, where the majority of popular shops and restaurants are located, between Beach Street and Marina Street. In this area, the parking utilization rate was 96%. In comparison, parking demand was lower in the other subareas (43%, 52%, and 72% utilization rate).

Peak weekday parking demand for the Embarcadero is summarized in Table 1.

Table 1: Embarcadero Weekday Summer Peak Parking Demand Summary - Noon

Embarcadero Areas	Supply	Occupancy	Utilization
Area A – Stacks to Beach Street			
On-Street	92	40	43%
Off-Street	465	252	54%
Total	**557**	**292**	**52%**
Area B – Beach Street to Pacific Street			
On-Street	208	200	96%
Off-Street	149	145	97%
Total	**340**	**325**	**96%**
Area C – Marina Street to 456 Embarcadero			
On-Street	75	49	65%
Off-Street	20	19	95%
Total	**95**	**68**	**72%**
Area D – 456 Embarcadero to Tide Lands Park			
On-Street	8	3	38%
Off-Street	119	51	43%
Total	**127**	**54**	**43%**
Total Embarcadero Area			
On-Street	383	292	76%
Off-Street	753	467	62%
Total	**1,136**	**759**	**67%**

Source: *Walker Consultants*, 2020

Weekend Peak Parking Demand

Weekend peak parking demand occurred at noon with 981± spaces occupied, 155± spaces available, and a utilization rate of 86%. Like weekday counts, Area B experienced the highest utilization rate at 98%. However, unlike the weekday, the remaining areas of the Embarcadero were also highly utilized, as Area C and Area D had a utilization rate over 90%. Most of the unoccupied parking spaces in Area A were observed within the large unpaved lot located just south of the Stacks and adjacent to the Morro Bay Maritime Museum. This lot was not utilized during the peak times during the weekday or weekend.

In general, weekend parking demand is significantly higher than on the weekday. Peak weekend parking demand for the Embarcadero is summarized in Table 2.

Table 2: Embarcadero Weekend Summer Peak Parking Demand Summary - Noon

Embarcadero Subareas	Supply	Occupancy	Utilization
Area A – Stacks to Beach Street			
On-Street	92	92	100%
Off-Street	465	334	72%
Total	**557**	**426**	**76%**
Area B – Beach Street to Pacific Street			
On-Street	208	201	97%
Off-Street	149	148	99%
Total	**340**	**332**	**98%**
Area C – Marina Street to 456 Embarcadero			
On-Street	75	69	92%
Off-Street	20	19	95%
Total	**95**	**88**	**93%**
Area D – 456 Embarcadero to Tide Lands Park			
On-Street	8	3	100%
Off-Street	119	51	92%
Total	**127**	**54**	**93%**
Total Embarcadero Area			
On-Street	383	370	97%
Off-Street	753	611	81%
Total	**1,136**	**964**	**86%**

Source: *Walker Consultants*, 2020

Downtown Parking Demand

Weekday peak parking demand occurred in downtown at noon, with 216± spaces occupied, 241± spaces available, and a utilization rate of 47%.

On the weekend, peak parking demand occurred at noon with 327± spaces occupied, 130± spaces available, and a utilization rate of 72%. Like the Embarcadero, utilization of downtown parking was notably higher on weekends than during the weekday. Additionally, the Morro Bay Farmer's Market occurs on Saturdays along Morro Bay Boulevard and Main Street. Some parking along these two downtown streets was blocked off for the market, which contributed to the higher utilization.

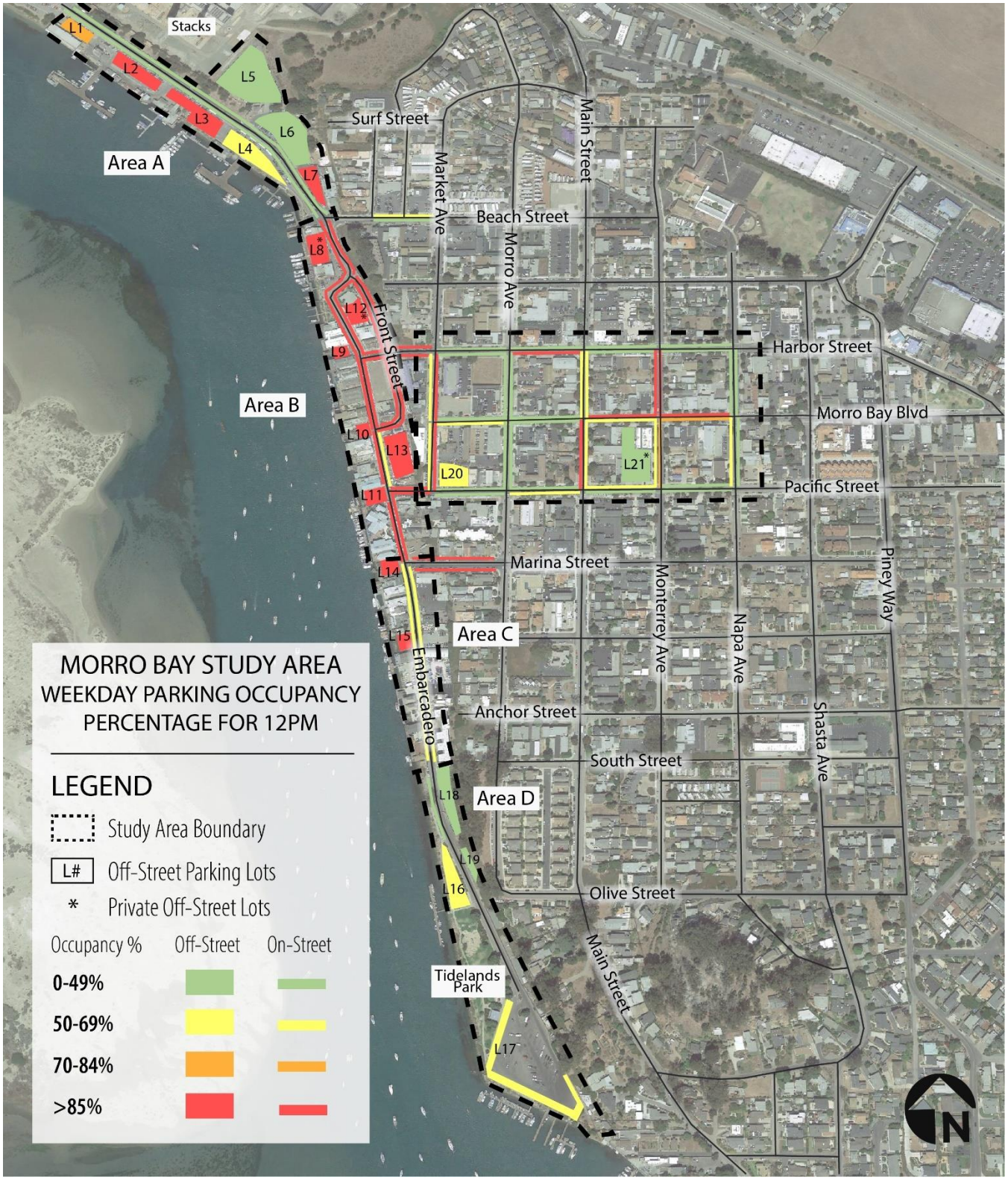
Table 3: Downtown Parking Demand Summary - Noon

Supply: 457	Occupancy	Utilization
Weekday	216	47%
Weekend	327	72%

Source: *Walker Consultants*, 2020

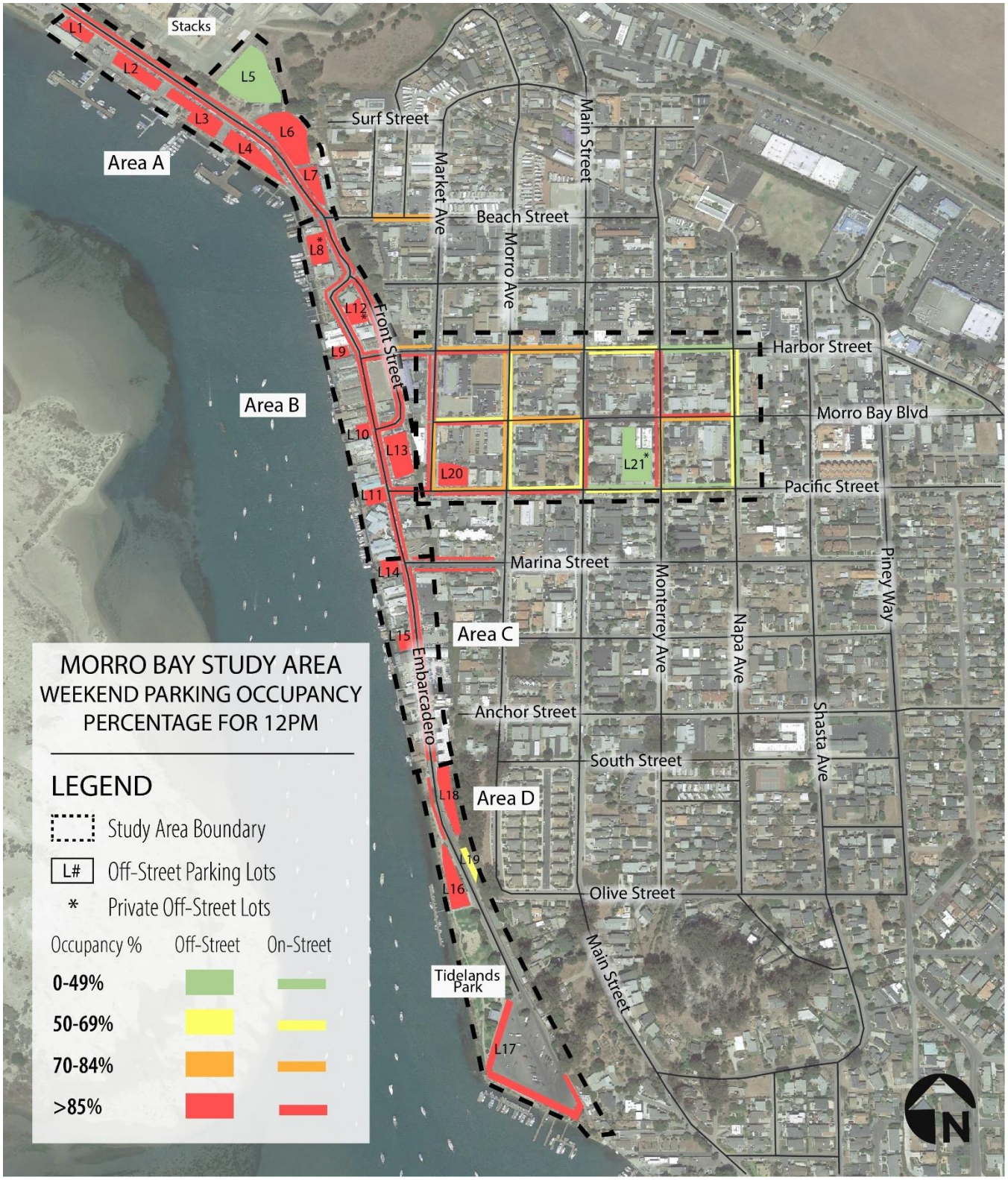
Figure 6 shows existing peak parking demand within the Embarcadero and downtown study areas and Figure 7 shows the weekend.

Figure 6: Summer Weekday Peak Parking Demand - Noon



Source: *Aerial Image – Google Earth Professional*, Graphic – *Walker Consultants*, 2020

Figure 7: Summer Weekend Peak Parking Demand - Noon



Source: *Aerial Image – Google Earth Professional*, 2020, Graphic – *Walker Consultants*, 2020

Parking Demand Over Time

On both weekdays and weekends, parking occupancy was found to be low in the morning, peak around lunchtime, and gradually decline throughout the day. Parking demand experienced throughout the day for both on- and off-street parking are shown in Table 4 and Table 5 for the weekday and weekend.

Table 4: Weekday Parking Demand Over Time

	Supply	10 AM		12PM		2PM		4PM		6PM	
		#	%	#	%	#	%	#	%	#	%
Embarcadero											
On-Street	366	112	31%	272	74%	260	71%	230	63%	168	46%
Off-Street	753			467	67%	441	59%			286	38%
Total	119			**739**	**66%**	701	63%			454	41%
Downtown											
On-Street	369	135	37%	186	50%	163	44%	130	35%	99	27%
Off-Street	88			30	34%	14	16%			10	11%
Total	457			**216**	**47%**	177	39%			109	24%

Source: *Walker Consultants*, 2020

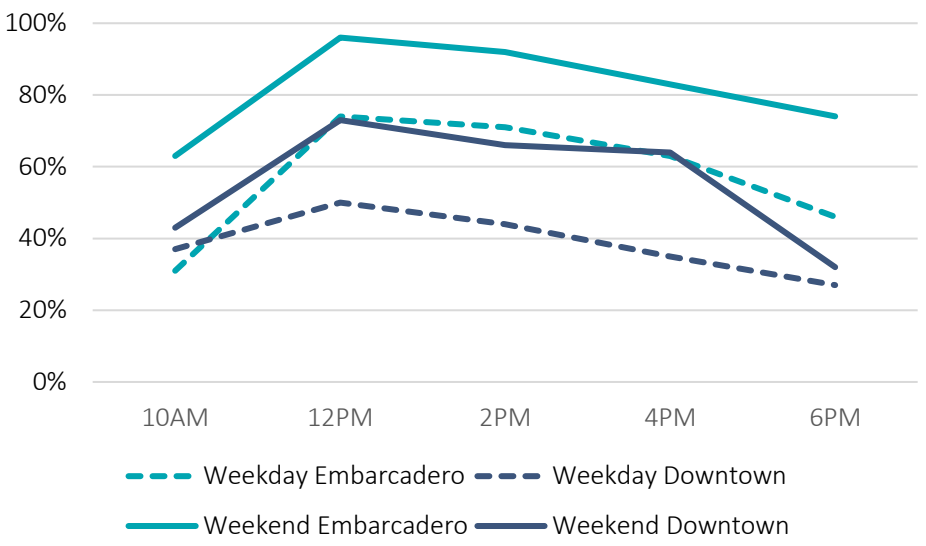
Table 5: Weekend Parking Demand Over Time

	Supply	10 AM		12PM		2PM		4PM		6PM	
		#	%	#	%	#	%	#	%	#	%
Embarcadero											
On-Street	366	229	63%	353	96%	336	92%	303	83%	272	74%
Off-Street	753			611	81%	600	80%			433	58%
Total	119			**964**	**86%**	936	84%			705	63%
Downtown											
On-Street	369	158	43%	268	73%	244	66%	237	64%	119	32%
Off-Street	88			59	67%	58	66%			43	88%
Total	457			**327**	**72%**	262	66%			162	35%

Source: *Walker Consultants*, 2020

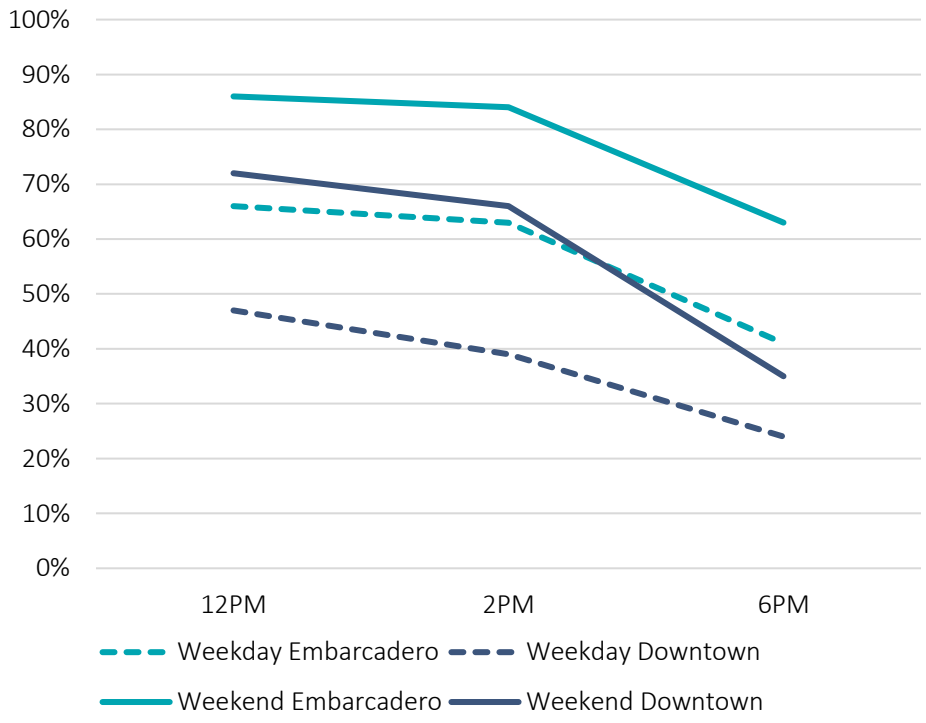
On-street parking demand observed throughout the day is shown graphically in Figure 8 and total utilization for both the Embarcadero and downtown are shown in Figure 9.

Figure 8: On-Street Utilization Over Time



Source: *Walker Consultants*, 2020

Figure 9: Parking Utilization Over Time (On- & Off-Street Combined)



Source: *Walker Consultants*, 2020

Morro Rock

Walker also conducted a high-level review of parking occupancies experienced in the Morro Rock area at 12 p.m., 2 p.m., and 6 p.m. during the weekday and weekend parking occupancy counts. Parking supply was estimated based on how many cars were parked and aerial imagery, as most were dirt lots with no striping. Some spaces were striped in the main Morro Rock lot, which was included in the count.

Peak weekday parking demand in the Morro Rock Area occurred at noon with 198+ spaces occupied and a utilization rate of 52%.

Weekend parking demand was significantly higher, peaking at 2 p.m. with 341+ spaces occupied and a utilization rate of 89%.

Morro Rock parking demand is summarized in Table 6 and Table 8 and shown graphically in Figure 10 and Figure 11.

Table 6: Morro Rock Area Weekday Summer Parking Demand

	Supply	12PM		2PM		6PM	
		#	%	#	%	#	%
M1	272	109	40%	101	37%	82	30%
M2	65	53	82%	62	95%	59	91%
M3	16	12	75%	14	88%	12	75%
M4	13	9	69%	12	92%	3	23%
M5	18	15	83%	6	33%	5	28%
Total	384	**198**	**52%**	195	51%	161	42%

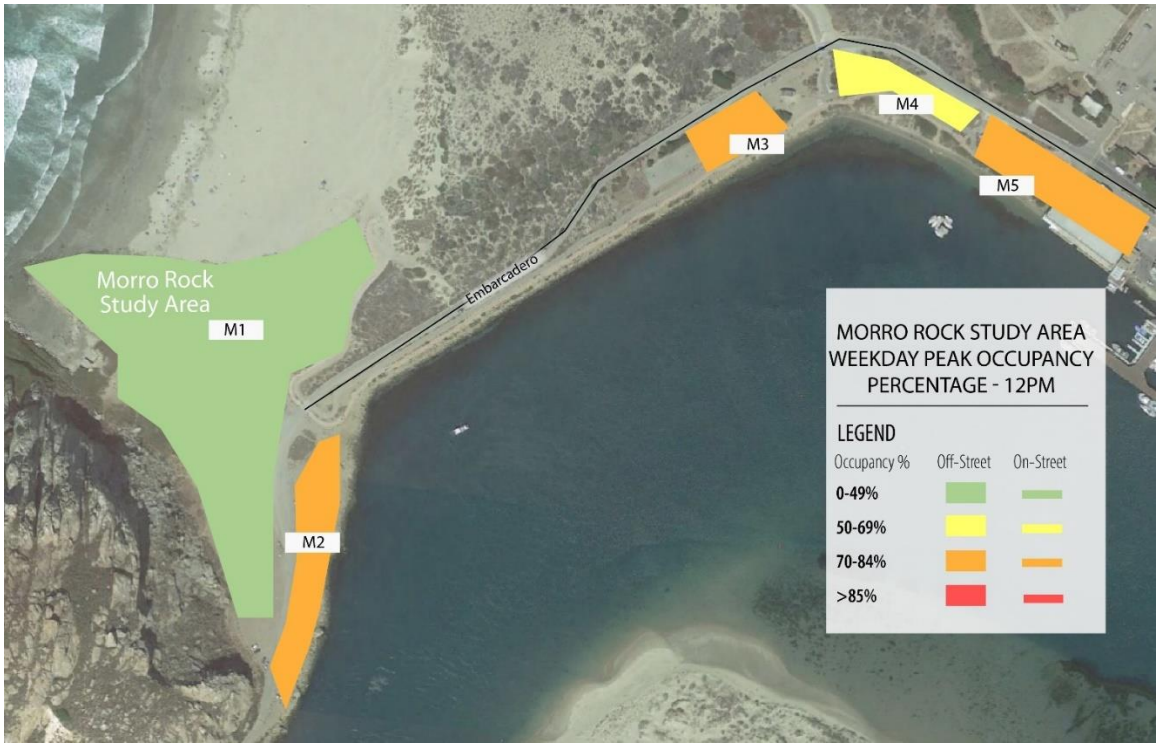
Source: *Walker Consultants*, 2020

Table 7: Morro Rock Study Area Weekend Summer Parking Demand

	Supply	12PM		2PM		6PM	
		#	%	#	%	#	%
M1	272	218	80%	230	85%	218	80%
M2	65	65	100%	65	100%	63	97%
M3	16	13	81%	15	94%	13	81%
M4	13	13	100%	13	100%	12	92%
M5	18	18	100%	18	100%	14	78%
Total	384	327	85%	**341**	**89%**	320	83%

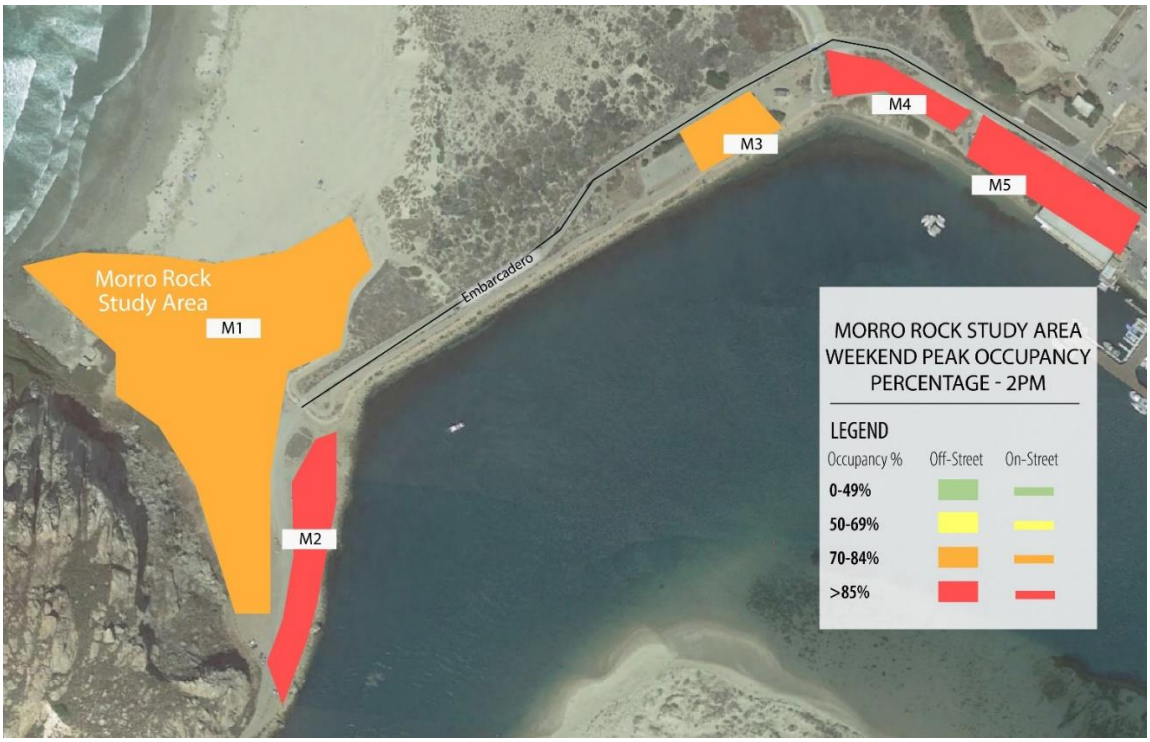
Source: *Walker Consultants*, 2020

Figure 10: Morro Rock Study Area Weekday Summer Peak Parking Occupancy - Noon



Source: *Aerial Image – Google Earth Professional*, 2020, Graphic – *Walker Consultants*, 2020

Figure 11: Morro Rock Study Area Weekend Peak Parking Occupancy - 2 PM



Source: *Aerial Image – Google Earth Professional*, 2020, Graphic – *Walker Consultants*, 2020

How Long Do People Park?

During summer data collection, Walker conducted a parking length-of-stay analysis in the core area of the Embarcadero, from Pacific Street to the northern edge of Anchor Memorial Park. A length-of-stay analysis was also conducted in downtown on Morro Bay Boulevard between Napa Avenue and Main Street.

To understand how often cars leave a space, or turnover, a license plate inventory (LPI) was collected hourly from 9 a.m. to 5 p.m. The LPI inventory was conducted by collecting the last four digits of all license plates within the turnover study area. An LPI assists in understanding how long a vehicle is parked in a space, if there are areas with low turnover, and/or if cars are parked longer than the hourly time limits posted.

In general, most vehicles were parked for one or two hours in both the Embarcadero and downtown. However, there were some vehicles parked for three or more hours, especially in the Embarcadero.

With no posted time limit on the Embarcadero, cars parked longer-term are not violating any restrictions. Of the vehicle data collected, there were 50 cars parked in the Embarcadero for three or more hours. If 50% of these cars represent owners or employees of businesses that could park elsewhere, 25 spaces could have parked customers. With a turnover of approximately every two hours, this could mean a capacity of 75 to 100 or more customer cars on busy days.

In downtown, the length-of-stay data indicates that most parkers abided by the posted two-hour time limit on Morro Bay Boulevard. However, there were nine vehicles parked for three or more hours, violating the posted limit.

Table 8: Summer Parking Length-of-Stay Data Summary

Hours	1	2	3	4	5	6	7	8
Embarcadero Plates Collected: 294	178	66	18	9	8	9	3	3
Percent	61%	22%	6%	3%	3%	3%	1%	1%
Downtown Plates Collected: 139	118	12	3	2	1	2	0	1
Percent	85%	9%	2%	1%	1%	1%	0%	1%

Source: *Walker Consultants*, 2020

Existing Off-Season Parking Conditions

To understand parking conditions during non-summer peak season months, Walker collected parking occupancy data on one day during the weekday and weekend in November 2020, and turnover data on Friday November 20, 2020.

Weekday parking occupancy counts were collected on Thursday, November 19, 2020 and Saturday, November 21, 2020. Like summer, parking occupancy counts were collected from 10 a.m. to 6 p.m., every two-hours. Off-street parking was counted at noon, 2 p.m., and 6 p.m.

Like summer conditions, peak parking demand occurred at noon on the weekend in both downtown and the Embarcadero. The weekday peak also occurred at noon in both areas.

During the weekend peak, the Embarcadero was 67% occupied and downtown was 52% occupied.

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*During the off-season, peak parking demand occurred at **noon** on the weekend. At this time, **Embarcadero** parking along the entire study area was 67% occupied and **downtown** parking was 52% occupied. The areas combined were 62% occupied.*

When compared to summer conditions, peak parking occupancy was significantly lower than during the off-season in November.

Table 9: Comparison of Summer and Off-Season Parking Utilization

	Embarcadero		Downtown	
	Summer	Off-Season	Summer	Off-Season
Weekend	82%	67%	72%	52%
Weekday	67%	42%	47%	38%

Source: *Walker Consultants*, 2021

Embarcadero

Weekday Parking Demand

Peak parking demand occurred on the weekday at noon. At this time, 476± spaces were occupied, 660± spaces were available, with a utilization rate of 42%. Similar to summer conditions, Area B was the most highly utilized area along the Embarcadero. Weekday peak parking is summarized in Table 10.

Table 10: Embarcadero Weekday Off-Season Peak Parking Demand Summary - Noon

Embarcadero Areas	Supply	Occupancy	Utilization
Area A – Stacks to Beach Street			
On-Street	92	28	30%
Off-Street	465	153	33%
Total	**557**	**181**	**32%**
Area B – Beach Street to Pacific Street			
On-Street	208	97	47%
Off-Street	149	84	56%
Total	**340**	**181**	**51%**
Area C – Marina Street to 456 Embarcadero			
On-Street	75	26	35%
Off-Street	20	18	90%
Total	**95**	**68**	**46%**
Area D – 456 Embarcadero to Tide Lands Park			
On-Street	8	2	25%
Off-Street	119	68	57%
Total	**127**	**54**	**43%**
Total Embarcadero Area			
On-Street	383	153	40%
Off-Street	753	323	43%
Total	**1,136**	**476**	**42%**

Source: *Walker Consultants*, 2020

Weekend Parking Demand

Weekend peak parking demand also occurred at noon with 756± spaces occupied, 380± spaces available, and a utilization rate of 67%.

Area B continued to be the most highly utilized subarea. These results are shown in Table 11.

Table 11: Embarcadero Weekend Off-Season Peak Parking Demand Summary - Noon

Embarcadero Areas	Supply	Occupancy	Utilization
Area A – Stacks to Beach Street			
On-Street	92	57	62%
Off-Street	465	259	56%
Total	**557**	**316**	**57%**
Area B – Beach Street to Pacific Street			
On-Street	208	191	92%
Off-Street	149	143	96%
Total	**340**	**334**	**94%**
Area C – Marina Street to 456 Embarcadero			
On-Street	75	39	52%
Off-Street	20	16	80%
Total	**95**	**55**	**58%**
Area D – 456 Embarcadero to Tide Lands Park			
On-Street	8	1	13%
Off-Street	119	50	42%
Total	**127**	**54**	**43%**
Total Embarcadero Area			
On-Street	383	288	75%
Off-Street	753	468	62%
Total	**1,136**	**756**	**67%**

Source: *Walker Consultants*, 2020

Downtown Parking Demand

Weekday peak parking demand occurred in downtown at noon, with 175± spaces occupied, 282± spaces available, and a utilization rate of 38%.

On the weekend, peak parking demand occurred at noon with 237± spaces occupied, 220± spaces available, and a utilization rate of 52%.

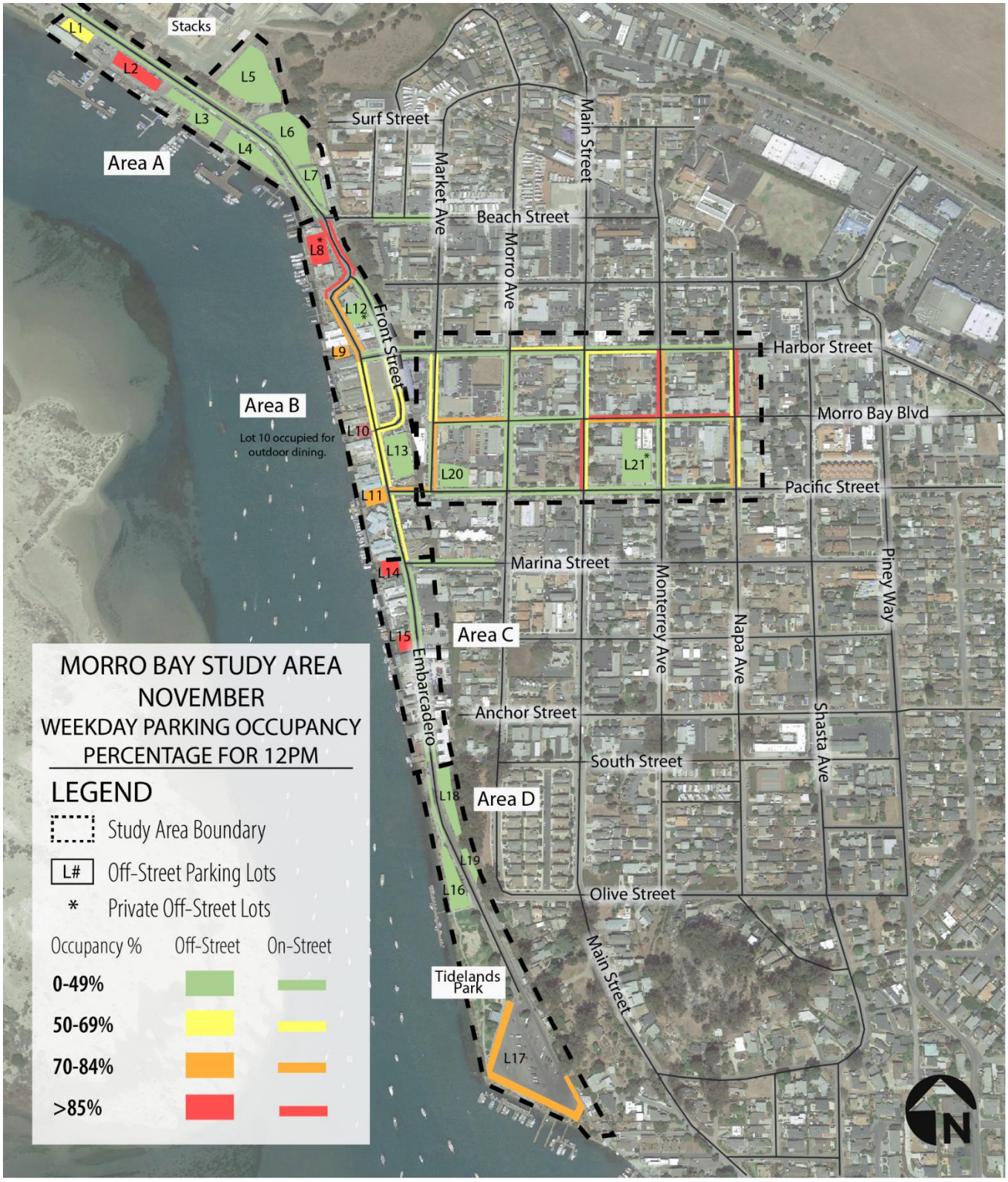
Table 12: Downtown Off-Season Parking Demand Summary - Noon

Supply: 457	Occupancy	Utilization
Weekday	175	38%
Weekend	237	52%

Source: *Walker Consultants*, 2020

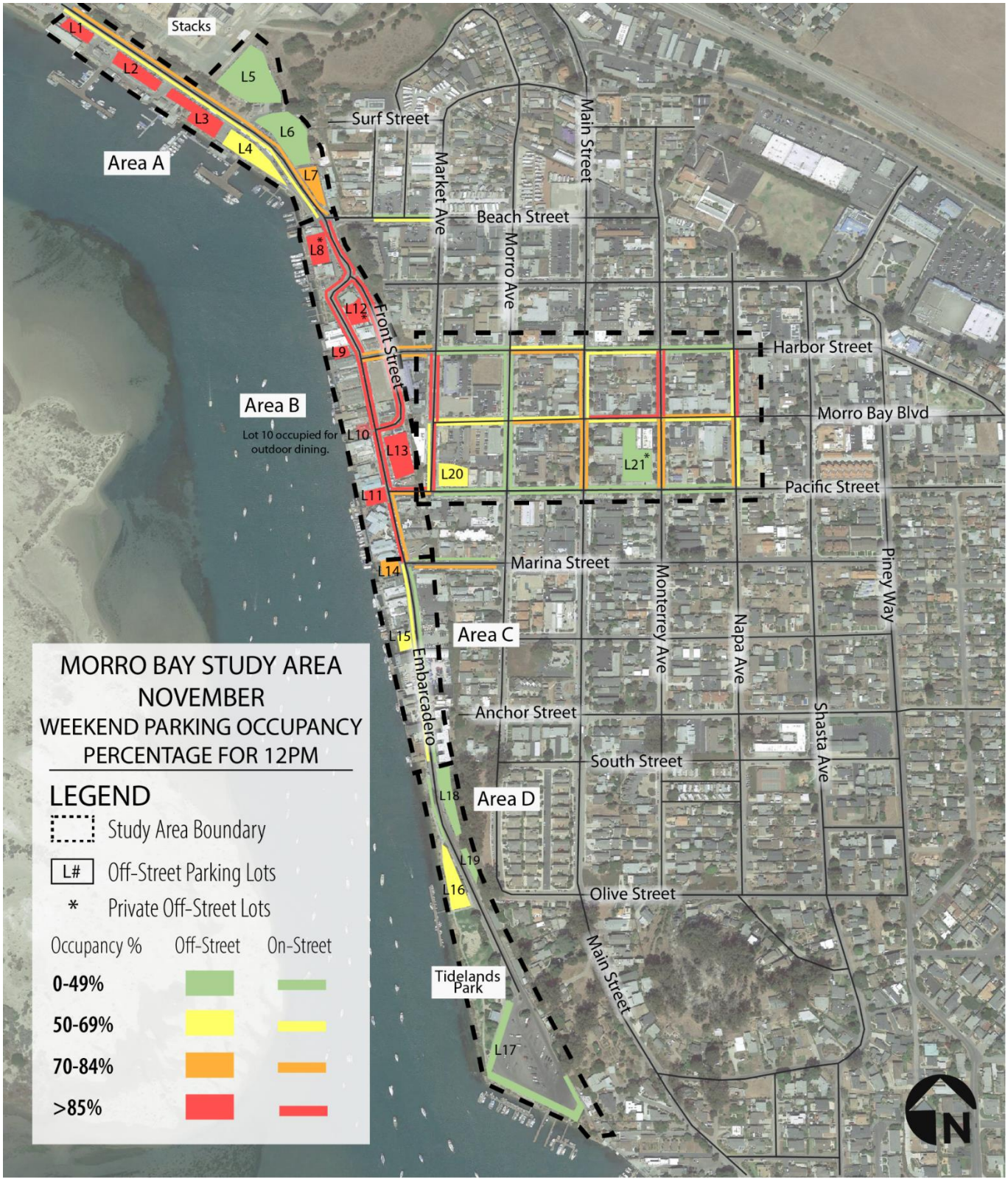
Figure 12 shows graphically existing off-season peak parking demand within the Embarcadero and downtown study areas and Figure 13 shows the weekend.

Figure 12: Off-Season Weekday Peak Parking Demand - Noon



Source: *Aerial Image – Google Earth Professional*, Graphic – *Walker Consultants*, 2020

Figure 13: Off-Season Weekend Peak Parking Demand - Noon



Source: *Aerial Image – Google Earth Professional*, Graphic – *Walker Consultants*, 2020

Morro Rock

Like summer data collection, Walker conducted a high-level review of parking occupancies experienced in the Morro Rock area at 12 p.m., 2 p.m., and 6 p.m. during the weekday and weekend parking occupancy counts.

Peak weekday parking demand in the Morro Rock Area occurred at noon with 90± spaces occupied and a utilization rate of 25%.

Weekend parking demand was higher, peaking at noon with 247± spaces occupied and a utilization rate of 67%.

Morro Rock parking demand is summarized in Table 13 and Table 14 and shown graphically in Figure 12 and Figure 13.

Table 13: Morro Rock Area Weekday Off-Season Parking Demand

	Supply	12PM		2PM		6PM	
		#	%	#	%	#	%
M1	272	68	23%	50	18%	30	11%
M2	65	15	25%	18	28%	10	15%
M3	16	4	23%	5	31%	1	6%
M4	13	3	23%	3	23%	0	0%
M5	Lot was closed for construction vehicle parking						
Total	366	**90**	**25%**	76	21%	41	11%

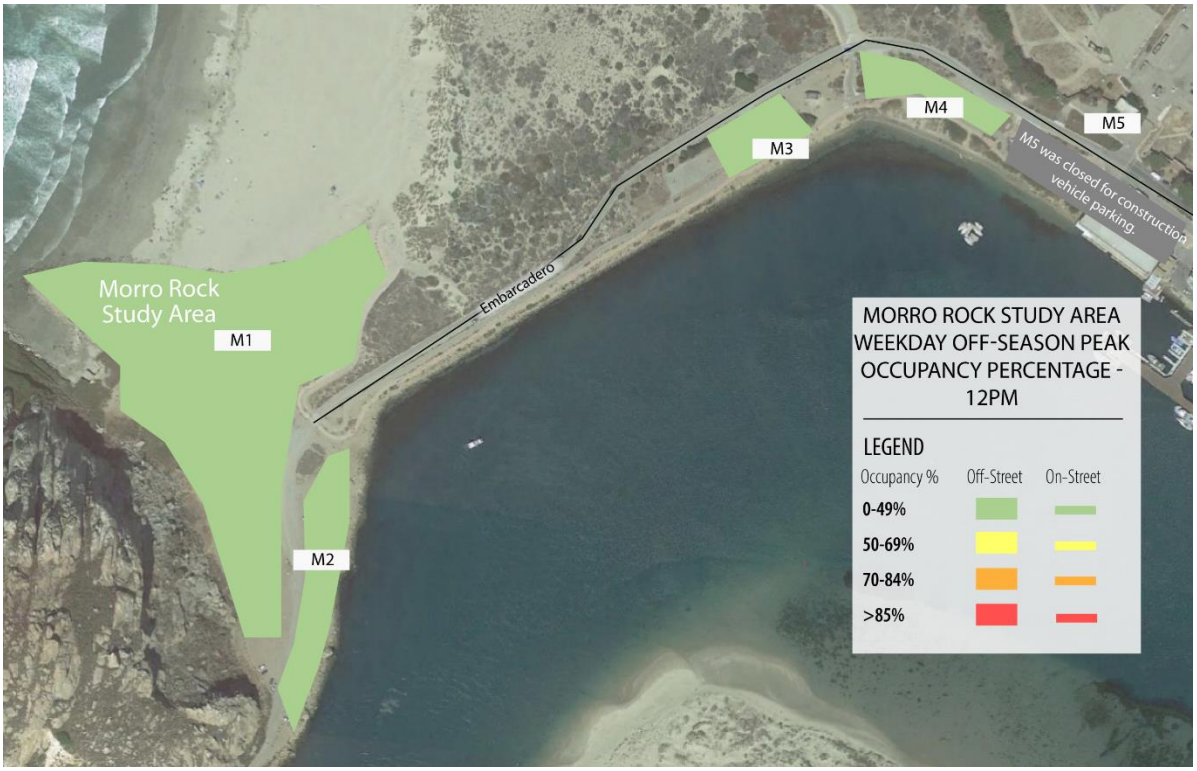
Source: *Walker Consultants*, 2020

Table 14: Morro Rock Area Weekend Off-Season Parking Demand

	Supply	12PM		2PM		6PM	
		#	%	#	%	#	%
M1	272	163	60%	100	60%	20	7%
M2	65	58	89%	20	89%	8	12%
M3	16	14	88%	5	88%	2	13%
M4	13	12	92%	5	92%	0	0%
M5	Lot was closed for construction vehicle parking						
Total	366	**247**	**67%**	130	36%	30	8%

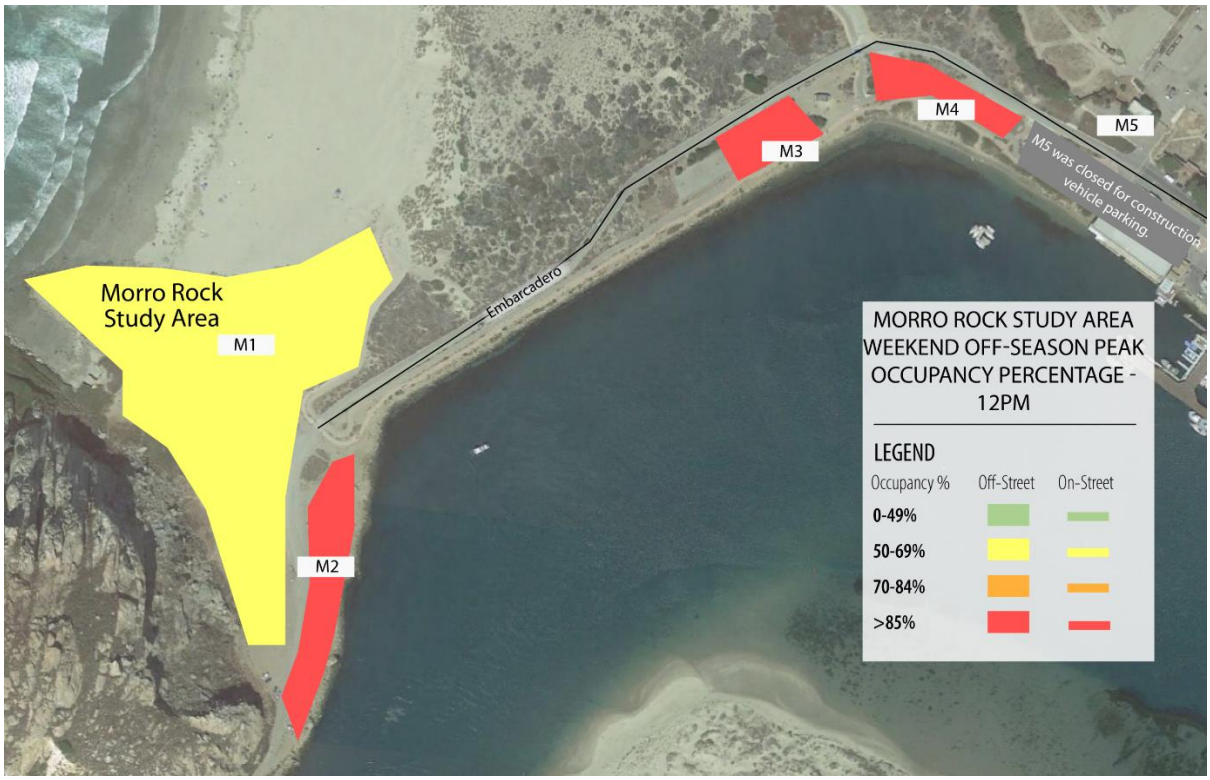
Source: *Walker Consultants*, 2020

Figure 14: Morro Rock Study Area Weekday Off-Season Peak Parking Occupancy - Noon



Source: *Aerial Image – Google Earth Professional*, 2020, Graphic – *Walker Consultants*, 2020

Figure 15: Morro Rock Study Area Weekend Off-Season Peak Parking Occupancy - Noon



Source: *Aerial Image – Google Earth Professional*, 2020, Graphic – *Walker Consultants*, 2020

How Long Do People Park?

Like for summer data collection, Walker conducted a parking length-of-stay analysis in the core area of the Embarcadero, from Pacific Street to the northern edge of Anchor Memorial Park. A length-of-stay analysis was also conducted in downtown on Morro Bay Boulevard between Napa Avenue and Main Street.

In general, the majority of vehicles were parked for one or two hours in both the Embarcadero and downtown. However, there were some vehicles parked for three or more hours, especially in the Embarcadero.

Of the vehicle data collected, there were 43 cars parked in the Embarcadero for three or more hours. As stated under summer conditions, if 50% of these cars represent owners or employees of businesses that could park elsewhere, 26 spaces could have parked customers. With a turnover of approximately every two hours, this could mean a capacity of 75 to 100 or more customer cars on busy days.

In downtown, the length-of-stay data indicates that most parkers abided by the posted two-hour time limit on Morro Bay Boulevard. However, there were nine vehicles parked for three or more hours, violating the posted limit.

Table 15: Off-Season Parking Length-of-Stay Data Summary

Hours	1	2	3	4	5	6	7	8
Embarcadero Plates Collected: 238	140	55	17	10	6	6	2	2
Percent	59%	23%	7%	4%	3%	3%	1%	1%
Downtown Plates Collected: 119	98	12	3	2	1	2	1	0
Percent	82%	10%	3%	2%	1%	2%	1%	0%

Source: *Walker Consultants*, 2020

Conclusions and Major Findings

Based on the data collection conducted during the summer and the off-season in November, the following summarizes the major findings:

- Summer parking conditions were significantly busier than off-season parking conditions, for both the Embarcadero and downtown.
- Lunchtime, at noon, was found to be the peak period of parking demand during every condition analyzed for both the Embarcadero and downtown. This strongly suggests that the overlap of restaurant and coastal access are key drivers of parking demand.
- The Embarcadero was found to experience significantly higher parking occupancies than downtown.
- The most utilized segment of the Embarcadero was what we designated as Area B, between Beach Street and Pacific Street. This area was found to experience high occupancies during peak parking demand on both weekdays and weekends in summer and during the off-season. This is likely due to the high concentration of popular restaurants and shops in this area, as well as scenic views of the bay.
- Overall, most visitors park in the Embarcadero and downtown for one or two hours, though there are likely a significant number of employees parking for four or more hours in prime customer parking locations.
- Morro Rock was also notably busier during the summer than the off-season, especially during midday hours (noon to 2 p.m.). Off-season weekends experienced higher parking occupancies than during the weekday, which was much lower than any other time analyzed.

03 Recommendations

3. Recommendations

Based on the information gathered from the existing conditions analysis and conversations with the City, Walker developed a series of recommendations to improve and enhance the parking system along the Embarcadero and in downtown.

Embarcadero

The Embarcadero experiences significantly high parking utilization during busy summer weekends with occupancies over 85% for the combined on- and off-street parking supply. Walker's parking turnover analysis also revealed that approximately 32 of the most prime and desired parking spaces on the Embarcadero are occupied by long-term parkers.

During the off-season, the Embarcadero still experiences high visitation on weekends and during the lunch hour on weekdays. The off-season also found a similar rate of long-term parkers occupying prime spaces.

Given these factors, the City should consider implementing time-restricted parking and/or paid parking within the core of the Embarcadero. This area includes the publicly available parking between Beach Street and Pacific Street, (Area B in the study's subarea breakdown).

The goal of a time-limited or paid parking system would ultimately be to increase access to the Embarcadero and the coast. While implementing parking restrictions may sounds counterintuitive to increasing access, time limits or paid systems can accomplish the following:

- Increase the frequency that spaces turnover, thereby increasing the number of visitors who can access the coast throughout the day.
- Deter long-term parkers from occupying prime parking spaces all day, opening more prime spaces to visitors.

Time Limits

1. Implement three-hour time-limits along the Embarcadero between 9 a.m. and 7 p.m. for the on-street parking spaces.

Currently, parking in the Embarcadero is entirely unrestricted. This presents the opportunity for prime parking spaces to be occupied all day, limiting the availability of spaces for customers and visitors. The turnover analysis conducted for this study revealed that at least 32 vehicles are parked along the Embarcadero for four or more hours, likely most or all of which are employees or business owners. If time limits were implemented in the Embarcadero these 32 spaces would become available for more customer and visitor parking within the prime downtown parking spaces. With a time limit applied, these 32 spaces could provide access to well over 32 vehicles depending on the limit.

Data collection revealed that the most highly utilized spaces along the Embarcadero are between Beach Street and Pacific Street. It would be beneficial to implement some regulation and enforcement of the time cars may park in

this location at least this area of the Embarcadero, if the goal of the city and businesses is to facilitate access for business patrons and other visitors to the area.

Given the multiple, possible destinations in the area, restaurants, bakeries, unique shops, and coastal views along the Embarcadero, Walker recommends a three-hour parking time limit be implemented. Based on the turnover analysis, most vehicles were parked for one to three hours. Therefore, it is reasonable to assume that two to three hours is sufficient time for most customers and visitors to the Embarcadero.

Additionally, since data collection revealed that parking occupancies are lower in the evenings, these time limits do not need to be in effect all day although a later restriction is typically used to provide evening access to businesses.[2] It is recommended that there be a posted time limit from 9 a.m. to 6 p.m, as evening parking occupancies appear not to create an access issues. This would ensure that long-term parkers do not use prime spaces during the busiest times of days, such as lunch and dinner time, while providing some flexibility in the later evening when parking is more available.

2. Consider time limits by facility type. Off-Street parking should remain unrestricted to start with the implementation of time-limited on-street parking, however, these facilities should be monitored over time to determine if/when time limits should be implemented in off-street facilities.

Time limits can also be set depending on the facility type. For example, on-street limits may be two hours while off-street limits may be three or four hours depending on the level of turnover desired in each area.

Paid Parking

3. Implement paid parking for prime parking spaces along the Embarcadero.

Paid parking is an effective measure for making parking available when the demand for parking spaces regularly exceeds the supply. Paid parking can help achieve a balance of parking demand, promote turnover, and make parking more convenient.

Paid parking can generate revenue but the activity of charging for parking generates costs. This may include capital expenses, maintenance expenses, and the cost of enforcement personnel and technology.

Paid parking can be implemented in conjunction with or as an alternative to time-limited parking. Users may only be able to pay up to a certain number of hours or be able to pay for as many hours as they would like. Given the high demand for the public parking supply, it is recommended that either a time limit be set in combination with paid parking, or that the cost per hour should increase incrementally with longer dwell times.

Like time-limits, there is flexibility in the hours that payment for parking can be required. A balance must be struck between a schedule for charging that is both easy to understand but also addresses the demand for parking. On a busy summer weekend, Walker recommends paid parking be required from at least 9 a.m. to 6 p.m.

[2] For example, an employee who arrives for an evening shift at 5:00 pm can effectively park all evening.

With any paid parking system, active and regular enforcement is a key part of success. This includes regularly monitoring the surrounding areas including downtown and residential streets adjacent to the Embarcadero to ensure that these areas are not being negatively impacted due to visitors avoiding payment along the Embarcadero.

Additionally, prior to implanting a paid parking program (or time limits), the City should plan for a widespread advertising campaign to notify visitors, residents, businesses, and employees of the changes. This should include when the changes would be put into effect as well as details on how to use the payment systems and what to expect.

Multi-Space Meters (MSM)

There are a variety of methods to implement paid parking. For a setting like the Embarcadero, Walker recommends multi-space meters with the ability to pay-by-cell.

Multi-space meters (MSM) are centrally located payment kiosks where customers can pay for their parking. Depending on the type of MSM installed, payment can usually be made via cash, coin, credit card, or mobile payment (payment via cell phone or mobile application). MSMs have rechargeable batteries, solar panels or AC power for charging, and wireless communications which allows for credit card acceptance and on-line report generation and alerts. There are many benefits to MSMs, but one includes a less infrastructure for paid parking occupying the street.

MSMs can be configured for use in one of three modes of operation: pay and display, pay-by-space, or pay by license plate. Most MSM manufacturers make one meter capable of being programmed for all payment modes. These various modes are described in Table 16.

Table 16: Multi-Space Meter Operation Modes

MSM Mode Type	Description	Enforcement	Other Considerations
Pay and Display (PND)	Patrons park and pay for the time they wish to park. They are then issued a receipt which they display on the dashboard of their vehicle. This receipt displays the transaction information and expiration date and time for the parking session.	Performed by visually inspecting each vehicle for receipt and checking expiration date and time. This can be time consuming for the enforcement personnel as the receipt may not be easily visible, upside down, or difficult to read.	PND does not allow for adding additional time remotely from another MSM or pay-by-cell phone application. Installation of signage stating: “Pay here and display your ticket on dash” and “Have you paid and displayed your ticket?” are recommended with this system.
Pay by Space (PBS)	Each space is numbered, and patron enters the number of the space they parked in at the meter and pays for their desired amount of time. A receipt is not required on the dashboard.	Performed by viewing a report of paid and/or unpaid spaces and checking each unpaid space. Report can be issued at meter or accessed online or on a handheld enforcement device.	Requires signage and/or painted numbers on every space.
Pay by Plate (PBP)	Patron enters their vehicle’s license plate number at the meter and selects the amount of parking time. No receipt required.	Similar to PBS by reviewing a report and comparing the parking license plates, which is time intensive.	Requires signage indicating to patrons that they need their plate number at the meter.

	Alternatively, plates are uploaded to an electronic handheld enforcement device.

Source: *Walker Consultants*, 2020

Since PND systems require a physical receipt and limits the ability of patrons to pay by cell or add time remotely, this mode is not recommended. Walker recommends a PBS or PBP system be considered.

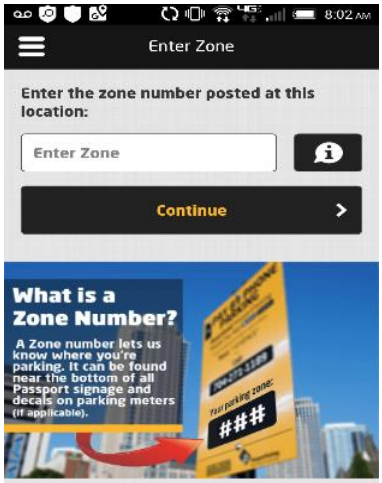
Pay-by-Cell

Pay-by-Cell is a service that allows the parking patron to pay for parking using a cellular phone. This method is considered standard and can be provided by multiple vendors. Signage is installed indicating the pay-by-cell provider along with the location ID so that the patron can easily make payment using a downloaded App on their phone.

The payment information is uploaded to the pay meter as well as the enforcement software in real-time so no citations will be improperly written.

Once the license plate and payment credential information are saved in the app, the patron will not need to reenter the data the next time they use the app to park. The app also makes it very convenient for "adding time" to the parking session by informing the patron when their parking is expiring. Time can be extended if needed without returning to the vehicle or payment kiosk.

Figure 16: Pay-by-Cell Example



Source: *Walker Consultants*

Parking Pricing

Parking rates should be set with a goal to ensuring access to the area through its parking spaces. The goal is achieved through the allocation of shorter-term visitor parking to the most convenient spaces and moving long-term parkers away from high turnover locations. Rates for paid parking can be fixed or vary depending on time-of-day, day of week, time of year, facility, or area. For example, spaces farther from the Embarcadero core may be priced at a lower rate than the most prime and in-demand spaces. Off-street parking can be priced differently than on-street parking. Additionally, since lunchtime during a summer weekend was found to be the busiest time for downtown, rates may be higher during these hours than they are in the evening. If parking demand is found to be particularly low on some days or hours, such as a typical off-season weekday, parking rates can be set lower or be free during those times. MSMs provide flexibility in programming this type of pricing. While pricing structures targeting specific times are useful, ease of understanding for the public is also important.

In general, when selecting rates, the City should consider goals for the parking system, costs of operations and enforcement, future infrastructure costs and needs, and desired results of the system. Other considerations include the desired behavior from parking patrons (e.g., deterring long-term parking) and targeted parking occupancy rate (such as 85%).

Ideally, revenues generated from paid parking are used in part to create a self-sustaining parking and access system which, to the extent possible, generates a revenue stream that covers ongoing operating and maintenance expenses. Excess revenue should be used to fund parking and other transportation-related capital and operational improvements that enhance access to and within downtown. It is recommended that it be made explicit that a

portion of the funds may be used for multiple forms of access, such as pedestrian, bicycle, and transit-related improvements, as well as constructing new parking improvements and maintenance of existing ones.

Too many or too few occupied parking spaces at key times represent a failure of the parking system. Rates should be set at a level that does not deter patrons from using the lot or space and not so low that spaces are always occupied, diminishing the benefits to access. If rates are set too high, it could cause patrons to park in neighboring residential areas which could create conflicts between downtown and residential parking demand.

While additional analysis and stakeholder input would be required to provide a recommended pricing structure, based on our knowledge of parking patterns and the parking "market" in Morro Bay and the Central Coast, we offer what we suggest is a reasonable pricing strategy.

4. Conduct a paid parking pilot for all on-street spaces on the Embarcadero between Harbor Street and Pacific Street.

In order to test and determine the viability and performance of a paid parking program, it is recommended that the City implement a paid parking pilot program.

The pilot program would focus on a particularly busy area of the Embarcadero with the highest utilization. Based on our findings, we recommend that a pilot program first be implemented between Harbor Street and Pacific Street. The City may also consider including some of the off-street parking also located between these two segments to monitor the viability of paid parking in the off-street lots.

Rough Order of Magnitude

Walker developed a rough order of magnitude (ROM) revenue and cost scenario for the purpose of projecting the financial feasibility and desirability of paid parking for the proposed paid parking pilot.[3]

Table 17: Preliminary Cost & Revenue Scenario – Pilot Program

MSM Revenue Analysis	
Hourly Rate[4]	$1.00
Projected Average Daily Revenue Per Parking Space	$3.60
Projected Annual Revenue Per Parking Space[5]	$1,300
Total Annual Revenue Projection	***$49,600***
Estimated Machine Costs (Installed)	$40,000
Spare Parts (Varies by meter quantities)	$18,000
Estimated MSM Signage, installed (2@$150 per MSM)	$1,200
Estimated Marketing Costs for MSM Program	$30,000
Annual Mgmt. Fees	$2,900
Total MSM Implementation Cost	***$92,100***
Payback Period (# of Months)	22
Annual CC Processing Fees (Assume 50% of Revenue x 5%)	$1,200
Annual Net after Mgmt. Fees and CC Processing Fees	**$45,400**
Five Year Net	**$135,100**
Ten Year Net	**$362,300**

Note: Figures ($) are rounded to the nearest hundred

Additional costs would need to be considered should pay-by-cell also be implemented. Based on this analysis, Walker believes that based on the assumptions used, a net revenue annual projection of parking revenue range from $45,000 to $52,000 is a reasonable projection based on typical economic conditions and the assumptions used for this analysis. We also note an approximately two-year "pay back" period for the technology assumed.

[3] These projections are for informational and planning purposes only and should not be used in project financing or by third parties. To be valid, the assumptions must be used in whole and not in part.

[4] An hourly rate for the purpose of this scenario may be blended. For example, a mix of $1.00 per hour during an "off" season and $1.50 per hour during the summer and weekends.

[5] Assumes paid parking seven days a week except for 12 holidays per year.

5. After observing and analyzing the progress and impacts of the pilot program, implement a full paid-parking program.

Once the City can gain an understanding of how paid parking is likely to function based on the pilot program, the City may consider implementing paid parking more widely.

Based on conversations with the City and a review of parking occupancy data collected in August and November 2020, it is recommended that paid parking be implemented for all on-street parking between the Smokestacks and Marina Street. Off-street parking between Beach Street and Marina Street should also be included. Additional off-street paid parking should also be implemented in the northern Embarcadero lots, labeled as Lots 2, 3, and 4 on the heat maps on pages 22 and 23 of this study. Overall, this equates to roughly 300 parking spaces.

Rough Order of Magnitude

Like the pilot program, Walker developed an ROM for a full paid parking program, shown in Table 18[6].

Table 18: Preliminary Cost & Revenue Scenario – Paid Parking Program

MSM Revenue Analysis	
Hourly Rate[7]	$1.00
Estimated Revenue Per Parking Space	$2.25
Annual Revenue Per Parking Space[8]	$800
Total Annual Revenue Projection	***$251,000***
Estimated Machine Cost (Installed)	$260,000
Spare Parts (Varies by meter quantities)	$18,000
Estimated MSM Signage, installed (2@$150 per MSM)	$7,800
Estimated Marketing Costs for MSM Program	$30,000
Annual Mgmt. Fees	$18,700
Total MSM Implementation Cost	***$334,500***
Payback Period (# of Months)	16
Annual CC Processing Fees (i.e. 50% of Revenue x 5%)	$6,300
Annual Net after Mgmt. Fees and CC Processing Fees	**$226,000**
Five Year Net	**$795,400**
Ten Year Net	**$1,925,400**

Note: Figures ($) are rounded to the nearest hundred

Based on the assumptions and revenue projections presented in Table 18, we project annual net parking revenue of approximately $220,000 to $250,000 generated by the approximately 300 spaces used in this analysis. Once again, we believe this is a reasonable though potentially conservative projection of net parking revenue based on a blended hourly parking rate of $1.00 per hour throughout the course of the year. Once again, a higher average hourly parking rate, which could be justified based on the demand observed during the busy summer period, would result in higher revenue.

[6] These projections are for informational and planning purposes only and should not be used in project financing or by third parties. To be valid, the assumptions must be used in whole and not in part.

[7] An hourly rate for the purpose of this scenario may be blended. For example, a mix of $1.00 per hour during an "off" season and $1.50 per hour during the summer and weekends.

[8] Assumes paid parking seven days a week except for 12 holidays per year.

Enforcement

6. Adopt a Parking Ambassador model of enforcement that is hospitality and customer-service oriented.

The success of time limits or paid parking is highly reliant on active and consistent enforcement. Currently, with no existing parking restrictions, there has not been a parking enforcement effort along the Embarcadero. If time limits or paid parking is implemented, an enforcement plan would also need to be made.

The goal of enforcement should be education and compliance and should not be used as a method to collect revenue. Overall, enforcement should be used to encourage parking patrons to use spaces correctly and deter long-term parkers from using time-limited spaces and payment evasion. Revenue collected from citations should be used to offset the cost of enforcement personnel, parking operations, and maintenance.

Enforcement can be conducted in a variety of ways. Some cities partner with local law enforcement, hire their own enforcement officers or contract a third-party parking enforcement service.

Given that the Embarcadero is a popular tourist destination, customer service should be a key consideration in developing enforcement procedures. Walker recommends considering a Parking Ambassador model of enforcement.

Parking Ambassador Program

A parking ambassador model of enforcement is hospitality oriented. Ambassadors are still required to enforce parking regulations, but also provide hospitality, tourism, and public safety services to the community.

Ambassadors typically are trained in hospitality and customer service as well as emergency response, first aid, and city services. They typically wear uniforms that make the ambassadors clearly identifiable. However, it is important that they are not imposing or appear police oriented. The goal is for them to be identifiable, but approachable in both how they look and act. This allows parking enforcement to be viewed as less punitive and more as an opportunity to educate visitors on parking regulations. They also then become a resource for visitors as they will be knowledgeable of Morro Bay and can assist visitors navigating the area.

The primary goals of an ambassador program are to promote the area, resolve concerns, and help make the Embarcadero a better, safer, and friendlier place to live, visit, shop and conduct business. Ambassadors should initiate personal contacts with the parking public (known as “touches”), issue more warnings and slightly fewer citations, and interact with visitors and citizens in a genuinely positive manner. The vision of the program is to help promote a progressive and dynamic experience on the Embarcadero. The ambassadors can accomplish this while providing parking management by monitoring public safety, extending a helping hand in emergency situations, and calling on area merchants on a regular basis.

Enforcement Process and Technology

Enforcement can be performed in a variety of ways. Traditional methods such as tire chalking and hand-written tickets may be used, though there are several technology-based systems that are more efficient and less labor-intensive. Physical tire chalking is typically not recommended as parkers can easily “game” the system by simply wiping off chalk on the tire, rolling their tires back and forth, or weather can remove the chalk mark.

Some of these options include:

- Mobile license plate recognition (LPR) – Camera-based technology mounted to an enforcement vehicle that reads license plate numbers across a defined area. Through software applications, parameters can be put in place to create enforcement rules and hours. The enforcement officer drivers a route on an hourly basis with the camera recording occupied parking spaces.
- Enforcement mobile applications – Mobile apps for parking enforcement that can be used with most Android and Apple based cellular phones and tablets.

These systems can also help track occupancy as well as be integrated with MSM software, pay-by-cell software, and other databases such as law enforcement agencies. They can also provide electronic records of enforcement activity without requiring manual data entry.

Costs of Enforcements

The cost to enforce parking will depend on who is responsible for enforcing and, if performed internally to the city, which staff are tasked with the effort. Regarding paid parking, we do not include the cost to enforce for a key reason; findings from our study demonstrate a need for parking enforcement to be conducted along the Embarcadero, whether paid parking is implemented or not.

Compared to the enforcement of time limits, the enforcement of paid parking should be less costly because time limited enforcement requires less labor, two passes by a parked car to establish how long a vehicle has been parked. Paid parking requires only one pass to determine whether payment has been made or not. For this reason, in general the enforcement of paid parking on the street should not represent a material increase in cost over the same level of diligent enforcement needed for time limits.

Insourcing vs. Outsourcing

When deciding whether it is best to insource or outsource parking operations, it is important to look at not only cost considerations, but the overall advantages and disadvantages of each option. This section describes the key advantages and disadvantages of insourcing vs. outsourcing.

Insourcing

An insourced, or self-managed, parking operation obligates the City to provide complete internal parking management, including staffing, and operating expenses associated with the operation. To best assess this operating methodology, we provided the following list of advantages and disadvantages that are commonly associated with self-operated parking systems:

Advantages

- The City does not need to share revenue with a private operator and the net operating income (“NOI”) generated is retained by City.
- The City retains control over operating policies and procedures.
- The City retains control over customer service-related aspects of the operation.
- The City can avoid contracting with an operator whose standards and mission may not align with the City’s.
- The costs of an insourced operation are more transparent, as there are no hidden third- party expenses.

Disadvantages

- City staff may not have the experience/expertise associated with running a parking operation.
- It may be more expensive to run the operation in-house with current labor rates. There are additional payroll and benefit expenses, likely at higher costs than outsourcing to a private operator.
- The City must hire, train, and terminate staff, as well as provide supervision structure and management from within the organization.
- The City must retain enough trained staff on standby to provide for staffing coverage (e.g., late, sick or vacation coverage), as well as part-time attendants for events.
- The City must retain staff to perform internal operational and financial audits.
- City must have accounts receivable and payable staff.
- Accounting, marketing, and insurance claims adjudication and processing would be the City's responsibility.
- Due to procedural and administrative requirements that many public agencies have, the City may be slower to change and keep current with market conditions than a private operator.
- Civil service rules and budgeting process can be cumbersome and time consuming.

Outsourcing

An outsourced parking operation involves a private operator performing the parking operation and management functions, including staffing, and operating expenses associated with the operation. To best assess this operation methodology, below are a list of advantages and disadvantages associated with an outsourced parking operation:

Advantages

- Private parking operators have specialized expertise related to parking management and parking specific experience around revenue control, customer service, and quality control. The County benefits from the expertise of the operator, without needing to give up control of key policy decisions.
- A private operator may be able to operate more efficiently and cost effectively. Most of the burden of hiring, training, and staffing the operation, and associated work and costs, is placed on operator and it is typically easier for the operator to replace under-performers than it would be for the City.
- Private operators typically have more flexibility in hiring, purchasing, and other cost related items.
- Private operators can often respond to changes in technology by adapting staffing plans more efficiently.
- The cost of the management fee/revenue share may be at least partially offset by cost savings realized by reducing the workload of certain departments such as Human Resources and Accounting
- A private operator may be able to implement changes more rapidly than the City.
- A private operator may be likely to be more responsive to market conditions, such as rate increases, because of continuous market knowledge and operation of other area properties.

Disadvantages

- The City would have less control over parking operations.
- In a location such as the Central Coast, professional parking operations companies may be few, and their responsiveness delayed, reducing the benefits of engaging a third party operator.
- The City needs to release RFP for operator and expend staff time and resources to review responses and select an operator.
- City is responsible for managing the contract with the selected operator during the life of the term.
- There is potential for hidden third-party expenses.

Morro Rock

7. Consider implementing paid parking in the Morro Rock parking areas.

The demand for parking around Morro Rock can be high, according to city staff significantly congesting the roadway to the destination. For this reason, the City has also sought to explore paid parking at this location to help manage demand.

Based on parking occupancy counts, despite high visitation to the Morro Rock area, especially on summer weekends, overall the large, unpaved parking lot provides ample parking availability. However, parking availability around the rock was found to be quite uneven; in some locations parking spaces would fill entirely while parking spaces remained available in locations where it was perhaps less desirable or less intuitive to park.

Pricing parking at Morro Rock could provide benefits. This includes an evening out of parking availability around the rock and creating a source of funding for improvements at the coast and maintenance of the unpaved lots. Additionally, traffic exiting the Morro Rock parking areas was found to be heavily congested during summer weekends. Pricing parking at the rock could help fund roadway, bicycle, pedestrian and coastal improvements to ease and mitigate some of this heavy congestion.

Overall parking availability at Morro Rock as the sole consideration arguably may not currently justify a need to price parking. However, there are infrastructure and maintenance factors that would benefit from a funding source generated by paid parking.

Additional Access Considerations

8. Remove some on-street parking and replace with widened sidewalks along the Embarcadero for greater pedestrian access and comfort.

The Embarcadero experiences heavy pedestrian volumes as visitors enjoy walking along the waterfront and visiting the unique shops and restaurants. Arguably the sidewalk is something of its own destination, but it is also a transportation facility, within and to the Embarcadero, which facilitates a “park once” destination that encourages strolling and visiting multiple destinations. During data collection, Walker staff observed heavy pedestrian travel along the Embarcadero. Sidewalk capacity is often low along the Embarcadero compared with demand; they are narrow in comparison with the number of people walking throughout the day, often crowding the sidewalks and making it difficult to pass others on the sidewalk.

Given the destination and desire for visitors to walk, opportunities to widen the sidewalks and create a more pedestrian-oriented space should be considered. This would likely require removing some of the on-street spaces along the Embarcadero. While this could result in a loss of on-street parking spaces in the core of the Embarcadero, access to the Embarcadero would be increased and serve even more pedestrians. On a per square foot basis, more pedestrians can be accommodated than drivers and their passengers in an automobile.

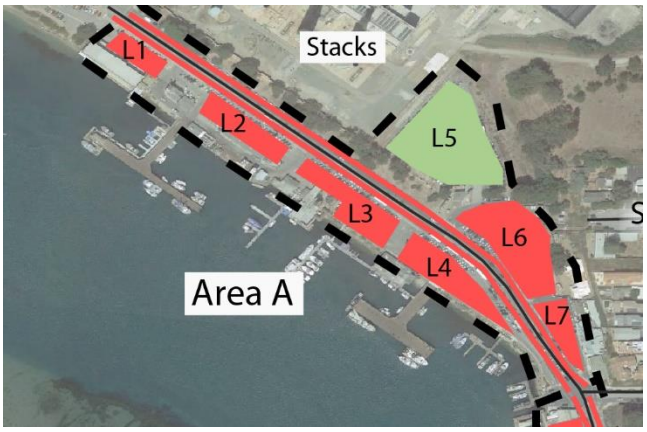
Maintaining Free Parking

9. Upon a larger, Embarcadero-wide implementation of paid parking (beyond the pilot area), identify and maintain a free parking area and increase utilization of the underutilized public lot (the unpaved lot south of the Stacks).

With the potential of implementing time-limits and paid parking along the Embarcadero, considerations should also be given to areas that would remain free and unrestricted, to provide parking options for long-term and cost-conscious parkers. If paid parking is implemented in the prime spaces along the Embarcadero, there may be some visitors or patrons who would prefer to park for free but are willing to walk a farther distance to do so.

Parking lot, L5, south of the Stacks and adjacent to the maritime museum appears to us to be an appropriate location for free parking if paid is implemented elsewhere. Figure 18 shows the peak weekend summer utilization of this lot. During data collection, even during the busiest summer day, this lot was not utilized. While there is some signage identifying it as public parking, its location may be challenging to find for most visitors, as it requires entering another parking lot (L6) to access.

Figure 17: Proposed Free Parking Area - L5



Additionally, if paid parking is implemented at Morro Rock, L5 could also be used as an alternative free parking area for those wishing to visit the rock and are willing to walk, given the available and pleasant pedestrian connections. The benefit of using L5 as a free parking area is its central location to both Morro Rock and the core of the Embarcadero.

Downtown

Parking Restrictions

10. Maintain existing two-hour parking time-limits in downtown.

In general, the downtown area was found to be significantly less utilized that the Embarcadero. While some areas of downtown experienced high parking occupancies during the peak, overall, there were always available spaces within a block or two. Therefore, at this time, paid parking is not recommended for downtown.

Most streets in downtown currently have a posted time-limit of two-hours. Data collection showed that most parkers abide by this limit, however there are some who violate it, parking for four or more hours.

11. Should parking occupancies increase over time due to time limited or paid parking implemented on the Embarcadero, begin actively enforcing the two-hour limit.

If paid parking is implemented along the Embarcadero, those who wish to avoid payment may park in downtown, should downtown parking remain free. This could potentially increase parking utilization in downtown over time. While there is currently sufficient parking in downtown, should utilization begin to increase over time with other changes on the Embarcadero, enforcement should be increased to ensure visitors and employees are abiding by the two-hour limit.

As discussed in the previous Enforcement section for the Embarcadero, a Parking Ambassador program could be extended to provide enforcement and parking education in downtown as well the Embarcadero.

MORRO BAY
PUT LIFE ON COAST

TO: **Morro Bay TBID Board of Directors** **DATE: October 11, 2021**

FROM: **Michael Wambolt, Executive Director**

SUBJECT: **Morro Bay Tourism Business Improvement District Board of Directors review, General Input and Recommended Next Steps on the April 26, 2021 Morro Bay Public Parking Management Study by Walker Consultants**

RECOMMENDATION

Staff recommend the Morro Bay Tourism Business Improvement District (MBTBID) Board review the Walker parking study, provide general comment and input, and recommend next steps, if any.

BACKGROUND

City Council has made pursuit of parking management study a top action item for its goals since 2017. Given staffing and resource challenges, the City was unable to pursue such a study until 2020. In the summer of 2020, the City partnered with Walker Consultants to conduct a comprehensive parking study of the Embarcadero, Morro Rock parking area and Downtown. The purpose of this study was to understand existing parking needs, how parking is currently being used and how to best plan for parking needs in the future. The study presents an analysis of existing parking conditions and recommendations for parking management strategies, and evaluated both summer and off-season periods. In general, the study found that there a parking challenges, particularly in the waterfront area, that could be addressed with several potential approaches, including paid parking.

The Walker study is included with this staff report as Attachment 1, and a summary of the Key Findings and Recommendations of the Walker study are included in a flyer as Attachment 2.

DISCUSSION

It is anticipated the Council will review the Walker study and staff input and recommendations in November 2021, including input from the City's advisory boards and bodies and community members and groups, including the Chamber of Commerce and Embarcadero Master Leaseholders. Because the Council has yet to review the study and provide staff direction, staff recommend the MBTBID Board:

A. Review the Walker parking study and provide general input on the study itself, key findings and recommendations as they pertain to the waterfront.
B. Make a recommendation to the Council for next steps, which could be (but not limited to):
    i. Conduct further study or research before proceeding
    ii. Begin the process to implement all or certain recommendations in the study
    iii. Shelve the study

CONCLUSION

Input and recommendations from the MBTBID Board, in addition to the same from the Public Works Advisory Board, Harbor Advisory Board, Planning Commission and aforementioned groups, will be used to inform the City Council review of parking management strategies as they pertain to the Embarcadero and waterfront. If the Council elects to move all or portions of the Walker study's recommendations forward, it is expected that the City advisory boards will be tasked with periodic

review and input throughout the process.

ATTACHMENTS

1. April 26, 2021 Morro Bay Public Parking Management Study by Walker Consultants
2. Walker Study's Key Findings and Recommendations flyer