to finish the structure with a non-sloping level. If this footprint were developed as a surface lot, the yield would be roughly the same as the Typical Level, or 90 spaces (removal of elevators and stairwells, addition of entry/exit).

To build a parking structure at least the Ground Level and Roof Level must be constructed. Therefore the site would provide at a minimum 141 parking spaces. The Ground Level and Roof Level are also the two least efficient floors of a parking structure, so any floor between these (Typical Level) would increase the efficiency of the parking facility. Efficiency is measured in terms of SF/Space, but can easily be converted into conceptual cost (as provided below).

Table 15: Parking Structure Options

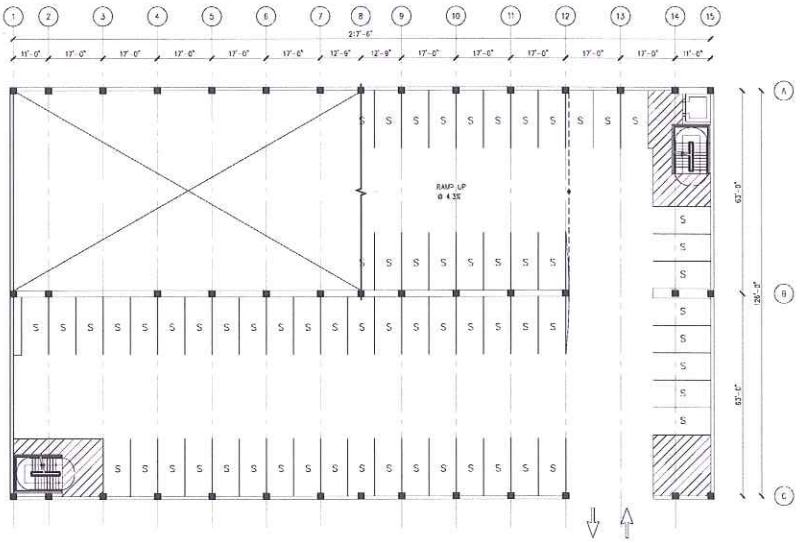
Level	Height	Spaces	SF	Efficiency*	Cost/Space**	Structure Cost
Ground Level	11'-3"	64	21,100	330	$16,484	$1,055,000
Roof Level	3'-6"	77	25,200	327	$16,364	$1,260,000
At Least (Subtotal)	14'-9"	141	46,300	328	$16,418	$2,315,000
Typical Level***	10'-3"	90	28,100	312		
Typical Level 1	25'-0"	231	74,400	322	$16,104	$3,720,000
Typical Level 2	35'-3"	321	102,500	319	$15,966	$5,125,000
Typical Level 3	45'-6"	411	130,600	318	$15,888	$6,530,000
Typical Level 4	55'-9"	501	158,700	317	$15,838	$7,935,000
Typical Level 5	66"-0"	591	186,800	316	$15,804	$9,340,000
Typical Level 6	76'-3"	681	214,900	316	$15,778	$10,745,000

* Efficiency given as SF/Space
**Structured Parking Cost per SF = $50 (above grade)
*** Ground and Roof Level required for any size Structure, therefore addition of a typical level results in Ground + Roof + N * (Typical).

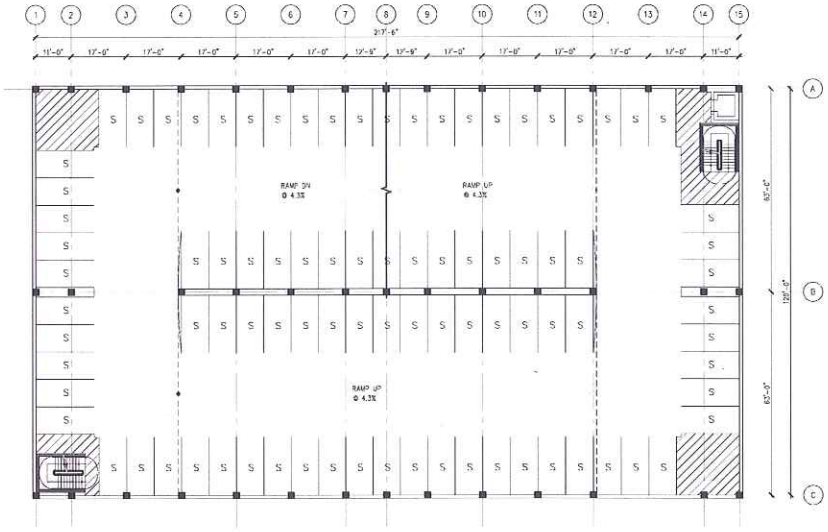
Source: Walker Parking Consultants, 2009.

The conceptual cost per SF provided in the table above is the probable cost of construction only. The assumed amount does not consider land acquisition costs, soft costs, or financing costs related to building the parking structure. Cost also varies with a number of other variables, such as site conditions, economic conditions, seasonal factors, competitive bidding, etc..

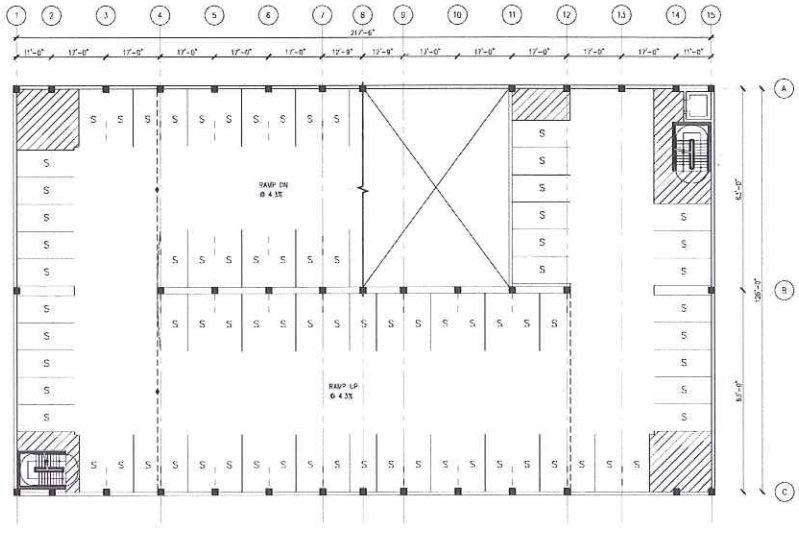
Parking layouts for this minimum efficient footprint are provided on the following page. These layouts could be expanded in increments of 64' in width, or 8'6" in length and maintain an efficient layout.



GROUND LEVEL = 64 Spaces



TYPICAL LEVEL = 90 Spaces



ROOF LEVEL = 77 Spaces

PUBLIC PARKING SUPPLY FUNDING OPTIONS

Several forms of funding exist to aid in offsetting capital costs and operating costs associated with a public parking supply. We have provided the following examples to highlight what the available options are as well as how they work, and advantages and disadvantages.

BUSINESS IMPROVEMENT DISTRICTS

Some municipalities and county governments use business improvement districts ("BIDs") and parking tax districts as a means to generate income to fund parking facility capital improvements and operating expenses. Both business improvement districts and parking tax districts can be used to finance the acquisition of land; the construction, operation, and maintenance of surface parking lots; as well as the costs of engineers, attorneys and other professionals needed to complete the project. Developing a BID or implementing BID fees in AVSP may be premature at this time; however, we have included a discussion on BIDs in this section to provide a comparison of how BIDs work relative to other parking organization tools.

BIDs number over 1,200 in the U.S. and are much more common than parking tax districts. BIDs, which are most often formed at the request of their member businesses, typically address a wide variety of issues not all related to parking. Common issues addressed include marketing, transit, beautification, signage, lighting, parking, street and public space maintenance, unarmed security patrols, "customer service representatives" or "ambassadors" to provide information and assistance to tourists and shoppers, etc. The collection of assessments tend to be applied uniformly on a square foot, gross receipts, or assessed value basis because benefits are universally recognized by all property owners. Typically, no exemptions or tax credits are provided to property owners who provide all or a portion of their required parking.

The Bayside District, located in Santa Monica, California, is an example of a BID. This BID was established in 1986 and has allowed the neighborhood to secure the bonded indebtedness associated with various improvements beginning in 1989. Improvements included a transformation of the old Santa Monica Mall into the Third Street Promenade and surrounding Bayside District. Specifically, this provided for additional parking and certain alley, signage, and circulation improvements.

The Santa Monica BID has three zones, each with its own tax rate: Zone 1 - $0.767 per building square foot; Zone 2 - $0.384 per building square foot; and Zone 3 - $0.192 per building square foot. (Rates are for the 2008/2009 Property Tax Year.) Tax bills appear on property owner's tax bills and are collected through the County Assessor's Office. The Treasurer of the City of Santa Monica administers the BID fund.

At the same time this BID was created, an ordinance was passed requiring a parking developer fee; this fee creates a fund for additional parking improvements as new square footage is added (if the developer does not provide parking to meet the demand of the new development). The formula for this parking developer fee is equal to $1.50 per square foot per year for each new square foot of building space added since 1986 for which parking is not provided.

PARKING TAX DISTRICTS

A parking tax district typically addresses a narrow selection of issues directly related to parking. In cases where the municipality is the sole provider of parking, the collection of parking taxes tends to be applied in a uniform manner on an assessed value basis or as a fee per space based on zoning parking standards or requirements, and typically with a partial exemption for parking spaces provided above a threshold percentage. Typically, commercial properties are not 100 percent exempt unless its owner provides 100 percent of the parking requirements mandated through the zoning ordinance within the district. Single-family residential property is usually exempt, but multi-family apartments usually are not exempt.

There are several precedents for a parking tax district in the United States. Existing parking tax districts are located in the states of California, Maryland, Nebraska, and Oregon, with the majority of parking tax districts concentrated in California. The State of California has passed enabling legislation, including the Parking District Law of 1951, Mello-Roos Community Facilities Act of 1982, and the Parking and Business Improvement Area Law of 1989. The California office of the Controller reports 26 Special Parking Districts that are registered by the state. Of these districts, a Board of Supervisors governs three and a City Council governs 19 special parking districts. Four of these districts are governed by other means. We do not necessarily recommend that AVSP undertake a Parking Tax District at this point because the application is more intensive than other means with the same result.. But we do think there is value in understanding how they work if this becomes a more viable path for AVSP to follow in the future.

Following is a summary highlighting several parking tax districts in California:

- **Covina, California** has a Vehicle Parking District Tax. This tax is assessed only on the difference between the number of spaces provided and the number required by the zoning ordinance. There are no exceptions to this tax for owners who provide partial parking.

- **Alhambra, California** includes parking within a Business Assessment District Tax. This tax is assessed uniformly on all commercial property based on the gross receipts of the business. Because this tax supports functions other than parking, such as beautification, cleaning, signage, etc., there are no exceptions for parking provided.

- **San Bernardino, California** developers are allowed to make a payment-in-lieu, which is determined by the number of spaces required by zoning but not supplied multiplied by the replacement cost of a structured parking space, which is reappraised annually. The resulting Vehicle Parking District Tax is assessed as an ad valorem property tax, but a prorated credit is allowed based on the difference between the number of spaces provided and the number required by the zoning ordinance. Spaces paid in-lieu are counted as though constructed.

- **Fullerton, California** owns almost all of the off-street parking within the city, and all businesses within the parking district were assessed a parking district tax to retire bonds for the construction of parking. No exemptions were offered as almost no properties supplied their own parking needs. Because the bond debt was retired several years ago, the parking tax district was also retired.

- The Vehicle Parking District of **Pomona, California**, provides public parking for the entire downtown district. Businesses are not required to pay for parking credits or apply for parking variances. There is essentially no room for new parking. Parking is currently self-sustaining, as parking revenue from existing lots is sufficient to fund current obligations. As there are no ongoing parking structure development obligations, there is no additional parking district tax.

The management and administration of downtown commercial districts can be complicated. Some cities delegate the authority to administer parking responsibilities to downtown businesses or property owners.

These associations in California typically take the form of a parking benefit district.

PARKING BENEFIT DISTRICT

A Parking Benefit District (PBD) is a combination of residential permit parking and traditional paid parking. A parking benefit district is created by metering the on-street parking and dedicating the net revenue towards neighborhood improvements and/or improvements that promote alternatives to parking. This may include increased facilities for walking, cycling and transit use, such as sidewalks, curb ramps, and bicycle lanes. Charging for parking and promoting alternatives can help reduce the number of people parking in the neighborhood, but for those that do park and pay the meter, the neighborhood benefits.

The meaning of "Parking Benefit District" (PBD) varies from place to place. However, in general it is a mechanism which can greatly increase the efficiency with which it funds, manages and makes decisions with regard to parking in a designated area (the district). A PBD typically charges for parking in the "district," but with the stipulation that all or a set percentage of the revenue stays in the district to fund improvements. A board or body is created in order to make the decisions regarding how much to charge and how to manage the parking system. The creation of the PBD and governing body then typically sets off a positive chain of events for the area:

1) A specific body is created whose responsibility it is to maximize the efficiency of the parking system in the district. As a result there is also a political constituency that will defend parking rate increases if necessary while keeping in mind the overall health of the district.
2) Parking is managed to maximize the efficiency of the parking system, increasing turnover and increasing the utilization of parking spaces, which allows for an increase in visitors to the area.
3) An incentive is potentially created for charging for parking in residential areas (either through the selling of a designated number of on-street parking permits or even metering streets) as residents can see the money going to direct improvements on their block, such as repaired sidewalks, landscaping or other benefits.
4) The byproduct of increased parking revenue throughout the district occurs.
5) The PBD governing body makes decisions regarding allocation of the additional revenue through such projects as contributing

to the funding of off-street parking if necessary, neighborhood beautification projects (such as street trees or attractive benches), or potentially creating funding for employees and others to encourage the use alternate forms of transportations such as bicycles, carpools, or transit. This can ultimately reduce the demand for parking in the neighborhood.

Advantages

- *Promotes Alternatives.* Many PBDs promote alternatives to driving and parking for all trips; this may help provide an incentive for more people to evaluate alternative transportation to move in and around the area.
- *Existing supply.* Many PBDs are not developed to provide revenues for additional lots or structures, rather they seek to maximize their existing supply or provide alternatives to unsafe, unsightly lots and structures.
- *Improvements and amenities.* PBDs provide revenue that can be used for neighborhood improvements or amenities. A PBD can help ensure that funds that are created from visitors and patrons using the meters or public lots stay in the area to help with improvements, landscaping, safety or lighting.

Disadvantages

- *Administrative burden.* There is some administrative burden and expense to set up and maintain a PBD.
- *Requires active neighborhood participation.* This type of organization typically requires active neighborhood participation to effectively maintain the PBD. If there is a sufficient base of enthusiastic and knowledgeable proponents this is not a problem, but in areas without a champion of PBDs, this type of structure loses its ability to effect change.

A PBD may be beneficial for the AVSP because it allows the business areas the ability to direct how parking operates in their immediate vicinity. It removes the command and control function of parking from the City and allows businesses the ability to determine if paid parking is a viable option for their area. Though not a panacea for parking, and sometimes difficult to establish, they do allow for a broader decision-making profile of residents and businesses. This also allows for up-front collect of funds within the district that may accumulate and generating interest while waiting for demand to reach a point where

the funds are needed to construct additional surface or structured parking.

IN-LIEU FEES

Some cities allow developers to pay a fee in lieu of providing the parking spaces required by zoning ordinances, and use this revenue to finance public parking spaces to replace the private parking spaces the developers would have otherwise provided. That is, developers pay a fee in lieu of building new spaces. In-lieu fees work better in larger redevelopment areas like Old Town Pasadena, which was able to sell zoning credits (similar to in-lieu fees) to fund part of the cost of constructing public parking structures. In the AVSP area since it is well defined with considerable planned development, this type of funding may help supplement capital expenses for a parking structure or lot or other projects including sidewalk improvements, increased signage, new meter technology, or additional safety measures. Generally, we believe that the fee should be related to either the underlying cost of the real estate or the value of the service (parking) being provided or both. In-lieu fees may be beneficial to help develop structured parking near one of the large vehicle attraction areas (i.e. retail, restaurant, or cinema) or for the development of a centralized parking facility.

Similarly to a Parking Benefit District, funds would amass over time and accumulate interest as well until a time when they would be needed to pay for capital expenses such as providing surface or structured parking.

Advantages

- Creates a link between land use and parking
- May help create a fund to pay for parking-related projects or improvements

Disadvantages

- Does not necessarily reduce the demand for parking because vehicles are not necessarily charged for the benefit received.
- Can be expensive from a cash flow perspective.
- Can be expensive for land owner/lessee

PARKING CREDITS

The City of Pasadena has effectively implemented a parking credit system to encourage shared parking as well as fund the construction of two public parking structures, and contribute to the construction of a private structure that is open to the public. The garages in Pasadena

are effective because the public spaces in the structures are shared among all adjacent land uses. As a result, following shared parking concepts, fewer spaces are required to meet the total parking demand. For the businesses that support the fees and use the structure, the City issues 1.5 parking credits per space in the public garages. According to the City, the parking credit program began in 1987, and by 2001 the City had allocated 2,350 credits. Businesses that buy credits to meet the City's parking requirements do not receive permits to park in the municipal structures. Their customers and employees still have to pay to park in the public structures at the same rate that other drivers pay. The parking credits do, however, link the public parking spaces with private development in Old Pasadena. This relationship allows businesses to satisfy the city's parking requirements without providing any additional on-site parking spaces for their property. Agoura Hills or the AVSP can implement a similar system if businesses and other stakeholders support a program that removes the need for increased parking spaces adjacent to their buildings. This is different from in-lieu fees in that, in some instances, the City may only be re-allocating spaces rather than creating spaces in various part of town. The two concepts, however, can be used simultaneously.

Advantages

- Uses shared parking concepts to help provide an appropriate amount of parking throughout the day.
- Helps reduce overbuilding of parking supply

Disadvantages

- Requires a shared parking analysis to estimate total supply for an area.
- Users may not see the benefit or change their behavior; may not reduce parking supply.
- Can be expensive for land owner/lessee

REVENUE FINANCING

User Revenues. Many parking facilities pass on the cost of construction and operations to the users in the form of hourly, daily or monthly fees. In an area like the AVSP it may be difficult to charge a fee that is meaningful enough to off-set the construction or operating costs of the facility. User fees can supplement the financing package but it is unlikely that user fees will have a meaningful impact on the overall operations or revenues to justify their potential costs in terms of equipment or personnel. That is not to say that user fees should not be used, it simply acknowledges that they may be better viewed as a parking management tool than a revenue tool.

Metered Parking. It is possible to collect fees for parking through the use of parking meters. Meter revenue from on street meters in the AVSP could be set aside to help finance other capital, safety, or aesthetic programs in the area. Meters (multi-space collection meters) could also be installed in the parking structure to help finance construction and could also be set up within a parking BID or PBD to help funnel parking revenue to off-set construction cost.

Parking Fine Revenue. In some jurisdictions parking fines and penalties can nearly equal the total revenue collected at parking meters. While this is not an ideal parking management system it does provide for additional funds if the City is interested in identifying additional revenue to fund parking construction.

PARKING POLICY AND IMPLEMENTATION PLAN

The final portion of this master plan is to provide policies and an implementation plan, which move the plan from theory into reality. The policies and action items within this section are tailored specifically to the AVSP area, and are based on known existing conditions and proposed/assumed future conditions.

SATISFYING MINIMUM PARKING REQUIREMENTS

Although the municipal code (zoning code) for the City of Agoura Hills provides standards for parking related to the amount, location, and layout, the AVSP area will be distinctly different than existing areas within Agoura Hills. The AVSP outlines these differences and highlights the need for a specific set of requirements for this area, specifically relating to shared parking.

SHARED PARKING

As of July 2008, The City asked each land owner/developer to contract with Walker to provide a shared parking analysis based on the methodology provided within the prior section. Some sites had already worked through a different traffic engineering firm or parking consultant, and those studies were peer reviewed by Walker. Walker utilized the outcome from those studies and conversations with the City to develop additional strategies to allow for further lenience in providing on-site parking adequacy. To allow for further lenience a shared parking analysis for each development should be provided using consistent methodology and format. The consistency facilitates the ability to test whether adjacent sites would benefit from sharing parking in some form (reciprocal or joint agreement) or if staffed parking could alleviate shortfalls.

OTHER OPTIONS

Aside from the reductions taken using a shared parking analysis other options still remain to help further reduce the amount of parking built on-site.

Stacked/Tandem Parking. A reduction based on stacked and or tandem parking would require that a stacking plan to be provided. The stacking plan would need to prove that adequate on-site stacked spaces would result when compared to the peak shared parking demand. The stacking plan would be accompanied by a staffing plan. The staffing plan would indicate the hours of operation for staffed parking (based on shared parking hourly accumulations). The stacking plan would also tie into the staffing plan because a more

intensely stacked area will require more staffing to provide an appropriate level of service.

The use of tandem parking supply layouts within Agoura Hills is currently very limited. Non-residential uses are currently not permitted to utilize tandem parking to meet minimum parking requirements. The AVSP area may be a place where lenience is practiced regarding tandem parking. Tandem parking is a feasible option for employee parking without staffing, and for visitor/patron parking with staffing. As noted earlier, the increased efficiency of parking stalls per square foot of parking area can be significant and offer an on-site parking opportunity for developers and land owners.

Employees may use tandem parking through key sharing. Generally, employees on the same shifts would swap a spare key, giving the other person access to move their vehicle if needed throughout the day. This option may not be desirable to the City of Agoura Hills. Aside from key sharing any other tandem parking would require staffing.

Off-site Parking. Off-site parking can be provided in many forms; on-street parking, or off-street parking either privately or publicly-owned.

We suggest that on-street parking be counted toward the minimum parking requirement of the immediately adjacent development as determined through a shared parking study. All other on-street parking management policies will be discussed later within this section.

The use of off-street parking supply to accommodate neighboring developments would be slightly different for privately owned parking and publicly owned parking.

Privately-owned off-site parking supply used to meet minimum parking requirements would require an agreement between parties. A study would also be required to verify that the developments could truly share the parking supplies, and maximum walking distances are not excessive. The following conditions are also customary when off-site privately-owned parking supply is used to meet minimum parking requirements.

- All property used for such off-site parking shall be under joint ownership, or under agreement approved as to form by the City Attorney.

- The property on which the parking is located has excess parking spaces in the amount needed or a variance or administrative adjustment for parking has been approved.
- The agreement shall be recorded in the Office of the County Recorder, and a recorded copy filed with the Planning Department, prior to the issuance of any building permits.
- The agreement shall specify the number and location of the off-site parking spaces, and shall assure that the spaces shall be accessible and available at all times for parking in conjunction with the use for which the parking spaces are required.
- Termination of the agreement without providing the required off-street parking shall constitute a violation.

We have discussed the varying types of agreements and their appropriate use within the Parking Demand Management Options section of this report. Not yet determined are the terms of the agreement, but a sample has been provided in Appendix F.

Publicly-owned off-site parking could be handled in a few different ways. Parking credits and in-lieu fees could be paid to the City to, in effect, pay the City for their provision of parking that would offset the minimum parking requirement. Alternatively, spaces could be leased from the City for the term required, although this wouldn't be ideal from the City's standpoint.

A third option exists that would not require that the City build additional parking. This third option would require that the City lease parking from private developers and land owners, then re-lease to a separate party still needing to procure additional parking spaces. This type of agreement removes the indemnity from a private entity (which, with insurance increases may not work well). Instead, the City would assume liability during the hours that those spaces are leased.

Transportation Demand Management (TDM). Transportation Demand Management is another option for the AVSP area. The difficulty in utilizing a TDM program for parking reductions is projecting quantitative gains from the initiatives. Regardless, credits could be applied based on formulas derived from benchmarking studies and area surveys. The limited transit availability in this area is currently a constraint to using TDM strategies to reduce trip and parking generation, although it is a common practice in denser areas that are better served by transit.

ON-STREET PARKING

The primary purpose of off-street parking regulations and requirements is to reduce a property's parking impact on on-street spaces. However, research done by Walker and others in the planning field have demonstrated that building off-street parking according to the requirements does not always achieve this goal. For a variety of reasons, drivers often prefer to park in on-street spaces over off-street spaces, even when off-street spaces are available. This suggests that when on-street parking impacts are the problem, the problem must be addressed using on-street parking policy and management tools. As we have mentioned in our previous reports drafted for the City this can be done so most effectively using paid parking and less so with time limits. We therefore note that for these alternatives to be successful, on-street parking policies (metered or time restricted to ensure turnover) must be in harmony with the adjacent land uses; parking must be managed deliberately and effectively.

On-street parking is not new to the AVSP area. Currently spaces are set aside between Roadside Drive and Agoura Road along Cornell Road. These spaces are not metered, but signs indicate that parking along the curb is permitted. In addition to these spaces, on-street parking occurs along Cornell Road south of Agoura Road. These spaces are not signed as on-street parking but are used regardless without penalty.

APPROPRIATE USERSHIP

As the AVSP comes to fruition, on-street parking will be added along portions of Agoura Road and Cornell Road. These spaces are intended to invigorate the streetscape by ensuring pedestrian traffic along Agoura Road. This is where deliberate and effective management comes into play. An invigorated streetscape requires pedestrian activity, which means that patrons and visitors must be leaving or returning to a parked vehicle, or moving from site to site. On-street parking must be managed in a way to allow for those short-term parkers to secure a parking space along the street. Therefore time restricted and/or metered parking should be put in place to ensure turnover of the parking spaces.

Although it may sound strange in the current setting, paid on-street parking would likely be the best option for the AVSP. Paid parking allows for a self-enforcing time restriction. New meter technology can allow for a grace period as well to offer free parking for a specified time (parkers know how much time they are allowed).

PAID ON-STREET PARKING

From a financial standpoint, implementing paid on-street parking would add parking revenues and violation revenues. These added revenues would aid in offsetting operational and capital costs for other publicly-owned parking in the AVSP area.

From our experience, most small towns are generally averse to paid parking because of perception. Those perceptions change when land owners and tenants come to realize that more parking spaces are available for patrons and visitors to the area. It often also results in issuing fewer parking tickets, which is a public relations boost for the area. Time limit parking can be more confusing, as not everyone looks for a sign telling them how long they can stay in a parking space, but a meter is fairly universal. The added benefit of offering a grace period will also help perception.

Walker suggests putting in parking meters along on-street parking with meters capable of resetting for time restrictions (2 Hour Maximum), and also capable of offering a grace period if the City believes that paid parking would be unpalatable.

CITY OWNED PARKING

Walker has identified two sites where a public parking supply could be provided and would add the greatest benefit to the AVSP area. We understand that not all of these sites would necessarily be required to correct any parking imbalances, but the location of these sites works well based on recommended walking distances and the nearby developments each site could serve. Note that these locations would yield a 90-space surface lot, and have the required minimum footprint to provide an efficient parking structure as described earlier within this report.

The following figure indicates where the two options for providing public parking supply would be located. These sites would require purchase by the City.

These two locations are also separated by a 6+% grade change, which is fairly significant. Having public parking supply on both the upper and lower side of this grade change would be recommended.

This section does not consider leased interim parking supply in dirt or gravel lots.

Figure 4: Public Parking Supply

We suggest that the City look into the purchase of these sites. The sites may not be needed, based on development submittals, but preparing for the possibility of having to provide parking in these locations may yield added insight into whether each of these options is viable.

Each site would not need to be converted to parking immediately, and especially structured parking. There are also several options in providing surface parking that could be weighed for cost as well as limiting their impact on the surrounding environment. Pervious and semi-pervious paving options would limit rainfall runoff, and possibly heat island effect. Paving options generally range from $1,500 per stall up to $2,500 per stall depending on paving type and landscaping requirements. We would suggest that because this lot may in fact eventually be developed as a parking structure that the landscaping be as limited as possible. We assume roughly $2,000 per stall, with a development site that would yield 90 stalls, cost to develop would be $180,000 for a surface lot.

Currently, the cost to build structured parking is lower than it has been in the prior ten years at roughly $16,000 per space. Table 15 on page 40 provides estimates of probable cost for a parking structure fitting the attributes therein. Please refer to that table for order of magnitude construction costs. Again, the costs provided there do not include the cost of land, soft costs, or financing costs.

Given the intended use of these facilities as free public parking, operating costs would be minimal. The basic costs for a surface lot would be limited to lighting and light maintenance. A parking structure would require more lighting costs, increased maintenance to protect the structure and elevators and possibly security.

Most parking structures are built to have around a 50-year useful life when maintained properly. The structural maintenance and repair costs can seem significant in any single year, but deferred maintenance can increase any issues exponentially. We typically suggest setting up a separate fund for structural maintenance and repair, also called a "Sinking Fund". Contributions would be made to this interest bearing fund annually, to help save for significant maintenance required in the future. Because a fund is in place and money has been set aside already, deferred maintenance is less of an issue and required repairs are kept to a minimum.

The City asked that Walker aid in identifying tipping points regarding when structured parking should be developed, and replace the surface

lots. We suggest that if two of the surface lots were to sustain 90% occupancy during the peak period for a term of 3 consecutive months, it would be advisable to shift from a lot to a structure. This assumes that parking credits or in-lieu fees have already been provided by the developers/land owners to support the construction of this facility.

This brings us to the item of funding public parking. Most municipal parking structures are constructed using funds from a bond issuance. Grants are also an option for many structures as several federal programs (and some county initiatives) suggest the development of a parking facility would aid in creating a multi-modal or inter-modal site (Walker observed that the LADOT commuter lot on Roadside Drive has been fully occupied during business hours on every visit to the area). As we move forward, further options can be explored in depth regarding financing options for a parking structure in the AVSP.

IMPLEMENTATION PLAN

The implementation plan provided below is an outline of the required action items that we suggest should occur in order to fulfill the vision for the AVSP regarding parking.

SHORT-RANGE ACTION ITEMS (0 – 12 MONTHS)

1. Identify whether public parking sites are viable.
2. Meet with City Council regarding the ability to utilize tandem parking within the AVSP for non-residential uses.
3. Meet with City Council regarding the ability to use staffed parking (stacked and tandem) to meet minimum shared parking requirements.
4. Identify TDM initiatives that may be viable in Agoura Hills.
5. Quantify, if possible, likely decrease in vehicle trips generated in the AVSP and resulting parking required due to TDM and transit initiatives.
6. Adopt time restrictions and hour that restrictions would be enforced for on-street parking. Walker's suggestions will serve as guidelines.
7. Supplement/Create the City's parking violation/fine schedule.
8. Discuss with stakeholders the pros and cons of providing metered and/or time restricted parking. Walker can provide reference resources, or presentations as needed.
9. Outline required elements of a shared parking analysis that would facilitate study of nearby sites sharing parking.

10. Attempt to pair land owners and developers together based on ability to share parking.
11. Adopt a standard agreement for reciprocal parking, joint parking, and leased parking.
12. Contact LADOT/CalTrans regarding an intermodal parking facility to serve LADOT/CalTrans bus lines, and possibly a commuter bike station.
13. Develop operating requirements for companies that provide valet and attendant-assist parking services.

MID-RANGE ACTION ITEMS (12 – 36 MONTHS)

1. Send RFP for signage package.
2. Select and purchase signage package.
3. Install signage/wayfinding for on-street parking.
4. Send RFP with specifications for meter purchase.
5. Select and purchase meters.
6. Install meters.
7. Contact land owners of proposed public parking sites regarding purchase of land.
8. Purchase land for public parking.
9. Select preferred paving treatment for public parking lots.
10. Send RFP for off-street public parking signage.
11. Select and purchase off-street public parking signage.
12. Install signage/wayfinding for off-street public parking.

LONG-RANGE ACTION ITEMS (AFTER 36 MONTHS)

1. Schedule site observations of public parking to gauge utilization.
2. Develop structured public parking as needed based on policy.

APPENDIX A: AVSP AND FEIR PARKING REFERENCES

FEIR TRAFFIC AND CIRCULATION, PAGE 4.11-9

Parking

Impacts to on-site parking availability are considered significant if the proposed supply of parking does not meet the standards of the City Parking Code or parking requirements as outlined in the Specific Plan, or if an individual project does not provide adequate parking for the specific use that is proposed.

FEIR TRAFFIC AND CIRCULATION, PAGE 4.11-31 & 32

Parking Requirements

Parking requirement calculations previously completed for the project were based on the City Zoning Ordinance and indicated that applying the City's parking supply requirements for the respective land uses would result in almost 1,800 parking spaces. Providing the number of parking spaces to each of the properties within the Specific Plan would result in an overabundance of parking. The concept of shared parking recognizes that a single space may serve several different uses at different times during the day. Efficient sharing of spaces can allow parking requirements to be reduced significantly. Parking can be shared among different buildings and facilities in an area to take advantage of different peak periods. For example, an office complex can efficiently share parking facilities with a restaurant or theater, since offices require maximum parking during weekdays, while restaurants and theaters require maximum parking during evenings and weekends. As a result, the total amount of parking can be reduced significantly compared with standard off-street parking requirements for each destination. Table 4.11-11 illustrates the peaking characteristics of various land uses, many of which may be developed within the Specific Plan area.

Table 4.11-11 Peak Parking Demand Times

Weekday Peaks	**Evening Peaks**	**Weekend Peaks**
Banks, Offices, Professional Services, Medical Clinics, Schools, Distribution Facilities, Factories.	Restaurants, Theaters, Bars, Dance Halls, Meeting Halls, Auditoriums, Residential Units.	Shops and Malls, Religious Institutions, Parks, Residential Units.
Medical clinics, residential	General retail, restaurants, entertainment centers, religious institutions	Airport parking, major sport or cultural event, overflow parking

Shared parking is somewhat limited by the proximity of destinations that share a parking facility. Exactly how close they must be depends on the type of land use and the type of user. Table 4.11-12 summarizes acceptable walking distance for various types of activities. Acceptable walking distance is also affected by the quality of the pedestrian environment, climate, line of site (longer distances are acceptable if people can see their destination), and "friction" (barriers along the way, such as crossing busy traffic).

Table 4.11-12 Acceptable Walking Distances for Shared Parking Facilities

Adjacent (less than 100ft)	Short (less than 800 ft)	Medium (less than 1,200ft)	Long (less than 1,600ft)
People with disabilities, deliveries/loading, emergency services, convenience store	Grocery stores, professional services, medical clinics, residential	General retail, restaurants, entertainment centers, religious institutions	Airport parking, major sport or cultural event, overflow parking

This table indicates maximum acceptable walking distance from parking to destinations for various activities and users. It assumes good pedestrian conditions (sidewalks, or crosswalks, level terrain) that are outdoors and uncovered with a mild climate.

The concepts of shared parking are well defined in the Urban Land Institute (ULI) Shared Parking Manual. The ULI Shared Parking Manual discusses the concepts, and provides guidelines for computing the parking space needs for mixed-use sites. The report presents hourly parking accumulation percentages for each land use type, which are utilized in conjunction with peak parking demand forecasts to determine the total parking requirements for the mixed-use project.

Parking Strategies

The Agoura Village Specific Plan provides the following directions to ensure that adequate parking is available within the Specific Plan:

- On-street diagonal parking may be placed along Agoura Road east of Kanan (16 ft. diagonal parking on either side of the street)
- Parallel parking may be placed on the west side of Cornell and along the south side of Roadside Drive
- Plan for new off-street public parking areas to allow for longer term parking for visitors, residents, and people who work in the area
- Create a parking district with the development of shared parking facilities, on-street parking, and opportunities to reduce parking that can support multiple businesses

Parking design standards will be consistent with the City's Zoning Ordinance. It is also indicated that if a project contains a mix of retail and office uses, the non-residential portion of the mixed-use building may be eligible to receive a reduction in the parking requirements of up to 25 percent. When two or more uses on the same site have distinctively different hours of operation, such uses may develop shared parking agreements to satisfy the parking requirements in accordance with the following:

- Only 50 percent of the required parking may qualify for shared parking arrangement;
- A minimum of 50 percent of the required parking must be met on-site;
- Required parking must be calculated based on the land use that demands the greatest amount of parking;
- The shared parking facility must be within a 700-foot radius of the site.

AVSP, PAGE 3-33

Parking Strategies

The parking discussion in this chapter addresses an overall parking strategy for the Specific Plan and focuses primarily on public parking. Chapter 4 (Land Use and Development Standards) provides specific regulations and direction for regulating the required amount and location of parking provided for individually proposed developments. Chapter 9 provides information about shared parking options. The following directions are provided to ensure that efficient and adequate public parking is available in the Plan area:

- New diagonal parking on Agoura and Cornell Roads will provide short-term parking needs for the area while reducing crossing distance for pedestrians.
- The current Los Angeles County Flood Control Maintenance Yard site south of Agoura Road is recommended to be developed for public and employee parking; A pedestrian connection between this public lot and Zone A south is strongly encouraged.
- A shared parking policy is recommended by this Plan.
- A parking study to determine if additional public parking is needed; the quantity and optimal location of public parking; define a parking management strategy; and recommend methods to find and finance (including an in lieu fee program) public parking facilities shall be completed as deemed necessary.

AVSP, PAGE 4-45

Off-Street Parking

All parking design standards within the Specific Plan area shall be consistent with the standards set forth in Section 9654-9654.5 of the City's Zoning Ordinance, except as noted in Chapter 9.

Location and Access

Off-street parking is not recommended between the building and the street anywhere in the Specific Plan area. In addition, large parking lots should be avoided. Parking should be broken into smaller lots and interspersed around a site. Subterranean parking or at grade parking garages that are "lined" with shops to conceal the parking from public view are highly encouraged. Above ground parking structures shall be designed to contribute positively to the aesthetic quality of the Village and shall be consistent with the architecture of the surrounding buildings.

- Off-street parking is not permitted between the building and the street in Zones A, B, E, and F.
- Parking shall be located at the rear or middle of the lot, with primary access from the side streets, alleys, access easements, or via reciprocal access agreements.
- If there is no feasible side or rear access, then vehicle access to the rear may be taken from the front of the lot, but a maximum of one (1) access point shall be allowed every 100 feet.
- New surface parking lots shall not be located immediately adjacent to public streets except in Zones C and D where parking shall be screened adjacent to street edge. In Zone D, surface parking lots shall not be located immediately adjacent to Cornell Road or Agoura Road.
- Corner properties are encouraged to allow for reciprocal access to interior block properties to provide parking at the rear of the lot.
- Access easements across adjacent lots to the rear of a property shall be arranged on a voluntary basis between individual property owners.

Mixed-Use Parking Reduction

Vertical mixed-use projects may be eligible to receive a reduction in the parking requirements. Refer to Chapter 9, Plan Administration for required findings.

Shared Parking

A shared parking agreement between two or more land uses or if uses are on the same site and have distinctly different hours of operation (e.g. theater vs. office) is encouraged. Refer to Chapter 9, Plan Administration for required findings.

AVSP, PAGE 8-104 (Plan Implementation – Summary of SP Recommendations – Programs, Studies, and Initiatives)

3. Prepare a comprehensive parking management and facility study: The purpose of this study is to outline methods to effectively use all existing parking within the Specific Plan area as a priority to constructing new public parking facilities, either surface lots or structures. This study should include the following:

a. Analyze existing parking conditions within the Specific Plan area; public parking, private parking, on and off street, quantities, locations, peak hours of use, duration of occupancy of spaces, and other parking attributes.

b. Forecast projected parking demand at Specific Plan build out and identify on and off-street quantity and locations, peak hours of use, duration of parking, priority zones within Specific Plan area for additional public parking, shared parking opportunities, and others.

c. Prepare plans and negotiations to acquire land and construct facilities for public parking pursuant to findings determined in the study.

4. Analyze potential for creation of parking district utilizing in-lieu fees or parking assessment for the purpose of funding public parking.

AVSP, PAGE 9-118 (Plan Administration – AVSP Standards)

Off-street Parking

All projects must provide off-street parking asre quired by the Agoura Hills Zoning Ordinance. However, as part of the AVDP application process, all projects are also subject to preparation and submittal of a parking study to assess projected demand and potential for parking reductions in light of mixed uses, non-conflicting peak hour parking demands, and shared parking with adjacent sites. The parking study must also address location and site design of proposed parking lots and/or planning facilities. The Planning Commission, as part of its review of the AVDP, will take the parking study into consideration in determining the necessary off-street parking for the site. Based on the results of the parking study, the Planning Commission shall have the ability to reduce or increase the number of parking spaces provided.

Shared Parking

When two or more land uses or uses on the same site have distinctly different hours of operation (e.g. theater versus office) subject to the review and approval of the AVDP by the Planning Commission, such