

Figure 56: New development impact fees among selected California cities, 2009 (n=42)⁵⁶

Land Use	Average	Median	Min	Max
Retail (per sf)	\$10.35	\$8.80	\$0.39	\$46.68
Office (per sf)	\$6.48	\$4.54	\$0.15	\$22.19
Industrial (per sf)	\$3.59	\$2.76	\$0.10	\$12.61
Single-family (per unit)	\$6,197	\$4,612	\$105	\$26,014
Multi-family (per unit)	\$4,059	\$2,934	\$63	\$16,934

Palo Alto’s Transportation Impact Fee

Palo Alto faces the dilemma of many great places: it is interesting to many different people and businesses, and therefore attracts more cars than it can handle. Recognizing this concern without wanting to diminish the attractiveness of the city, Palo Alto adopted a General Plan that emphasizes the importance of non-automobile modes and minimizes increases in vehicle trips throughout the city. To support these goals, the city replaced its previous traffic impact fee (which applied in a small part of the city and only allowed for intersection widening and roadway capacity expansion), with a citywide Transportation Impact Fee. Nelson/Nygaard drafted the new fee and undertook the associated nexus study on behalf of the City.

The new Transportation Impact Fee focuses on reducing motor vehicle trips associated with new development, and generates funds for bicycle, shuttle, transportation demand management (TDM), and computerized traffic management programs. The fee structure also provides financial incentives for developments to minimize their trip generation by locating close to transit, providing a mix of land uses, or implementing TDM programs.

In conjunction with the Transportation Impact Fee, the city instituted new, lower minimum parking requirements that were based on on-street and off-street parking demand as calculated within the fee’s nexus study. The City’s parking requirements apply a single “blended” parking rate to all non-residential uses. This approach confers a significant economic advantage on businesses and developers (as well as city administrators), because uses can change without parking requirements becoming an obstacle. The blended rate approach therefore allows



⁵⁶ The primary source of this information is the 2009 National Impact Fee Survey by Duncan Associates http://www.impactfees.com/publications%20pdf/2009_survey.pdf

Palo Alto's mixed-use areas to compete with conventional shopping centers, which are able to change their tenant mix quite freely, without triggering requirements to build additional parking. In this way, the strategy has helped downtown Palo Alto to thrive, while many other historic districts struggle with storefronts that remain vacant, primarily because parking requirements cannot be met.

By combining lower minimum parking rates with the Transportation Impact Fee, Palo Alto has been able to simultaneously enhance business vitality, preserve historic assets, and increase walkability and multimodal mobility.

Photo credit: Camillo Miller, 2012

PARKING IMPROVEMENT DISTRICTS

Parking improvement districts (PIDs) are defined geographic areas, typically in downtowns or along commercial corridors, in which any revenue generated from on-street and off-street parking facilities within the district is returned to the district to finance neighborhood improvements.

Why implement it?

Paying for parking can be unpopular for a number of reasons. One of the primary reasons is that when motorists feed the meter, their money seems to disappear and they feel they derive little benefit from the transaction. This is largely because most cities have traditionally sent their parking revenue into the general fund, and not necessarily to improving parking or enhancing the transportation system. In recent years, some cities have sought to reverse this dynamic by implementing Parking Improvement Districts (PIDs).

The primary goal of a PID is to effectively manage an area's parking supply and demand so that parking is, above all, convenient and easy for motorists. PIDs typically employ a number of parking management techniques to manage parking supply and demand, including demand-based pricing and removal of time limits. However, experience has shown that in order to secure community and business support for new pricing of parking, the revenue needs to be reinvested back into the community. Drivers will always prefer not to pay for parking, but a PID can create a new local constituency for parking pricing.

PIDs require *local* parking revenue to stay *local*, while financing neighborhood improvements. They allow local merchants and property owners to clearly see that the monies collected are being spent for the benefit of their district, on projects that they have chosen. In turn, they become willing to support, and often advocate on behalf of, demand-based pricing.

How will it work?

A successful PID would typically incorporate a number of key elements. Firstly, the city would need to adopt an ordinance to create a PID, and stipulate that all parking revenue generated within the area be used to fund designated neighborhood improvements. The city would also



In order to secure community and business support for new pricing of parking, the revenue needs to be reinvested back into the community.



designate a governing body to develop and oversee the PID program. This governing body could take several forms. It could be an existing community organization such as a business improvement district (BID); or a newly created private advisory board, comprised of property owners or businesses. Alternatively, the body might be an appointed or volunteer advisory board representing residents, property owners, businesses, and city staff; or a non-profit community development corporation.

The governing body would then develop an approved program of revenue expenditures, subject to Council approval. Once the program is adopted, parking meters and pricing structures should then be implemented to facilitate demand-based pricing—whereby parking is priced to maintain desired occupancy levels (of say 85%). The governing body should also develop a coordinated public relations plan, which uses wayfinding, signage, and public outreach to explain the role of demand-based pricing and to articulate how parking revenue is being utilized to benefit the District and the city. Periodically, PID management systems, policies and expenditures should be evaluated.

Potential expenditures to be included in the PID program might include a range of parking and street related items:

- Purchase and installation costs of meters through revenue bonds or a “build operate-transfer” financing agreement with a vendor
- Transit, pedestrian, and bicycle infrastructure and amenities
- Shuttle services to remote park-and-ride facilities during peak periods
- Valet parking services during peak periods
- Leasing of private spaces for public use
- Additional parking enforcement
- Construction of new parking, if deemed necessary
- Streetscape improvements and landscaping
- Street cleaning, power-washing of sidewalks, and graffiti removal;
- Marketing and promotion of PID and local businesses
- “Mobility Ambassadors” to provide visitor assistance and additional security
- Management activities for the oversight entity

Austin Parking Benefit District

In 2007, the City of Austin, Texas initiated a pilot program to extend metered parking coverage along a commercial strip near the University of Texas in an effort to capture spillover where drivers were congesting adjacent streets to avoid existing parking meters. As the area has grown considerably in recent years due to proximity to the university, the City rolled out a full PID program (entitled the Austin Parking Benefit District) in 2012 to encourage both the turnover of spaces and to fund local improvements. The PID allows residents and business owners to distinguish boundaries extending out from the metered areas with the approval of the City where revenue generated from the meters can be applied to street and sidewalk enhancements. The program covers all of the City’s expenses (meter/pay station installation, credit card processing, back office support, and state sales tax) while still returning 51% of revenues to the district.

Expenditure of funds is community-driven; neighborhood associations develop prioritized project lists which are then submitted to the City for implementation. Since its inception, the program has been successful in effectively managing parking demand while funding street improvements which create a better environment for walking and cycling in the neighborhoods in which revenues are generated.^{57 58}

Parking Assessment Zoning

A parking assessment zone or parking assessment district is a defined area in which property owners are assessed in order to generate a new revenue stream, which is then leveraged for funding parking improvements.

Why implement it?

Assessment districts provide an independent source of revenue for funding public infrastructure, operations, and maintenance. Using an assessment district, the City is able to levy a special assessment against all properties within the assessment zone in order to implement a range of parking and trip reduction strategies. Unlike property taxes, which are based on the value of the property, the special parking assessment would be based on level of benefit that each property would receive as a result of implementing the associated projects. In this way, assessment

Assessment districts provide an independent source of revenue for funding public infrastructure, operations and maintenance.

districts can be seen as a fair way of funding improvements in public infrastructure, as well as operations and maintenance.

Since cities have become less able to rely on local tax revenues,⁵⁹ many cities have implemented assessment districts to help fund local infrastructure and services. Assessment districts are typically used to fund specific infrastructure such as streetlights, landscaping, and curbing and guttering. They have also been used for construction, operation, and maintenance of facilities such as libraries, fire protection services, roads, parks, and water and sewer systems.

How will it work?

Assessment districts became very popular in the 1980s and 90s, when many assessment districts were created without the need for a vote of affected property owners. In these cases, the district was formed by the city after receiving a petition from property owners in favor of providing the associated public improvement. Today, establishment of an assessment district requires a preliminary support petition, followed by a vote of affected property owners, and a public hearing.

Once an assessment district is established, it operates by levying an assessment on each property in accordance with the benefit that the property will receive from the associated project(s). Property owners have the opportunity to pay this assessment in cash prior to the period of bond

⁵⁷ "Study on Parking Benefit Districts and Opportunities for New Orleans." *Urban Land Institute*. 2012.

⁵⁸ City of Austin. <https://austintexas.gov/department/parking-benefit-district>.

⁵⁹ Fulton and Shigley (2005) attribute this to the effects of Proposition 13 in 1978, which limited increases in property tax rates, as well as shifts in the funding of school districts in the early 1990s.

issuance. Otherwise, an assessment lien is recorded against each affected property, and the property owners pay through annual installments that are included on their county property tax bill. The payment period is usually in the range of 15 to 20 years. During this time, revenue that is generated is returned to the area to finance the agreed improvements.

What are the challenges?

Since the passage of Proposition 218 in 1996, the process of establishing an assessment district has become more difficult and requires a vote of affected property owners. Proposition 218 states that all local taxes are invalid unless they are approved by a two-thirds majority of local voters or a simple majority of property owners within the affected area.⁶⁰ It also provides the opportunity to protest assessment districts through a process that is similar to an election. These requirements add cost and effort to the process of establishing an assessment district.

Old Pasadena Management District

Old Pasadena Management District provides an example of how various tools can be combined within a single parking area. In this case, the City used a combination of a parking credit program (1987), existing public parking supplies, district improvements funded by parking meter revenues (1993), and a management district funded by property assessments (2000).

By the early 1990s, the City of Pasadena's efforts to revive Old Pasadena were hindered by a lack of convenient and available parking spots for customers. At that time, Old Pasadena had no parking meters, and proposals to install them were opposed by local merchants, who feared charges would drive customers away.

In 1993, the Old Pasadena Parking Meter Zone was created and meters were installed. Borrowing against future parking meter revenues, the City funded substantial streetscape, parking, maintenance, beautification, and safety projects. These investments helped to reverse the decline in the district, and an increase in sales tax revenue has created a cycle of revival and reinvestment, making Old Pasadena a popular destination. By 2001, net parking meter revenue (after collection costs) amounted to \$1.2 million, all of which is used for public services in that part of the city.



Photo credit: Mike Linksvayer, 2007

To further this work, the Old Pasadena Management District (OPMD) was formed in 2000. This non-profit management entity obtains most of its funds from annual tax assessments on privately

⁶⁰ Grisson, Lee, Antero Rivasplata and Tom Pace. A Planner's Guide to Financing Public Improvements. Governor's Office of Planning and Research, Sacramento, California, June 1997.

owned commercial property. OPMD also contracts with the City of Pasadena to manage the Old Pasadena Business Improvement District (BID)—a broad-based organization that includes merchants, tenants, property owners, residents, and city management.⁶¹ The Old Pasadena Management District uses a hybrid model that combines tax assessments with a portion of the parking meter revenues and other funding sources. OPMD revenues are spent on area-wide security, marketing, and maintenance programs to provide a clean, safe vibrant downtown experience.

PARKING USER FEES AND DYNAMIC PRICING

Parking is not an end in itself, but rather a means to achieve and support broader community goals and priorities. People do not park their vehicle simply to “park,” but rather to accomplish a task, such as shopping or having dinner, or arriving at their final destination such as work or home. A city’s parking supply is also a public good that needs to be actively managed so that it can meet parking demand during different seasons, different days of the week, or even at different times throughout the day.

The best way to balance parking supply and demand is to treat parking like any other scarce commodity, and require motorists to directly pay for use of a space. There will always be a scarcity of a commodity if it is given away for free. By setting a price for parking, a city can establish the “market value” for each parking space and adjust those prices depending on the level of demand. Just as hotel room rates increase or decrease based on availability, dynamic parking pricing seeks to increase prices when and where demand is highest and reduce prices when and where demand is low.

The best way to balance parking supply and demand is to treat parking like any other scarce commodity... There will always be a scarcity of a commodity if it is given away for free.

Dynamic pricing does not generate parking turnover through rigid time limits (like 3-hour parking), but uses progressive pricing structures that take into account how long one has been parked. In other words, the goal is not to punish someone for wanting to stay longer, but allow them to stay as long as they are willing to pay for the space being used.

New advances in parking meter technology, such as wireless “smart” meters, make demand-based pricing a feasible option and can dramatically increase motorist convenience.

Why implement it?

The primary goal of user fees and dynamic pricing is to make it as easy as possible to find a parking space. By setting specific availability targets and adjusting pricing, demand can be effectively managed so that when a motorist chooses to park, they can do so without circling the block or searching aimlessly. User fees and dynamic pricing can result in the following benefits:

- Consistent availability and ease in finding a parking space

⁶¹ Old Pasadena Management District. Annual Report 2012.

- Longer time limits, which eliminate the need to move a vehicle to avoid time restrictions
- Convenient payment methods (credit cards, pay-by-phone) that eliminate the need to “plug the meter” and make it easier to avoid parking tickets
- Reduced search time for parking, resulting in less local congestion and vehicle emissions
- Reduced illegal parking and improved safety and street operations
- More equitable and efficient accounting for the real costs of providing parking
- Reduced need to construct costly new parking supplies

How will it work?

An ideal occupancy rate for on-street, curb spaces is approximately 85% at even the busiest hour, a rate which leaves about one out of every seven spaces available, or approximately one empty space on each block face. For off-street facilities where motorists turn over less frequently, target rates should be even higher, at approximately 95%, to ensure that supply is optimally utilized. These rates provide enough vacancies that visitors can easily find a spot near their destination when they first arrive. For a given block or off-street facility, the “right price” is the price that will achieve this goal. This means that pricing should not be uniform: the most desirable spaces need higher prices, while less convenient lots are cheap or may even be free. Prices could also vary by season, day of week, or time of day.

In order to implement user fees and dynamic pricing the City would need to carry out a number of actions:

- Remove all on-street and meter parking time limits.
- Eliminate all free, 1-hour free and 2-hour free parking that undermine a competitive parking market.
- Eliminate quantity discounts such as early bird parking and monthly employee rates.
- Determine the program’s hours of operation. Hours of operation for metered parking are often set from 10 a.m. – 8 p.m., seven days per week with extended hours on Thursday, Friday, and Saturday for nighttime destinations. Structured parking hours may be based initially on the existing operating hours.
- Determine the pricing structure during operation, and use pricing to generate turnover. Pricing could start at \$0.50 an hour and be adjusted periodically (e.g. quarterly) to meet a target occupancy rate of 85%. These rates would be communicated via online parking tools or apps, as well as by the individual parking meters themselves.
- Monitor on- and off-street supply with regular occupancy counts.
- Grant city staff discretion to adjust hours or pricing in response to seasonal or weekend demand. Meter pricing would continue to be adjusted until it reaches target availability rates of one open space per block.
- Allow businesses to petition for future changes.

Dynamic Pricing in Redwood City

Redwood City is one of the foremost examples of a city that has implemented demand-based pricing to manage on-street demand and maintain availability across the on-street parking inventory.

The City created an ordinance that grants its parking management director authority to adjust meter rates based on documented utilization patterns and an explicit availability target of 15%. The City's smart parking program then varies the price of parking in order to better distribute parked cars throughout the downtown—charging more for parking on Main Street than they do for off-street supplies, and providing free parking on the edge of the downtown. This pricing structure increases the efficiency of parking use, reduces cruising congestion and delays to motorists, and provides new foot traffic to businesses in the city.

The City has three types of paid parking. Firstly, the City continues to operate a number of coin-operated parking meters that operate from 10 a.m. – 6 p.m. Monday through Friday at a fixed rate. Over time, the City has upgraded to solar-operated pay-by-space smart meters for numbered on-street spaces. Installation of smart meters has occurred in conjunction with streetscape improvements that make the downtown more attractive and walkable. The smart meters accept coins, bills, credit cards, and phone payments, and will even call motorists to check if they need more time when the meter is about to expire. Finally, the City's parking inventory includes public and private pay-on-exit garages.

This multi-layered approach allows the City to manage parking demands that vary dramatically over time. The system also integrates both public and private parking into a single system with consistent signage, wayfinding, real-time information, and easy payment options.

Using revenue generated from parking meters under this pricing strategy, the City of Redwood City has built a new public parking facility and financed other district improvements.



Photo credit: Nelson\Nygaard

PUBLIC-PRIVATE PARTNERSHIPS AND PARKING LEASES

Shared parking is one of the most effective public-private partnerships in parking management. Under public-private shared parking arrangements, parking spaces are not treated as individual units specific to particular businesses or uses, but are considered as a potential asset within a common pool of shared, publicly available spaces. These spaces may be leased to the City by private operators, or may be operated in a joint manner. These types of public-private partnerships and parking leases are particularly useful in places like Beverly Hills where there is a

high demand for parking and large private parking supplies that are underutilized for much of the day and the year (as discussed in Chapter 2).

Why implement it?

Building new parking in built-up environments such as Beverly Hills is extraordinarily expensive. It is always better and less expensive to first increase the efficiency of how existing parking supplies are used, than to simply build more spaces. This increase in efficiency can be obtained by creating public-private partnerships or lease arrangements that leverage existing private parking spaces for use as shared public parking supplies.

More efficient use of existing parking supplies yields economic benefits to the community, since property owners can make money from their underused parking supplies, and the city can benefit from businesses operating on land that would otherwise be given over to parking. Since different land uses (such as banks and restaurants) have different hours, days and seasons of parking demand, they can easily share a common parking facility, thereby reducing the need to provide additional parking. This is a key benefit of a mixed use district, and one that should be reflected in parking policies.

In Beverly Hills, public-private parking partnerships and parking leases also complement the City's policy of Park-Once-and-Walk, which allows motorists to park just once and complete multiple daily tasks on foot before returning to their vehicle. This policy reduces vehicle trips and impacts, as well as reducing parking demand because spaces are efficiently shared between different uses.

Public-private parking partnerships and parking leases also result in streetscape improvements associated with a smaller total parking footprint in the city. No great city is known for its abundant parking spaces, though many cities that are dominated by parking have become unattractive to residents, pedestrians and shoppers alike. Fewer, more strategically placed lots and structures allow for better urban design and more contiguous shop frontages. They also allow for a more active public life on the streets because motorists are transformed into pedestrians, who walk instead of drive to different destinations and therefore generate additional patrons of street-friendly retail businesses.

How will it work?

In Beverly Hills, there are a number of specific policies that will help to facilitate public-private parking partnerships or parking leases. These are listed below.

- Eliminate 1-hour free and 2-hour free parking policies that undermine the viability of private parking operators and encourage serial reparking.
- Improve wayfinding and real-time parking information to maximize use of the existing public and private parking supplies.
- Allow parking to be shared among different uses within a single mixed-use building by right.

It is always better and less expensive to first increase the efficiency of how existing parking supplies are used, than to simply build more spaces.

- Require as a condition of approval that all newly constructed private parking in any development or adaptive reuse project be made available to the public.
- Work with property owners and businesses to ensure that private parking is made available to the public when not needed for its primary commercial use.
- Work with property owners and businesses to develop mutually-agreeable operating and liability arrangements for public use of private parking facilities.
- Purchase or lease existing private parking lots or structures from willing sellers and add this parking to the shared public supply before building expensive new garages.
- Reduce minimum parking requirements to reflect the efficiencies that are gained as a result of public-private parking partnerships.

San Diego's Centre City Development Corporation⁶²

The Centre City Development Corporation (CCDC) is a public, non-profit corporation created by the City of San Diego to implement Downtown redevelopment projects and programs. Formed in 1975, CCDC serves as the City's catalyst for public-private partnerships and redevelopment projects. In terms of parking, the organization aims to achieve affordable, convenient, short- and long-term parking using multiple strategies, better utilization of existing parking supplies, and alternative forms of transportation.

Significant revenue from on-street parking meters funded and bonded CCDC's first public parking structure—Park It on Market. Much of the revenue from this first garage was used to fund a second parking structure—6th and K Parkade. While these facilities have generated significant

revenue, their rates nonetheless represent the least expensive parking in downtown.



One of CCDC's goals for expanding the parking supply was to make use of the area's significant amount of private parking spaces (typically accessory to office uses) for public parking during evenings and weekends. Its first venture was to make parking facilities serving an office building and elementary school in the Little Italy neighborhood available to the public from Friday night through Sunday afternoon.

Photo credit: San Diego Unified School District

A shared-use agreement was formulated between the City, the Little Italy Association, and the two parking owners, outlining the following arrangements:

- The City paid the building owner to stay open;

⁶² "Downtown Parking Program Update – Final Report", Wilbur Smith Associates-- Consultants, 2009.

- Parking was initially free to entice users to the formerly private parking facilities;
- Fees would be introduced when demand rose with the evening rate capped at \$5.00;
- Evening and weekend revenue would be distributed in a 40:60 split between the CCDC and operator respectively; and
- The program was managed through the Little Italy Association to simplify administration and ensure that local business was invested in program success.

The program has been successful in creating new supply. The school surface lot continues to be leased and now charges for parking. Parking income is collected by the School District on behalf of the school, and deposited into Washington Elementary School's account as discretionary income. School staff are pleased with the program and are not aware of any problems relating to safety or property damage.⁶³ Part of the rental fee also includes the cost of having a janitor on-site for security purposes whenever the facility is open.⁶⁴

Under this shared parking program, the school's south parking lot is open when school is not in session and is located adjacent to a small public park. This facility is highly visible, and well used by weekend and evening visitors to the area. The north parking lot is locked much of the time (when the school is not in session), and only rented when there are local events such as the San Diego ArtWalk, which annually attracts over 120,000 people to the district. This lot therefore helps to boost the area's parking capacity in times of greatest demand. As a result of these arrangements, the City has been relieved from the need to construct more facilities in order to accommodate demand for just a few days each week (or each year). This type of arrangement could be considered in relation to the Horace Mann School on Robertson Boulevard.

The less-visible office-related parking garage was not well utilized and was unable to compete with other local parking, which is free after 6 p.m. The City therefore suspended use of this garage, but considers the facility a potential resource or parking bank that is available to meet future demand. This strategy has therefore yielded considerable opportunity savings for the City in terms of undue development of public parking.

Santa Monica Using In-lieu Fees for Shared Parking

In 1986, Santa Monica's downtown area was identified as both a special assessment district and Developer Parking Fee (in-lieu fee) zone. The assessment district provided funding for the revitalization of the downtown, and the in-lieu fee was intended to fund existing municipal structures and future expansion of public parking garages in the pedestrian-oriented Park-Once-and-Walk area. A shared parking supply was already in place and functional when the assessment and fee districts were initiated.

The current in-lieu fee in Santa Monica is an annual fee of \$1.50 per square foot of building area for which parking is not provided. For example, if a 100,000 square foot project is developed but the developer only provides parking to satisfy the demand for 80,000 square feet of space, then the project is assessed an annual fee of \$30,000 (\$1.50 per square foot times the 20,000 square feet). This revenue is earmarked for constructing or replacing public parking in the Downtown

⁶³ Telephone communication with Trudy Gingery, School Secretary, Washington Elementary School, April 25, 2014

⁶⁴ Telephone communication with Debora Beaver, Real Estate Specialist, San Diego Unified School District (SDUSD), April 25, 2014.

Santa Monica, Inc. (DTSM) District. The ability to collect these annual fees is scheduled to expire in 2016, along with the Bayside Mall Assessment District.

In 2013, the City approved a new in-lieu fee of \$20,000 per space (for 2016), and evaluated the feasibility of allowing in-lieu fee revenues to be spent on other cost-effective programs that reduce demand for parking or more effectively utilize existing parking resources, such as the leasing of private parking spaces.



Developers have been very receptive to this in-lieu policy, as the fee is much lower than the cost of constructing, operating, and maintaining private parking, covering about 10% of structured parking construction costs.⁶⁵ The efficiencies gained from the in-lieu and shared parking programs have therefore allowed the City to establish a parking supply target of 2.1 parking spaces per 1,000 square feet of commercial floor area, which is markedly lower than the City's standards for general office, retail, and small restaurants.⁶⁶ The downtown continues to thrive with this low level of supply, which attests to the benefits of a park-once shared parking management district model.

⁶⁵ Walker Parking Consultants, Downtown Parking Program Update – City of Santa Monica. July 2009.

⁶⁶ The general standards for the City of Santa Monica are 3.3 spaces per 1,000 square feet for general office, retail, and small restaurants. Fast food restaurants have higher standards of 13.33 spaces per 1,000 square feet.

8 ZONING STANDARDS ON ROBERTSON BOULEVARD

As discussed in Chapter 1, new investment along the Robertson Boulevard corridor has been slower than other commercial areas within Beverly Hills and elsewhere. Land uses along the corridor are predominantly single-story commercial uses, including older, low-end retail activities such as hair and nail salons, auto repair facilities, cafés, restaurants, and several vacant properties. This chapter will consider zoning standards on Robertson Boulevard in relation to their likely effect on new development. These standards will be compared with those of comparable corridors in other cities, in order to identify potential code-related levers for new investment and business regeneration along the corridor.



Photo credit: Nelson Nygaard

COMPARABLE CORRIDORS

In an effort to showcase the potential of the Robertson Boulevard Expansion Area, we have selected three comparable corridors in other cities in California (Los Angeles, Santa Monica, and Palo Alto) which have successfully achieved vibrant and aesthetically appealing retail environments that allow for “park once” activity through innovative zoning and parking policies.

Robertson Boulevard, Los Angeles

Just a few blocks to the north of the expansion area, Robertson Boulevard runs through an appealing stretch of the City of Los Angeles from Burton Way to the border of the City of West Hollywood, just a few parcels short of Beverly Boulevard. The three block area predominately features single-story upscale retail. The road has a turning lane and one travel lane in each direction (as opposed to two lanes in each direction in Beverly Hills), with two-hour meter parking (between 8 a.m. and 8 p.m. on Monday-Saturday and 11 a.m. and 8 p.m. on Sunday) on both sides. In addition to on-street parking, the City of Los Angeles operates Lot 703, a garage priced at \$1.20 per half hour and \$1.20 for each fifteen minutes after three hours (maximum \$12). In addition to utilizing ground floor space for retail, the garage has a casing façade which masks parking from street view. Additionally, many businesses offer off-street parking in the rear, similar to the segment of the street located in the Expansion Area.



Photo credit: Nelson Nygaard

Main Street, Santa Monica

The Main Street Special Commercial district of Santa Monica runs along Main Street from Bay Street in the north to Pier Avenue in the south. The corridor accommodates a variety of uses, providing appealing independently owned retail and dining options for residents and visitors alike. The road has a turning lane and one travel lane in each direction, with two-hour meter parking on both sides and municipally owned pay-by-space surface lots located behind businesses.

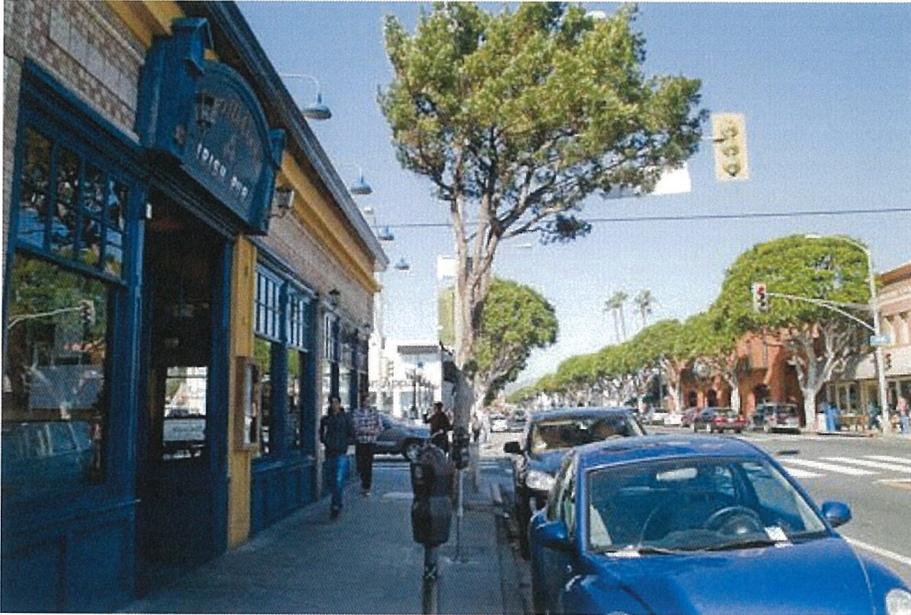


Photo credit: Flickr user Gary Kavanagh

University Avenue, Palo Alto

The University Avenue corridor in downtown Palo Alto extends from Tasso Street to High Street towards the campus of Stanford University. The corridor features two and three story mixed-use buildings with predominately higher-end retail activities and independently owned restaurants, cafés, and bars located on ground floors. The road has one travel lane in each direction with alternating free two-hour parking and free thirty-minute angled parking along the curbs.

The University Avenue corridor is zoned as a special Ground Floor Combining District which is purposed as an adaptation to the City's CD commercial downtown district, with an emphasis on encouraging ground floor uses which facilitate pedestrian activity. By selecting to eliminate a few on-street spaces on each block, the City plants street trees in parking lanes, and widens curbs at intersections, allowing more room for pedestrians and street furniture.⁶⁷ Additionally the City has recently installed six bike corrals in spots previously occupied by curb parking, for a total of sixty new on-street spaces for bikes.

⁶⁷ Donald Shoup. The High Cost of Free Parking. American Planning Association, 2011, pp. 540.



Photo credit: Nelson\Nygaard

Parking in the prime real estate district of downtown Palo Alto is underpriced and heavily subsidized. On-street parking meters, which had been used since 1947, were decommissioned in the 1970s due to fears of economic encroachment by the newly-built Stanford shopping mall.⁶⁸ All curb and surface lot parking within the district has remained free but time-limited since that time, though these policies are currently under review as part of a major parking study. Public garages are also underpriced, with annual permits costing \$420, and City employees able to park for free.

Unfortunately for Palo Alto, the underpricing of parking in the district has led to congestion and the incentivized use of single occupancy vehicles (SOVs) in the downtown area,⁶⁹ which already offers an abundance of transit options. The city is currently exploring the possibility of implementing dynamic pricing schemes for on-street parking, such as those employed by SFpark in San Francisco, and a number of TDM measures to alleviate these concerns.

BULK REGULATIONS

Height Limits and FAR

Under the Beverly Hills Zoning Code, most of the Robertson Boulevard Expansion Area is identified as C-3, a Low Density General Commercial Zone as described in the General Plan with a floor area ratio (FAR) of 2.0 and height limits of 45 feet.⁷⁰ The Municipal Code specifies that no

⁶⁸Goebel, Bryan. "Palo Alto, choked by famously free parking, may consider pricing the curb." *StreetsBlog SF*, July 30, 2012.

⁶⁹ City of Palo Alto. Palo Alto Climate Protection Plan, December 3, 2007, p 48.

⁷⁰ City of Beverly Hills, General Plan 2010, Map LU1 (April 29, 2008). Municipal Code §10-3-2726 Height Limits of Buildings in Commercial Zones.

In-Lieu Parking Study | Final Report
City of Beverly Hills

alterations or additions to existing and future buildings exceed a height of 45 feet or three (3) stories, whichever is less.⁷¹

In addition to commercially zoned areas, the Robertson Blvd Expansion Area has a site zoned for Public School, which is the site of the Horace Mann School.

Height limits and allowable FAR for commercial districts in Beverly Hills are generally consistent with, or more lenient than, such regulations in the comparable cities. In terms of setback requirements, however, new development along Robertson Boulevard is required to provide a 10-foot setback from the property line (presumably at the front) in addition to a 6-foot rear setback adjacent to residential uses.⁷² Given the relatively shallow depth of parcels (about 100-feet between the front property line and rear alley), this requirement limits the potential development footprint and therefore reduces the viability of new construction along the corridor. A more detailed development pro forma analysis is underway to assess the impact of these types of conditions on the feasibility of new development in the potential expansion areas.

Relative to comparable corridors, however, this minimum setback would tend to create a financial disadvantage for those who wish to undertake new construction along Robertson Boulevard. Coupled with the high land values in Beverly Hills, the geometric constraints produced by the setback and parking requirements (discussed below) reduce the potential profitability of new development projects.

⁷¹ City of Beverly Hills Municipal Code §10-3-2726 Height Limits of Buildings in Commercial Zones.

⁷² City of Beverly Hills Municipal Code §10-3-2755 Robertson Boulevard and Third Street Setbacks.

Figure 57: Bulk Requirements in Beverly Hills and Comparable Cities

Requirement	Robertson Blvd, Beverly Hills	Robertson Blvd, Los Angeles	Main Street, Santa Monica	Downtown Palo Alto
Building Height Limit	45' or 3 stories (C-3)	45' (C2)	27' or 2 stories (CM-2, CM-3, CM-4) 35' or 3 stories (preferred permitted projects) ⁷³	50' (CDC(GF)(P))
Maximum Floor Area Ratio (FAR)	2 (C-3)	1.5 (C2-1VL)	0.8 (CM-2) 1.0 (CM-2 w 30% housing) 1.5 (CM-2 preferred, CM-3, CM-4) 2.0 (CM-3 or CM-4 preferred)	1.0 (CDC(GF)(P)) 2.0 (hotels)
Minimum Setback	0' front (C-3) 6' rear (C-3) 10' (Robertson)	0' (C2)	0' front 25' (if frontage is on Second Street and abuts residential) 0' rear (CM-2 on west side) 5' rear (CM-2 on east side) 15' rear (3 story portions)	0' (CDC) 10' (abutting or opposite residential)
Size	No requirement	Minimum lot: 50' width 5,000 ft ² lot	Maximum lot: 6,000 ft ² lot	Maximum size (ft ²): 2,500 (personal services) 15,000 (retail) 20,000 (grocery) 5,000 (dining/drinking)

Sources: City of Beverly Hills Municipal Code §10-3-2726, §10-3-2755, City Of Los Angeles Housing Element 2006-2014, City of Palo Alto Municipal Code §18.18.060, City of Santa Monica Municipal Code §9.04.08.28.060.

Off-Street Parking Requirements

As discussed in Chapter 3, the City imposes minimum off-street parking requirements that are generally one space per 350 square feet of development, which is equivalent to 2.9 spaces per 1,000 square feet of development. Higher minimum parking requirements are imposed for specific land uses that are likely to generate trips—along with higher rates of foot traffic and business vitality. These uses include eating and bar facilities larger than 1,000 square feet, which are required to provide 23 spaces per 1,000 square feet for the first 9,000 square feet, and 16 spaces per 1,000 square feet beyond that. Also, exercise clubs have a minimum parking

⁷³ Preferred permitted projects include: 100% affordable housing; historic preservation; child day care centers; congregate housing; domestic violence shelters; homeless shelters with less than 55 beds; mixed use commercial-residential projects where at least 90% of floor area at the second floor and above is dedicated toward residential uses, 25% of the residential units are 3-bedroom or larger, 66% of remaining residential units are 2 bedrooms or larger, and the project is registered with the USGBC to receive a LEED rating of silver or higher level; places of worship; senior group housing; senior housing; and transitional housing (City of Santa Monica Zoning Code 9.04.08.28.060 CM Main Street Commercial District Property Development Standards).

In-Lieu Parking Study | Final Report
City of Beverly Hills

requirement of 10 spaces per 1,000 square feet. Parking requirements may not be met through tandem or compact parking.⁷⁴

Figure 58: Parking Requirements in Beverly Hills and Comparable Cities (spaces/1,000 square feet)

Land Use	Robertson Blvd, Beverly Hills	University Ave, Palo Alto	Main Street, Santa Monica	Robertson Blvd, Los Angeles
Office	2.9	4	3.3	2
Retail	2.9		3.3	4
Restaurant	2.9 (<1000sf) 23 (1000–9000sf) 16 (spaces beyond 9000sf)		3.3 (support area) 13.3 (service and seating areas open to customers) 20 (separate bar area)	10
Hotel	1 space/rentable room		Prohibited Land Use	1 space/unit 0.5 space/unit (after first 30 guest rooms) 0.33 space/unit (rooms beyond 60)
Theaters	1 space/4 seats		1 space/4 seats or 12.5 per 1000sf of assembly area, whichever is greater	n/a
Medical office / lab	5	4 (land use permitted only above ground floor)	4 (≥1000sf of total FA of building) 3.3 (<1000sf of total FA of building)	5
School	1 space/classroom	n/a	n/a	1 space/classroom
Private Training Center =< 2,000 sf	5	4 *Requires CUP	12.5 (per 1000sf of assembly area) or 1 space/ each 4 fixed seats, whichever is greater *Requires CUP	20 or 1 space/ each 5 fixed seats
Exercise club	10	n/a	12.5 (per 1000sf of exercise space) 3.3 (per 1000sf of locker room, sauna, or shower area) *Requires CUP	10
Manufacturing	2	Restricted land use	2.5	2
Warehouse	0.67	Restricted land use	1	2

⁷⁴ City of Beverly Hills, Minimum Parking Standards Rev 0308.

In-Lieu Parking Study | Final Report
City of Beverly Hills

Sources: City of Beverly Hills Municipal Code §10-3-2730; City of Los Angeles Zoning Code §12.21A.4, City of Santa Monica Municipal Code §9.04.10.08.040, City of Palo Alto Municipal Code §18.52 and §18.18.050.

As shown in Figure 36, minimum parking requirements for retail, restaurant, and office uses in Beverly Hills are similar to that of other cities with comparable corridors. Key differences are outlined below.

Restaurant Rates for Robertson Boulevard (LA) and Main Street (Santa Monica)

Restaurant uses are an important tool for encouraging more street-level pedestrian activity and complementing retail uses within a corridor.

Robertson Boulevard in Los Angeles has lower parking requirements for key land uses such as restaurants with dining and bar area larger than 1,000 square feet in size. The minimum parking requirement for this land use is 10 spaces per 1,000 square feet in Los Angeles compared to 22 spaces per 1,000 square feet in Beverly Hills. Similarly, Santa Monica’s minimum parking requirement for restaurant uses is 13.3 spaces per 1,000 square feet for service and seating areas open to customers, 20 spaces per 1,000 square feet for separate bar areas, in addition to 3.3 spaces per square foot of support area.

Robertson Boulevard in Los Angeles has lower parking requirements for key land uses such as restaurants.

These requirements provide a clear financial incentive for new or expanded restaurant uses along Robertson Boulevard, Los Angeles—especially when parking spaces are provided above or below grade (see Chapter 5 on parking construction and land costs).

If restaurateurs or restaurant developers do choose to locate in Beverly Hills, the City’s parking requirements provide a strong financial incentive to keep dining and bar areas below 1,000 square feet. Yet, with the high cost of land in Beverly Hills, it is difficult to make new construction profitable unless the cost is spread over a larger-sized development. For this reason, prospective developers are in a predicament of either paying excessive costs to build the required parking for projects that are large enough to pencil out, or receiving inadequate expected returns and dealing with difficult geometries for developments that fall below 1,000 square feet.

The Blended Rate on University Avenue in Palo Alto

Downtown Palo Alto’s special parking assessment district adopts a “blended” parking requirement that is shared over all uses so it is difficult to compare to Robertson’s parcel-by-parcel rate. Palo Alto’s blended parking rate provides an incentive for more mixed use and pedestrian-oriented development, and eliminates administrative and cost barriers associated with changes in land uses within the corridor. In addition, Palo Alto allows for minimum parking requirements to be met through the provision of on-site parking or off-site parking within a reasonable distance from a site.

Within Palo Alto’s University Avenue corridor, all nonresidential developments may also meet parking requirements through the payment of in-lieu fees. The City of Palo Alto allows for the payment of in-lieu fees if:

- Construction of on-site parking would necessitate destruction or substantial demolition of a designated historic structure;

- The site is less than ten thousand square feet and it would not be physically feasible to provide on-site parking;
- The site is greater than ten thousand square feet, but of such an unusual configuration that it would not be physically feasible to provide required spaces on-site;
- The site is located in an area where city policy precludes curb cuts or otherwise prevents use of the site for on-site parking;
- The site has other physical constraints, such as a high groundwater table, which preclude provision of on-site parking without extraordinary expense.⁷⁵

Palo Alto's blended parking rate provides an incentive for more mixed use and pedestrian-oriented development, and eliminates administrative and cost barriers associated with changing land uses.

For each 250 square feet of gross floor area in a development, in-lieu payments in Palo Alto require an initial fee equal to the sum of construction costs, land acquisition, and administrative costs which can be attributed to the provision of one new parking space. The current fee as calculated by the City is \$60,750 per space.⁷⁶

Feasible FAR is Determined by Parking Requirements

While the current parking requirement along Robertson Boulevard is roughly similar to comparable corridors, the City of Beverly Hills could consider adopting a blended rate for minimum parking, lowering the parking requirement, or even eliminating off-street parking requirements in order to attract new investment and development along the corridor.

The City's current minimum parking requirements artificially increase the cost of urban development and discourage turnover of land uses.⁷⁷ In addition to project time and administrative costs, the provision of surface, above grade, and below grade off-street parking facilities comes at a high opportunity and fiscal cost to developers. Surface lots and above grade structures fragment walkable and vibrant retail corridors at the expense of more productive uses that could generate higher levels of employment and tax revenue. Excavating sites for underground parking is an even more expensive, lengthy, and environmentally insensitive process that can bleed new projects of capital before they are even off the ground.

Equally damaging to developers is using a building's floor area as the determinate for setting minimum parking requirements. In many cases project size is driven by minimum parking requirements, not by bulk or setback requirements. Due to lofty and overly complex minimum

⁷⁵ City of Palo Alto, Zoning Ordinance Update – Information on Parking, April 9, 2003.

⁷⁶ This value is from the City of Palo Alto Development Impact Fees, 02/21/2013 <http://www.cityofpaloalto.org/civicax/filebank/documents/27226>. The City of Palo Alto Municipal Code §16.57.030 quotes a figure of \$30,250 per 250 square feet of gross floor area.

⁷⁷ Donald Shoup and Michael Manville. "People, Parking, and Cities." ACCESS 25. 2004, pp. 4-6

In-Lieu Parking Study | Final Report
City of Beverly Hills

parking requirements, floor space and differentiation of uses is often constrained by the number of parking spaces that a developer can afford.⁷⁸

Take for example a new 1,500 square foot ground floor restaurant with 1,000 square feet of dining and bar to be built in a three-story commercial building with an allowable FAR of 2. In meeting Beverly Hills' minimum parking requirement for a small restaurant and commercial uses (2.9 spaces/1,000 square feet of dining and bar area), and given the average area of an above grade off-street parking space (480 square feet per space), the developer would need to dedicate 5,760 square feet for parking. Taken over three floors, this requirement results in a ground floor built area of 10,260 square feet. Assuming a square lot,⁷⁹ and accounting for a 6-foot rear setback adjacent to residential uses and 10-foot front setback along Robertson Boulevard, this translates to a total lot size of 4,356 square feet, which reduces the feasible FAR of the site to 1.03 (4,500 divided by 4,356) and results in 44% of the lot being used for parking.

A similar calculation for a two-story building with surface parking yields a feasible FAR of 0.67 (3,000 divided by 4,455) and 58% of the lot being used for parking.

If the developer wished to double the size of the development, a higher parking rate would apply to the restaurant uses. As a result of this parking requirement, the feasible FAR would drop to 0.61, with 67% of the lot being used for parking. In all three cases, the City's minimum parking requirement means that the dominant use of land on the sites is parking and not the "land use" itself. These calculations are shown below.

Figure 59: Feasible FAR Calculation under Robertson's Zoning Standards

Development	3 -story restaurant + commercial with above grade parking	2-story restaurant + commercial with surface parking	3 -story restaurant + commercial with above grade parking
Land use	1,500 sf ground flr restaurant (1,000 sf bar & dining) 3,000 sf upper flr commercial	1,500 sf ground flr restaurant (1,000 sf bar & dining) 3,000 sf upper flr commercial	1,500 sf ground flr restaurant (1,000 sf bar & dining) 3,000 sf upper flr commercial
Parking requirement	2.9 spaces / 1000 sf	2.9 spaces / 1000 sf	2.9 spaces / 1000 sf coml. 22.2 spaces / 1000 sf dining
Parking spaces	12 spaces	8 spaces	62 spaces
Area / space	480 sf/space	321 sf/space	480 sf/space
Parking area	5,760 sf	2,568 sf	29,760 sf
Use + parking	10,260 sf	5,568 sf	38,760 sf
Setback required	10' front + 6' rear	10' front (rear parking)	10' front + 6' rear
Built footprint	4,356 sf	1,500 sf	12,920 sf
Built + setback side	58'	39'	114'

⁷⁸ Donald Shoup. *The High Cost of Free Parking*. American Planning Association, 2011, pp. 133-134

⁷⁹ The impact of the rear setback requirement would be lower for rectangular lots with a narrow street frontage, and greater for rectangular lots with a relatively wide street frontage. Since there are both narrow and wide street frontages in the potential expansion areas, a square built footprint was chosen to provide an average representation.

In-Lieu Parking Study | Final Report
City of Beverly Hills

Depth of lot	74'	49'	130'
Lot size	4,356 sf	4,455 sf	14,739 sf
Maximum FAR	2	2	2
Feasible FAR	1.03	0.67	0.61
Land used for land use	34%	34%	20%
Land used for parking	44%	58%	67%

Basis of Minimum Parking Requirements

Minimum parking requirements have a profound effect on the built environment, yet even for most urban planners the basis from which they are formulated remains unclear. Because few cities have the staff or financial resources to conduct comprehensive parking studies, they depend on minimums already produced by other cities and *Parking Generation* handbooks produced by the Institute of Transportation Engineers (ITE).⁸⁰ The purpose of the ITE’s handbooks is to set “parking generation rates,” defined as the peak parking occupancy for a specific land use, such as a restaurant or supermarket.

While such studies are well intended, the utilization of parking generation rates is problematic for numerous reasons. The vast majority of data used for these studies is collected at suburban sites, which often boast ample free parking and limited or no transit access, artificially inflating parking demand when applied to more transit-accessible, urban locations.

The vast majority of data used for [parking generation] studies is collected at suburban sites

Secondly, rates are further skewed by focusing on peak demand. Many land uses, such as banks, only utilize their parking capacity during the workday while other large facilities, such as theaters, may only achieve peak parking demand during weekend evenings.^{81,82} Under the City’s parking requirements, mixed use environments such as Robertson Boulevard are treated in an additive manner, which means that intrinsic efficiencies associated with sharing parking resources are not rewarded.⁸³ The City does, however, provide a partial discount where there is a day-and-night difference in uses associated with shared parking. In this case, up to 50% of the parking facilities associated with primarily daytime uses, may be used to satisfy the parking requirements for primarily nighttime uses.⁸⁴

The revitalization of the Horace Mann campus provides the perfect opportunity to adopt a shared parking scheme along the corridor, allowing for local businesses to utilize the school’s new parking capacity during evening and weekend periods when local parking demand is at its peak

⁸⁰ Donald Shoup. *The High Cost of Free Parking*. American Planning Association, 2011, pp. 31-32

⁸¹ Donald Shoup. *The High Cost of Free Parking*. American Planning Association, 2011, pp. 31-32

⁸² Donald Shoup. "The Trouble with Minimum Parking Requirements." *Transportation Research Part A: Policy and Practice* 33.7-8, 1999, pp. 550-555

⁸³ City of Beverly Hills, Municipal Code §10-3-2730D.

⁸⁴ City of Beverly Hills, Municipal Code §10-3-2730F .

and the school is not in session. A successful example of shared parking with a public school facility is the Washington Elementary School in San Diego's Little Italy district, which is discussed further in Chapter 7. Under the shared parking arrangement, the school district rents out the school's parking facility under the Civic Center Act (California Education Code § 38130-38139). According to the Civic Center Act, school districts may rent out school facilities through a joint use agreement, long term use agreement or civic center use permit for public or non-profit (501C) uses when school is not in session. The rental fee of opening the school to access its parking facility includes the cost of paying for a custodian to remain on site while the facility is being used. Rental income that is generated from shared use arrangements is credited to the school as a source of discretionary income.⁸⁵

Parking Pricing

Under the City's Municipal Code, there is no requirement for pricing of parking, and in some cases, the municipal codes specifies that parking must be free (see §10-3-2730.3C on auctions and §10-3-2730B on free validated valet parking for medical office buildings). The rationale for these regulations is the desire to prevent medical office users or auction attendees from parking in residential areas. The provision of parking, however, is never free. Therefore this requirement imposes a significant cost on developers and businesses without giving them the option of passing on appropriate price signals to those who reach their facilities by different modes of transportation.

USE REQUIREMENTS

Within C-3 zones, including much of the Robertson Boulevard Expansion Area, various uses are permitted. Permitted uses include cafes, retail or wholesale shops, stores, parking garages, offices (excluding medical uses), exercise clubs, cinemas or theaters, studios, photography galleries, and various other uses.⁸⁶ These uses as well as other allowed building purposes and conditionally permitted uses are listed in Appendix C along with use requirements for the other comparable corridors.

The City's use requirements are rather specific and repetitive, which reduces the readability of the Municipal Code, but would not likely affect the level of commercial regeneration within the Robertson Boulevard Corridor. The City requires conditional use permits for quite a number of uses, which would increase the time and costs associated with planning, discretionary reviews, and staff level hearings for these types of developments. However, none of the land uses which require conditional use permits, with the possible exception of hotels, are desirable uses for the redevelopment area. Therefore it is unlikely that these requirements are hindering they type of development that is desired along this corridor.

In reorganizing the code, the City could simplify language on allowed uses and reduce the complexity of the permitting process for new businesses. The Municipal Code which regulates Downtown Palo Alto provides an example of more simple but effective language. Palo Alto states the intention of Commercial Ground Floor Combining Districts as: "to modify the uses allowed in the City's commercial downtown district to allow only retail, eating and drinking and other service-orientated commercial development uses on the ground floor of developments"; the Code

⁸⁵ Telephone communication with Debora Beaver, Real Estate Specialist, San Diego Unified School District (SDUSD), April 25, 2014.

⁸⁶ City of Beverly Hills, Municipal Code §10-3-1601 Uses Permitted in C-3 Zones.

also provides a very short but comprehensive list of permitted uses.⁸⁷ This demands that only uses which generate significant pedestrian activity dominate the streetscape, to create an appealing retail and dining experience. Likewise, the Municipal Code of the City of Santa Monica defines the purpose of the Main Street Commercial District to accommodate a variety of uses “which provide daily necessities, places of employment, and leisure time opportunities for those living in the surrounding community.”⁸⁸

Considering that the Robertson Boulevard Expansion Area is flanked by relatively dense commercial districts, the City could consider pursuing developments which will provide more benefit and amenity to local stakeholders, while incubating businesses that later populate the more high-end retail areas within the city. This approach could generate foot traffic, and ensure that activity is sustained for longer and more frequent periods of the day.⁸⁹ One element of the Municipal Code use requirements that could be reconsidered is the approach to incubator uses. The Municipal Code makes it illegal to establish or conduct business in any vacant lot, or to conduct business activity outside of a permanent building that is fully enclosed by walls and a roof.⁹⁰ It also does not allow for any sort of housing, including mixed-use work-home lofts. In some cities, a more lenient approach toward vacant buildings and parcels has allowed incubator businesses to fuel the regeneration of regular commercial spaces within the city. Examples include the Brazil Café in Berkeley, which started as a café-food truck enterprise in a vacant lot on University Avenue. The café generated pedestrian life in that part of the city before moving into a brick-and-mortar commercial space nearby. In Silicon Valley, many tech start-ups have also been incubated in unconventional, low-cost spaces before moving into more regular accommodations. These types of incubator activities add street life and a new consumer base of local businesses, while allowing for space at street level to remain open for retail and similar uses.

Another section within the Code which could be reconsidered is the restrictions on live musical accompaniment, which precludes any dancing, singing, or spoken word performances by performers, patrons or any other persons.⁹¹ Based on this regulation, live acoustic music that involves the human voice is not permitted within eating establishments in the Robertson Boulevard area, thereby limiting the range of experiences that are available within the corridor. On the basis of this regulation, highly successful restaurants such as Demetra Café in Carmel, California, and Max’s Opera Café Restaurant in San Francisco would be illegal on Robertson Boulevard.

In general, the use requirements of the Municipal Code are comparable to other cities, but could be reconsidered in order to increase simplicity and allow for incubator and pedestrian-oriented uses that contribute to the regeneration of the corridor.

⁸⁷ City of Palo Alto, Municipal Code §18.30(C).010.

⁸⁸ City of Santa Monica, Municipal Code §9.04.08.28.010.

⁸⁹ Jane Jacobs. *The Death and Life of Great American Cities*. Modern Library Edition, 1993 (first published 1961), pp. 216, 255.

⁹⁰ City of Beverly Hills, Municipal Code §10-3-2702 Businesses on Vacant Lots and §10-3-2703 Businesses Outside of Permanent Buildings.

⁹¹ City of Beverly Hills, Municipal Code §10-3-2703

FORM-BASED REQUIREMENTS

The City's General Plan does not provide form-based requirements for the Robertson Boulevard corridor. It does provide basic form-based requirements for other designated pedestrian-oriented areas within the city. These requirements include:

“... that buildings in business districts be oriented to, and actively engage the street through design features such as build-to lines, articulated and modulated façades, ground floor transparency such as large windows, and the limitation of parking entries directly on the street. Parking ingress and egress should be accessed from alleys where feasible.”

In order to generate redevelopment and activity along Robertson Boulevard, the City of Beverly Hills could consider designating Robertson Boulevard as a pedestrian-oriented area and implement form-based requirements that contribute to the sense of place along this corridor. In Santa Monica, the comparable approach to form-based requirements stipulates maximum building square footages (7,500 sf) and maximum linear frontages (75 feet) along Main Street.⁹² This approach produces land uses with the unique character of boutique retail and mom-and-pop outlets.

Another element that contributes to the sense of place along the corridor is the street right-of-way, which is considerably wider than that of Robertson Boulevard in Los Angeles. To create a more intimate and attractive street environment, the City could consider traffic calming techniques such as narrowing of lanes, and corner bulb-outs. These elements would create a safer and more appealing environment for cyclists and pedestrians.

EVALUATION

Based upon this analysis, it is not conclusive that zoning standards are restricting regeneration and redevelopment along the Robertson Boulevard corridor substantially more than similar standards do in comparable corridors. In comparison to other California cities, which have achieved success attracting desirable commercial activity along similar corridors, the City of Beverly Hills tends to be no more restrictive in categories such as height limits, floor area ratio, minimum parking requirements, and permitted uses.

In regard to permitted land uses, the City accommodates a variety of uses, despite laborious language in the zoning code and the requirement of conditional use permits for uses which can be deemed undesirable for this particular corridor. The City could improve the clarity and conciseness of language in the zoning code with respect to the intended purpose of the Robertson Boulevard commercial district. Similar to University Avenue, Palo Alto, and Main Street, Santa Monica, the City might consider defining the district to promote ground floor pedestrian-oriented park-ounce activity. It could also provide a more concise list of permitted uses and more lenient requirements with respect to incubator spaces and musical accompaniment.

The one requirement that differs significantly from comparable corridors is the special 10-foot setback requirements along Robertson Boulevard. Setback requirements do not apply to any of the comparable corridors and do not match the land uses that already exist along the Robertson Boulevard corridor.

⁹² City of Santa Monica Municipal Code §9.04.08.28

In-Lieu Parking Study | Final Report
City of Beverly Hills

These setback requirements along with the City's prevailing parking requirements impose a significant challenge on new potential developments. In the absence of an in-lieu option, the City's setback requirements and parking code forces developers to dedicate most of the land area for new construction to required parking and setbacks. For commercial developments, parking alone would constitute 40 – 60% of the site area. Parking and setback requirements prevent developers from being able to achieve the maximum Floor-Area Ratio (FAR) established by City's zoning code, but site geometry and feasible FAR is instead set by the parking and setback standards.

Given Beverly Hills' high land values, it may be difficult to make a profit on smaller redevelopment projects therefore developers may normally wish to consider spreading their costs over larger projects. In Beverly Hills, however, higher parking standards apply to larger restaurant uses so an even greater proportion of the site must be dedicated to parking (two-thirds of the lot for a typical 3-story restaurant/commercial development). Not only would this impose costs on development, it would also have a significant negative impact on the quality of the streetscape along Robertson Boulevard and the rear transition to residential areas.

While the City's parking code has a profound effect on the shape and viability of potential redevelopment along Robertson Boulevard, the basis of these standards is unclear. In all likelihood, the City's parking rates are inherited from Institute of Transportation Engineers (ITE) *Parking Generation* publications, which are problematic and are based on parking rates at suburban sites.

In borrowing from the successes of other cities, the City could consider implementing parking policies similar to the "blended" requirements of Palo Alto as well as the in-lieu fee program that is implemented in the Business Triangle. Finally, the City could seek innovative ways to meet parking capacity needs for local businesses, such as a shared parking scheme between a non-profit organization of business owners and the Horace Mann School.

9 RECOMMENDATIONS ON PARKING NEEDS AND RESOURCES

Based on this analysis of the in-lieu program and its potential expansion to other commercial corridors, a number of policy approaches and parking-related strategies are recommended. These recommendations aim to address parking needs and maximize parking resources in the expansion areas.

1. COLLECT AND USE PARKING DATA

Regular data collection regarding occupancy rates for on-street parking, off-street public parking, and off-street private parking would be beneficial. This data should aim to provide a more complete **inventory of private parking supplies**, as well as more accurate data on **parking utilization** across different types of parking. Parking occupancy data should be collected both during the week and on the weekend in order to provide insight on temporal shifts in parking demand.

Occasional **parking duration surveys** are also recommended to gain a better grasp on parking practices. Duration surveys should employ license plate recognition technology and should make note of whether parked vehicles are displaying a DP/DV placard or plate. This information would improve the calibration of parking occupancy based on parking revenues. It would also help to understand the nature and scale of different parking practices such as reparking within the Business Triangle.

Parking data should be used to **inform parking policy**. For example, the City may consider shifting away from minimum parking requirements that were established in the 1960s, and toward parking requirements that are based on actual demand for parking.

2. CREATE PARKING PARTNERSHIPS

Current data indicates close to optimal levels of parking supply in the Business Triangle and Beverly Drive, despite less than market rate pricing. If additional parking capacity is sought, the City could address parking demand through pricing, TDM and transportation alternatives, and/or increase parking capacity through new supply and more efficient use.

It is always better to make more efficient use of existing parking resources before building new parking structures. Therefore we recommend that the City develops **public private partnerships** to facilitate shared parking within the Business Triangle and along the city's commercial corridors. Shared parking arrangements save the City money while generating income for private parking owners, allowing for more productive land uses, and preserving the high quality of Beverly Hills' streetscapes.

Along Robertson Boulevard, shared parking facilities could include public private partnerships with private property owners, in addition to “**Civic Center**” use of parking at Horace Mann School when school is not in session, and **cooperative parking arrangements** with property owners or agencies in the City of Los Angeles (on the east side of the street).

3. REDUCE MINIMUM PARKING REQUIREMENTS

Beverly Hills’ minimum parking requirements are comparable to peer cities but not in line with industry best practice, which is moving toward lower minimum parking requirements.

At current levels, Beverly Hills’ minimum parking requirements reduce the feasible FAR of development to 1.19 along most commercial corridors and 1.03 along Robertson Boulevard (where there is a special front setback requirement).⁹³ This means that unless developers are willing to build underground parking at a cost of \$86,000 per space, they are not able to build to the level that is outlined in the General Plan and Municipal Code. As a result, the minimum parking requirements affect the feasibility of potential development within the city.

To address these concerns, the city could adopt **lower minimum parking requirements**, implement a **blended parking rate** (which would reduce administrative burdens associated within changing land uses), or **eliminate the minimum parking requirement** and allow the market to determine the amount of new parking that is provided. All three of these strategies would have benefits on the feasibility of development and the likely attractiveness of streetscapes within the city.

At a minimum, the City could make it easier for developers to meet minimum parking requirements by allowing requirements to be met through more efficient parking arrangements such as **automated or stacked parking** arrangements. Under certain conditions, the City may also provide credit for tandem parking in residential uses, and valet parking associated with restaurant uses.

4. RETAIN AND EXPAND THE IN-LIEU PARKING PROGRAM

The in-lieu parking program has been successful in attracting development to the Business Triangle on a consistent basis (other than during the years of recession). This program participation has allowed for redevelopment of pedestrian-oriented businesses and generation of retail customers in the area.

Given the success of the program, and the difficulty of meeting minimum parking requirements, it is recommended that the in-lieu program be **extended to the potential expansion areas** within the city. The Robertson Boulevard corridor would particularly benefit from the expanded program since the feasible FAR is lowest along this corridor and many properties are ripe for redevelopment.

In order to provide an attractive program for businesses, it is recommended that the City continue and extend the **lease option** that is available for restaurant expansion projects under the in-lieu program.

⁹³ City of Beverly Hills Municipal Code §10-3-2755 Robertson Boulevard and Third Street Setbacks.

5. ALLOW MORE FLEXIBLE USE OF IN-LIEU REVENUES

The current in-lieu parking program requires that all revenues be used for the purposes of acquiring, constructing, operating and maintaining new parking facilities. Based on the large amount of available capacity within private parking facilities, we recommend that in-lieu revenues used for more flexible purposes including rental and other costs associated with **shared parking arrangements**.

Additionally, we recommend that the City allows in-lieu revenues to be used for a **range of strategies** that increase the retail attractiveness of commercial areas and reduce trip generation or parking generation to the area. Potential uses could include streetscape improvements, shared parking arrangements, travel demand management (TDM) strategies, parking signage and real time wayfinding aids, shuttle services, and transit enhancements.

It is recommended that these funds be available for use **across all in-lieu areas** so that in-lieu revenues that are generated within the Business Triangle can be applied to related projects in any of the expansion areas.

In conjunction with this strategy, the City may also wish to consider implementation of a hybrid model that combines elements of a parking improvement district with the in-lieu program. This strategy could potentially allow in-lieu funds to be combined with parking meter and parking garage revenues in order to provide effective range of area improvements that may be selected by local stakeholders.

5. IMPROVE PARKING WAYFINDING AIDS

In areas where parking demand is uneven, wayfinding aids can greatly assist in helping people to locate available parking and distribute parking demand more evenly. Wayfinding aids include real time counts of available spaces that are displayed on the street and made publicly available via online tools. It may also include signage and directions to different parking facilities.

Given that parking is most constrained in the South Beverly Drive corridor, wayfinding aids could be implemented in this location first. Wayfinding may also help to alleviate perceptions of parking shortages in the Business Triangle by directing visitors to underutilized facilities.

6. ADJUST THE PARKING PRICING STRUCTURE

Finally, the City could consider adjusting parking pricing structures to better distribute parking and to encourage more retail activity via a Park-Once-and-Walk approach. Key strategies to reconsider include adjustment of on-street meter rates to encourage better distribution of parking across the Business Triangle, as well as elimination of 1 and 2 hour free parking to discourage reparking patterns.

In-Lieu Parking Study | Final Report
City of Beverly Hills

APPENDIX A: COMPETITIVE CITY PARKING REQUIREMENTS

CULVER CITY

Land Use	Required Parking
Accessory food service	Same as primary use.
Accessory retail use	Same as primary use.
Animal boarding and kennels	1 space per 350 square feet of indoor use area
Auto and vehicle sales	3 spaces if for full service station, 1 space if for self service station, plus 1 space for each 100 sf of retail, and requirements for automobile repair where applicable
Banks and financial services	1 space per 250 square feet.
Bars and nightclubs	1 space per 100 square feet, plus 1 space for every 30 square feet of dance floor.
Convenience stores	1 space per 225 square feet, with a minimum of 8 spaces.
Child or adult day care centers	1 space per 300 square feet of floor area.
Large family day care home	1 space per employee, in addition to required residential spaces.
Small family day care home	As required for the single-family dwelling (see parking requirement for residential uses).
Food retail	1 space per 350 square feet.
Hotels and motels	1 space for each guest room; plus 1 space for each 20 guest rooms; plus retail, restaurant and conference uses calculated at 1 space per 100 square feet.
Hospitals	1 space for each 1.5 patient beds, plus required spaces for accessory uses as determined by the Director.
Medical/dental offices, clinics and labs	1 space per 350 square feet.
Offices, administrative, corporate, professional	1 space per 350 square feet.
Plant nurseries	1 space per 350 square feet of indoor use area; plus 1 space for 1,000 square feet of outdoor use area.
Restaurants	
General (Table Service) 1,500	1 space per 350 square feet. With a minimum of 3 spaces

In-Lieu Parking Study | Final Report
City of Beverly Hills

Land Use	Required Parking
square fee or less	
General (Table Service) Greater than 1,500 square feet	1 space per 100 square feet.
Takeout (counter service), with customer tables	1 space per 75 square feet, with a minimum of 8 spaces.
Takeout (counter service 750 square feet or less), no tables	1 space per 250 square feet, with a minimum of 3 spaces.
Located in shopping centers:	
Less than 25% of floor area of center for all restaurants	Parking requirement covered under the general requirement for shopping center.
25% or greater of floor area of center for all restaurants	Portion of restaurant(s) exceeding 25% of shopping center's floor area shall use the same parking requirement for general restaurants above.
Outdoor dining	No parking required for first 250 square feet of outdoor dining area. Any outdoor dining area exceeding 250 square feet shall be included as restaurant floor area in determining the parking area.
Retail and service uses, general	1 space per 350 square feet.
Shopping centers general (2) (3)	
Less than 5 acres in net parcel area	1 space per 250 square feet (also see restaurant requirements).
Storage, personal storage facilities	1 space per 50 storage units or 5,000 square feet of storage area, whichever is greater. Plus 2 additional spaces for the manager's office, with a minimum of 5 spaces per facility.
Vehicle services	
Car wash self service	2 spaces for each washing stall.
Car wash – full service	10 spaces; plus 10 space queuing area for drying of vehicles; plus queuing area for 3 vehicles ahead of each wash lane.
Car wash – automated, accessory to fueling station	4 spaces; plus queuing area for 3 vehicles ahead of the wash lane (in addition to the parking required for fueling station).
Fueling stations	1 space per 225 square feet (includes convenience store), with a minimum of 3 spaces. For parking required above the minimum of 3, half of the parking provided at pump islands may be credited towards meeting parking requirements.
Maintenance, repair, installation, and detailing	3 spaces per service bay (work station), plus 1 space for each 350 square feet of additional retail sales and service.

Notes:

- (1) Parking for certain uses within the CD Zone are subject to the requirements of Subsection 17.220.035.C.
- (2) Parking requirements for bars, nightclubs, health/fitness facilities and theaters shall be calculated separately in all cases.
- (3) A multitenant regional shopping center with a floor area of 600,000 square feet or more, with 1 or more traditional department stores, excluding those common areas as described in Subsection 17.320.020.C. of this Chapter, may provide a parking ratio as recommended in a parking demand study approved by the City; provided, that the parking demand study: (i) is prepared, at the sole cost and expense of the applicant, by an independent traffic

In-Lieu Parking Study | Final Report
City of Beverly Hills

Land Use	Required Parking
----------	------------------

engineer licensed by the State of California, who is reasonably approved by the Director prior to the commencement of that study; and (ii) presents reasonable justification for modification to the parking ratio(s) otherwise required under Table 33 (Parking Requirements by Land Use) of this Chapter. If, as reasonably determined by the Director, the parking demand study supports requiring a parking ratio greater than that otherwise required in this Title, then the higher parking ratio shall apply.

Sources: Culver City; BAE, 2014.

SANTA MONICA

Land Use	Required Parking
Automobile rental agency	1 space per 500 sf of FA plus 1 space per 1,000 sf of outdoor rental storage area. (1)
Automobile repair	1 space per 500 sf of non-service bay FA plus 2 spaces per service bay. (1)
Automobile service station with or without mini-mart	3 spaces if for full service station, 1 space if for self service station, plus 1 space for each 100 sf of retail, and requirements for automobile repair where applicable
Automobile sales	1 space per 400 sf of floor area for showroom and office, plus 1 space per 2,000 sf of exterior display area and requirements for automobile repair where applicable, plus 1 space per 300 sf for the parts department.
Auto washing (self-service or coin operated)	2 spaces for each washing stall, not including the stall.
General office	1 space per 300 sf of FA.
Hotels, motels	1 space per guest room plus 1 space for each 200 sf used for meetings and banquets. Other uses such as bars and restaurants which are open to the general public shall provide parking as required by this Section.
Lumber yards, plant nurseries	1 space per 300 sf of FA for interior retail plus 1 space per 1,000 sf of outdoor area devoted to display and storage.
Market of less than 5,000 square feet, liquor store	1 space per 225 sf
Markets 2,500 square feet or less in the BSCD, C3 and C3C Districts	1 space per 300 sf
Markets with floor area greater than 5,000 square feet	1 space per 250 sf
Restaurant:	
Restaurants 2,500 square feet or less with no separate bar area located in the BSCD, C3 and C3C Districts	1 space per 300 sf
Restaurant	1 space per 300 sf of support area, 1 space per 75 sf of service and seating area open to customers, and 1 space per 50 sf of separate bar area.
Fast food, take-out, drive-in, drive-through restaurants	1 space per 75 sf of FA. Minimum of 5 spaces must be provided.
Bars and nightclubs (dance halls, discos, etc.)	1 space per 50 sq. ft of FA. Portions of restaurants that include bars shall be calculated using this standard.

In-Lieu Parking Study | Final Report
City of Beverly Hills

Retail:	
Retail, general and service	1 space per 300 sf of FA.
Retail, furniture and large appliance	1 space per 500 sf of FA.

Notes:

(1) No required off-street parking space shall be used for sale, rental or repair of autos.

Sources: City of Santa Monica; BAE, 2014.

WEST HOLLYWOOD

Land Use	Required Parking
Adult retail businesses	3.5 spaces per 1,000 sf
Adult day care facilities	1 space for each 7 clients for which the facility is licensed plus adequate drop-off area as approved by the Director.
Art galleries	2 spaces per 1,000 sf
Artisan/craft product manufacturing	2 spaces per 1,000 sf
Artisan shops	3.5 spaces per 1,000 sf
Auto and vehicle maintenance and repair	4.5 spaces for each service bay, plus adequate queuing lanes for each bay.
Auto and vehicle sales/rental, auto parts sales	2.5 spaces per 1,000 sf; plus 3 spaces per 1,000 sf of parts department.
Automated teller machines (ATMs), exterior; not associated with an on-site financial institution.	4 spaces for one or two machines plus 2 spaces for each additional machine over 2; no parking requirement within 1,000 feet of the intersection of San Vicente Boulevard and Santa Monica Boulevard.
Banks and financial services (see also ATM, above). 1,200 sf or less, tenant space existing prior to May 2, 20012 (2)	3.5 spaces per 1,000 sf
All others	5 spaces per 1,000 sf
Exterior ATM machines	1 space for each exterior ATM.
Bed and breakfast (B&Bs) and urban inns	In historic buildings: 0.5 spaces per guest unit
Bed and breakfast (B&Bs) and urban inns	In non-historic buildings: 1 space per guest unit
Bed and breakfast (B&Bs) and urban inns	All projects: Plus owner/operator parking as required for multi-family residential projects.
Broadcasting studios	3.5 spaces per 1,000 sf, for the first 25,000 sf, and 3 spaces for each 1,000 sf thereafter.
Building material stores	1.6 spaces per 1,000 sf
Business support services	3.5 spaces per 1,000 sf
Cardrooms	9 spaces per 1,000 sf
Child day care centers	1 space for each 10 children that the facility is licensed to accommodate, plus adequate drop-off area as approved by the Director.

In-Lieu Parking Study | Final Report
City of Beverly Hills

Land Use	Required Parking
Clubs, lodges, and meeting halls	1 space for each 2.5 fixed seats, or 28 spaces per 1,000 sf of assembly or viewing area where there are no fixed seats. (3)
Community centers	1 space for each 5 seats, or 14 spaces per 1,000 sf of assembly areas where there are no fixed seats. (3)
Convention centers	1 space for each 2.5 fixed seats, or 28 spaces per 1,000 sf of assembly or viewing area where there are no fixed seats. (3)
General retail stores (see also the parking requirements for shopping centers)	3.5 spaces per 1,000 sf
Grocery stores	3.5 spaces per 1,000 sf
Health/fitness facilities	10 spaces per 1,000 sf
Health/fitness facilities, personal training	4 spaces per 1,000 sf
Hotels	1 space for each guest room; plus retail, restaurant, and conference uses calculated at 50% of the requirements of this table, and all other uses at 100% of the requirements of this table.
Indoor amusement/entertainment facilities	Determined by Conditional Use Permit.
Kiosks	No parking required. Outdoor dining related to kiosk must meet requirements of this table.
Laundries and dry cleaning plants	2 spaces per 1,000 sf, including incidental office area comprising less than 20% of the total floor area. Parking requirements for additional office area shall be calculated separately as required by this table for offices.
Laundromats	1 space for each 3 washing machines.
Libraries and museums	3.5 spaces per 1,000 sf
Live/work units	3.5 spaces per 1,000 sf
Media production	3.5 spaces per 1,000 sf for the first 25,000 sf, plus 3 spaces for each additional 1,000 sf
Medical marijuana dispensaries	3.5 spaces per 1,000 sf
Medical services	
Clinics, offices, labs, and other outpatient facilities of 1,200 sf or less, tenant space existing prior to May 2, 20012	3.5 spaces per 1,000 sf
All others	5 spaces per 1,000 sf
Extended care	1 space for each 3 beds the facility is licensed to accommodate.
Hospitals	2 spaces for each patient bed the facility is licensed to accommodate, plus spaces for ancillary uses as required by the Review Authority.
Microbreweries in conjunction with on-site sales	9 spaces per 1,000 sf

In-Lieu Parking Study | Final Report
City of Beverly Hills

Land Use	Required Parking
Mortuaries and funeral homes	1 space for each 5 seats, or 14 spaces per 1,000 sf for areas without fixed seats.
Newsstands and flower stands	None required.
Night clubs and bars	15 spaces per 1,000 sf, plus 28 spaces per 1,000 sf for all dance floor areas.
Offices	3.5 spaces per 1,000 sf for the first 25,000 sf plus 3 spaces for each additional 1,000 sf
Outdoor commercial recreation	Spectator seat areas: 1 space for each 3 seats. (3) Sport courts: 2 spaces per court, plus 4 spaces per 1,000 sf of floor area other than courts. Ancillary uses: as required by this table for the specific use.
Palm readers, fortune tellers, psychics	3.5 spaces per 1,000 sf
Pawn shops	3.5 spaces per 1,000 sf
Personal services	
1,200 sf or less, tenant space existing prior to May 2, 20012. (2)	3.5 spaces per 1,000 sf
All others	5 spaces per 1,000 sf
Pet shops	3.5 spaces per 1,000 sf
Pharmacies	3.5 spaces per 1,000 sf
Plant nurseries and garden supply stores	3.5 spaces per 1,000 sf of indoor use area; 1.5 spaces per 1,000 sf of outdoor use area.
Printing and publishing	2 spaces per 1,000 sf, including incidental office area comprising less than 20% of the total floor area. Parking requirements for additional office area shall be calculated separately as required by this table for offices.
Public safety facilities	3 spaces per 1,000 sf
Recycling facilities	0 spaces; see Section 19.36.260(C)(5).
Religious facilities/places of worship	1 space per 5 fixed seats, 14 spaces per 1,000 sf for areas without fixed seats.
Research and development (R&D)	3.5 spaces per 1,000 sf
Restaurants	
1,200 sf or less, tenant space existing prior to May 2, 2001	3.5 spaces per 1,000 sf
All others	9 spaces per 1,000 sf
Outdoor dining	9 spaces per 1,000 sf if outdoor dining area is 251 sf or more; none required otherwise.
Service stations	1 space per pump island; plus 1 space per service bay.
Shopping centers (4)	5 spaces per 1,000 sf for new centers.

In-Lieu Parking Study | Final Report
City of Beverly Hills

Land Use	Required Parking
Smoking areas	No parking required for smoking areas that do not have food and/or alcoholic beverage service. Otherwise, 250 sf allowed without parking; 251 sf or more shall be provided parking at the ratio required for the underlying use.
Studios—Art, dance, music, photography	5 spaces per 1,000 sf for facilities with classes of up to 10 students at a time or facilities that cater exclusively to children under 17 years of age. 10 spaces per 1,000 sf for facilities with more than 10 students per class excluding classes only for children under 17 years of age.
Supper clubs	9 spaces per 1,000 sf
Theaters	
Live performance facilities	1 space per 2.5 fixed seats, or 28 spaces per 1,000 sf of assembly or viewing area without fixed seats. (3)
Cinemas—Single-screen	1 space per 3 seats, plus 6 additional spaces.
Cinemas—Multi-screen	1 space per 5 seats, plus 10 additional spaces.
Utility facilities	2 spaces per 1,000 sf
Veterinarians, animal hospitals, kennels, boarding	3.5 spaces per 1,000 sf
Warehousing, wholesaling and distribution, accessory	2 spaces per 1,000 sf, including incidental office area comprising less than 20% of the total floor area. Parking requirements for additional office area shall be calculated separately as required by this table for offices.
Wholesale design showrooms	1.6 spaces per 1,000 sf

Notes:

- (1) See Section 19.28.090.D.2 for parking space enclosure requirements.
- (2) Two or more tenant spaces that are each under 1,200 square feet may be reconfigured and continue to qualify as preexisting spaces
- (3) Where fixed seating is in benches or bleachers, a seat shall be construed to be 18 inches of continuous bench space for the purpose of calculating the number of required parking spaces.
- (4) Applies only when less than 50% of floor area in center is occupied by restaurants, medical offices, personal services, or medical facilities, provided that restaurants may comprise only 25% of the total shopping center area; otherwise parking shall be provided as required for each separate use, subject to any parking reduction granted in compliance with Section 19.28.060 (Reduction of Off Street Parking Requirements) or 19.28.070 (Shared Use of Parking Facilities). Parking requirements for bars, nightclubs, health clubs, theaters and cinemas shall be calculated separately in all cases.

Sources: City of West Hollywood; BAE, 2014.

APPENDIX B: PRESENT VALUE OF PARKING FEE CALCULATIONS

Parking Fee Comparison Calculator

City	Building Size (Sq.Ft.)	Parking Spaces (a)	Fee	Fee Term	Discount Rate	Number of Years	Present Value	Application Fee	Total Cost (PV)
Beverly Hills, Mid	1,000	2.9	\$26,861	Annual	2.7%	4	\$100,566	\$11,625.40	\$112,192
Beverly Hills, Low	1,000	2.9	\$20,203	Annual	2.7%	4	\$75,639	\$11,625.40	\$87,265
Beverly Hills, High	1,000	2.9	\$33,577	Annual	2.7%	4	\$125,709	\$11,625.40	\$137,334
West Hollywood	1,000	3.5	\$1,339	Annual	2.7%	10	\$11,597	\$650.00	\$12,247
Santa Monica	1,000	3.3	\$1,500	Annual	2.7%	10	\$12,993	\$0.00	\$12,993
Culver City	1,000	2.9	\$2,743	Annual	2.7%	10	\$23,759	\$0.00	\$23,759
Santa Monica, Post 2016	1,000	3.3	\$16,667	Annual	2.7%	4	\$62,399	\$0.00	\$62,399

Note:

(a) Based on the following parking requirements:

City	Sq.Ft. per Parking Space	In-Lieu Fee per Sq.Ft.	In-Lieu Fee per Space
Beverly Hills	350		\$37,605.80
West Hollywood	286		\$382.50 (b)
Santa Monica	300	\$1.50	
Culver City	350		\$960.00 (c)
Santa Monica, Post 2016	300		\$20,000.00

(b) Credit cost per space

(c) Based on lease rate of \$80 per month.

Source: BAE, 2014.

APPENDIX C: PERMITTED USES ON ROBERTSON AND COMPARABLE CORRIDORS

Zone	Robertson Blvd, Beverly Hills	University Ave, Palo Alto	Robertson Blvd, Los Angeles	Main St, Santa Monica
Zone	C-3	CDC (GF)(P)	C2	CM Main Street District
Permitted Uses	Café Carpenter shop Cinema or theater Conservatory Dancing academy Dressmaking or millinery store Exercise club Library Lunchroom Office (excluding medical uses) Paint, paperhanger, or decorating shop or store Parking garage Photography gallery Plumbing shop Private training center of no more than two thousand (2,000) square feet of floor area Roofing or plastering store or office Shop for the conducting of wholesale or retail business.	Eating and drinking Hotels Personal services Retail service Theaters Travel agencies Entrance, lobby or reception areas serving non-ground floor uses All other uses permitted in the underlying district, provided such uses are not on the ground floor	Any use permitted in a C1.5 Limited Commercial Zone or in a C1 Limited Commercial Zone Art or antique shop. Bird store or taxidermist, or a pet shop for the keeping or sale of domestic or wild animals, other than those wild animals specified in the definition of "Accessory Use" Carpenter, plumbing or sheet metal shop Catering shop Feed and fuel store Interior decorating or upholstering shop Sign painting shop Tire shop Restaurant, tea room or cafe (including entertainment other than dancing) or a ground floor restaurant with an outdoor eating area. An outdoor eating area for	Single uses occupying less than 7,500 square feet, conducted within an enclosed building, and with ground floor Main Street frontage not exceeding 75 linear feet: Appliance repair shops Art galleries Artist studios Banks and savings and loan institutions Barber and beauty shops Bed and breakfast facilities provided that any dining facility shall be limited to use by registered guests only (only two such facilities may be permitted in the district) Child day care centers Congregate housing Domestic violence shelters Florists and plant nurseries Furniture upholsterer's shops

In-Lieu Parking Study | Final Report
City of Beverly Hills

	Robertson Blvd, Beverly Hills	University Ave, Palo Alto	Robertson Blvd, Los Angeles	Main St, Santa Monica
	Store Studio Tailor Upholsterer Any similar use		ground floor restaurants may be located anywhere between the building and any required side or rear yard.	General offices General retail uses Homeless shelters with fewer than 45 beds Laundromats, dry cleaners Libraries Medical, dental and optometrist facilities above the first floor provided the use does not exceed a 3,000 square feet Multi-family dwelling units Print or publishing shops Restaurants with 49 seats or fewer Senior housing Senior group housing Shoe repair stores Sidewalk cafés not more than 200 square feet, subject to limitations in §9.04.10.02.460 Single family dwelling units. Single room occupancy housing Tailors Theaters with 75 seats or fewer Transitional housing. Wholesale stores where the public is invited.
Other Building Uses	Church Clubhouse Commercial garage Hotel Places of amusement Playground School			On parcels with frontage on Second St. and which abut residentially zoned property on at least one side, permitted uses are limited to: All uses permitted in the OP-2 District. (Congregate housing, Domestic violence shelters,

In-Lieu Parking Study | Final Report
City of Beverly Hills

	Robertson Blvd, Beverly Hills	University Ave, Palo Alto	Robertson Blvd, Los Angeles	Main St, Santa Monica
				<p>Hospice facilities, Multi-family dwelling units, One-story accessory buildings and structures up to 14 feet in height, Public parks and playgrounds, Single family dwellings placed on a permanent foundation (including manufactured housing), Single room occupancy housing, Small family day care homes, Senior housing, Senior group housing, Transitional housing)</p> <p>Artist studios</p> <p>Child day care facility</p> <p>General office above the first floor, provided the use does not exceed four thousand square feet and all access is from Main Street.</p> <p>General retail, including art gallery, provided the use does not exceed 7,500 square feet and all access is from Main Street</p> <p>Shoe repair shops, provided all access is from Main Street</p> <p>Theaters, provided the use does not exceed 7,500 square feet and seventy-five seats and all access is from Main Street</p>
Uses requiring Conditional Use Permits	<p>Amusement parks,</p> <p>Ancillary brewing or manufacture of alcoholic beverages.</p> <p>Ancillary car washes for auto sales, leasing or rental.</p> <p>Licensed childcare uses.</p> <p>Convenience stores not occupying</p>	<p>Business or trade school.</p> <p>Commercial recreation.</p> <p>Day care.</p> <p>Financial services, except drive-in services.</p> <p>General business service.</p> <p>All other uses conditionally</p>		<p>Bars.</p> <p>Billiard parlors.</p> <p>Bowling alleys.</p> <p>Business colleges.</p> <p>Catering businesses.</p> <p>Dance studios.</p>

In-Lieu Parking Study | Final Report
City of Beverly Hills

	Robertson Blvd, Beverly Hills	University Ave, Palo Alto	Robertson Blvd, Los Angeles	Main St, Santa Monica
	<p>a tenant space whose primary entrance opens into the interior of a commercial building</p> <p>Drive-up, drive-in and drive-through facilities</p> <p>Educational institutions</p> <p>Hotels</p> <p>Mini-shopping centers</p> <p>Museums</p> <p>Off-site parking</p> <p>Private training centers of more than 2,000 square feet of floor area</p> <p>Public utility uses</p> <p>Religious institutions</p> <p>Vehicles sales, service or fuel stations</p>	<p>permitted in the applicable underlying CD district, provided such uses are not on the ground floor</p>		<p>Exercise facilities.</p> <p>Fast-food and take-out establishments.</p> <p>Homeless shelters with 55 or more beds</p> <p>Medical, dental and optometrist facilities at the first floor or in excess of 3,000 square feet</p> <p>Meeting rooms for charitable, youth and welfare organizations</p> <p>Museums</p> <p>Music conservatories and instruction facilities</p> <p>Open air farmers markets, which may include the sale of merchandise by individual businesses located on Main Street that have valid business licenses</p> <p>Places of worship</p> <p>Restaurants with 50 seats or more.</p> <p>Existing restaurants that add a private dining facility</p> <p>Retail stores with 30% or less of the total linear shelf display area devoted to alcoholic beverages</p> <p>Sign painting shops.</p> <p>Theaters having more than seventy-five seats</p> <p>Trade schools</p> <p>Wine shops devoted exclusively to sales of wine</p>

Sources: amlegal.com, City of Beverly Hills; City of Palo Alto Municipal Code §18.30, City of Santa Monica Municipal Code §9.04.08.28

Attachment 7

In-Lieu Parking Study Executive Summary

EXECUTIVE SUMMARY

Since 1976, the City of Beverly Hills has administered an in-lieu parking program within the Business Triangle. The program was created as an option for prospective developers, or those wishing to change the uses of existing buildings, to pay a fee in lieu of building the required amount of parking on-site. The program was intended to foster a more vibrant and sustainable business environment, and to enhance the pedestrian experience by encouraging redevelopment of properties into restaurants, retail shops, theatres, museums, and other pedestrian-attracting uses. Revenue gained from the in-lieu parking program is earmarked for provision, operation and maintenance of public parking.

The most recent update to the program came in 2013, when a pilot leasing option was introduced to allow food sales and service commercial users to pay the in-lieu parking fee as an annual “lease” rather than paying the full lump sum. This option is due to expire in October 2014.

The City is interested in assessing the performance of the in-lieu program performance and exploring potential expansion of the program to five commercial corridors within Beverly Hills with a particular focus on the Southeast Area: South Robertson Boulevard, Wilshire Boulevard, Olympic Boulevard, South Santa Monica Boulevard, and South Beverly Drive.

Nelson\Nygaard has been contracted by the City of Beverly Hills to:

- Evaluate the City’s existing in-lieu program in the Business Triangle district;
- Determine the cost and feasibility of constructing new public parking in the potential expansion areas of the in-lieu program; and
- Make recommendations on parking needs and maximizing parking resources in these expansion areas.

EXISTING PARKING CONDITIONS IN THE BUSINESS TRIANGLE

Assessment of the in-lieu program is done in the context of an understanding of wider parking conditions and policies for the City. Based on the current inventory of parking spaces, there are 11,517 parking spaces in the Business Triangle, including 584 on-street spaces, 4,474 public off-street space, and more than 6,186 private off-street spaces.

Pricing policies between these different sources of parking differ markedly. City-operated facilities are priced well below the private market values with most facilities offering free parking for one and two hours followed by an hourly rate of \$6 up to a daily maximum of \$22. Private garages generally charge between \$6 and \$15 per hour.

Despite the provision of free and below-market parking in City-operated facilities, studies show parking occupancy is close to optimal within the Business Triangle, though public perception would suggest a shortage. Based on a parking survey conducted in October 2012 by Kimley-Horn as well as more recent data on public garages, parking utilization at peak times (1 p.m. on

Thursday) was 76% on-street, 76% in private garages, and 87% in public garages, bringing total parking utilization to just 80%, which is a little lower than the target of 85% utilization and suggests that there is still a surplus of parking within the Business Triangle.

Parking occupancy is not evenly distributed, however, with some facilities at almost 100% capacity while others fall below 50%. This unevenness suggests a need for the use of parking pricing to appropriately spread parking availability throughout the district. It may also suggest the need for different strategies regarding where to place monthly parking in the area as well as improved wayfinding information to help people to find available parking spaces. It is noted that the City may have other policies and priorities that interfere with optimal utilization of parking. For example, free 1-hour parking is seen as a means of attracting shoppers and visitors to the city.

IN-LIEU PROGRAM PERFORMANCE

The in-lieu parking program is one tool for achieving the community vision outlined in the Beverly Hills General Plan. This vision encompasses attracting new businesses, enhancing residential quality of life, creating a built environment that enlivens pedestrian activity, and limiting negative externalities caused by vehicles. In this context, the in-lieu program is an element in Beverly Hills' efforts to remain a competitive destination for businesses and a desirable home for residents.

Since its inception in 1976, more than \$13 million has been raised by the City through the in-lieu parking program. This is equivalent to \$19.1 million (in 2014 dollars) paid in lieu of 748 parking spaces. Although a great deal of public parking has been created over the lifetime of the program, the revenues from in-lieu fees have been used for parking maintenance rather than increasing parking supply since the fees collected are dwarfed by the cost of land acquisition and parking construction in this high-value urban area.

From a development and planning sense, however, the program can be viewed as a success. The relatively constant rate of participation in the program denotes that the in-lieu option has helped to facilitate investment in the Business Triangle, and has allowed the City to maintain a high standard of urban design and streetscape uninterrupted by fragmenting and unsightly parking lots or curb cuts/driveways in the sidewalk that may impede the pedestrian experience.

Based on this evaluation, a number of features of the present in-lieu parking program and wider parking policies seem to be working well:

- The City has provided parking through creative use of subterranean space and retail wrapping to mask structured above-grade parking facilities. While this is a very expensive way to provide parking, it has facilitated high rates of vehicle access with limited negative impacts to the pedestrian realm.
- The provision of installment options for payment of the in-lieu program provides flexibility for developers and lessees, and ensures a relatively consistent revenue stream for the City.
- Likewise, the new in-lieu lease option provides similar benefits to the installment option, though the low contribution rates are even less likely to generate sufficient funds to embark on potential parking-related projects.

Relative to program goals and comparable programs, there are a number of features of Beverly Hills' in-lieu parking program that could be improved:

In-Lieu Parking Study | Final Report
City of Beverly Hills

- Many land uses and activities are prohibited from participating in the in-lieu program, which means that developers are required to provide more parking while existing parking resources reach only 80% peak occupancy even with free and below market rates.
- The City's current minimum parking requirements are similar to comparable communities, but not in line with industry best practice which is shifting away from minimum parking regulations and toward a market-based approach.
- The application fee for Beverly Hills' in-lieu parking program is an order of magnitude higher than that of comparable communities.
- The in-lieu fee itself for Beverly Hills is also considerably higher than the fee in many comparable cities.
- There is a need to allow more flexible use of in-lieu revenues for projects that increase parking capacity or reduce trips in the most effective and efficient manner possible.
- One means of increasing capacity includes shared parking arrangements as a way to fill vacancies in underutilized private parking facilities *before* considering the development of new parking supply.
- The policy of free parking for the first one to two hours undermines the business of private operators and incentivizes driving and reparking.
- Likewise, nearly-free parking for City employees does not encourage sustainable commute patterns or reflect the cost to provide, operate, and maintain parking facilities.

PARKING AND DEVELOPMENT IN COMPARABLE CITIES

Examining the City's in-lieu parking fees in relation to comparable cities, such as Culver City, Santa Monica, and West Hollywood, helps to gauge the impact that the program has on the regional competitiveness of the City in attracting high-end retail and desirable commercial firms.

The minimum parking requirements of Culver City (1 space per 350 sf) are equivalent to that of Beverly Hills for general office, retail, and restaurant space; however Culver City allows for businesses to enter a 10-year lease program for space in public garages at the cost of \$80 per month. Over the course of the 10-year lease developers in Culver City would end up paying \$23,800 to provide the required amount of parking for 1,000 sf of development (2.9 spaces) compared to payment of between \$87,300 and \$137,300 (based on location) for an in-lieu payment and application fee in Beverly Hills paid over four years.

Minimum parking requirements in the City of Santa Monica are slightly higher than that of Beverly Hills, but uses a scheme which charges the in-lieu parking fee based on the assessed value of new development. By using a present value rate, the fee in Santa Monica works out to \$1.50/sf annually or \$12,993 in a 10-year period. Santa Monica's existing in-lieu fee program is set to expire in 2016. It will likely be replaced with a new in-lieu fee with an initial cost of \$20,000 per space, which is still lower than the lowest fee offered by Beverly Hills.

The City of West Hollywood has higher minimum parking requirements than Beverly Hills and does not offer a traditional in-lieu program. Instead the City offers a parking credit program for businesses less than 10,000 square feet located within its parking district. The program is not designed to fund construction of new spaces, but to facilitate the creation of small independent businesses and restaurants. Over the course of ten years the \$382.50 annual fee and \$650 application fee for the credit program would cost a business \$12,247—far less than the fee in Beverly Hills.

Although Beverly Hills has equivalent or lesser minimum parking requirements than that of comparable cities, its higher in-lieu fees can be seen as discouraging to small business.

EXISTING AND FUTURE PARKING CONDITIONS IN THE EXPANSION AREAS

The City of Beverly Hills is considering expanding the in-lieu parking program to five commercial corridors: South Beverly Drive, South Santa Monica Boulevard, South Robertson Boulevard, Wilshire Boulevard, and Olympic Boulevard. Along these corridors there is only one City-owned parking garage so on-street and private parking facilities play a more dominant role. Based on an inventory of private parking, there are almost 5,000 private parking spaces throughout the expansion areas, with many located along Wilshire Boulevard.

Occupancy data indicates that parking is most scarce along South Beverly Drive, where occupancies reach 83% in the peak (1 pm on Thursday). This occupancy level is close to ideal and suggests the need for shared parking arrangements, wayfinding and pricing aids to encourage optimal use of all parking resources. Other corridors have lower occupancies of around 70% on South Robertson, 60% on Olympic Boulevard, 50% on South Santa Monica Boulevard and 40% on Wilshire Boulevard. The distribution of parking between on-street and private off-street facilities suggests the need for integrated approaches to parking provision along these corridors such as shared parking through public private partnerships.

Calculations of the built ratio of parking (the amount of parking per square foot of development provide insight on the quantity of parking and potential blended parking rates. The built ratio of parking ranges from 0.72 off-street spaces per 1,000 square feet on South Santa Monica Boulevard (south of Wilshire Boulevard), to 2.9 off-street spaces per 1,000 square feet on South Robertson Boulevard. When translated to the equivalent square footage, all corridors except Santa Monica and Wilshire Boulevard dedicate more area to parking than land uses.

Comparisons to code requirements were misleading, with 140% of required parking provided on South Beverly where there is the lowest parking availability, and only 50% of required parking provided on South Santa Monica where there is a surplus of parking. Based on the ratio of improvements to land value, it may be possible to add between 1.74 and 2.98 million square feet of development along the expansion area, which translates to between 782 and 1,740 additional net parking spaces under a 30% build out scenario, and 2,690 to 5,550 spaces under an 85% build out scenario.

COST AND FEASIBILITY OF CONSTRUCTING NEW PUBLIC PARKING IN EXPANSION AREAS

As part of this study, new parking supply costs were examined in order to provide decision makers with more specific information needed to assess the feasibility of potential options. New parking supply costs include both construction and real estate costs. Construction costs for parking structures will be comparable from site to site, but real estate and land costs vary by corridor.

Several garage scenarios were developed to reflect different types of facilities (surface, above grade and below grade, with and without automated parking) and potential assemblage of parcels within the expansion areas. Based upon the CPI and Engineering Cost Index, the cost of constructing different parking facilities varies greatly depending on size and design. The lowest-

cost facility for potential opportunity sites within the study area would be a surface lot accommodating 76 stalls at a cost of \$6,247 per stall (\$0.48 million total). In contrast, a below grade structure could provide 159 stalls with a more appealing and efficient use of space but at a cost of \$86,178 per stall (or a total cost of \$10.9 million). The two facilities which provide the greatest parking capacity of 300 stalls include an above grade structure with automated operation and a combination above/below grade structure with automated operation. These facilities come at a cost of \$37,523 per stall (\$11.3 million total) and \$49,792 per stall (\$14.9 million total) respectively.

In addition to construction costs, new public parking within the expansion areas would require acquisition of land. These land costs vary according to location. The most inexpensive site is located on Olympic Boulevard, where land values are \$260 per square foot (\$6.4 million for a 159 stall garage). On South Robertson Boulevard, land values are somewhat higher at \$420 per square foot (\$9.3 million for a 152 stall garage). South Santa Monica Boulevard land values are \$600 per square foot (\$14.4 million for a 159 stall garage). And finally, land values on South Beverly Drive are \$990 per square foot (or \$21.8 million for a 159 space garage).

It should be noted that approximately \$13 million in revenue has been generated by the in-lieu program since its inception in 1976. This four-decade income is insufficient to fund even the lowest cost facility when construction and land costs are combined.

DEVELOPMENT FEASIBILITY ANALYSIS

In order to determine whether developers require a parking in-lieu fee as an incentive to develop new mixed-use projects along the Robertson Boulevard and Olympic Boulevard corridors, this analysis evaluated the feasibility of developing three prototype projects under existing parking requirements and a parking in-lieu fee. Development prototypes include:

- 3-Story Mixed Use Office/Retail on Robertson Boulevard,
- 3-Story Mixed Use Office/Retail on Robertson Boulevard, and
- 3-Story Mixed Use Rental Residential/Retail on Olympic Boulevard.

The development feasibility models show the residual land value that an owner could charge for his/her site and still attract a developer. Negative land values or those that are below current market values indicate the need for subsidies or other incentives to attract desired development projects. Under current market conditions, none of the development prototypes are feasible and would require a subsidy to attract a developer.

Although expanding the parking in-lieu fee program to the Robertson Boulevard and Olympic Boulevard corridors would improve feasibility conditions, it would not make the prototype projects feasible without an additional subsidy or incentive, or changes in existing market conditions. The City could consider reducing parking requirements and/or allowing automated parking to meet parking requirements as an additional incentive.

INDUSTRY BEST PRACTICES

As Beverly Hills continues to attract high level development and businesses to the city, particularly in underserved areas, the City will need to consider new techniques to correctly price parking, provide new capacity, and raise funds for new parking. Several strategies have been used in other California cities to meet these goals.

In-Lieu Parking Study | Final Report
City of Beverly Hills

- Parking Impact Fees, such as those in Palo Alto, allow a city to collect revenue from new developments that are driving demand for additional parking and its associated impacts.
- Parking Improvement Districts (PIDs), such as Austin's Parking Benefit District, are defined geographic areas which return revenue generated from on-street and off-street parking facilities within the district to finance neighborhood improvements.
- Parking Assessment Zones, such as the Old Pasadena Management District, involve defined geographic areas in which property owners are assessed in order to generate a new revenue stream, which is then leveraged for funding parking enhancements.
- Parking User Fees, such as Redwood City's Dynamic Pricing approach, establish market values for parking spaces and adjust prices according to levels of demand to ensure that a city can actively manage parking supply through all periods of the day and year.
- Public-Private Partnerships, such as the shared parking arrangement between Washington Elementary School and San Diego's Centre City Development Corporation, is an effective use of underutilized existing capacity which can save a city millions of dollars in the construction of new facilities and allow for space to be allocated to higher and more attractive uses.

These strategies could be considered for use within the potential expansion areas of Beverly Hills' in-lieu parking program.

ZONING STANDARDS ON ROBERTSON BOULEVARD

Zoning standards were examined more closely in relation to potential development along the South Robertson Boulevard corridor, relative to similar corridors in Los Angeles (North Robertson Boulevard), Santa Monica (Main Street) and Palo Alto (University Avenue).

Based on this assessment, it appears that there are many potential improvements that could be made to Beverly Hills' zoning code, including greater organization and readability. On the other hand, the City of Beverly Hills tends to be no more restrictive in categories such as height limits, minimum parking requirements, and permitted uses.

One regulation which is more restrictive in Beverly Hills is the special setback requirements that apply to South Robertson Boulevard. Combined with the City's minimum parking requirements, these regulations determine a feasible FAR of less than 1.1 for new development along the corridor even though the maximum allowed FAR is 2. As a result, a typical restaurant and commercial development along South Robertson would be required to set aside more than 40% of the site for parking and setback, thereby limiting the potential profitability of the development. For larger restaurant-related projects, higher parking requirements apply, which lower the feasible FAR to less than 0.7, and mean that more than two-thirds of the site would be set aside for parking and setback.

If a developer is able to assemble multiple parcels (with dining and bar areas kept below 1,000 sf), greater economies of scale could be achieved to boost the ability of developers to make profit on redevelopment projects. By assembling several parcels, developers may also be able to achieve an FAR of 2 by providing subterranean parking. Given the high land values in Beverly Hills and the high cost of subterranean parking, however, parking and setback requirements may affect the viability of potential redevelopment opportunities.

Expansion of the in-lieu program would allow developers to forego this parking requirement. In addition, the City could consider revising its parking requirements as part of its efforts to encourage greater revitalization and redevelopment along these corridors.

RECOMMENDATIONS ON PARKING NEEDS AND RESOURCES

Based on this assessment a number of strategies are recommended for meeting parking needs and maximizing the efficient use of parking resources. These recommendations are listed below:

- Collect and use parking data to shape parking policy
- Create parking partnerships with private parking operators, schools, and abutting cities
- Reduce minimum parking requirements and give credit for more efficient parking arrangements such as automated, tandem or valet parking
- Retain the in-lieu parking program including the lease option, and expand the program to the potential expansion areas
- Allow more flexible use of in-lieu revenues for streetscape improvements, travel demand management (TDM) strategies, wayfinding, and transit enhancement in any of the in-lieu areas
- Improve parking and wayfinding aids to help motorists locate available parking more easily
- Adjust the parking pricing structure to better distribute demand between on-street and off-street, public and private facilities

Attachment 8

Comments from Traffic and Parking
Commissioner Julie Steinberg

Comments from Traffic and Parking Commissioner Julie Steinberg

Comments regarding the In-Lieu Study conducted by Nelson/Nygaard Consulting Associates:

It does not necessarily appear that South Beverly needs additional development and should be included as an In-Lieu Corridor. My opinion is that South Beverly needs congestion mitigation and additional parking. One congestion mitigation alternative may include changing angle parking to parallel parking and in conjunction look for alternative sources of public parking.

While not a factor in determining the new corridors, I would suggest additional emphasis on wayfinding and realtime parking aids to mitigate parking congestion in various garages.