



WESTSIDE

Mobility Plan

Venice In-Lieu Parking Fee Study

FINAL REPORT

July 2012

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Executive Summary

Introduction

The Venice Coastal Zone is one of the most heavily utilized beach recreation areas in Southern California. The shoreline access issues in the Venice Coastal Zone include inadequate on-street and off-street parking near or on the beach frontage for visitors and residents, conflicts between residential and beach visitor parking, signage of available parking on weekends, and intrusion of non-resident vehicles on residential and business streets.

This report comprises:

- A policy review of the Venice Coastal Program Land Use Plan, the Venice Coastal Zone Specific Plan and the parking Trust Fund for parking-related policies to ensure that recommendations are consistent with and support the policy goals of increasing beach access;
- A financial evaluation of in-lieu fee programs, alternative access applications and revenue collection methods; and
- Local case studies and recommendations for Venice.

Summary of Section 1- Policy Review

The Venice Coastal Land Use Plan sets the boundaries of the Venice Coastal Zone and the goal of maintaining and enhancing access to the coast with adequate parking facilities and public transportation. There are 11 policy topics regarding parking and the study summarizes six of the topics which have particular relevance to the in-lieu fee program and the projects the funds may be used for (e.g., intercept lots, shuttle service, valet service, shared parking).

The Venice Coastal Zone Specific Plan Section 13E – Beach Impact Zone Parking Requirements provides the policy language for the in-lieu fee, set to \$18,000 per space for commercial, industrial, and multi-family residential units. Section 14 – Venice Coastal Parking Impact Trust Fund dictates that funds are collected by LADOT and can be used for parking improvements and shuttle buses.

Summary of Section 2- Financial Evaluation

Deciding whether to collect in-lieu fees in a lump sum or by annual payments is dependent on several factors. These include expected future development patterns, land use mix, policy goals, expenditures allowed, and whether the fee is charged to tenants or property owners.

This section also evaluates the types of parking improvements and programs that the in-lieu fee could fund. The general costs of constructing parking structures (above and below grade), mechanical stackers, automated parking, valet parking, and shuttle service to satellite parking are outlined based on existing facilities/programs in other cities.

A sample of current parking rates in Venice and Abbot Kinney are provided as a baseline for what amount the additional spaces could charge, should on- or off-street parking supply be expanded.

Summary of Section 3- Findings and Recommendations

This section provides a series of case studies summarizing in-lieu fee programs in nearby cities including Beverly Hills, Santa Monica, West Hollywood, Ventura, and Pasadena.

Beverly Hills, West Hollywood, and Ventura set in-lieu fee rates on a per space basis and collected as a lump sum while Santa Monica set their rates based on square footage and collected annually. West Hollywood devised payment plans for those who could not afford to pay upfront. Beverly Hills has a special line item in their fee schedule for restaurant expansion that requires a lower fee. Restaurants are also allowed to pay in installments.

Beverly Hills and Ventura adjust their rates annually based on the Consumer Price Index (CPI), while Santa Monica and West Hollywood make no adjustments. In the case of Santa Monica and Pasadena, rates for their fees (whether in-lieu or parking credit) could not be increased until their bonds matured. Beverly Hills had the highest in-lieu fee rate of about \$47,000 per space, while West Hollywood and Venice had the lowest fees. **Table E-1** compares the rates as parking impact fees per 1,000 square feet.

Pasadena and West Hollywood both have parking credit programs. Pasadena's parking credit program was established to encourage economic growth by providing a way around parking requirements in an area with limited opportunity for expansion. West Hollywood's parking credit program was established to allow the city to effectively manage and utilize existing parking spaces more efficiently, enabling businesses to utilize existing parking resources to satisfy parking requirements. The program is for a commercial area and based on parking supply and utilization rates. In all cases, fees collected were not sufficient to cover the full cost of parking and thus were supplemented with other funding sources.

Table E-1 Comparison of Fees

Cities	a. In-Lieu Fee (Credit)	b. Parking Requirement for retail (spaces/1,000 s.f.)	Parking Impact Fee (fee/1,000 s.f.)
Beverly Hills	\$47,000/space ¹	2.9	\$136,000
Santa Monica	\$1.50/square foot annually	N/A ²	\$1,500 annually
Ventura	\$25,000/space	3.3	\$83,000
Venice	\$18,000/space	4.4	\$80,000
West Hollywood	\$20,000/space ³	3.5	\$70,000
West Hollywood	(\$375/space)	3.5 ⁴	N/A
Pasadena	(\$155/space)	3 ⁵	N/A

Notes:

- \$47,007.40 for inner CBD core, \$37,605.80 for mid-CBD, and \$28,284.60 for outer-CBD.
- Santa Monica calculates their fee based on square footage and not by parking space; therefore the parking requirement was not required to calculate the impact fee by 1000 square feet
- As of March 19, 2012, the in-lieu parking fee had been eliminated and replaced by parking credit program by City Council.
- No parking required for expansions in parking credit district.
- No parking required for expansion in Old Pasadena.

Parallels can be drawn between Venice's current parking and development situation and that of Pasadena and West Hollywood in that there is limited opportunity for expansion. A parking credit program would allow the city to collect fees, assign credits and apply those fees to programs that improve access in and around the district.

A parking credits program can be supplemented with a valet parking program to improve service for public access to areas of high demand. To maximize efficiency of existing parking spaces, the implementation of intercept/satellite lots serviced by a shuttle system that could bring people to the beach or other areas with high parking demand is recommended.

Mechanical stackers and automated garages were considered for their ability to increase existing parking capacity. Mechanical stackers are typically two levels and used primarily for residential developments, thus not appropriate for public parking. Automated garages are more appropriate for public garages with a regular flow of customers. Further, they require only half the volume of conventional garages since they do not require ramps, aisles, elevators, and stairs. A recent example in West Hollywood has an estimated capital cost reported by the builders to be 90 percent of that of a conventional garage (\$53,000/space) on the same site. This option may be considered if a new facility is warranted.

The city may opt to retain the current in-lieu fee program for larger developments and uses that tend to have less tenant turnover (such as new office and residential and large mixed-use with limited retail) while developing a parking credits program for infill and smaller businesses that tend to have shorter-term leases and greater turnover (e.g., restaurant, retail and personal services). Finally, before an appropriate fee level can be estimated more data will be needed on the existing occupancies of potential satellite lots and the development and desired extent of a shuttle bus program to serve the study area.

Section 1

Policy Review

The following section is a summary of the pertinent goals and policies and implications from the Venice Coastal Program Land Use Plan, the Venice Coastal Zone Specific Plan, and the Venice Coastal Parking Impact Trust Fund.

1.1 Venice Local Coastal Program (LCP) Land Use Plan (LUP)

The Venice Local Coastal Program (LCP) Land Use Plan (LUP) establishes the goals and defining policies (kinds, location and intensity of uses) of the LCP.¹ This includes policies for locating and planning new development, shoreline access, recreation, water, marine and sensitive habitats and public works in the Venice Coastal Zone. In some cases, implementation strategies are provided.

The LCP LUP addresses Section 30252 of the California Coastal Act, which states: “The location and amount of new development should maintain and enhance public access to the coast by... providing adequate parking facilities or providing substitute means of serving the development with public transportation.”²

With respect to parking and alternative transit and traffic management, Policy II covers the LUP relevant policies in detail with 15 specific sub-areas. Of the 15 areas³, eight topics that directly pertain to this study are extracted and summarized (see bolded policies below). Each of the relevant sections is excerpted for reference in Appendix A.

Policy II. A. 1. General

Policy II. A. 2. Expansion of Public Beach Parking Supply

Policy II. A. 3. Parking Requirements

Policy II. A. 4. Parking Requirements in the Beach Impact Zone

Policy II. A. 5. Intercept Parking Lots

Policy II. A. 6. Preferential Parking

Policy II. A. 7. Metered Parking on Abbot Kinney Boulevard

Policy II. A. 8. Signage and Management of Public Beach Parking

Policy II. A. 9. Protection of Public Parking

Policy II. A. 10. Valet Parking

Policy II. A. 11. Shared Parking

Policy II. B. 1. Public Transportation

Policy II. B. 2. Beach Bus Service

Policy II. B. 3. Shuttle System

Policy II. B. 4. Traffic Management

¹ The LCP LUP indicates the kinds, location and intensity of uses as well as necessary resource protection and development policies.

² Venice LCP LUP, pp II-3.

³ Venice LCP LUP, pp III-5-19.

⁴ In no event shall the number of required spaces be less than two parking spaces for commercial and industrial projects.

⁵ Venice LCP LUP, pp II-3.

³ In no event shall the number of required spaces be less than one parking space for residential projects (unless project has less than 3 dwelling units).

The policies pertaining to this study, along with potential implications that each particular policy could impose on the proposed in-lieu fee program, is summarized and reviewed in the paragraphs below.

Policy II. A. 1. General

The general policy establishes the goal of providing increased access, with sufficient parking and supporting alternative strategies, to Venice Beach for both visitors and residents. The in-lieu fee program can be designed to support increased access by better managing parking supply to be used more efficiently.

Policy II. A. 2. Expansion of Public Beach Parking Supply

The expansion policy establishes the goal of providing more parking by either maximizing the supply in existing parking lots or building new facilities. Funds from the in-lieu fee program can go towards converting existing lots to public parking or sharing parking spaces with existing underutilized lots.

Policy II. A. 5. Intercept Parking Lots

The intercept lots policy establishes the goal of providing more parking by remote lots that are well-signed and serviced by shuttles. Funds from the in-lieu fee program can go towards the operational costs of running a shuttle, converting existing lots or constructing new lots, and developing a signage program. Potential remote lots include: the Marina Business Center lot on Glencoe Avenue served by the existing Venice DASH shuttle service, future parking to be provided by the Channel Gateway project in accordance with its development agreement, and the Westminster School.

Policy II. A. 6. Preferential Parking

The preferential parking policy establishes the goal of maintaining the total supply of public parking spaces when establishing a residential parking permit district. Funds from the preferential parking program can cover the administrative costs of running the program and contribute to alternative access programs.

Policy II. A. 10. Valet Parking

The valet parking policy provides the enabling code to establish a universal valet program. The major goals are to ensure valet service for the general public and to make sure that valet storage vehicle lots will not conflict with the need for public parking. Funds from the valet program can cover the administrative costs of running the program and contribute to the in-lieu fund.

Policy II. A. 11. Shared Parking

The shared parking policy provides the enabling code to establish shared parking for commercial uses. The major goals are to ensure that the program will not decrease access for the general public. Funds from an in-lieu program can contribute to parking studies to explore shared parking opportunities.

Policy II. B. 2. Beach Bus Service and Policy II. B. 3. Shuttle System

These policies provide the enabling code to establish a shuttle program with the goal of increasing beach access. The implementation strategies provided offer potential routes and satellite parking lots at Mildred Avenue and potential inland standby parking facilities (e.g., schools). Funds from the in-lieu fees and development fees could be applied toward funding the program.

1.2 Venice Coastal Zone Specific Plan Section 13E

The Venice Coastal Zone Specific Plan provides regulations in addition to those set forth in the Los Angeles Municipal Code (LAMC). The overall purpose of the plan is to implement the policies of the Coastal Act and LCP LUP. In particular, the plan assures that public access to the coast is provided.

With respect to parking, the plan specifically establishes parking requirements and in-lieu fees for all Venice Coastal Development Projects located within the Beach Impact Zone. The requirements are outlined as follows:

- One parking space for each 640 square feet of floor area of the Ground Floor for commercial and industrial uses.⁴ A fee of \$18,000/space may be paid in-lieu of up to 50 percent of the required parking.
- One parking space for each 1,000 square feet of the floor area of the Ground Floor for multi-family residential.⁵ A fee of \$18,000/space may be paid in-lieu of up to 100 percent of the required parking.

The Venice Coastal Zone Specific Plan establishes parking requirements, current in-lieu fee program and fees for residential, commercial and industrial uses. This is a development-based fee and it does not appear that there are alternative options for changes in use (adaptive reuse) or infill development.

1.3 Venice Coastal Parking Impact Trust Fund Section 14

The Venice Coastal Parking Impact Trust Fund establishes location and type of expenditures, and designates department of management for the Venice Coastal Parking Impact Trust Fund. The Trust Fund Policy allows funds to be used for parking mitigation measures in, adjacent to or serving the Beach Impact Zone. Potential improvements include but are not limited to development of parking facilities and improvements and operation of shuttle buses to remote/intercept parking lots. The Department of Transportation collects the funds that go into the Trust Fund, and the General Manager of the department authorizes expenditures.

The Trust Fund establishes the mechanism to collect and dispense monies for parking improvements in the Beach Impact Zone. There is flexibility in the use of the funds for non-parking transportation-related access improvements in the Beach Impact Zone, such as

⁴ In no event shall the number of required spaces be less than two parking spaces for commercial and industrial projects.

⁵ In no event shall the number of required spaces be less than one parking space for residential projects (unless project has less than 3 dwelling units).

Section 2

Financial Review

2.1 Methods of Collection

Most cities collect in-lieu fees by charging a lump sum payment or an annual fee. The method of collection is dependent on several factors. One approach is to support desired growth patterns for the area using the in-lieu fee program as a tool. For example, the City of Pasadena has a goal to support economic development in Old Pasadena, which is fully built out, so they elect to charge annual fees to attract and accommodate adaptive reuse and infill projects. Before the parking credit program was established, existing uses that wanted to expand or change uses could not meet the parking requirements in the zoning code because there was simply no room to add parking. As a result, businesses had to locate elsewhere, reducing economic activity in the downtown. The parking credit program allows businesses to meet the parking requirements by purchasing the number of credits needed per required parking space on an annual basis.

Many cities believe the in-lieu fee is difficult to manage for small businesses and restaurants. In fact, the City of Beverly Hills understands that restaurant uses may have difficulties making a full lump sum in-lieu fee payment, which may deter new business, so they allow a significant reduction as well as payments in installments.

Annual fees could offer an alternate payment option and may be a better tool for landlords and tenants because the fee would last for the duration of the lease and would be a more straightforward mechanism to pass on charges to tenants. In addition, it may be more manageable than a large lump sum payment for many small businesses. However, from a collection standpoint, the City of West Hollywood noted it may be riskier to charge tenants annually because of the potential that they break their lease and sever the cash flow.

In the case of purely new developments that have longer tenancy types such as office and residential (including mixed-use), the goal of the in-lieu fee program would be to raise funds for parking construction, maintenance, and management costs. A lump sum payment is the best approach, as it provides funds for immediate use by the city.

2.2 Cost Evaluation

The full cost of parking includes capital costs for development, operation and maintenance. Underground parking is the most expensive to construct because of excavation and engineering costs associated with potentially high water tables and soil geology.

Excluding land costs, the cost of constructing an average surface lot parking space is \$3,500. The cost to construct a one-level deck parking averages \$10,000 per space; the cost per parking space for multilevel parking structures is \$15,000 for up to four stories and \$20,000 per space for more than four stories. Underground spaces average \$25,000 for one level and \$35,000 for more than one level.⁶

⁶ Wilbur Smith Associates. Station Parking and Transit Oriented Design – A Transit Perspective. November 4, 2011.

These cost numbers reflect larger parking facilities. It is important to note that the costs of parking construction vary greatly depending on the size and shape of the site, the soil conditions, the amenities included in the structure and the quality or aesthetics of the design and that these are just representative cost numbers. The small parcels and non-rectangular sites that are typical of the Venice coastal zone do not lend themselves to efficient parking layouts and designs. Parking developments costs in the Westside tends to be significantly higher.

It is important to differentiate costs between building public parking or private parking. It costs a city more to construct a parking space than a developer. According to the Santa Monica Economic Development Division, while it costs \$30,000 to \$50,000 per space for the city to construct a parking structure, it costs a developer only \$20,000 to \$30,000 per space.⁷ This is most likely due to developer experience, the design/build methods typical of private sector projects, and labor efficiencies. **Table 2-1** compares available data of some comparable southern Californian cities and their costs of constructing parking for above and below ground structures.

Table 2-1 Comparison of Construction Costs for City

Cities	Above Ground Structure	Below Ground Structure (Cost per Space)
Beverly Hills	\$65,000 ¹	\$57,000 - \$80,000
Santa Monica ²	\$32,000	\$54,000
West Hollywood ³	\$30,000	\$65,000
Ventura ⁴	\$25,000	N/A: Cost prohibitive to build underground due to high water table so there are no structures to estimate construction cost.
Pasadena ⁵	N/A	\$40,000-\$45,000

Notes:

1. Structure was a mixture of above and below ground parking (cost per space is averaged)
2. 2011 financial data from Erika Cavicante, City of Santa Monica. Phone conversation April 23, 2012.
3. Daniel Adams, Construction Manager at HEERY. Email correspondence April 25, 2012.
4. Chandra Shaker, Associate Transportation Engineer, City of Ventura. Phone conversation April 20, 2012.
5. Robert Montano, Economic Development Division, City of Pasadena. Phone conversation April 24, 2012.

Mechanical Stackers

Mechanical parking is an apparatus, such as car stackers, operated by a valet parker that can stack two or more motor vehicles on two or more levels. Mechanical stackers are typically used in low-turnover facilities, such as employee parking. Donald Shoup describes mechanical parking as substituting labor for land and capital in parking cars.⁸ Stackers are typically installed in existing facilities that are deficient in parking and can store two to 30 cars per unit. One drawback is that stackers may be unable to accommodate larger vehicles, such as sport utility vehicles, vans and trucks. However, mechanical parking can provide more parking spaces for lower construction costs than self-park spaces.

In 2008, Watry Design, Inc. studied various options to increase parking by 46 stalls for the Olympia Place development in Walnut Creek, California. Valet-operated stack car lifts provided 66 new stalls at

⁷ 2011 cost estimate from Erika Cavicante, City of Santa Monica. Phone conversation April 23, 2012.

⁸ Shoup, Donald. (2005). *The High Cost of Free Parking*. Chicago, IL: American Planning Association.

a construction cost of \$20,000 per stall, while a self-park expansion provided 62 new stalls at a construction cost of \$56,000 per stall.⁹

Automated Parking

Automated garages require only half the volume of conventional garages since they do not require ramps, aisles, elevators, and stairs. In automated garages, cars are parked mechanically instead of by a valet service. Typical automated parking systems can store anywhere from 50 to several thousands of cars, and new software allows garage designers to accurately assess how a facility will manage peak traffic volumes.

Due to wait times for car retrieval, automated garages are not suitable for accommodating large numbers of patrons leaving or arriving at the same time and are more suitable for regular traffic from monthly parkers or even multi-unit residential developments.

West Hollywood is building a first-in-California, fully automated 5-story parking structure at West Hollywood City Hall. The structure will be primarily used by City Hall staff and visitors, who can park for free. However, the structure will be available for public use in the evenings and the fee is expected to be based on existing rates at nearby parking lots and structures.

Construction will begin in June 2012 and is expected to be completed a year later. The structure will provide 200 spaces. Initially the city considered building a traditional parking deck, but the ramping, ventilation shafts and heights required for human-occupied parking structures, plus the mandatory setbacks from adjacent lots, made that impractical.¹⁰ The cost of the automated parking system is estimated at \$53,000 per space, which is less than the \$58,250 per space estimated for a standard parking garage of the same design.¹¹ The automated garage was designed for a 150 foot by 80 foot lot, and 48 foot height. A conventional garage on the same footprint assuming 400 square feet per parking space inclusive of circulation and HVAC needs, could fit 30 spaces per floor and approximately 150 spaces in total.

Valet Parking

This section provides a review of the costs and associated features of various scales of valet service. Contracting a valet parking operation to a third party (similar to any parking service) can result in savings compared to a similar service operated directly by city staff. A third party operator is not bound by labor agreements and rules and can adjust staffing levels as needed. Contractors would typically have more experienced management and there would be no need to train or hire city staff. Finally, the city would have the ability to seek competitive bids for the best terms.

Logistics, Service, and Pricing

The City of Santa Monica has 27 city-licensed, but privately operated valet locations in the downtown area. Currently, valet parking operators pay a permit fee of \$1,750 per location per year, and a space use fee of \$1.00 per space per hour of valet operations in Parking Meter Zone “A” (downtown) and \$0.75 per hour in the rest of the city.

⁹ Davis, Matt. Watry Design Inc. (April 23, 2008). Olympia Place Development recommendations. Pg. 21

¹⁰ “City Hall to Install Automated Parking Structure”, West Hollywood Patch. May 27, 2011.

¹¹ Daniel Adams, Construction Manager at HEERY. Email correspondence April 25, 2012.

As part of the Downtown Parking Program Update, Walker Parking Consultants were asked to evaluate the feasibility of a single-operator, coordinated valet parking service as a public benefit to downtown Santa Monica visitors. The study outlined levels of service for wait times when claiming vehicles. A summary of valet level of service is presented in **Table 2-2**. The ideal level of service (LOS A) is less than four minutes of wait time from presentation of ticket to return of vehicle. Locating parking spaces close to the valet station is a major factor in cutting down labor costs and providing a higher level of service. Ideally, the parking area should be within three blocks of the valet station and all vehicles would be staged in a single area. In the event that multiple parking facilities are needed, operation by radio or telephone dispatch can cut down on wait times. The study also stated that each valet drop-off/pick-up station would require removal of four public parking spaces.

Table 2-2 Valet Wait Times – Level of Service (LOS)

LOS	Wait Time
A	Less than 4 minutes
B	4-6 minutes
C	6-8 minutes
D	8-10 minutes
F	Exceeds 10 minutes

Source: Walker Parking Consultants, 2009.

The cost per parked car depends on the attendants' wages, the distance between drop off point(s) and where the vehicles are parking, the number of staff required, insurance, and workers' compensation. Setting a price of less than \$5.00/hour will probably not cover the costs of running the program. The private operator running the valet program in Pasadena, United Service Parking, currently charges \$7 to \$10 per hour.

Universal Valet Case Study

Pasadena supports universal valet parking program in Old Pasadena. The city and stakeholders originally introduced the idea of valet parking with a program in which businesses would pay and underwrite the cost of the valet. However, this program did not work because the businesses did not support the program. Unified Parking Service took over the valet program and converted it into a universal valet in the lots that they owned to allow customers the convenience of picking up their vehicle in a different lot than where they dropped the vehicle off. The parking operator charged a fee for the valet service. This effectively moved the cost from the business owners to the customers.

The city licenses the valet station and charges a \$115 annual staff processing fee. Private valet parking operators are required to pay fees to occupy the sidewalk and on-street meters. A street usage fee of \$1/hr/parking space is charged when the operator uses a metered parking space for extended hours. Since the city does not implement or run the valet program, the program does not generate revenue aside from covering administrative costs. Pasadena receives approximately 13,500 from valet permits and \$110,000 from related meter rentals on an annual basis from the valet program.^{12,13}

¹² Gloria Flores, Pasadena. Phone conversation April 25, 2012.

¹³ Unified Parking operates 11 valet stations in Old Pasadena, but did not confirm the number proportion of types of parking spaces rented as part of the program.

The president of Unified Parking, Mike Sabet, stated that the costs of operation are composed of about 80 percent parking space rental and 20 percent payroll and insurance. Fourteen sponsors (restaurants and clubs, etc.) also allow the valet to occupy metered spaces in front of their businesses. Unified Parking currently charges \$7.00 with validation and \$10.00 without validation. Rates are indexed to the cost of on-street parking, which is unchanged in five years. Mr. Sabet claims that the program is very popular, especially on weekends, because customers do not want to waste time looking for the cheapest available parking. At \$1/hour, the annual meter rental fees would cover the use of 75 meters for a 4 hour peak parking period, seven days per week, 52 weeks per year. Since, Unified Parking operates 11 valet stations in Old Pasadena there will likely be a minimum of 11 on-street spaces in use at all times for the valet operation, with an estimated peak parking cost of \$16,000.¹⁴ Based on parking availability and turnover during peak demand hours, it is estimated that the majority of the parking supply used by the valet operation would be 75-85 percent off-street. Therefore it is unlikely that the city will see a negative revenue impact with valet use.

Private Garage Valet Case Study

Valet service can be used in existing garages to handle peak demand and provide better service. An Oakland office building has eight floors of parking, with approximately 300 spaces, operated by Douglas Parking. The garage is open for 15 hours a day, from 5:30 AM to 8:00 PM, and is serviced by a total of eight attendants throughout the day (four in the morning shift and four in the afternoon shift). Parking rates are charged based on the type of parking: \$166 per month, \$11 to \$13 per day, or \$1 per 20 minutes.¹⁵

Shuttle to Satellite Parking

Satellite parking is designed to accommodate overflow demand off-site at the periphery of an activity center. The Venice Coastal Land Use Plan lists potential lots and various locations along Venice Boulevard and Washington Boulevard where a shuttle should stop. On Venice Boulevard, these locations include the library lot, lots on Electric Avenue, and the Venice Boulevard median lot expansion area. On Washington Boulevard, the locations include potential lot on Mildred Avenue, Washington Square garage¹⁶, the Venice pier and the beach. The plan also lists Marina Business Center at Glencoe Avenue, the Channel Gateway project, and school sites during off-season as potential lots. One of the potential school sites is a surface lot at the Westminster Elementary School.

The shuttle should interface with regional transit lines, including Los Angeles County Metropolitan Transportation Authority (Metro), Santa Monica Municipal Bus Lines (SMMBL), also known as the “Big Blue Bus”, Culver City Municipal Bus (CCMB), also known as the “Culver City Bus”, and the Los Angeles Department of Transportation (LADOT). The majority of these transit lines operate along Pacific Avenue, Main Street, Lincoln Boulevard, and Washington Boulevard.¹⁷

A privately-operated shuttle may cost approximately \$80/bus/hour. This rate includes fuel, maintenance, insurance, administration, driver wages, and the shuttle vehicle.¹⁸ Frequency of service depends on demand. During peak days such as summer weekends, headways can be as frequent as 5 to 10 minutes. During summer weekdays, headways can be around 15 minutes. Assuming a 22-

¹⁴ http://www.oldpasadena.org/docs/2010ParkingValet_Map.pdf (referenced May 31, 2012)

¹⁵ Douglas Parking. Phone conversation with attendant at 420 13th St, Oakland. April 25, 2012.

¹⁶ Since the Venice Coastal Land Use Plan was developed, Washington Square garage is no longer available for remote parking.

¹⁷ Venice Coastal Land Use Plan, Policy II. B. 1. Public Transportation.

¹⁸ Peter Martin, CDM Smith, based on UCSF shuttle rates.

passenger bus, 15-minute headways would require four buses an hour and could shuttle approximately 200 people per hour. The cost to operate buses on a 12-hour summer schedule is about \$35,000/week.

A shuttle bus operated by a public agency may cost approximately \$90/ bus/ hour. The rate is higher than a privately operated shuttle because of significantly higher wages and benefits of union employees. Based on 2010 data from the National Transit Database, LADOT transit services cost approximately \$88/bus/hour.

Refurbished used shuttles purchased from the used bus market may be most appropriate to handle the dirt and sand tracked in from the beach. The vehicles can be refurbished with easy-to-clean benches and racks to accommodate surf boards and boogie boards. The exterior can be decorated to be easily recognizable as the beach shuttle. The Los Angeles “Submarine Bus Fleet” of the 1970s in **Figure 2-1** was decorated to look like submarines with bright blue waves.

Figure 2-1 Submarine Bus -1970s



Source: May 15, 2012

<http://telstarlogistics.typepad.com/telstarlogistics/2011/06/surfs-up-the-lost-submarine-buses-of-los-angeles.html>

2.3 Parking Restrictions and Revenue Collection Methods

Parking Restrictions on Parking Built by In-Lieu Funds

A review of policies in the Venice Coastal Land Use Plan, the Venice Coastal Zone Specific Plan Section 13E – Beach Impact Zone Parking Requirements, and Section 14 Venice Coastal Parking Impact Trust Fund did not find language applying restrictions to charging for parking built by in-lieu fee funds or for public parking in general. In fact, the policies allowed meters to be priced in increments up to four hours and included daily permits.

Revenue Collection Methods

This section refers to parking inventory counted along the Washington Boulevard corridor for the Westside Transportation Study, supplemented by inventory data provided by LADOT on their Public Parking Locator website¹⁹ to get a sense of current supply and rates for on-street and off-street

¹⁹ <http://parkinginla.lacity.org>, referenced May 10, 2012.

parking in Venice.²⁰ The Abbot Kinney Boulevard/Main Street study area captures the majority of commercial activity along Abbot Kinney Boulevard/Main Street between Dewey Street to the northwest and Washington Boulevard to the southeast. The Washington Boulevard study area captures the majority of commercial activity along Washington Boulevard between Lincoln Boulevard to the northeast and Venice Beach to the southwest, encompassing a large area of the Venice neighborhood.

On-Street Inventory

Inventory from the Abbot Kinney study area shows that there are approximately 780 on-street parking spaces, but only 33 spaces (4 percent) are metered. These meters all charge \$1/hour and most are restricted to either 1 or 2 hours from 8AM-6PM. The parking inventory from the Washington Boulevard study area shows that there are approximately 346 on-street spaces, but only 47 (13 percent) are metered. These meters charge \$1/hr and are restricted to one or two hours from 8:00 AM to 6:00 PM. See **Table 2-3**.

Table 2-3 On-Street Inventory

Study Area	On-Street	
	Inventory (# spaces)	Rates
Abbot Kinney/Main St	33 metered (747 unmetered)	\$1/hr
Washington Blvd	47 metered (299 unmetered)	\$1/hr

Off-Street Inventory

Inventory from the Abbot Kinney study area shows that there are approximately 1400 off-street parking spaces in this corridor, with about 7 percent of the spaces being publicly owned spaces. Three public lots (#616, #617, and #740) were counted in this area and only one of them charged for parking. The lot that charged for parking charged \$1 per hour or \$4 for 10 hours. None of the private lots charged for parking with the exception of one lot that offered a valet service.²¹

The parking inventory from the Washington Boulevard study area show that there are approximately 1,650 off-street parking spaces, with about 35 percent of the spaces being publicly-owned. There are three public lots in the study area: Marina Del Rey public parking, L.A. County parking lot, and the beach parking lot. Costs per hour range from no charge to \$7 and some depend on the season.

The LADOT Public Parking Locator map shows seven lots in the Venice area. The four nearest to the beach are on Pacific Avenue and Venice Boulevard. There are two lots on Abbot Kinney Boulevard and one on Venice Boulevard further inland. This list includes four additional lots that were not part of the Abbot Kinney/Main or Washington Boulevard study area. See **Table 2-4**. All Venice Area lots are shown on **Figure 2-2**

²⁰ Data collected during April and May of 2011, CDM Smith.

²¹ 1121 Abbot Kinney Blvd, fee of \$3 with validation and \$6 without validation.

Table 2-4 Public Parking Lot Rates

Lot	Address	Inventory	Hours of Operation	Rate	Additional Details
Lot 613- Pisani & Venice	2010 S Pisani Pl, Venice	53	8AM-6PM	Free	Mon-Sat 10 hrs max time limit.
Lot 616- California & Electric	1411 Electric Ave, Venice	29	7AM-2AM	Free	Mon-Fri 8 hrs max time limit, Sat- Sun 4 hrs max time limit; no overnight parking 2am-7am nightly
Lot 617- Milwood & Electric	1511 Electric Ave, Venice	22	7AM-2AM	Free	Mon-Fri 8 hrs max time limit, Sat- Sun 4 hrs max time limit; no overnight parking 2am-7am nightly
Lot 701-Dell & Venice ¹	2150 Dell Ave, Venice	150	8AM-11PM	Hourly: varies by time of day and season ¹ M-F: \$5/day Sat/Sun/Holidays: \$12/day Monthly: \$15	Overflow lot for Lot 731. \$5.00 7am-9am, \$12.00-\$17.00 9am- 4pm, \$5.00 4pm-8pm Daily May- Sep; \$4.00 7am-9am, \$7.00-\$12.00 9am-5pm Daily Oct-Apr; no overnight parking 11pm-5am nightly; free for Farmers' Market 7am-12pm Fri; monthly only for grandfathered properties
Lot 731- Venice and Pacific	200 N Venice Blvd, Venice	177	8AM-11PM	Hourly: varies by time of day and season ¹ M-F: \$5/day Sat/Sun/Holidays: \$12/day Monthly: \$55	\$5.00 7am-9am, \$12.00-\$17.00 9am-4pm, \$5.00 4pm-8pm Daily May-Sep; \$4.00 7am-9am, \$7.00- \$12.00 9am-5pm Daily Oct-Apr; pay at honor box closing to 11pm; \$2.00 Mon-Thu, \$3.00 Fri-Sun; overnight parking by monthly permit only 6pm-9am nightly
Lot 740- Main and Rose	301 S Main St, Venice	41	9AM-6PM	\$1/hr, or \$4/10 hrs. ¹	None
Lot 761- Pacific and Windward	1608 S Pacific Ave, Los Angeles	14	8AM-6PM	\$2/hr May 1-Sep 30 ¹ \$1/hr Oct1-Apr 30	1 hr max time limit
Marina Del Rey ³	4220 Admiralty Way	183	Not Available	\$5-7/hr depending on season	No Overnight Parking allowed
L.A. County Lot	Via Marina at Washington Blvd	8	Not Available	No charge	
Venice City Beach Parking ⁴	Washington Blvd Lot	380	7AM.- 8PM weekdays 7AM-9PM weekends	Winter \$4.00 to \$9.00; Summer \$5.00 to \$15.00	

Notes:

- <http://parkinginla.lacity.org/> (referenced May 15, 2012)
- http://file.lacounty.gov/dbh/cms1_150840.gif (referenced July 27, 2012)
- <http://www.venicebeach.com/parking.php> (referenced July 27, 2012)

With the exception of Lot #613, the three additional lots do charge for parking and offer hourly, daily, and monthly rates. Lots #701, #731, #761, and #740 are located near the coast near or on Pacific Avenue and are also the only 4 out of the 7 lots that charge for parking. The hourly rates for Lot #701 and #731 are even sensitive to demand changes by season and time of day. Lots #616, #617, and #613, on the other hand, are located about a mile further inland and do not charge for parking. The demand varies at each parking lot and the range in prices reflects greater demand near the coast.



Figure 2-2 Public Parking Lot Location Map

Parking Occupancy of Venice Lots (Parking Concepts)

Parking Concepts, Inc. (PCI) the operator of several of the public parking facilities in the Venice study area provided some general operational details²² for the following lots:

Table 2-5 Parking Concepts Lot Operation Information

	Inventory	Peak	Notes
Lot 731	182	1-4PM (75-100%) weekdays	\$15-\$20 day
100 N. Venice Blvd		12-7PM weekends	
Lot 701	163	Overflow for 731	Film crew parking (\$1000/day)
2150 N Dell Avenue			
Lot 740	42	Metered parking	Staffed weekends only
301 Main Street			

²² This operational information was provided by Robert Hindle of Parking Concepts, International. Detailed occupancy data was not available for the purpose of estimating available parking spaces in these lots.

Section 3

Findings and Recommendations

3.1 Parking Credits vs In-Lieu Fee Analysis

When determining whether to institute an in-lieu fee program or a system of parking credits it is important to have an idea of how the two systems compare in terms of total revenue each would raise.

Table 3-1 identifies the number of years of collection of each parking credit level it would take to accumulate to each corresponding in-lieu fee amount. The credit and fee amounts listed below are similar to those used by case study cities in Section 3.2. The analysis assumes a \$650 one time administrative processing fee for parking credits (in practice by West Hollywood). For example, if a city collected \$350 a year per parking space it would take 50 years to earn \$18,000 in today's dollars.

Table 3-1 Years for Parking Credits to Equal In-Lieu Fee (Static Fee)

		Parking Credit (\$/space/year)			
		\$ 155	\$ 200	\$ 350	\$ 500
In-Lieu Fee (\$/space)	\$ 10,000	60	47	27	19
	\$ 18,000	112	87	50	35
	\$ 25,000	157	122	70	49

However since the city has the flexibility to change the credit levels more frequently, if the rates were indexed to inflation and increased 2% per year the time needed to earn back the in-lieu fee would decrease significantly. **Table 3-2** identifies the number of collection years required to accumulate to the in lieu fee amounts. The detailed accumulation table is provided in Appendix B.

Table 3-2 Years for Parking Credits to Equal In-Lieu Fee (Inflation Indexed Fee)

		Parking Credit (\$/space/Y01)			
		\$ 155	\$ 200	\$ 350	\$ 500
In-Lieu Fee (\$/space)	\$ 10,000	40	34	22	17
	\$ 18,000	60	51	35	27
	\$ 25,000	72	63	45	35

Note: The initial parking credit is listed for Y01 and escalated 2% annually.

3.2 In-Lieu Fee Program Case Studies

The following section details the administrative and financial aspects of in-lieu fee program management experiences of four Southern California cities. The case studies were developed to understand the success of existing programs in supporting policy goals and the contribution of the program towards the costs of providing, maintaining, and managing parking in each of the various cities studied. The range of communities represented offer valuable lessons regarding the in-lieu fee program as a parking management tool and funding resource for parking-related expenses.

Beverly Hills

Beverly Hills adopted different parking in-lieu rates based on distance from the Central Business District (CBD). Their 2011 fee schedule shows a lump sum fee of \$47,000/space for developments

within the CBD, \$38,000 for mid-CBD, and \$28,000 for outer-CBD. Restaurants looking to expand have a reduced fee of \$12,000/space. Restaurants are also allowed to pay in installments. Fees are calculated to cover the cost of constructing a parking stall and are adjusted every year based on the Consumer Price Index (CPI). Although the program is administered by the Community Development Department, the Building and Safety Division is responsible for collecting the fees and placing the fees into the In-Lieu Parking Fund. The funds are used to construct parking garages on city-owned lands and for partnership with private development.

Fee Collection and Application

As of April 2012, 15 permits have been issued, totaling \$1,348,000 in revenue that has been collected since July 2006.²³ The funds were used for several parking garages that have been constructed in the past 10 years. However, in-lieu fees have not covered the full cost of the garages, requiring supplemental funding from the General Fund.²⁴ The estimated cost per space for the city's most recent constructed parking garages are summarized in **Table 3-3**.

Table 3-3 Parking Garage Costs

Garage	Date Estimate	Type	Cost Estimate	Cost per Space Estimate
438 N Beverly Drive	2005	City garage below ground and commercial retail/office above	\$23 Million	\$56,500
9333 W 3 rd Street	2010	City Garage with levels below and above ground	\$14 Million	\$65,000
450 N Crescent Drive	2011	City Garage below ground	\$35 Million	\$80,000

Santa Monica

Santa Monica adopted a Parking Developer Fee at the same time that the Bayside Mall Assessment District was created; thus, the fee is locked in at the rate of \$1.50 per square foot per year for the 30-year period until the bond sunsets. For each new square foot of building space added in the Bayside Mall Assessment District after 1986, a fee is charged for parking spaces that are not provided. The fees are collected in a fund used for maintenance and construction of parking. A fee is not required if the developer elects to provide the required parking.

Fee Collection and Application

Based on a study by Walker Parking Consultants in 2009, the current in-lieu fee has lagged far behind the cost of providing a structured parking space. A sample calculation for a 333 square foot building over a 30-year period shows that the in-lieu fee only provided between 8.8 and 10.5 percent of the cost of developing a parking space in Santa Monica (excluding land costs). Although developers now are not required to build new parking in the downtown area, many developers took advantage of this difference and opted to pay the fee over building parking. Since the near 30-year span of the program, funds have accumulated to around \$7 million, which the city speculates will not even cover 20 percent

²³ Jon Terwilliger, Community Development Department, City of Beverly Hills. Email correspondence April 30, 2012.

²⁴ Peter Noonan, Community Development Department, City of Beverly Hills. Email correspondence April 23, 2012.

of the construction costs of the new parking structure that they are planning to build.²⁵ Walker Parking Consultants estimate the fund balance can cover 129 parking spaces.²⁶

In 2009, city staff met with members of the Bayside Board and Bayside Parking Committee, who recommended that staff consider additional factors in the calculation of an in-lieu parking fee. Staff prepared a Request for Proposal (RFP) for consultant services to develop alternative approaches to calculating this fee, and the consultants are currently working on the report.

The City Planning Department offered another perspective that the concept of the parking developer fee supports the city policy of no new net trips in the city as a parking management tool. Although the program may not be successful generating funds for parking expenses, the program itself could be reducing vehicle trips by not adding to the parking supply.²⁷ The program is used as an incentive for developers to build less parking, and is not meant to fully recapture the cost to build or replace parking.

West Hollywood

West Hollywood recently switched their in-lieu fee program to a parking credits program in March 2012. Their fee was a lump sum payment of \$20,000 per required space and was not adjusted. There were special instances when the city devised payment plans for businesses (such as restaurants) that were unable pay the fee upfront. The lump sum fees along with meter revenue went into the Parking Improvement Fund and had been used to help pay for parking structures, surface lots, and to lease property from land owners.

Fee Collection and Application

According to the Public Works Department, few businesses have ever used the original in-lieu fee option. It has been estimated that the city has collected a total of \$200,000 to \$300,000 since the in-lieu fee was established.²⁸ The program was not attractive for small businesses, such as restaurants, who could not afford to pay the lump sum fee. There were also administrative/collection issues because the fee was charged to the tenant and not the property owner. If the tenant relocated or went out of business, the fee would remain unpaid. The program also did not solve the issue of providing parking for businesses, since a timely parking structure was not guaranteed and once built, may not necessarily be built near the business that paid the fee.²⁹

Parking Credits Program

The newly adopted parking credits program allows the city to actively manage commercial parking supply based on demand. The city monitors the number of spaces available for public use, including street parking, parking structures, and private lots, and then sells parking credits to businesses that need to meet off-site parking requirements. The current program is a pilot project for a specific neighborhood and they currently have about 200 credits to assign. The price is \$375 per credit, per year, with a one-time application fee of \$650. The fee is adjusted every year based on CPI to account for inflation. The fees are collected into the Parking Improvement Fund with other fees and are used

²⁵ Erika Cavicante, Senior Development Analyst. City of Santa Monica, phone conversation April 19, 2012.

²⁶ Erika Cavicante, Senior Development Analyst. City of Santa Monica, phone conversation April 19, 2012.

²⁷ Steve Mizokami, City of Santa Monica, phone conversation April 18, 2012.

²⁸ Oscar Delgado, Public Works Director. "Planning Commission Talks Parking, Delays Decision", West Hollywood Patch, July 22, 2011.

²⁹ Don Norte, Public Works, City of West Hollywood. Phone conversation April 17, 2012.

to cover signage, staff costs, consultant fees, new parking construction and maintenance of existing parking. Every six months, the city has a consultant re-assess the parking occupancy, and based on the new data, the city adjusts the credit pool accordingly. In response to the issue of small businesses not being able to afford to pay the in-lieu fee, the city now does not require businesses of smaller than 10,000 square feet to provide parking in this area. Future plans include expanding the program to bring in private lots and a universal valet program.³⁰

Ventura

Based on their 2011 fee schedule, Ventura charges developers/property owners a \$25,000 lump sum fee per required space. If property owners or businesses cannot afford the fee, there is an option to lease city parking spaces on a monthly basis. The fees are calculated to cover the cost of constructing a parking stall and are adjusted every year based on the CPI. The Land Development department, part of the Community Development Department, is responsible for collecting the fees. The funds are used for parking management and providing more parking.

Fee Collection and Application

City staff reports that since the program was updated from \$1,000/space around 2006, no one has chosen the in-lieu fee option and most developers just build the required parking or lease parking spaces from private or public sources. However, the program is meant to support the park-once policy and is part of an effort to price parking appropriately. Therefore, the city does not rely on the in-lieu fee program to provide significant funding for projects, but rather as an incentive for supporting other parking goals and policies.³¹

Pasadena

Pasadena implemented a parking credit program for Old Pasadena. Old Pasadena has limited room for development/expansion. Old buildings being considered for new uses in the area had difficulty meeting the parking requirements in the zoning code because there was no room for parking. The city created the credit program as a “paper” parking program to allow property owners to meet their required parking numbers and to utilize their existing parking garages. This program may only be utilized if there is an addition or change of use that requires a greater number of parking spaces. Although the property owners buy the credits needed and are under contract, they are not guaranteed a parking space and are still required to pay a monthly fee or purchase a transient parking pass to access existing garages.

The current annual fee is \$155.00 per space, which is adjusted annually in July based on a CPI factor adopted by the Finance Department. The fee is capped at \$200 to preserve the tax-exempt status of their bonds. Once the bonds mature in 2018, the staff plan to revise the rates of the parking credits program to more accurately cover the costs of a parking space.³²

Fee Collection and Application

City staff report that the program makes about \$330,000 per year and is collected in a sub-fund of the general fund.³³ Currently, the revenues derived from the fee go towards paying down debt on existing city parking structures. The maintenance and operation of the off-site parking structures is funded by

³⁰ <http://qcode.us/codes/westhollywood/revisions/12-885.pdf> downloaded May 15, 2012.

³¹ Chandra Shaker, Associate Transportation Engineer, City of Ventura. Phone conversation April 20, 2012.

³² Robert Montano, Economic Development Division. City of Pasadena. Phone conversation April 24, 2012.

³³ Robert Montano, Economic Development Division. City of Pasadena. Phone conversation April 24, 2012.

various sources. Monthly permit sales, Rose Parade parking, ground floor retail lease revenue, investment earnings and transient parking revenue from the structures is all used to fund existing parking structures.³⁴

The program's goal is to give property owners in Old Pasadena a way to meet the parking requirements. The program is not intended to generate significant revenue to cover the costs of constructing parking. However, the city is looking to apply a parking credit program for on-street parking spaces in a commercial area. The city plans to count the total parking spaces and utilization rates in the area and develop the credits based on how many spaces are not utilized. They cited the neighborhood of Eagle Rock in northeastern Los Angeles as inspiration for this program.

Venice

The in-lieu fee is described in the 2004 Venice Coastal Zone ordinance. For commercial and industrial uses Venice Coastal Development Projects, the fee is \$18,000 per space for up to 50 percent of parking required. For multi-family residential, the fee is \$18,000 per space for up to 100 percent of required spaces. There is currently no mechanism in the ordinance that would allow for any kind of adjustment to the fee. The fees are collected by the Department of Transportation and go into the Venice Coastal Parking Impact Trust Fund. The fund can be used for parking facility improvement, construction, and operation of shuttle buses, some administrative costs, and bicycle racks and storage.

Fee Collection and Application

Based on a 2011 accounting report, about \$417,000 has been collected from the in-lieu fee program since 2003. According to Eddie Guerrero of LADOT, these fund expenditures were limited to the two planned at grade parking lots (Electric Avenue/Irving Tabor Court) listed in **Table 3-4**.³⁵ In total these lots will provide 116 spaces. The estimated construction cost and cost per space is presented in Table 3-4. Approximately \$230,000 from the in lieu fee program has been used, which correlates to approximately 12 parking spaces per the \$18,000 fee (17.2% cost coverage) based on the LADOT cost estimate.³⁶ Estimates provided for the design construction of the Electric Ave lots were provided by the city and a private developer.³⁷

Table 3-4 Construction Costs for Venice Surface Parking

Project	Number of Spaces	Total Construction Cost	Cost per Space (LADOT EST)	Cost per Space (Private EST)
1300 Electric Ave	66	\$231,000 - \$618,000 ¹	\$9,400	\$3,500
1600 Irving Tabor Ct	50	\$713,000 ²	\$14,300	NA

Notes:

1. Estimates provided for the design construction of the Electric Ave lot was provided by Vahik Vartanians (LADOT) and a Sully-Miller Contracting Company, a private developer.
2. Estimates provided for the design construction of the Irving Tabor lot was provided by LADOT.

³⁴ Downtown Parking Program Update, Walker Parking Consultants, June 24, 2009.

³⁵ Funds were expended on design and construction of parking facilities and new metered parking in Venice.

³⁶ Email correspondence with Eddie Guerrero. LADOT, April 26, 2012.

³⁷ The LADOT uses city labor including all project costs and the private developer appears to internalize equipment costs or make different assumptions about the site design. The developer's estimate is missing permits, plans/specs and temporary equipment. It is likely these costs have been internalized or considered unnecessary. Also, some administrative costs would likely be incurred by the city even if the project was conducted by a private developer.

3.3 Recommendations

The goal of this study is to develop policy recommendations that promote the goals of the Venice Coastal Zone Specific Plan and the Venice Coastal Land Use Plan. The goals include increasing parking opportunities and beach access by maximizing the efficiency of the current parking system.

In-Lieu Fee Recommendations

The current in-lieu fee program has successfully funded parking spaces in the district covering 17.2% of costs. While the allowable applications of the funds are broad, supporting alternative access options to the coast, the current structure is not the most effect approach to collect fees for the businesses in the area.

It is recommended that LADOT consider expanding the current in-lieu fee program to include a parking credits program to collect a reliable source of funds and to determine the most suitable area for application. A parking credits program is appropriate for areas with high parking demand and underutilized spaces because it will allow the city to actively manage commercial parking supply based on demand and to collect a steady and reliable source of funds that matches the character and need of the businesses in the district. The city can test the program with a pilot period for Venice Beach as the program matures, expand it throughout the district, and bring in private lots and a universal valet program. Eagle Rock and West Hollywood currently have parking credit programs and Pasadena will be looking to establish one for commercial areas as soon as their bonds mature. A reasonable fee level for the pilot program is in the range \$300 to \$1,000/year per space (with an administrative set-up fee) depending on the location of the business/development and anticipated parking usage.

The program can generate revenue on an annual basis. Based on case studies, the amount that a traditional in-lieu fee can bring in varies with each city. In all cases studied, the fee does not and is not expected to cover the full costs of constructing a parking stall. Even in Beverly Hills where the funds are higher, the funds are pooled with other sources to pay for parking improvements. In West Hollywood's experience, they received only a total of \$200,000 to \$300,000 when requiring \$20,000/space, which is about the same or less than what Pasadena's parking credit program makes in a year.

LADOT may elect to retain the traditional in-lieu fee program if they expect much new expansion and development in the district in the future. In this case, it is recommended that the city add enabling code to adjust the fee annually based on CPI (to account for inflation and construction cost increases) and to allow reduced fee and payment in installments for restaurants and small/local businesses. The city can also vary the rates depending on land cost and perhaps increase the rates if the development is closer to the beach. If the fee is set too high, developers may elect to build the parking spaces or choose instead to abandon their project. However, if the rate is set too low, the city will be short of funds for replacement parking or will need to focus efforts on reducing parking demand.

Before an appropriate fee level can be estimated more data will be needed on the existing occupancies of potential satellite lots and the development and desired extent of a shuttle bus program to serve the study area.

Maximizing Efficiency of Current Parking Supply

The high cost of constructing new parking and the traffic impacts of adding more parking in high activity areas, leads to the conclusion that other measures to improve utilization of existing parking

and increase use of alternative travel modes should be explored. In addition to a parking credits program and valet program, consideration of implementation of intercept parking with a shuttle service is recommended. This program makes use of underutilized parking lots on the periphery of the study area, connects beach goers with regional transit routes, and eases parking demand near the coastline. A shuttle bus service would cost approximately \$35,000/week.

The cost of a private valet service would be paid by the parking customers as a premium fee over the current seasonal hourly Venice parking lot rates. These programs should be delivered with a robust marketing, outreach, and signage program to educate the public on where to park and how to use the programs. It is also possible to install more parking meters on certain streets to increase turnover and shift demand to off-street lots. An employee parking permit program directing employees to satellite lots could also be considered for managing supply.

Appendix A Policy & Code Excerpts

Venice Coastal Land Use Plan

Policy II. A. 1. General

“It is the policy of the City to provide increased parking opportunities for both visitors and residents of Venice, and improve summer weekend conditions with respect to Venice Beach parking and traffic control. A comprehensive package of parking measures and strategies that addresses the needs and balances the competing demands of residents and beach visitors is proposed. Parking facilities shall be increased, subject to the availability of funding, to meet existing unmet needs for residents and beach visitors in order to improve public access opportunities and reduce conflicts between residential and beach visitor parking. Parking facilities for beach overload parking shall be located outside of the Beach Impact Zone. To facilitate ingress and egress to the beach area, a shuttle system that serves outlying parking areas, lots or structures should be developed and maintained. The development of parking facilities shall be consistent with Coastal Act policies.

The City’s policy is to provide sufficient parking for beach goers outside of local streets, and encourage the use of this parking (simply restricting use of on-street parking without providing an alternative would diminish public access to the beach). An integrated plan should contain the following types of measures:

- *Provision of new parking supply for beach goers;*
- *Measures to encourage beach goers to use the new supply;*
- *Measures to reduce parking demand; and*
- *Management and coordination of the parking and traffic system.*

Policy II. A. 2. Expansion of Public Beach Parking Supply

“The construction of new public parking facilities should be implemented, as well as maximizing the use of existing ones by restriping existing parking lots or converting them to multi-level structures where consistent with other Coastal Act policies. The parking lots located west of the Ocean Front Walk shall remain surface parking lots. In no case shall such structures obstruct ocean views or be inconsistent with other Coastal Act or LUP Policies.” Potential sites:

- *Public use of private parking facilities: 414-space subterranean parking garage serving the 330 Washington Boulevard office building.*
- *Los Angeles County Metropolitan Authority (MTA) bus maintenance yard located between Main Street and Pacific Avenue south of Sunset Avenue is a potential site for public parking. It is estimated that about 350 spaces could be provided on the approximately 3-acre site. This site affords good walking access to the beach, and good vehicular access via Main Street and Pacific Avenue.*
- *School parking lots and playgrounds may be used as parking areas during periods of high beach use providing vehicular access to such lots is sufficient. In the off-season, the existing parking areas may be used for resident-serving needs, such as basketball courts and farmers' markets.*

Policy II. A. 5. Intercept Parking Lots

“A limited number of large intercept parking facilities at remote locations shall be provided and connected to the beach with a shuttle bus service operated on summer weekend days and holidays, with a signing and advertising program to direct beach goers to the intercept parking lots. This measure should build upon the current system by potentially adding more lots and modifying the shuttle routes accordingly.

The intercept parking lots may be public lots or private lots which are underutilized during weekends (i.e. office building parking) and should be located along major access streets, not within residential neighborhoods.

Possible locations could include continued use of the Marina Business Center lot on Glencoe Avenue served by the existing Venice DASH shuttle service, future parking to be provided by the Channel Gateway project in accordance with its development agreement or other sites to be determined.”

Policy II. A. 6. Preferential Parking

Establishment of residential preferential parking districts shall be contingent upon replacing displaced public parking spaces with new public parking at a minimum one-to-one ratio.

To provide adequate visitor parking, the preferential parking district(s) should be operated as follows:

- *Parking restriction shall not be less than 4-hour within designated residential district(s); meters, if provided, shall be priced and enforced to encourage use of off-street lots and shall accept payment for time increments up to 4 hours.*
- *Require that the general public maintain the right to buy a day permit allowing parking on all streets within the zone.*

Policy II. A. 10. Valet Parking

“a. The use of public parking areas for valet vehicle Drop-off/Pick-up stations shall be limited to the minimum area necessary and occupy the fewest number of public parking spaces.

b. Vehicle Storage/Parking. The storage of vehicles by valets is prohibited in public parking lots, on public rights-of-way and in on-street parking spaces (except for loading and unloading) unless it is determined that use of the public parking area will not conflict with the need for public parking by beach goers.

c. A valet parking program that utilizes public property in the coastal zone shall be available for use by the general public with no preference granted to any group or type of use (i.e., restaurant customers vs. beach goers).”

Policy II. A. 11. Shared Parking

Shared parking arrangements may be permitted to accommodate new commercial uses and intensification of existing commercial uses provided that a detailed parking study demonstrates that the proposed shared parking arrangement will not negatively affect coastal access or access to public recreational facilities. Public beach parking lots shall not be used for shared parking arrangements.

Policy II. B. 2. Beach Bus Service

Special beach bus service from targeted areas to Venice Beach shall be provided. The objective of the beach bus service would be to provide specialized bus service to the Venice beach area and offer beachgoers an alternative means of accessing the beach. The beach bus service would be provided during summer weekends and holidays by using school buses or LADOT commuter express buses which are otherwise not utilized on weekends. High schools located in the targeted areas could serve as the pick-up/drop-off points for the beach bus service.

Policy II. B. 3. Shuttle System

The City shall develop a comprehensive shuttle (DASH) system for the Venice Coastal Zone as a transit alternative to the automobile for use by beach visitors. Shuttles should be located along well-utilized routes to the beach to ensure adequate use of the system. To serve Marina Peninsula, the current Venice DASH shuttle bus route shall be modified to operate along Pacific Avenue, south of Washington Boulevard to the Marina Jetty.

The Venice intercept parking shuttle route(s) shall be designed to interface with regional transit routes. For example, the current Venice DASH shuttle bus route travels along Mindanao Way, Admiralty Way, Ocean Avenue and Venice Way to Pacific Avenue, interfacing with MTA line 33 via stops along Venice Way and with Culver City Municipal Bus line 1 and Santa Monica Municipal Bus Line 2 at Pacific Avenue. Adding stops within Marina del Rey along Admiralty Way and on Mindanao Way near Lincoln Boulevard would also allow transfers to/from MTA line 108 and Santa Monica Municipal Bus Line 3. If the shuttle route is modified or new shuttle routes are provided to serve new intercept parking lots, the new or modified routes should also coordinate with regional transit services.

The shuttle system should be implemented as follows:

1. *Shuttle bus operation on Venice Boulevard between beach and inland parking areas, including:
 - a. *Venice Boulevard Median Lot expansion;*
 - b. *new Venice Branch Library lot; and*
 - c. *Electric Avenue lots.**
2. *Shuttle bus operation on Washington Boulevard between a prospective lot at Mildred Avenue, the Venice Pier, and the beach, with potential stops at existing available parking facilities (e.g., the 400-space Washington Square garage at Via Dolce and Washington Boulevard).*
3. *Other shuttle bus routes to connect inland standby parking facilities (e.g. school sites) during peak days (e.g. summer and holidays). Shuttle buses would operate on summer weekends and holidays plus other days that might be identified as periods of high public beach demand.*

New commercial developments shall be required to contribute to the cost of funding a Venice coastal shuttle system. The City should support coordination and participation of privately operated shuttle systems. Subject to availability of funding, the City should establish park-and-ride lots along regional bus line routes that could be served by commuters on weekdays and which could also be utilized by visitors to recreational areas on weekends.

Subject to availability of funding, the City should establish park-and-ride lots parallel to the Santa Monica Freeway route which could be utilized by carpoolers traveling to metropolitan Los Angeles on weekdays, and which could also be linked to the coastal area by a shuttle service on weekends.

The City shall continue coordination efforts with CALTRANS to design a park-and-ride lot on the median of the Marina Freeway.

Appendix B Parking Credit Accumulation

Accumulation of Parking Credit (Fees) Indexed for Inflation								
Program Year	Annual Credit	Cumulative Cost	Annual Credit	Cumulative Cost	Annual Credit	Cumulative Cost	Annual Credit	Cumulative Cost
Y01	\$ 155	\$ 805	\$ 200	\$ 850	\$ 350	\$ 1,000	\$ 500	\$ 1,150
Y02	\$ 158	\$ 963	\$ 204	\$ 1,054	\$ 357	\$ 1,357	\$ 510	\$ 1,660
Y03	\$ 161	\$ 1,124	\$ 208	\$ 1,262	\$ 364	\$ 1,721	\$ 520	\$ 2,180
Y04	\$ 164	\$ 1,289	\$ 212	\$ 1,474	\$ 371	\$ 2,093	\$ 531	\$ 2,711
Y05	\$ 168	\$ 1,457	\$ 216	\$ 1,691	\$ 379	\$ 2,471	\$ 541	\$ 3,252
Y06	\$ 171	\$ 1,628	\$ 221	\$ 1,912	\$ 386	\$ 2,858	\$ 552	\$ 3,804
Y07	\$ 175	\$ 1,802	\$ 225	\$ 2,137	\$ 394	\$ 3,252	\$ 563	\$ 4,367
Y08	\$ 178	\$ 1,980	\$ 230	\$ 2,367	\$ 402	\$ 3,654	\$ 574	\$ 4,941
Y09	\$ 182	\$ 2,162	\$ 234	\$ 2,601	\$ 410	\$ 4,064	\$ 586	\$ 5,527
Y10	\$ 185	\$ 2,347	\$ 239	\$ 2,840	\$ 418	\$ 4,482	\$ 598	\$ 6,125
Y11	\$ 189	\$ 2,536	\$ 244	\$ 3,084	\$ 427	\$ 4,909	\$ 609	\$ 6,734
Y12	\$ 193	\$ 2,729	\$ 249	\$ 3,332	\$ 435	\$ 5,344	\$ 622	\$ 7,356
Y13	\$ 197	\$ 2,925	\$ 254	\$ 3,586	\$ 444	\$ 5,788	\$ 634	\$ 7,990
Y14	\$ 201	\$ 3,126	\$ 259	\$ 3,845	\$ 453	\$ 6,241	\$ 647	\$ 8,637
Y15	\$ 205	\$ 3,330	\$ 264	\$ 4,109	\$ 462	\$ 6,703	\$ 660	\$ 9,297
Y16	\$ 209	\$ 3,539	\$ 269	\$ 4,378	\$ 471	\$ 7,174	\$ 673	\$ 9,970
Y17	\$ 213	\$ 3,752	\$ 275	\$ 4,652	\$ 480	\$ 7,654	\$ 686	\$ 10,656
Y18	\$ 217	\$ 3,969	\$ 280	\$ 4,932	\$ 490	\$ 8,144	\$ 700	\$ 11,356
Y19	\$ 221	\$ 4,190	\$ 286	\$ 5,218	\$ 500	\$ 8,644	\$ 714	\$ 12,070
Y20	\$ 226	\$ 4,416	\$ 291	\$ 5,509	\$ 510	\$ 9,154	\$ 728	\$ 12,799
Y21	\$ 230	\$ 4,646	\$ 297	\$ 5,807	\$ 520	\$ 9,674	\$ 743	\$ 13,542
Y22	\$ 235	\$ 4,881	\$ 303	\$ 6,110	\$ 530	\$ 10,205	\$ 758	\$ 14,299
Y23	\$ 240	\$ 5,121	\$ 309	\$ 6,419	\$ 541	\$ 10,746	\$ 773	\$ 15,072
Y24	\$ 244	\$ 5,365	\$ 315	\$ 6,734	\$ 552	\$ 11,298	\$ 788	\$ 15,861
Y25	\$ 249	\$ 5,615	\$ 322	\$ 7,056	\$ 563	\$ 11,861	\$ 804	\$ 16,665
Y26	\$ 254	\$ 5,869	\$ 328	\$ 7,384	\$ 574	\$ 12,435	\$ 820	\$ 17,485
Y27	\$ 259	\$ 6,128	\$ 335	\$ 7,719	\$ 586	\$ 13,021	\$ 837	\$ 18,322
Y28	\$ 265	\$ 6,393	\$ 341	\$ 8,060	\$ 597	\$ 13,618	\$ 853	\$ 19,176
Y29	\$ 270	\$ 6,663	\$ 348	\$ 8,408	\$ 609	\$ 14,227	\$ 871	\$ 20,046
Y30	\$ 275	\$ 6,938	\$ 355	\$ 8,764	\$ 622	\$ 14,849	\$ 888	\$ 20,934
Y31	\$ 281	\$ 7,219	\$ 362	\$ 9,126	\$ 634	\$ 15,483	\$ 906	\$ 21,840
Y32	\$ 286	\$ 7,505	\$ 370	\$ 9,495	\$ 647	\$ 16,129	\$ 924	\$ 22,764
Y33	\$ 292	\$ 7,797	\$ 377	\$ 9,872	\$ 660	\$ 16,789	\$ 942	\$ 23,706
Y34	\$ 298	\$ 8,095	\$ 384	\$ 10,257	\$ 673	\$ 17,462	\$ 961	\$ 24,667
Y35	\$ 304	\$ 8,399	\$ 392	\$ 10,649	\$ 686	\$ 18,148	\$ 980	\$ 25,647
Y36	\$ 310	\$ 8,709	\$ 400	\$ 11,049	\$ 700	\$ 18,848	\$ 1,000	\$ 26,647
Y37	\$ 316	\$ 9,025	\$ 408	\$ 11,457	\$ 714	\$ 19,562	\$ 1,020	\$ 27,667
Y38	\$ 323	\$ 9,348	\$ 416	\$ 11,873	\$ 728	\$ 20,290	\$ 1,040	\$ 28,707
Y39	\$ 329	\$ 9,677	\$ 424	\$ 12,297	\$ 743	\$ 21,033	\$ 1,061	\$ 29,769
Y40	\$ 336	\$ 10,012	\$ 433	\$ 12,730	\$ 758	\$ 21,791	\$ 1,082	\$ 30,851
Y41	\$ 342	\$ 10,355	\$ 442	\$ 13,172	\$ 773	\$ 22,564	\$ 1,104	\$ 31,955
Y42	\$ 349	\$ 10,704	\$ 450	\$ 13,622	\$ 788	\$ 23,352	\$ 1,126	\$ 33,081
Y43	\$ 356	\$ 11,060	\$ 459	\$ 14,082	\$ 804	\$ 24,156	\$ 1,149	\$ 34,230
Y44	\$ 363	\$ 11,423	\$ 469	\$ 14,551	\$ 820	\$ 24,976	\$ 1,172	\$ 35,401
Y45	\$ 370	\$ 11,793	\$ 478	\$ 15,029	\$ 837	\$ 25,812	\$ 1,195	\$ 36,596
Y46	\$ 378	\$ 12,171	\$ 488	\$ 15,516	\$ 853	\$ 26,666	\$ 1,219	\$ 37,815
Y47	\$ 385	\$ 12,557	\$ 497	\$ 16,013	\$ 870	\$ 27,536	\$ 1,243	\$ 39,059
Y48	\$ 393	\$ 12,950	\$ 507	\$ 16,521	\$ 888	\$ 28,424	\$ 1,268	\$ 40,327
Y49	\$ 401	\$ 13,351	\$ 517	\$ 17,038	\$ 905	\$ 29,329	\$ 1,294	\$ 41,620
Y50	\$ 409	\$ 13,760	\$ 528	\$ 17,566	\$ 924	\$ 30,253	\$ 1,319	\$ 42,940
Y51	\$ 417	\$ 14,177	\$ 538	\$ 18,104	\$ 942	\$ 31,195	\$ 1,346	\$ 44,285
Y52	\$ 426	\$ 14,603	\$ 549	\$ 18,653	\$ 961	\$ 32,156	\$ 1,373	\$ 45,658
Y53	\$ 434	\$ 15,037	\$ 560	\$ 19,213	\$ 980	\$ 33,136	\$ 1,400	\$ 47,058
Y54	\$ 443	\$ 15,479	\$ 571	\$ 19,785	\$ 1,000	\$ 34,136	\$ 1,428	\$ 48,487
Y55	\$ 452	\$ 15,931	\$ 583	\$ 20,367	\$ 1,020	\$ 35,155	\$ 1,457	\$ 49,943
Y56	\$ 461	\$ 16,392	\$ 594	\$ 20,962	\$ 1,040	\$ 36,195	\$ 1,486	\$ 51,429
Y57	\$ 470	\$ 16,861	\$ 606	\$ 21,568	\$ 1,061	\$ 37,256	\$ 1,516	\$ 52,945
Y58	\$ 479	\$ 17,341	\$ 618	\$ 22,186	\$ 1,082	\$ 38,338	\$ 1,546	\$ 54,491
Y59	\$ 489	\$ 17,829	\$ 631	\$ 22,817	\$ 1,104	\$ 39,442	\$ 1,577	\$ 56,067
Y60	\$ 499	\$ 18,328	\$ 643	\$ 23,460	\$ 1,126	\$ 40,568	\$ 1,608	\$ 57,676
Y61	\$ 509	\$ 18,837	\$ 656	\$ 24,117	\$ 1,148	\$ 41,716	\$ 1,641	\$ 59,316
Y62	\$ 519	\$ 19,355	\$ 669	\$ 24,786	\$ 1,171	\$ 42,888	\$ 1,673	\$ 60,990
Y63	\$ 529	\$ 19,884	\$ 683	\$ 25,469	\$ 1,195	\$ 44,082	\$ 1,707	\$ 62,696
Y64	\$ 540	\$ 20,424	\$ 696	\$ 26,165	\$ 1,219	\$ 45,301	\$ 1,741	\$ 64,437
Y65	\$ 550	\$ 20,975	\$ 710	\$ 26,875	\$ 1,243	\$ 46,544	\$ 1,776	\$ 66,213
Y66	\$ 561	\$ 21,536	\$ 725	\$ 27,600	\$ 1,268	\$ 47,812	\$ 1,811	\$ 68,024
Y67	\$ 573	\$ 22,109	\$ 739	\$ 28,339	\$ 1,293	\$ 49,105	\$ 1,847	\$ 69,872
Y68	\$ 584	\$ 22,693	\$ 754	\$ 29,093	\$ 1,319	\$ 50,424	\$ 1,884	\$ 71,756
Y69	\$ 596	\$ 23,289	\$ 769	\$ 29,861	\$ 1,345	\$ 51,770	\$ 1,922	\$ 73,678
Y70	\$ 608	\$ 23,897	\$ 784	\$ 30,646	\$ 1,372	\$ 53,142	\$ 1,961	\$ 75,639
Y71	\$ 620	\$ 24,517	\$ 800	\$ 31,445	\$ 1,400	\$ 54,542	\$ 2,000	\$ 77,639
Y72	\$ 632	\$ 25,149	\$ 816	\$ 32,261	\$ 1,428	\$ 55,970	\$ 2,040	\$ 79,679