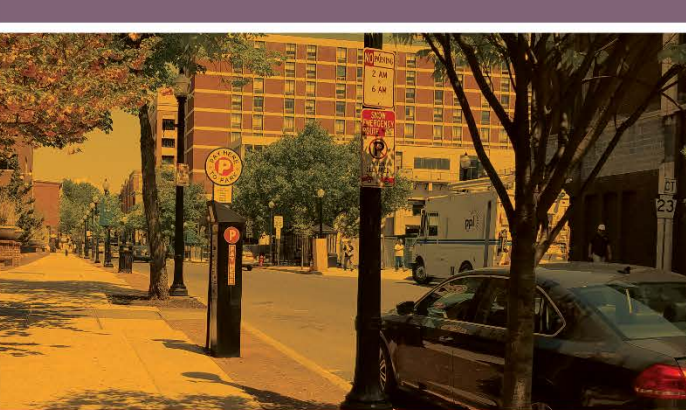




# LANCASTER PARKING SUPPLY, DEMAND, AND FORECASTING STUDY

**Southwest (SOWE)  
Neighborhood  
Revitalization Area**



PREPARED FOR:



PREPARED BY:

**Kimley»Horn**

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## Executive Summary

The City of Lancaster, Lancaster Housing Opportunity Partnership (LHOP), Lancaster Civic Alliance (LCA), and Lancaster Parking Authority (LPA) recognized that the last comprehensive parking study of the Downtown was completed in 2007 and given potential development and redevelopment activity they wished to engage a parking and transportation consultant to conduct a parking inventory, demand, and forecasting study. LHOP and the SoWe Civic Association wanted to extend the boundary of this effort to include the SoWe (SoWe) and Southwest (SoWe) Area Revitalization Neighborhoods. The report documents the findings for the specially for the SoWe neighborhood.

This effort includes an inventory of all on- and off-street parking spaces, both public and private; public outreach through stakeholder interviews, evening work sessions, and an online survey; a comparison of parking demand with the current parking supply; an identification of areas with parking deficits and surplus; a projection of future parking surplus and deficit conditions given the potential impact of development activity; an analysis of the impact on supply and demand associated with transportation and mobility improvements; and identification of specific areas where parking could be added, both on-street and off-street, through modest design changes and shared use agreement.

The key product in this effort was the creation of a Geographic Information System (GIS) tool that combines current land use activity, current peak parking occupancy, and visions of future development and travel mode to forecast current and future parking demand by land type and block. This GIS database and background information was provided to the City for its use and modeling.

It must be noted that during evening work sessions with the public, questions were posed about new parking structures, changes to parking rates and public policy, and the residential parking permit program. The parking inventory and forecast study does not include recommendations on new garages or changes in management policy or procedure. Those decisions would be made following future public debate and discourse and would be greatly informed by the data and model presented herein.

The SoWe neighborhood is predominately comprised of residential dwelling units and some office, retail, restaurant, and park/open space uses. The area covers 59 blocks, and consists of a total supply of 4,355 parking spaces, 2,717 of which are off-street and 1,638 are on-street. Unlike the Downtown Core, there are no public owned or operated off-street parking lots or garages and the curbside spaces do not, for the most part, have pavement markings which delineate each individual space. To determine the number of curbside spaces, the survey team measured the distance along the street from intersection to intersection and applied a standard 20 foot per space dimension.

Parking counts were conducted during a typical weekday in October between 2:00 PM and 4:00 PM and between 8:00 PM and 10:00 PM. These time periods were chosen, in coordination with project stakeholders, to identify peak and off-peak parking occupancy on a per-block level. It was determined that parking use peaks in the evening when 53 percent of all on- and off-street spaces were occupied. During that period, and for the entire area, on-street occupancy reached 67 percent while off-street occupancy equaled 29 percent. This preference toward parking on-street in the evening is a function of residents' inability to park in many of the area's surface lots and their desire to park as close to their homes as possible in a space in front of their home or on their street.

A more accurate depiction of parking utilization is illustrated on a street by street and block by block basis. There were numerous clusters of blocks where utilization of off-street lots and curbside spaces exceeded 85 percent occupancy which is a measure of stress. Numerous lots and streets even had more parked cars than there are parking spaces. There are neighborhood streets where the utilization was lower, but these were in areas of lower density residential housing or adjacent to public schools, churches, or commercial buildings.



The City of Lancaster maintains a GIS database of all land use activity in the SoWe neighborhood. In total there is approximately 371,000 square feet of commercial space, 1,822 residential dwelling units, nearly 251,000 square feet of light industrial uses, and 126,000 square feet of institutional, cultural, and educational space. As opposed to observed peak period parking occupancy, the land-use-based demand estimate identifies blocks where the demand for parking generated by office buildings, shops, restaurants, single-family homes, apartments and other uses exceeds the supply of all spaces within that block.

As noted previously, there are three clusters of blocks with measurable parking deficits during the weekday evening hours based on the parking and land-use analysis. They include the blocks roughly bounded by Grant, Charlotte, Manor, and Lafayette to the north, High, Laurel, St. Joseph, and Strawberry to the north central, and Conestoga, Prince, Queen, and Hager to the south and east. While individual blocks around these clusters do exhibit surplus parking availability, it may be unreasonable to require residents and their visitors to walk two or three blocks to their destination. Additionally, while there are large numbers of available spaces in off-street lots, those spaces are restricted to use by specific groups.

To satisfy the clusters of evening residential parking shortages, several parking lots that are within proximity to these areas and which had low rates of occupancy during this period were identified. The report highlights seven parking lots that could, if made available to the public, satisfy some of these deficits. They include the lot owned by the Literacy Council of Lebanon near Strawberry Street, two private and gated storage lots on Lafayette Street, the lot across the street from St. Joseph's Church, two lots north of Conestoga Street that serve the District School of Lancaster and Water Street Mission that could be shared with SoWe neighborhood residents. Note that Kimley-Horn is not authorized on behalf of any of these property owners to offer their properties for public parking, and these facilities are only offered as examples where parking that is underutilized in the evening or weekends could be shared with the residents in that neighborhood.

However, even if willing to share, these or any other property owners would require considerable assistance in day-to-day management of their daytime parking needs and shared evening and weekend activity. Parking permitting, signage, revenue collection, lot maintenance, and enforcement/towing services would be necessary and would require considerable attention and experience (i.e. a parking manager). Additionally, there is increased liability associated with operating a parking lot that would be used by the general parking through monthly permits. Should an incident or accident occur, the property owner could be sued.

The City or LPA could manage private property for the benefit of public parking in the SoWe. However, the City doesn't have the organizational capacity to take on this responsibility and LPA is required, based on its charter, to operate publicly-accessible parking facilities in a cost neutral manner for the benefit of the public. The cost to manage several small surface parking lots in residential neighborhoods would strain LPA's financial and operational resources. Therefore, the SoWe community needs to identify a "parking champion" from a civic association or community group who would act as coordinator between the owner, a parking operator, and the public.

Regarding the potential to increase on-street parking, a sample of representative streets within the SoWe neighborhood was selected to test alternative and conceptual parking stall designs. One concept examined introducing payment markings and stall dimensions. While this would improve the ease of accessing curbside spaces, it would result in a significant loss of existing spaces. A second concept reconfigured a narrow two-way street with parallel parking on both sides to one-way traffic with angled parking on one side. Given the width of the street in this example, angled parking couldn't be provided on both side and, as a result, this design would cause a

loss of spaces. This would, however, provide sufficient width for emergency vehicles to traverse with the neighborhood without the possibility to damaging parking vehicles. Unfortunately, none of the representative streets that were studied would result in a significant increase in the supply of curbside spaces. Nonetheless, it is recommended that the SoWe community continue to work the Traffic Commission and City to identify streets to explore where similar gains could be made.

Given the complexity of encouraging sharing of private/restricted off-street spaces and the relative limitations of increasing the number of on-street spaces, a concept was developed which examined improving an alley to formalize “backyard” parking. The City of Lancaster has several functioning and forgotten alleys and the alley concept suggests that if an alley could be more formally designed for residential one-way traffic, residents who choose to could use part of their backyard for parking. This approach would significantly increase supply and reduce the dependency on on-street parking. Note that where alleys do function effectively, many residents have already made this decision.

In summary, there are few options to significantly increase the parking supply. However, minor reconfigurations of existing streets, where appropriate, could allow for a more efficient use of curb space and yield modest net gains. Similarly, improvements to the alleys could revitalize these access points and promote rear yard parking. Shared-use agreements could allow for private parking lots to become community assets for residents, but this would require a third-party manager to negotiate and manage sharing of parking. The successful deployment of any of these options will be dependent on the continued collaboration with the community and a campaign to educate the community about parking options. SoWe stakeholders, the City, and LHOP can use the parking supply, demand, and forecasting study to promote the importance or specific changes in design and management and then work, step by step and space by space, to improve parking access and the quality of life in this area.

## INTRODUCTION

Parking and its supporting infrastructure of garages, surface lots, and curbside spaces can be many things to many people. To a parking authority, parking is a public asset to be operated and maintained to maximize the benefit to the community while being financially self-supporting. To a city and/or development agency, parking is a key tool supporting vital economic development and the broader goals of the commercial, residential, and cultural communities. To residents of a neighborhood, parking can be viewed as a right and personal property even when the spaces in that neighborhood are on the street or in a nearby surface lot. Parking demand for these groups can provide visual evidence of the economic success or signs of frustration. For most of the public that is presently dependent on the automobile, whether they are employees, residents, or visitors, parking is a needed commodity that never seems to be in the right place, in the right amount, or at the right price. While a section of the public feels that there is never enough parking, others believe there is already too much. Typically, these groups are unaware of the true cost to provide, maintain, and operate a parking garage, surface lot, or on-street space or their role in economic development and sustainability. Ultimately, all community stakeholders must debate the merits of more or less parking and, therefore, arrive at sound parking practices and best management strategies that are important to the broader group, regardless of personal perspectives on the “more or less” of parking.

The City of Lancaster and SoWe understood the importance of management efficiency, development responsibility, and public discourse with respect to the neighborhood’s critical parking assets. These groups engaged the services of Kimley-Horn to conduct a parking supply, demand, and forecasting study to assess existing and future stress on the public and private, on- and off-street parking system in the SoWe neighborhood. The scope of services that was completed included:

- An inventory—tabulated and summarized on a block-by-block basis—of on-street and off-street parking spaces, both public and private, including church and other commercial parking lots
- Public outreach through stakeholder interviews, evening work sessions, and an online survey to absorb and understand current parking frustrations and the community’s willingness to support changing parking needs and conditions
- A comparison of parking demand with the current parking supply and an identification of areas with parking deficits and surplus
- A projection of future parking surplus and deficit conditions given the potential impact of known, proposed, and potential development and redevelopment activity
- An analysis of the impact of current and future transportation options such as public transportation, rideshare programs such as Uber and Lyft, bicycle share, and autonomous/self-driving vehicles
- An identification of specific areas where parking could be added, both on-street and off-street, and parking lots and their owners where shared usage could be realized

## PURPOSE AND CONTEXT

The key product in this effort was the creation of a GIS tool that combines current land use activity, current peak parking occupancy, and visions of future development and travel mode to forecast current and future parking demand by land type and block. The importance of this tool cannot be overstated as field surveys of parking



utilization within a church lot, on private property, or curbside space do not provide insight into why those spaces are occupied, who is parking in those spaces, or if the experience between parking and arriving at a destination is an acceptable one.

The parking supply, demand, and forecasting study and associated land-use-based model are intended to:

- Provide a comprehensive picture of the entire parking system in the SoWe neighborhood
- Educate City, LHOP staff, civic leaders, business/property owners, residents, and the general public on current and projected trends in parking supply and demand
- Serve as an evolving tool to calculate how changes in development, land use activity, public transit services, and personal mobility choices will impact the parking system

This work will be of considerable value to SoWe, which is a resident-led community organization that works to implement the Southwest Neighborhood Revitalization Strategy, create incentives to reinvest in the area, and create a safe, clean, and attractive place to live and work. Given the fact that the SoWe neighborhood is largely but not exclusively residential, home ownership and reinvestment in residential property is a key element in the revitalization strategy. Solutions that address current parking issues are, in turn, important to the quality of life for this predominately residential area.

It should be noted in the introduction that during evening work sessions and presentations to the public, several questions were posed about new parking structures, the residential parking permit program, and changes to public policy. Apart from some insight into the potential effects associated with future development, autonomous vehicles, Uber and Lyft, and other emerging technologies, this document does not include any recommendations on new parking garages or surface lots or changes in management policy or procedure. Those types of decisions would be made following future public debate and discourse and would be greatly informed by the data and model presented herein. However, the report does include a conceptual examination of the potential to increase curbside parking and identifies existing privately owned/operated parking lots that are in high demand locations and could benefit the residents who live near them. Additionally, this report details how the City, LHOP, SoWe, or other public/private groups could work to share those valuable private/restricted off-street spaces.

It should be noted that this parking supply, demand, and forecasting study benefits from the work completed previously by the City, LHOP, Lancaster City Alliance and others. These include the following:

- City of Lancaster Strategic Plan 2015–2017, March 2015
- Lancaster, Pennsylvania Downtown Walkability Analysis, April 2015
- Building on Strength – Economic Development Strategy Plan for the City of Lancaster, June 2015
- Southwest Lancaster Neighborhood Revitalization Study, September 2016
- Lancaster Comprehensive Housing Market Analysis, April 2017
- Lancaster Commercial and Industrial Market Overview, February 2018
- Lancaster Active Transportation Plan (Draft for Public Comment), February 2019

Finally, it should be noted that Kimley-Horn completed a parallel forecast of parking supply and demand for the Downtown Commercial Hub, New Holland/East Walnut Commercial Corridor, and Southeast Neighborhood Revitalization Area and that those studies were sponsored by the Downtown LHOP, Lancaster City Alliance, LPA, and

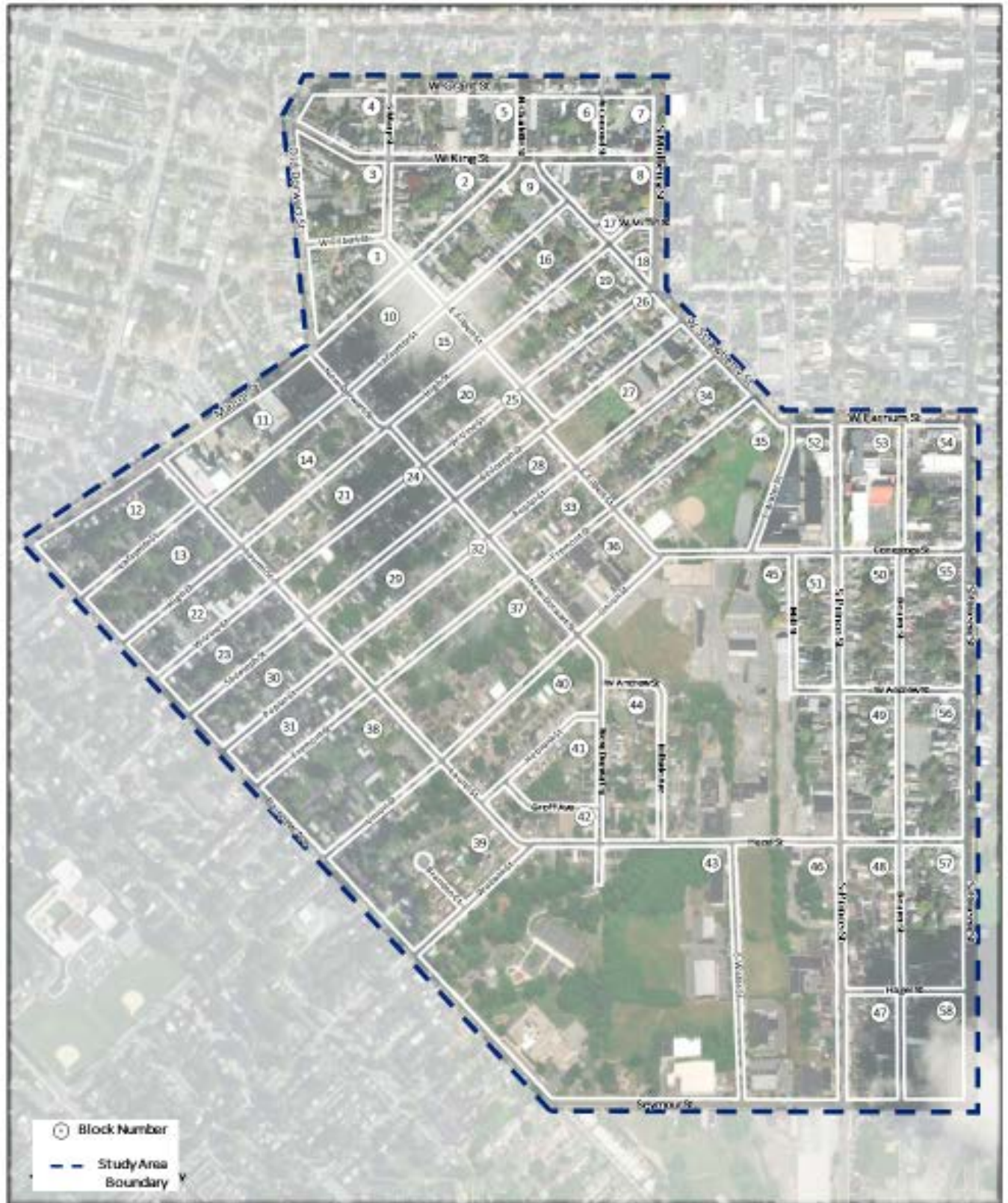
the City of Lancaster. While the methodology was identical to that of the SoWe neighborhood, the findings and land use model for the Downtown, New Holland/East Walnut, and Southeast area are reported separately.

## STUDY AREA

The SoWe neighborhood study area is shown in **Figure 1**. Each block within the study area was assigned a unique code that was used to geographically link on- and off-street parking supply and demand. The SoWe neighborhood is predominately comprised of residential, mixed use, and commercial uses. It includes all the parking (on-street, off-street, public, and private) within the area generally bounded by Grant Street, Strawberry Street, and Farnum Street to the north; Queen Street to the east; Seymour Street to the south; and Fairview Avenue, Manor Street, and Old Dorwart Street to the west. Many of the parcels in the SoWe neighborhood are zoned for low to high residential (R2 to R4) and commercial (MU, CM, and C2).

It is important to note that the foundation of the parking supply, demand, and forecasting study is the determination, now and in the future, of the relationship between land use activity and parking activity. And while the inventory of spaces differentiates between lots and curbside spaces, the analysis of land use and parking requires that the inventory and occupancy totals be summarized by neighborhood block.

Figure 1: Study Area Boundary and Block Coding – SoWe Neighborhood





## ASSESSMENT OF EXISTING CONDITIONS

The assessment of existing conditions was a foundational component of this comprehensive parking study. During this assessment, the parking supply within each study area was confirmed and aggregated by block:

- A count of parked cars along each street and in each parking facility was conducted on a typical weekday to identify peak and off-peak parking occupancy
- Land-use-based parking demand was linked to the available parking supply to determine the adequacy of the existing parking system's capacity
- Critically, the community was engaged to better understand the perceptions of the state of parking

## PARKING SUPPLY

The SoWe neighborhood consists of a total off-street supply of 1,638 parking spaces and a total on-street parking supply of 2,717 spaces. Cumulatively, within the SoWe neighborhood, there is a total parking capacity of 4,355 parking spaces. The off-street parking supply is shown visually in **Figure 2** and the totals referenced for each block are in aggregate while the on-street parking supply is shown visually in **Figure 3**. For example, the block bound by St. Joseph's Street, Strawberry Street, Poplar Street, and Filbert Street (Block Code 27) has two small lots which serve St. Joseph's Church and equals 18 spaces, 26 spaces on the north side of Poplar Street, 9 one the west side of Strawberry Street, 8 on the east side of Filbert Street, and no spaces on the south side of St. Joseph's Street. The figure shows available parking capacity for each side of the street for streets where parking is allowed (denoted by blue linework). Streets where parking is not allowed are denoted by white linework. Parking capacities for each block are detailed in Appendix A.

Unlike on-street parking lots in the Downtown Core, which has pavement markings to delineate each space, curbside parking in this neighborhood is largely unmarked. To determine the number of spaces for each street and each side of the street (or block face) Kimley-Horn staff measured the distance along the street from intersection to intersection and took into consideration space reserved for crosswalks, fire hydrants, driveways, and other physical features. Using 20 feet as a standard length for a single space, the total number of spaces for each block face was calculated. It should be noted that given the intense demand for parking in many neighborhoods, the residents of the Southeast are resourceful when finding and creating a curbside space. Residents, particularly those with smaller cars, tend to occupy a space that is much less than 20 feet. Conversely, two parked vehicles may inadvertently create a space in between the two vehicles that is more than required for maneuvering but doesn't leave sufficient space for a third vehicle. When the parking occupancy counts were conducted, staff recorded the actual number of cars parked as opposed to the number of spaces that were occupied.

Unlike Downtown Lancaster where there are public owned and operated parking lots and garages, the SoWe neighborhood has no such off-street parking facilities. Whether the lot is owned/operated by a church, government office, civic group, business, or apartment building, the majority of lots are reserved specifically for the employees, residents, and visitors to the destination. There are two lots with access off Lafayette Street which advertise for storage parking but attempts to call the owner went unanswered and it is unclear how this property is managed. And while it is understood that some parking lot owners, particularly churches or public schools, try to informally share their property with the neighborhood, the majority of property owners post "reserved parking," "residents only," and "towing strictly enforced" signs. This is done to both preserve the valuable parking spaces for their intended user but also protect the property owner should an individual park on their property without authorization

experience some incidence be it criminal or accidental. Properties owners wish to avoid paying for legal fees and high liability insurance deductibles and choose instead to reserve their spaces for their employees, customers, and/or patrons by posting “no trespassing” and “no parking” signs. The total number of off-street parking spaces is aggregated by block. Parking capacities for each block are detailed in **Appendix A**.

## PARKING OCCUPANCY

Parking counts were conducted for each parking location (on- and off-street) within the study area. Parking counts were conducted between 2:00 PM and 4:00 PM and between 8:00 PM and 10:00 PM. These time periods were chosen, in coordination with project stakeholders, to identify peak and off-peak parking occupancy on a per-block level. During the afternoon, the study area parking is at approximately 51 percent parking occupancy. Off-street facilities are in slightly higher use compared to on-street facilities (57 percent compared to 48 percent occupancy). During the evening, the study area parking is at approximately 53 percent parking occupancy. In contrast with the afternoon, evening on-street use exceeds use of off-street facilities (67 percent compared to 29 percent occupancy). This preference toward parking on-street in the evening is a function of residents’ inability to park in many of the areas surface lots and their desire to park as close to their homes as possible in a space in front of their home or on their street.

The summary above looks at the total Southeast study area in aggregate. A more accurate depiction of parking utilization is illustrated on a street by street and block by block basis. **Figure 4** shows peak weekday evening off-street occupancy, **Figure 5** shows peak on-street occupancy, and **Figure 6** shows the combined (off-street and on-street) peak hour parking occupancy. Blocks or street faces shaded black on Figure 4, Figure 5, and Figure 6 identify areas where parking occupancy exceeds supply. Regarding on-street occupancy, black color coding identifies those streets and block faces where the parkers were able to squeeze in more vehicles than there would be legally marked spaces. Red suggests areas of stress where parking capacity exceeds 85 percent of the supply, and yellow and green areas show where ample parking is available.

As shown in Figure 6, most of the study area is parked below capacity. Parking occupancy increases northwest of Fremont Street in areas where there is a higher density of residential land uses and east of Prince Street where residential and commercial uses mix. The data suggest that the ability to park close to one’s dwelling is a high priority. As such, the concentration of parking around certain blocks in Figure 6 is indicative of the potential friction in trying to maximize a limited parking resource.

Parking counts and occupancies for each block are detailed in **Appendix B**.



Figure 2: Public and Private Off-Street Parking Locations and Inventory – SoWe Neighborhood

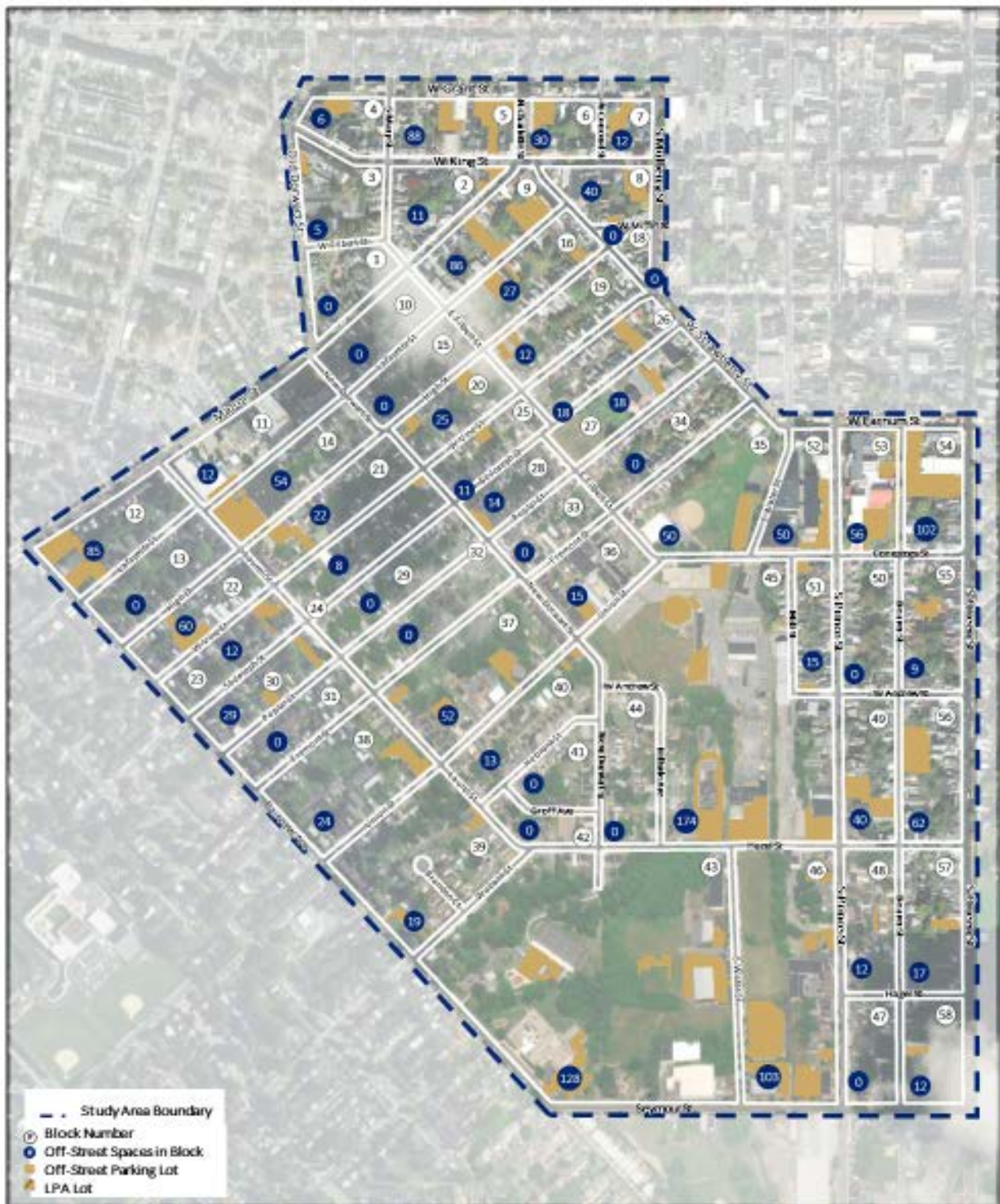




Figure 3: On-Street Parking Inventory—SoWe Neighborhood

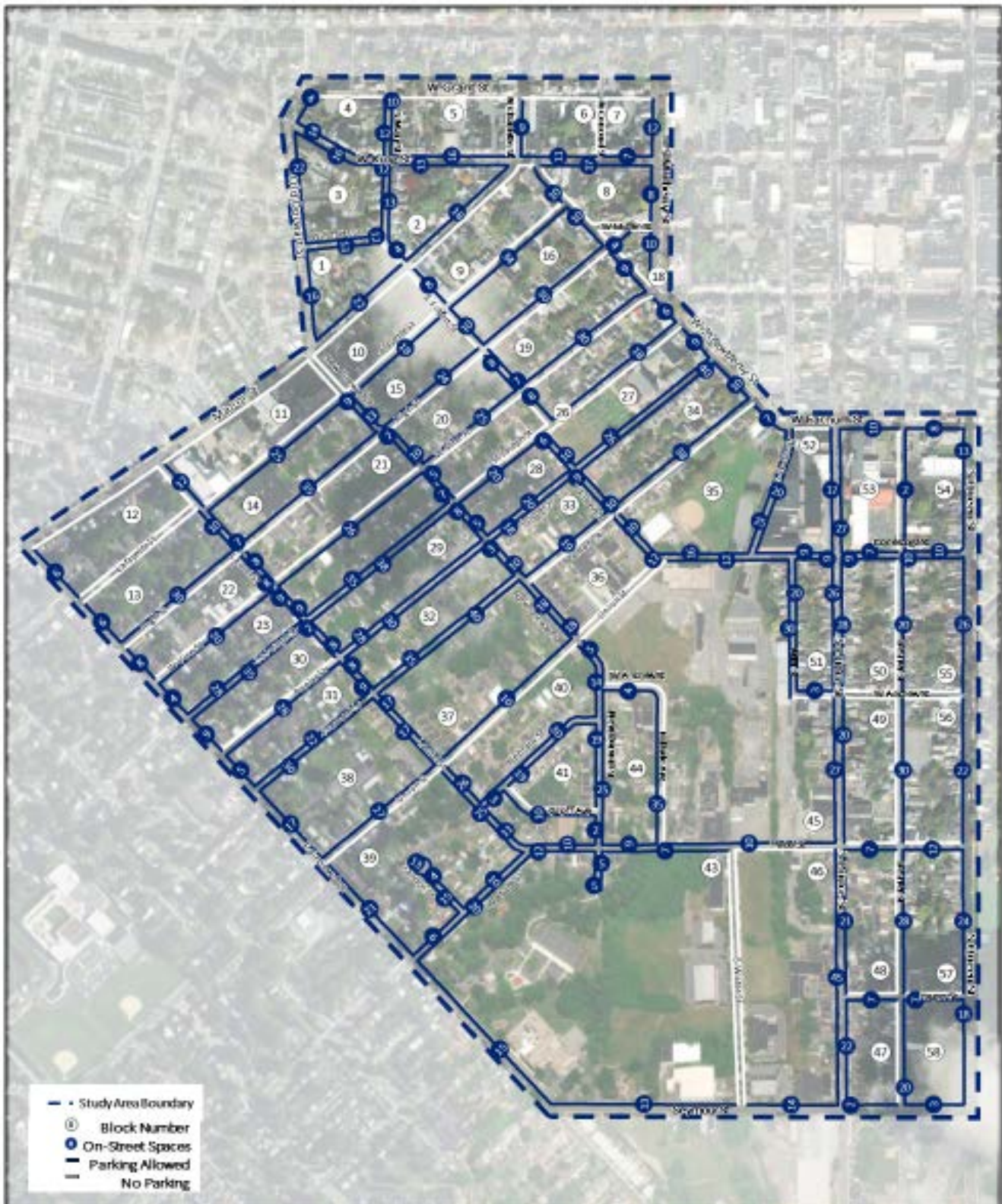




Figure 4: Peak Public and Private Off-Street Parking Occupancy – SoWe Neighborhood

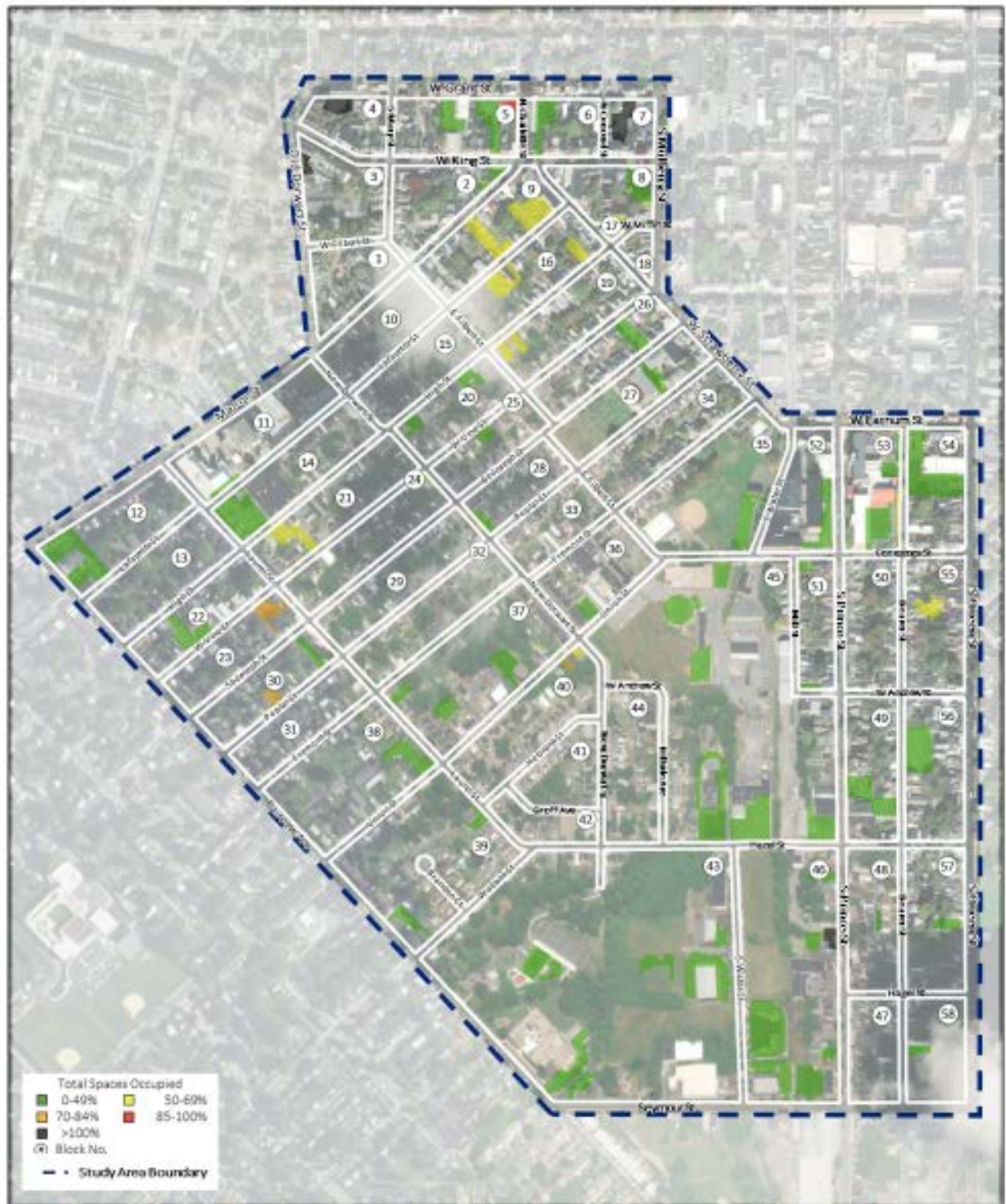




Figure 5: Peak On-Street Parking Occupancy – SoWe Neighborhood

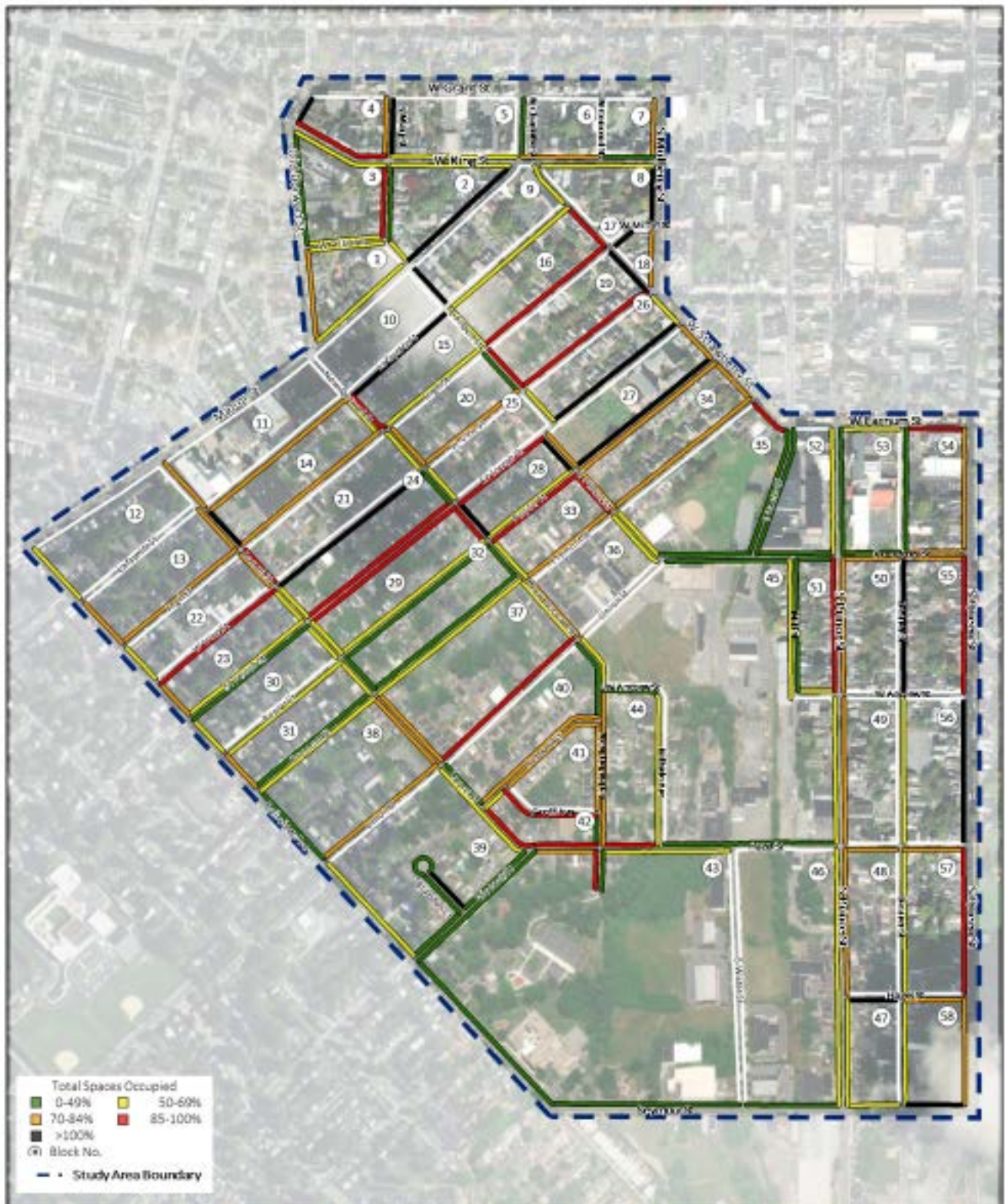
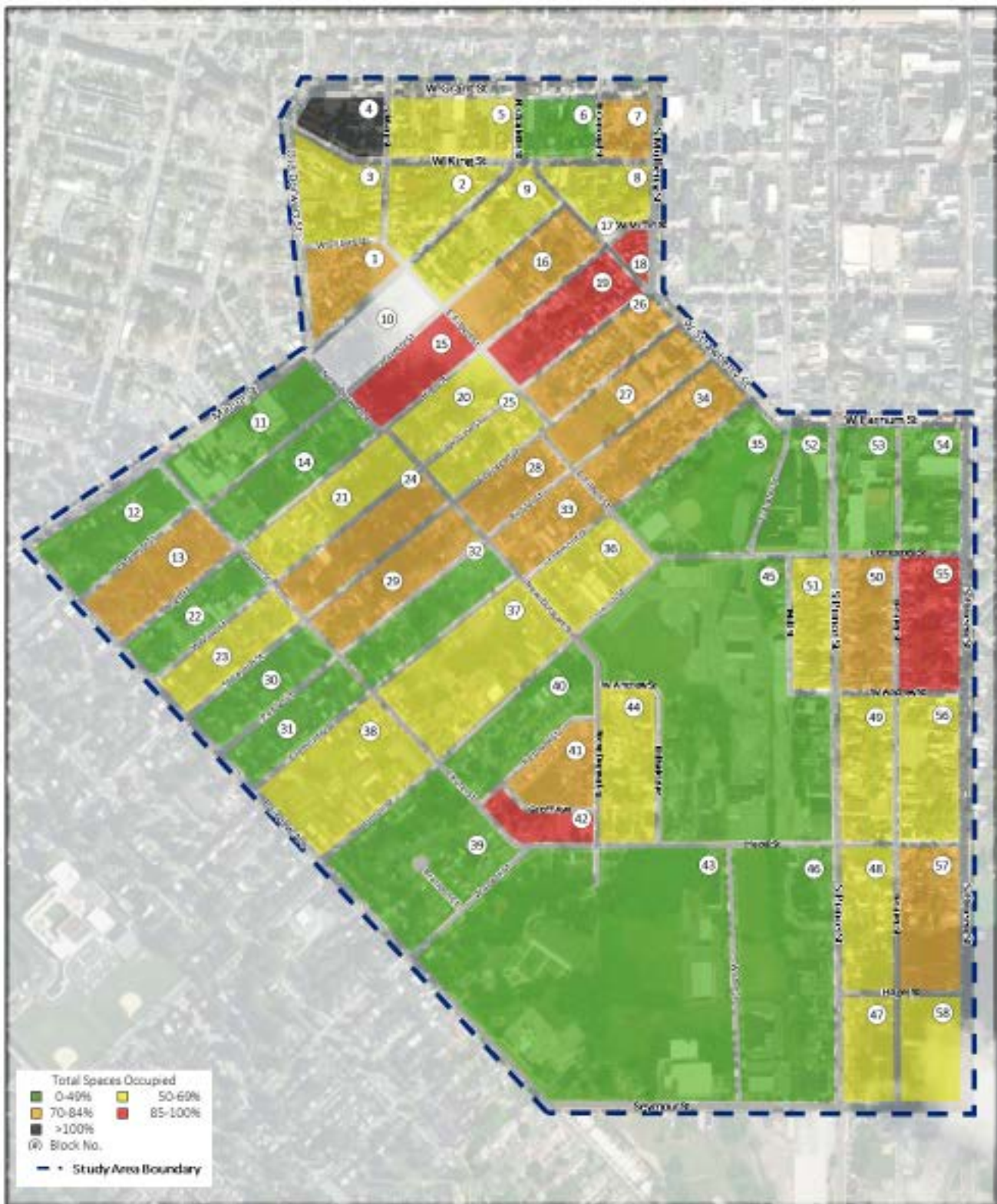




Figure 6: Peak Combined (Off-Street and On-Street) Parking Occupancy – SoWe Neighborhood



## LAND USE AND PARKING DEMAND

As noted in the introduction, the modeling of existing and forecasting of future parking demand in the Southeast neighborhood is based on an analysis of the relationship between current peak weekday evening parking activity and land use activity. Parking occupancy only records where a vehicle is parked but the land-use-based analysis suggests where an individual would prefer to park if they can park in the same block where they live, work, or play. The City of Lancaster maintains a GIS database of all land use activity in the Southeast study area. For purposes of this study, land uses provided by the City were later classified as either office, retail, restaurant, residential, institutional/cultural, theatre, hotel, or research/industrial. Institutional and culture uses included courts, churches, community centers, and other historical or cultural landmarks. The total density (in square feet or units) was quantified for the study area and for each block. Land use for the Southeast is shown on **Table 1**. Note that the City’s GIS database wasn’t initially organized into these eight land use categories and Kimley-Horn needed to make several assumptions to fit the data into this format. The land use quantities for the SoWe neighborhood are shown in **Table 1**. Land use details are presented in **Appendix C**.

*Table 1: Existing Land Use and Densities*

Study Area	Office Sq. ft.	Retail Sq. ft.	Restaurant Sq. ft.	Institutional Sq. ft.	Theater Seats	Hotel Rooms	Industrial Sq. ft.	Other Sq. ft.	Residential Units
<b>SoWe Neighborhood</b>	197,700	134,300	40,400	126,300	-	-	251,000	-	1,822

Parking demand ratios were developed for each land use type based on industry-accepted values and the observed count of peak parking, calibrated by past planning experience. The demand ratios were applied to each specific land use within each block. Recommended land-use-based parking demand ratios are shown in **Table 2**.

*Table 2: Recommended Parking Demand Ratios (Spaces Demanded per Unit)*

Study Area	Office per 1,000 sq.ft.	Retail per 1,000 sq.ft.	Restaurant per 1,000 sq.ft.	Institutional per 1,000 sq.ft.	Theater per Seats	Hotel per Room	Industrial per 1,000 sq.ft.	Other per 1,000 sq.ft.	Residential per Unit
<b>SoWe Neighborhood</b>	-	0.1	0.2	0.2	-	-	-	0.1	1.3

It must be restated that these ratios reflect a weekday evening period between 8:00 PM and 10:00 PM when parking activity as a system in SoWe peaks. Land use activities and associated parking demand ratios that typically peak in the daytime or weekend are not referenced in this analysis. For example, “nine to five” office parking activity typically peaks at 11:00 AM on a weekday when the office workers are in place and those ratios can, in an urban area, equal 2.0 to 3.5 parking spaces per 1,000 square feet of leasable area depending on the type of business/employer. However, during a weekday evening, most if not all office buildings are closed. As such, the parking demand ratio for office buildings in SoWe should be zero.

**Figure 7** shows the land-use-specific parking demand for the SoWe neighborhood. Like Figure 6, blocks or street faces shaded black identify areas where there is a deficit of parking based on the land use-specific demand. Red suggests areas of stress where parking capacity exceeds 85 percent of the supply and parking surplus is low, and yellow and green areas show where ample parking is available. At first glance, there appears to be ample parking in the study area. However, when considering the residential nature of the study area and the fact that most people desire to park adjacent to their homes, the impacts of the parking deficits are made clear. While only 17 percent of the study area is operating at a parking deficit, most of these blocks are adjacent to each other. For example, the blocks bound by



Conestoga Street, Prince Street, Queen Street, and Andrew Street (Block 50 and 55) combined experience a land-use-based deficit of 40 spaces during a weekday evening. And while the land use analysis identified a combined parking surplus of 204 spaces in the two blocks just north of this area (see Block 53 and 54), those spaces are primarily in off-street parking lots that are owned and reserved exclusively for Lancaster District School employees and visitors, and visitors to the Water Street Mission. It is likely that the typical resident, when returning to the neighborhood in the evening, would pass several blocks that have available parking capacity but are unwilling to walk three or four blocks. This is particularly unacceptable when that resident has small children, is an older citizen, is carrying packages, and/or all the above.

Land-use-specific parking demand details are provided in **Appendix D**.

Figure 7: Estimated Existing Peak Parking Surplus/Deficit based on Land Use Demand – SoWe Neighborhood



## COMMUNITY INPUT

A critical element in the successful management of parking assets is the support of and services provided to the community at large. A well-functioning parking system supports mobility, transportation choice, economic activity, and allows the community to experience its destination activities with minimal friction. As part of this comprehensive parking study, the project stakeholders sought to engage and better understand the parking users. In the SoWe neighborhood, that meant engaging with a diverse mix of retail and restaurant patrons, business owners and employees, visitors and tourists, residents, and the many other users that interact with on- and off-street parking as part of their daily or occasional visits.

Three community meetings were held at the inception of the project during the week of October 21, 2018. The SoWe neighborhood public meeting was held on Wednesday, October 24, 2018. The purpose of this meeting was to introduce the scope and scale of the project to the community stakeholders and to listen to the community's concerns, needs, and perceptions about parking in the City of Lancaster. The dialogue and feedback during this meeting was integral in setting a clear focus for the study and a realistic preview of likely study outcomes. It is noted that much of what was discussed during this meeting extended beyond the sole dimension of parking and touched on aspects of mobility, congestion, equity, placemaking, public versus private elements, asset management and maintenance, policy, and other topics. While many of these areas are beyond the scope of this study, the dialogue, perspectives, and perceptions were integral in framing the greater context that affects parking management decisions in the City of Lancaster.

In addition to the initial series of public meetings, a community input survey was also issued between October 2018 and January 2019. A total of 423 respondents (0.7 percent of the City's population) provided input on their parking and mobility behaviors and perspectives throughout the City of Lancaster. Specific to this report, 82 people provided responses that relate to the SoWe neighborhood. Cumulatively, this is 19 percent of all respondents. This volume of responses is less than ideal and unanticipated as the City, LPA, and SoWe staff worked diligently to advertise the survey. The survey was offered in English and Spanish and was extended from the original six-week schedule to 16 weeks. Hard copies of the survey were also made available at City offices and at the Parking Authority office. As a result, it would not be prudent to draw specific conclusions on parking habits or behaviors of the community at large from this small set of responses. Nevertheless, SoWe community input is summarized in **Appendix E**.

## ASSESSMENT OF FUTURE CONDITIONS

The future parking supply and demand forecasting in the SoWe neighborhood includes two scenarios. The first scenario is defined as the baseline forecast as it uses the current relationship between land use activity and peak parking utilization. The second forecast reexamines parking demand under the potential influence of dedicated bicycle lanes, transportation network companies (TNCs), and the emergence of autonomous vehicles.

### KNOWN, PROPOSED, AND POTENTIAL DEVELOPMENT ACTIVITY

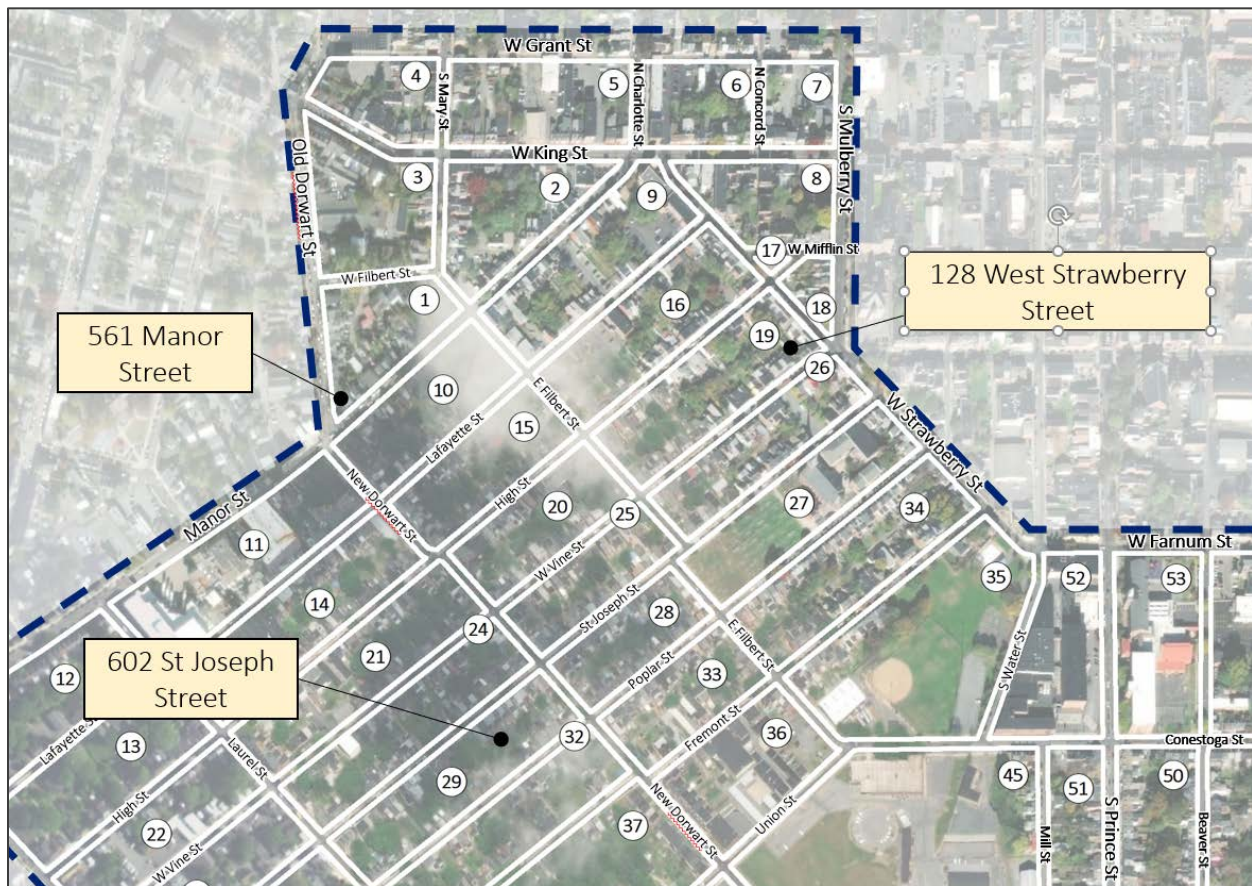
To determine a baseline future parking forecast for the SoWe neighborhood, Kimley-Horn obtained information on known, proposed, and potential development information within the area. Kimley-Horn worked with the City, LHOP, and SACA to identify the land use type, density, location, number of spaces that might be provided, and the number of existing parking spaces that would be displaced for each potential development. The *Building on Strength – Economic Development Strategy Plan for the City of Lancaster* published by the LCA in June 2015 was a key resource as were discussions with SoWe and LHOP staff. Four development opportunities were listed that included a total of 1,500 square feet of retail, four dwelling units, and 4,200 square feet of restaurant. No existing parking would be displaced by construction, and no new parking spaces would be created. **Figure 8** and **Table 3** summarize this information.

*Table 3: Known, Proposed, and Potential Development Information – SoWe Neighborhood*

Development Name	Office	Retail	Residential	Restaurant	Hotel	Other	Parking	
	Sq. ft.	Sq. ft.	Units	Sq. ft.	Rooms	Sq. ft.	Displaced	Provided
602 St. Joseph St.	-	700	1	-	-	-	-	-
128 W. Strawberry St.	-	-	3	2,200	-	-	-	-
561 Manor St.	-	800	-	-	-	-	-	-
551 West Restaurant Expansion	-	-	-	2,000	-	-	-	-



Figure 8: Location of Known, Proposed, and Potential Developments – SoWe Neighborhood



## IMPACTS OF FUTURE DEVELOPMENT ON PARKING SUPPLY AND DEMAND

Using the recommended parking demand ratios that were derived from the comparison between current land use activity and surveyed peak weekday parking utilization (see Table 2), Kimley-Horn estimated the weekday daytime demand that would be generated by future development, added the number of spaces to be provided, if any, and subtracted the number of existing spaces that would be displaced due to development. Given relatively small amounts of development activity and generally low parking demand ratios for retail and restaurant land uses in the SoWe neighborhood, the land-use-based supply and demand map remained largely unchanged. **Figure 9** illustrates the future peak parking surplus/deficit with known, proposed, and potential development. Further details about the future peak parking surplus with potential development are included in **Appendix F**.



Figure 9: Known, Proposed, and Potential Development Impact – SoWe Neighborhood





## EMERGING TRANSPORTATION TRENDS AND SHIFTS IN ACTIVE MOBILITY OPTIONS

SoWe, LHOP, and its stakeholders asked for the parking forecasting study to include analysis of the impact of current and future transportation alternatives such as public transportation, rideshare programs such as Uber and Lyft (otherwise known as TNCs), bicycle share, autonomous/self-driving vehicles, and any access to job public/private initiatives. The following presents an alternative forecast of the future where improvements to public transportation, rideshare programs, bicycle share, self-driving vehicles, and shifts of travel demographics and mobility are realized. Projected trends related to TNCs' effects on auto ownership and autonomous vehicles' influence on public transportation and "last mile" connectivity is briefly summarized.

### TRANSPORTATION NETWORK COMPANIES (TNCs)

With the advent of TNCs or ride-hailing services such as Uber, Lyft, Juno, Sidecar, and food delivery services like Grubhub, Uber Eats, Door Dash, and Seamless, municipalities are rethinking their approach to off-street parking requirements for new development and curbside parking management. The rethinking of curbside management is not only an effort to accommodate these very short-term parking users but also provide a level of safety for users entering or exiting ride-hailing services.

Several models have been developed by various municipal governments to accommodate on-street parking for TNC use. One approach is to designate limited on-street spaces for TNC use and allow rideshare operators to be licensed (fee direct from Uber, Lyft, etc.) to utilize these spaces. Signage would be required to identify these spaces to prevent other users from utilizing this reserved space. However, some municipalities shy away from reserved on-street spaces as they prefer to keep public parking on a first-come first-served basis.



*Dedicated Rideshare Loading Zone Sign*

Another problem faced by municipalities is where to place passenger loading zones. As to not show favoritism to any business or business district by placing space directly in front of a specific business, some communities are increasing the curbside length of their current commercial loading zones to include passenger loading and unloading.

Regarding the predominantly residential SoWe neighborhood, Kimley-Horn does not recommend the dedication/reservation of curbside parking for TNC pick-up and drop-off given the precious nature of these on-street spaces. However, TNCs' effect on residential parking demand should be modeled. Limited studies of TNCs in other communities do suggest that automobile ownership in urban areas is declining. That decline is also influenced by a range of alternative travel model choices like public transit and dedicated bike lanes/parking, and the alternative parking demand forecast that follows presumes some benefits from a bundled strategy of trip mode choices.

### AUTONOMOUS VEHICLES

The term "Autonomous Vehicle" means different things to different people. The Society of Automotive Engineers (SAE) has developed categories for the different levels of coming autonomous vehicle (AV) technology. These categories are identified as follows:

- **Level 1** automation means some small steering or acceleration tasks are performed by the car without human intervention, but everything else is fully under human control.

- **Level 2** automation works like adaptive cruise control (ACC) or an autopilot system on some Tesla vehicles; the car can automatically take safety actions, but the driver needs to stay alert at the wheel.
- **Level 3** automation still requires a human driver, but the human can put some “safety-critical functions” to the vehicle, under certain traffic or environmental conditions. This poses some potential dangers as humans pass the major tasks of driving to or from the car itself, which is why some car companies are interested in jumping directly to level 4.
- **Level 4** automation is a car that can drive itself almost all the time without any human input but might be programmed not to drive in unmapped areas or during severe weather. A driver could sleep in this type of car.
- **Level 5** automation means full automation in all conditions.

Based on the realistic implementation and acceptance of this technology, the impact on parking demand and the need to provide curbside accommodations for AV is not immediate. However, it is important to note that AV technology has the potential to increase the curbside needs of TNCs as well. Although the timing and regulation of AV is very uncertain at this time, some reductions in vehicle ownership and parking demand must be anticipated, and planning for the curbside accommodation of these types of vehicles should be kept in mind.

## E-SCOOTERS

The utilization of e-scooter services such as Bird, Lime, Skip, Lyft, and Spin are providing a huge challenge to cities nationwide. Due to their quick growth in popularity, this type of transportation is mostly unregulated by governing bodies. New York City and the City of Miami have banned the use of these devices, citing pedestrian and user safety concerns. Some cities are issuing citations for operating the devices without a helmet. As an industry, the regulations vary from city to city, making the rental of these devices confusing if utilizing this service while traveling.

When renting an e-scooter, all suppliers require that a user agrees to "fully release, indemnify, and hold harmless" the company for injury, death, property damage and other losses. In addition, personal medical insurance or car insurance may cover medical bills incurred because of an accident to property or persons.

Where the use of these devices is popular, both the public and private sector has begun to accommodate their storage. In the private sector, parking operators are supplying bicycle-style racks in their facilities to store e-scooters for a fee.

Part of the reason New York City and the City of Miami banned the use of these devices is the concern that e-scooters would be used on sidewalks and jeopardize the safety of pedestrians. Other communities like Santa Monica have designated dedicated e-scooter lanes. Ultimately, the approach taken by a city in allowing the use of these devices is predicated on the input of the respective city’s legal and public works department.



*Dedicated Bicycle and E-Scooter Lane*

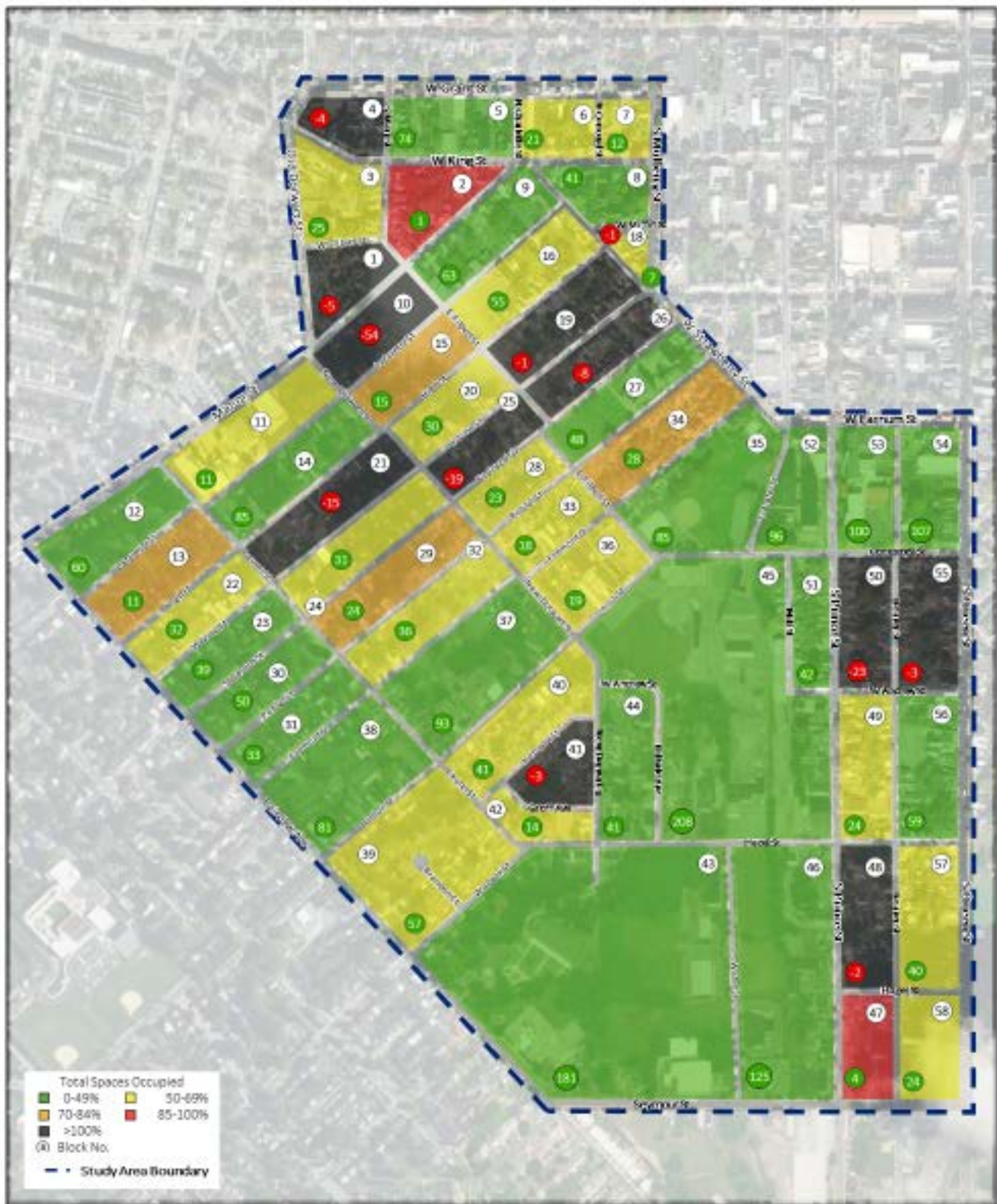
## IMPACTS OF EMERGING TRANSPORTATION TRENDS AND SHIFTS IN ACTIVE MOBILITY OPTIONS

Using the existing land use and known, proposed, and potential development impacts as a baseline, Kimley-Horn calculated how parking demand and parking surplus/deficit conditions would change under the influence of improvement to the pedestrian environment, introduction of dedicated and shared bicycle lanes, the growing influence of Uber, Lyft, and other TNCs as well as AVs. It must be noted that the transportation and parking industries, institutional research agencies, and educational institutions of higher learning do not have a confirmed and unified vision on how these changes to mobility will affect parking demand. While it is reasonable to suggest that auto ownership and single occupancy vehicles will decline, the rate of decline is unknown. Furthermore, many of those studies also noted a corresponding increase in development density. In urban areas, the average square foot per bedroom is declining, and the number of office employees per square foot is increasing. Though auto ownership in urban areas is declining overall, the volume of people who occupy existing and new residential and commercial buildings may be offsetting that decline. Therefore, it could be argued that the assumptions that follow regarding a decline in office, retail, restaurant, residential, and cultural/institutional parking demand are too aggressive. Conversely, it could be argued that they are not aggressive enough. To allow the City, LPA, LHOP, LCA, and the stakeholders of Lancaster to explore the range of possible outcomes from TNC, AVs, and changes in mobility, the GIS land use parking model that has been created will be provided to the City and its stakeholders to independently forecast potential scenarios.

**Figure 10** updates the baseline forecast of future parking surplus or deficit conditions by block for the SoWe neighborhood under the presumption that residential parking demand ratios will decrease by 10 percent, office parking demand ratios will decrease by 15 percent, and all other land-use-based demand ratios would decline by 10 percent. Office demand ratios would likely decline at a greater rate as access to offices in Lancaster today is dominated by single occupancy vehicle travel and changes in mobility and technology may have a greater effect on current commuting patterns than they would on retail, entertainment, or residential patterns. While the residents in some individual blocks would, in theory, receive some reprieve from current and projected parking deficits, the pattern of parking stress remains largely unchanged. The SoWe neighborhood would likely need a dramatic reduction in automobile ownership and utilization for any real benefits to be realized. In comparison with the baseline forecast of future parking surplus and deficit conditions in the SoWe neighborhood, the areas of deficit would remain largely unchanged. In short, while reduction of automobile ownership is desirable given the many environmental benefits, reduction of 10 percent or even 20 percent in residential parking demand would have limited positive effects on the quality of life for residents and visitors in the SoWe neighborhood.

Further details about the future peak parking surplus with emerging transportation trends are included in **Appendix G**.

Figure 10: Forecasted Future Peak Parking Surplus/Deficit by Block with TNC and AV Impacts – SoWe Neighborhood





## SUMMARY OF EXISTING, FUTURE BASELINE, AND FUTURE WITH TNCs, AVs, AND MOBILITY SHIFTS

Table 4 summarizes the system-wide conditions and forecasts for the existing, future baseline, and future with potential parking demand reductions, respectively. Note that the future forecasts are based on land use activity for the entirety of the study area, and detailed demand estimates could not be provided for the on- and off-street spaces.

*Table 4: SoWe System-wide Summary of Existing, Future Baseline, and Future with Reductions Forecasts*

Condition	Facility	Inventory	Number	Percentage	Surplus/Deficit
Existing Occupancy	On-Street	2,717	1,830	67%	887
	LPA Off-Street	-	-	-	-
	Private Off-Street	1,638	481	29%	1,157
	<b>Total</b>	<b>4,355</b>	<b>2,311</b>	<b>53%</b>	<b>2,044</b>
Baseline Future Demand	On-Street	3,717	-	-	-
	LPA Off-Street	-	-	-	-
	Private Off-Street	1,638	-	-	-
	<b>Total</b>	<b>4,355</b>	<b>2,422</b>	<b>56%</b>	<b>1,933</b>
Future Demand with Potential Demand Reductions	On-Street	2,717	-	-	-
	LPA Off-Street	-	-	-	-
	Private Off-Street	1,638	-	-	-
	<b>Total</b>	<b>4,355</b>	<b>2,179</b>	<b>50%</b>	<b>2,176</b>

The summary suggests this is an adequate supply of parking on aggregate to meet parking demand within the SoWe study area; however, the tensions of demand for preferred parking locations are not represented in this table. It is recognized that while there is ample parking capacity, the parking spaces that appear available are several blocks from the parker's destination or are in surface lots that are restricted to daytime employees and visitors who are not there at this time. The key to parking improvements in the SoWe neighborhoods, therefore, is less related to the building of more parking lots or a public parking structure. The keys can be found in the maximization of curbside parking on existing streets and shared management of parking lots that are, by and large, empty in the evening. As will be noted, these improvement strategies can be, in practice, implemented without lengthy political discussion and debate, without an expenditure of large sums of money, and without having to charge SoWe residents a large fee for evening permit parking.

## PARKING RECOMMENDATIONS

Specific recommendations were developed to better inform stakeholders as to how parking can be better managed, on- and off-street, in the SoWe neighborhood.

### OFF-STREET PARKING RECOMMENDATION – POTENTIAL SHARED PARKING LOTS

As noted previously, there are three clusters of blocks with measurable parking deficits during the weekday evening hours based on the parking and land-use analysis. They include the blocks roughly bound by Grant Street, Mary Street, Filbert Street, and Old Dorwart Street, Strawberry Street, High Street, Laurel Street, and St. Joseph Street, and Queen Street, Prince Street, Conestoga Street, and Hager Street. While individual blocks around these clusters do exhibit parking surpluses, it may be unreasonable to require residents and their visitors to have to walk two or three blocks to their destination.

To satisfy the clusters of evening residential parking shortages, Kimley-Horn identified several parking lots that are within the proximity of these areas which had low rates of occupancy during this period. **Figure 11** highlights three parking lots in the blocks bound by Manor Street, Strawberry Street, Lafayette Street, and Filbert Street that could, in theory, be shared with SoWe neighborhood residents in the northern most cluster of parking deficits in the neighborhood. They include a lot that serves the Lancaster-Lebanon Literary Council and two privately-owned, gated, but publicly-available parking lots. To address the deficits along the High Street, Vine Street, and St. Joseph Street corridor, **Figure 12** highlights a private lot across the street from St. Joseph's Catholic Church. Finally, **Figure 13** identifies two surface parking lots and what appears to be parking along Beaver Street's right-of-way that could potentially satisfy evening and weekend resident parking demand in the blocks south of Conestoga Street. The lot and spaces along Beaver Street are associated with the School District of Lancaster with spaces reserved/numbered for School District employees. The narrow parking lot along Prince Street is part of the Water Street Mission. Note that Kimley-Horn is not authorized on behalf of any of these property owners to offer their properties for public parking, and these facilities are only referenced as examples where parking that is underutilized in the evening or weekends could be shared with the residents in that neighborhood.

It must be acknowledged that these property owners cannot simply make these parking spaces available to the public without significant management effort, as their primary parking responsibility is for their tenants. For example, the Lancaster School District lot and curbside spaces are reserved for employees and visitors. If residents are permitted to park on that property at night and/or on weekends, there could be situations where the residents fail to move their cars by Monday morning and would conflict with the school employees and visitors. The school would be required to patrol its parking lot and tow any unauthorized vehicles. The School and Literary Council do not have the parking management sophistication to share their parking facilities with their neighbors, do not wish to be responsible for liability insurance if residents are permitted to access their property and have something unfortunate happens, and do not have the budget required to maintain what would be publicly-accessible parking. The two private lots identified are being managed for parking permit and/or storage, but it is unclear how open the property owner would be to more liberal use of the property.



Figure 11: Potential Shared Use Parking Lots – Northern Blocks within the SoWe Neighborhood

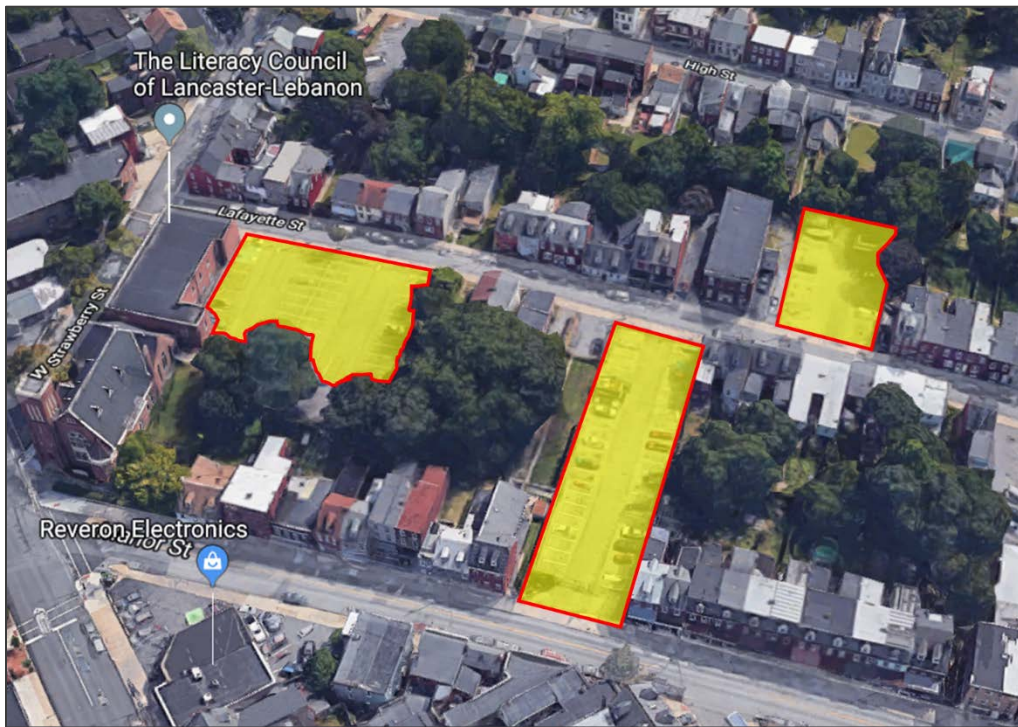
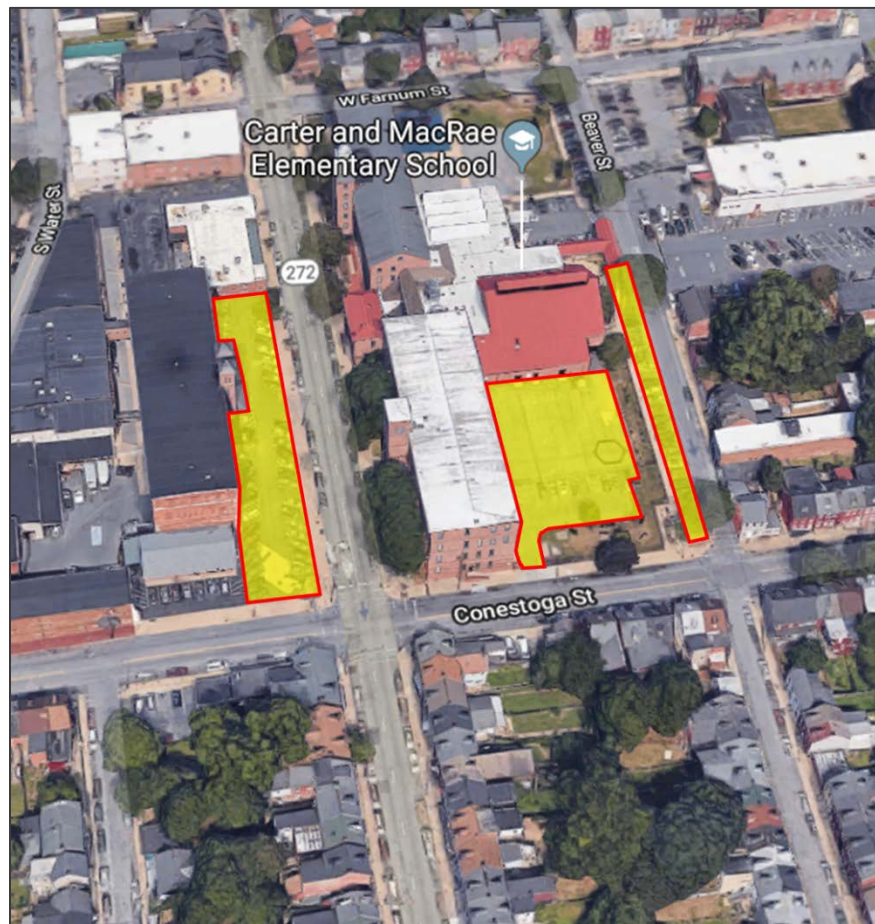


Figure 12: Potential Shared Use Parking Lots – Vine Street/St. Josephs St. Corridor



Figure 13: Potential Shared Use Parking Lots – Blocks South of Conestoga St. between Prince St. and Queen St.



The City of Lancaster or LPA could, in theory, manage private property for the benefit of public parking. Until recently, the LPA operated the Central Garage as a publicly-accessible parking facility through a lease agreement with the newspaper which owns the facility. However, LPA is required, based on its charter, to operate publicly-accessible parking facilities in a cost-neutral manner for the benefit of the public, and the cost to manage several small surface parking lots in residential neighborhoods would strain the LPA’s financial and operational resources. The cost to lease a lot, maintain its surface, provide required lighting, and manage the daytime and evening parking activity may be far greater than the revenue that would be generated by evening and weekend residential parking permits.

Should the LPA or City be unwilling or unable to engage in a shared lease agreement with these properties owners, other public or private sector entities could fill the void. There are some examples in the SoWe neighborhood where private property owners have managed surface lots and sell monthly parking for a fee. Alternatively, LHOP, which has a history of supporting redevelopment through public/private partnerships, could act as a facilitator between the property owners and a professional parking management company to manage these facilities for their tenants and the residents of the neighborhood.

**Appendix H** provides an example of a shared-use parking lease agreement where the lessee (tenant) pays the lessor (property owner) a fee to manage the parking lot. In this example, parking would be managed by the lessee between



the hours of 5:30 PM on Friday through 5:30 AM on Monday (weekend) and between the hours of 5:30 PM and 5:30 AM, Monday through Thursday. This shared-use agreement defines the lines of responsibility between the lessee and lessor including liability insurance, maintenance, security, site improvements, utilities, property tax, enforcement, and lease value/payments. The lessee could, through a parking management company or in-house parking administrator, manage an evening and weekend residential parking permit program, manage the landowner's daytime parking demand, and work to ensure that there is rarely any conflict between daytime parking and nighttime and weekend residents. Note that the language offered in Appendix H is only as an example as the lessee, either LPA, the City, SoWe, LHOP, or some private entrepreneur would need to have its legal counsel develop and negotiate terms and conditions that are specific to the property owner.

## ON-STREET PARKING RECOMMENDATION – STREET AND ALLEY RECONFIGURATION

As noted previously, much of the demand for parking in the SoWe neighborhood is on-street adjacent to residential properties. Given a preference, most people prefer to park as closely to their destination (in this case, home) as possible. Because the demand for proximate parking spaces exceeds the supply, it may be prudent to explore options to reconfigure streets and alleys in the study area to change the supply and perception of appropriate parking.

Figures 14 through 16 demonstrate potential reconfiguration concepts.

**Figure 14** examines the case of reconfiguring a street with no curbside pavement markings by adding in striping to fully delineate where parking is allowed. This approach would likely reduce the parking supply, as today, people are parked in very tightly. The appeal of this approach would be to communicate to people that there is a limited supply on a given street and that they need to look for parking elsewhere. This strategy would work well combined with other strategies that improve desirability, safety, and supply in less parked streets of the study area.

**Figure 15** examines the case of reconfiguring a narrow two-way street by converting to one-way traffic with angled parking. This approach would likely reduce the parking supply, as today, people are parked in very tightly and could park along both sides of the example street. The appeal of this approach would be to improve the ability of emergency vehicles to navigate the dense urban neighborhoods and to reduce the likelihood of sideswipes with parked cars. This strategy would work well combined with other strategies that improve desirability, safety, and supply in less parked streets of the study area.

**Figure 16** examines the case of improving an alley to formalize rear yard parking with no curbside pavement markings by adding in striping to fully delineate where parking is allowed. This approach would likely significantly increase the parking supply and encourage residents to primarily park in the alleys, freeing up on-street spaces. The appeal of this approach would be to leverage existing assets to maximize the supply of parking, create more areas of desirable (i.e. proximity to residential) parking, and to reduce congestion caused by looking for parking.

Figure 14: Sample Impact of Curbside Pavement Markings (Before and After) – St. Joseph Street

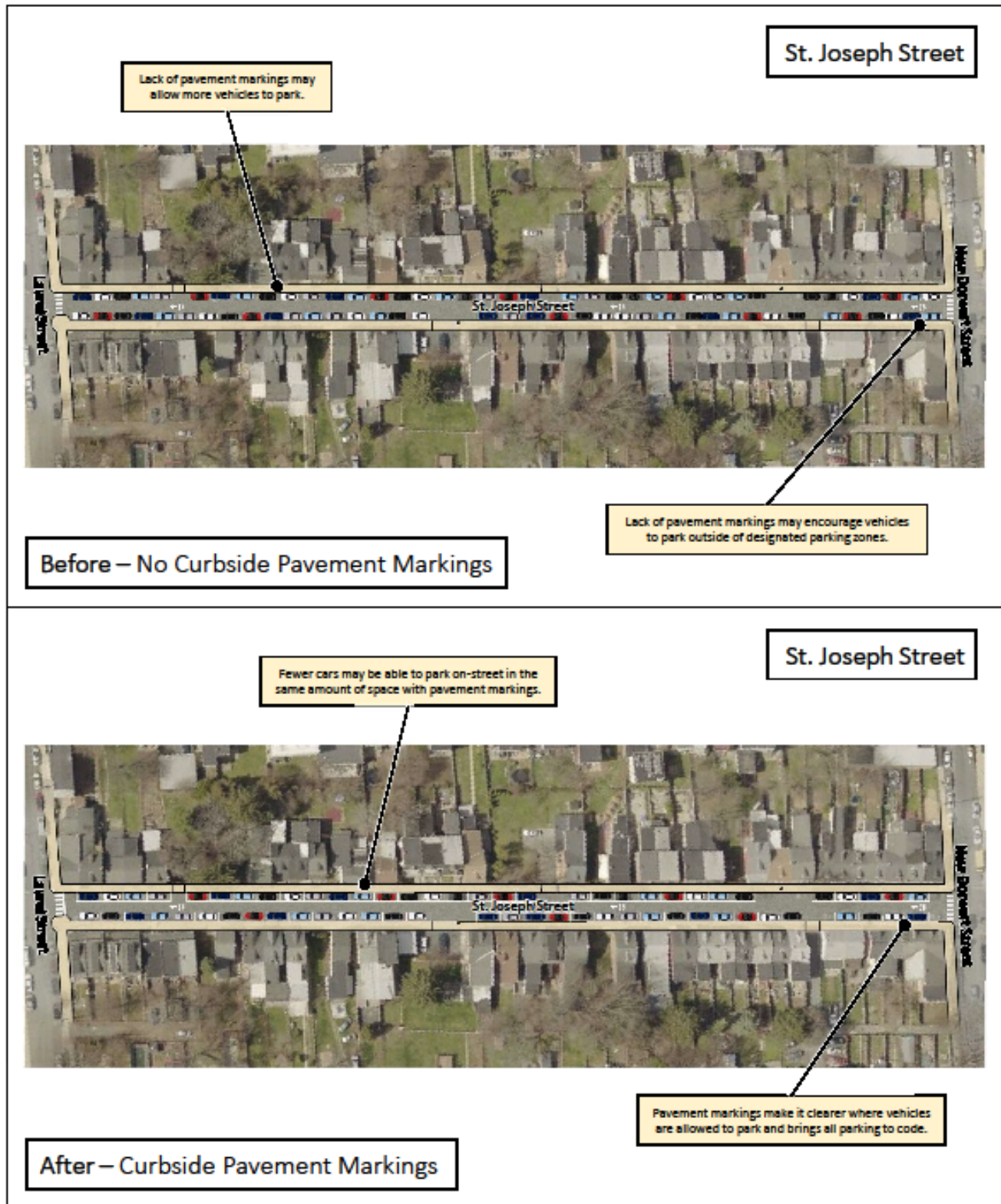


Figure 15: Sample Impact of One-Way Traffic (Before and After) – New Dorwart Street





Figure 16: Sample Impact of Alley Improvement (Before and After) – S Arch Street





## CONCLUSIONS

The result of this comprehensive parking study indicates that, at present, there appears to be sufficient capacity to accommodate the peak parking demand in the SoWe neighborhood if strategies are implemented to make more parking as safe, convenient, and desirable as the on-street spaces in front of residential homes. Both today and in the near future, with the inclusion of known or expected developments, the parking system is projected to be slightly more than half full. When considering the impacts of changes in mobility options and travel choice, and emerging technologies such as AVs, the demand for parking is projected to further decrease, increasing the already healthy parking surplus.

However, that statement assumes that residents of the area would be willing to walk two, three, or more blocks from their parking location to their destination. It also presumes that some private/restricted off-street parking is available to meet residents evening and weekend needs which is currently not the case. Even considering the impacts of changes in mobility options, travel choice, and emerging technologies such as AVs, the demand for parking in SoWe is projected to further decrease overall but parking shortages on certain streets and in certain neighborhood blocks would remain.

There are a few options to increase the parking supply and to better manage parking. Minor reconfigurations of existing streets, where appropriate, could allow for a more efficient use of curb space. Similarly, improvements to the alleys could revitalize these spaces and promote their use for rear yard parking. Shared-use agreements could allow for private parking lots to become community elements during the hours when it is most convenient for facility owners and most needed for residents. The successful deployment of any of these options will be dependent on the continued collaboration with the community and a campaign to educate the community about parking options.

- **Appendix A** – Existing Parking Supply by Study Area
- **Appendix B** – Existing Parking Count and Occupancy by Study Area
- **Appendix C** – Existing Land Use and Parking Data by Study Area and Block
- **Appendix D** – Existing Land-Use-Based Parking Demand by Study Area
- **Appendix E** – Public Survey Response Charts by Study Area
- **Appendix F** – Future Parking Supply and Land-Use-Based Demand by Study Area
- **Appendix G** – Future Land-Used-Based Parking Demand with TNC and AV Impacts by Study Area
- **Appendix H** – Sample Shared-Use Agreement for Surface Parking Facility



Table A1 Existing On- and Off-Street Parking Supply – SoWe Neighborhood Revitalization Area

Block #	On-Street Capacity	Off-Street Capacity	Total Block Capacity	Block #	On-Street Capacity	Off-Street Capacity	Total Block Capacity
1	51	0	51	30	46	29	75
2	48	11	59	31	64	0	64
3	62	5	67	32	76	0	76
4	30	6	36	33	56	0	56
5	26	88	114	34	98	0	98
6	20	30	50	35	58	50	108
7	19	12	31	36	30	15	45
8	25	40	65	37	85	52	137
9	18	86	104	38	91	24	115
10	0	0	0	39	94	19	113
11	12	12	24	40	70	13	83
12	6	85	91	41	38	0	38
13	46	0	46	42	36	0	36
14	76	54	130	43	77	128	205
15	55	0	55	44	73	0	73
16	84	27	111	45	84	174	258
17	0	0	0	46	59	103	162
18	14	0	14	47	31	0	31
19	46	12	58	48	28	12	40
20	43	25	68	49	20	40	60
21	15	22	37	50	37	0	37
22	16	60	76	51	58	15	73
23	61	12	73	52	46	50	96
24	77	8	85	53	44	56	100
25	5	11	16	54	33	102	135
26	32	18	50	55	56	9	65
27	45	18	63	56	52	62	114
28	51	14	65	57	64	17	81
29	82	0	82	58	48	12	60
Total	2717	1638	4355				





Table B1 Existing On- and Off-Street Parking Count, 2PM to 4PM – SoWe Neighborhood Revitalization Area

Block #	On-Street Count	Off-Street Count	Total Block Count	Block #	On-Street Count	Off-Street Count	Total Block Count
1	32	0	32	30	14	13	27
2	29	7	36	31	15	0	15
3	29	2	31	32	16	0	16
4	27	4	31	33	22	0	22
5	14	31	45	34	50	0	50
6	10	37	47	35	12	14	26
7	9	13	22	36	17	0	17
8	17	20	37	37	37	28	65
9	10	18	28	38	23	3	26
10	0	0	0	39	23	16	39
11	9	7	16	40	28	1	29
12	4	63	67	41	8	0	8
13	23	0	23	42	20	0	20
14	47	43	90	43	24	151	175
15	47	0	47	44	26	0	26
16	50	19	69	45	34	78	112
17	0	0	0	46	17	64	81
18	12	0	12	47	17	0	17
19	40	4	44	48	17	3	20
20	13	9	22	49	10	17	27
21	9	9	18	50	14	0	14
22	8	11	19	51	22	6	28
23	23	7	30	52	31	94	125
24	43	1	44	53	29	54	83
25	1	6	7	54	22	35	57
26	20	3	23	55	40	8	48
27	28	4	32	56	27	18	45
28	42	4	46	57	33	5	38
29	38	0	38	58	18	5	23
Total	1300	935	2235				

Table B2 Existing On- and Off-Street Parking Count, 8PM to 10PM – SoWe Neighborhood Revitalization Area

Block #	On-Street Count	Off-Street Count	Total Block Count	Block #	On-Street Count	Off-Street Count	Total Block Count
1	37	0	37	30	24	9	33
2	33	4	37	31	25	0	25
3	36	6	42	32	23	0	23
4	28	10	38	33	45	0	45
5	23	35	58	34	77	0	77
6	10	14	24	35	21	15	36
7	12	13	25	36	20	5	25
8	20	20	40	37	60	18	78
9	15	51	66	38	53	4	57
10	0	0	0	39	47	6	53
11	9	2	11	40	33	8	41
12	3	10	13	41	29	0	29
13	38	0	38	42	31	0	31
14	60	4	64	43	35	3	38
15	47	0	47	44	45	0	45
16	64	16	80	45	38	27	65
17	0	0	0	46	29	28	57
18	13	0	13	47	20	0	20
19	44	7	51	48	21	4	25
20	25	10	35	49	16	15	31
21	11	13	24	50	27	0	27
22	11	15	26	51	35	4	39
23	40	10	50	52	16	5	21
24	66	4	70	53	16	19	35
25	3	5	8	54	25	17	42
26	34	7	41	55	55	6	61
27	44	3	47	56	44	13	57
28	45	6	51	57	52	6	58
29	61	0	61	58	36	4	40
Total	1800	481	2311				

Table B3 Existing On- and Off-Street Parking Occupancy, 2PM to 4PM – SoWe Neighborhood Revitalization Area

Block #	On-Street Count	Off-Street Count	Total Block Count	Block #	On-Street Count	Off-Street Count	Total Block Count
1	63%	-	63%	30	30%	45%	36%
2	60%	64%	61%	31	23%	-	23%
3	47%	40%	46%	32	21%	-	21%
4	90%	67%	86%	33	39%	-	39%
5	54%	35%	39%	34	51%	-	51%
6	50%	123%	94%	35	21%	28%	24%
7	47%	108%	71%	36	57%	0%	38%
8	68%	50%	57%	37	44%	54%	47%
9	56%	21%	27%	38	25%	13%	23%
10	-	-	-	39	24%	84%	35%
11	75%	58%	67%	40	40%	8%	35%
12	67%	74%	74%	41	21%	-	21%
13	50%	-	50%	42	56%	-	56%
14	62%	80%	69%	43	31%	118%	85%
15	85%	-	85%	44	36%	-	36%
16	60%	70%	62%	45	40%	45%	43%
17	-	-	-	46	29%	62%	50%
18	86%	-	86%	47	55%	-	55%
19	87%	33%	76%	48	61%	25%	50%
20	30%	36%	32%	49	50%	43%	45%
21	60%	41%	49%	50	38%	-	38%
22	50%	18%	25%	51	38%	40%	38%
23	38%	58%	41%	52	67%	188%	130%
24	56%	13%	52%	53	66%	96%	83%
25	20%	55%	44%	54	67%	34%	42%
26	63%	17%	46%	55	71%	89%	74%
27	62%	22%	51%	56	52%	29%	39%
28	82%	29%	71%	57	52%	29%	47%
29	46%	-	46%	58	38%	42%	38%
Total	48%	57%	51%				



Table B4 Existing On- and Off-Street Parking Occupancy, 8PM to 10PM – SoWe Neighborhood Revitalization Area

Block #	On-Street Count	Off-Street Count	Total Block Count	Block #	On-Street Count	Off-Street Count	Total Block Count
1	73%	-	73%	30	52%	31%	44%
2	69%	36%	63%	31	39%	-	39%
3	58%	120%	63%	32	30%	-	30%
4	93%	167%	106%	33	80%	-	80%
5	88%	40%	51%	34	79%	-	79%
6	50%	47%	48%	35	36%	30%	33%
7	63%	108%	81%	36	67%	33%	56%
8	80%	50%	62%	37	71%	35%	57%
9	83%	59%	63%	38	58%	17%	50%
10	-	-	-	39	50%	32%	47%
11	75%	17%	46%	40	47%	62%	49%
12	50%	12%	14%	41	76%	-	76%
13	83%	-	83%	42	86%	-	86%
14	79%	7%	49%	43	45%	2%	19%
15	85%	-	85%	44	62%	-	62%
16	76%	59%	72%	45	45%	16%	25%
17	-	-	-	46	49%	27%	35%
18	93%	-	93%	47	65%	-	65%
19	96%	58%	88%	48	75%	33%	63%
20	58%	40%	51%	49	80%	38%	52%
21	73%	59%	65%	50	73%	-	73%
22	69%	25%	34%	51	60%	27%	53%
23	66%	83%	68%	52	35%	10%	22%
24	86%	50%	82%	53	36%	34%	35%
25	60%	45%	50%	54	76%	17%	31%
26	106%	39%	82%	55	98%	67%	94%
27	98%	17%	75%	56	85%	21%	50%
28	88%	43%	78%	57	81%	35%	72%
29	74%	-	74%	58	75%	33%	67%
Total	67%	29%	53%				



Table C1 Existing Land Use and Parking Data by Study Sector and Block – SoWe Neighborhood Revitalization Area

Block #	Land Use Type and Density/Units									Parking	
	Office Sq.ft.	Retail Sq.ft.	Restaurant Sq.ft.	Institutional Sq.ft.	Theater Sq.ft.	Hotel Rooms	Industrial Sq.ft.	Other Sq.ft.	Residential DU	Total Inventory	Peak Occupancy
1	690	0	0	0	0	0	0	0	48	51	37
2	3677	1520	0	0	0	0	9600	0	49	59	37
3	0	2626	0	0	0	0	0	0	36	67	42
4	4487	11674	0	0	0	0	0	0	33	36	38
5	2889	3883	3883	0	0	0	0	0	33	114	58
6	8294	0	0	0	0	0	0	0	25	50	24
7	18288	2596	1844	0	0	0	0	0	16	31	25
8	14752	856	0	0	0	0	0	0	21	65	40
9	0	856	2140	0	0	0	0	0	35	104	66
10	4619	3696	0	0	0	0	0	0	46	0	0
11	0	0	742	0	0	0	144578	0	11	24	11
12	3630	1920	5088	0	0	0	0	0	25	91	13
13	0	580	0	0	0	0	6588	0	30	46	38
14	0	2700	0	61664	0	0	0	0	29	130	64
15	0	1504	0	0	0	0	0	0	34	55	47
16	3563	0	0	0	0	0	6048	0	48	111	80
17	0	0	0	0	0	0	0	0	1	0	0
18	0	0	0	0	0	0	0	0	6	14	13
19	0	809	0	0	0	0	0	0	48	58	51
20	0	0	0	1892	0	0	0	0	32	68	35
21	0	0	0	0	0	0	0	0	45	37	24
22	9105	0	5558	5168	0	0	0	0	36	76	26
23	0	2070	0	0	0	0	0	0	29	73	50
24	810	0	0	2929	0	0	0	0	46	85	70
25	0	0	0	0	0	0	0	0	30	16	8
26	0	0	0	0	0	0	0	0	49	50	41
27	0	0	0	0	0	0	0	0	13	63	47
28	0	1678	0	0	0	0	0	0	36	65	51
29	0	0	0	0	0	0	0	0	49	82	61
30	0	13484	0	1574	0	0	0	0	20	75	33
31	0	0	0	0	0	0	0	0	26	64	25
32	0	0	0	0	0	0	0	0	34	76	23
33	0	0	0	0	0	0	0	0	32	56	45
34	0	0	0	0	0	0	0	0	60	98	77
35	0	0	0	0	0	0	10920	0	20	108	36
36	0	0	0	9282	0	0	5238	0	21	45	25
37	3435	4884	0	6244	0	0	0	0	36	137	78
38	0	4716	0	0	0	0	0	0	29	115	57
39	3504	0	0	0	0	0	0	0	48	113	53
40	0	0	0	0	0	0	0	0	36	83	41
41	0	0	0	0	0	0	0	0	35	38	29
42	0	0	0	0	0	0	0	0	19	36	31
43	3520	13500	0	0	0	0	64156	0	20	205	38
44	0	0	0	0	0	0	0	0	27	73	45
45	75939	19657	16956	0	0	0	3870	0	39	258	65
46	28159	4445	0	24853	0	0	0	0	27	162	57
47	2628	7710	0	2186	0	0	0	0	22	31	20
48	0	0	0	0	0	0	0	0	36	40	25
49	5395	5660	607	0	0	0	0	0	30	60	31
50	0	2030	0	0	0	0	0	0	51	37	27
51	0	2010	1096	0	0	0	0	0	26	73	39
52	0	0	0	0	0	0	0	0	0	96	21
53	0	0	0	0	0	0	0	0	0	100	35
54	0	11541	0	0	0	0	0	0	23	135	42
55	0	3768	2521	0	0	0	0	0	57	65	61
56	0	450	0	10498	0	0	0	0	45	114	57
57	308	0	0	0	0	0	0	0	35	81	58
58	0	1467	0	0	0	0	0	0	31	60	40
	197693	134290	40435	126290	0	0	250998	0	1822	4355	2311





Table D1 Existing Land Use Based Parking Demand – SoWe Neighborhood Revitalization Area

Block #	Existing Total Block Capacity	Existing Block Land-Use Demand	Existing Block Surplus	Block #	Existing Total Block Capacity	Existing Block Land-Use Demand	Existing Block Surplus
1	51	62	-11	30	75	28	47
2	59	64	-5	31	64	34	30
3	67	47	20	32	76	44	32
4	36	44	-8	33	56	42	14
5	114	44	70	34	98	78	20
6	50	32	18	35	108	26	82
7	31	21	10	36	45	29	16
8	65	27	38	37	137	49	88
9	104	46	58	38	115	38	77
10	0	60	-60	39	113	62	51
11	24	14	10	40	83	47	36
12	91	34	57	41	38	46	-8
13	46	39	7	42	36	25	11
14	130	50	80	43	205	27	178
15	55	44	11	44	73	35	38
16	111	62	49	45	258	56	202
17	0	1	-1	46	162	41	121
18	14	8	6	47	31	30	1
19	58	62	-4	48	40	47	-7
20	68	42	26	49	60	40	20
21	37	58	-21	50	37	67	-30
22	76	49	27	51	73	34	39
23	73	38	35	52	96	0	96
24	85	60	25	53	100	0	100
25	16	39	-23	54	135	31	104
26	50	64	-14	55	65	75	-10
27	63	17	46	56	114	61	53
28	65	47	18	57	81	46	35
29	82	64	18	58	60	40	20
Total	4355	2417	1938				



Figure E1: Rating of Parking in the Study Area

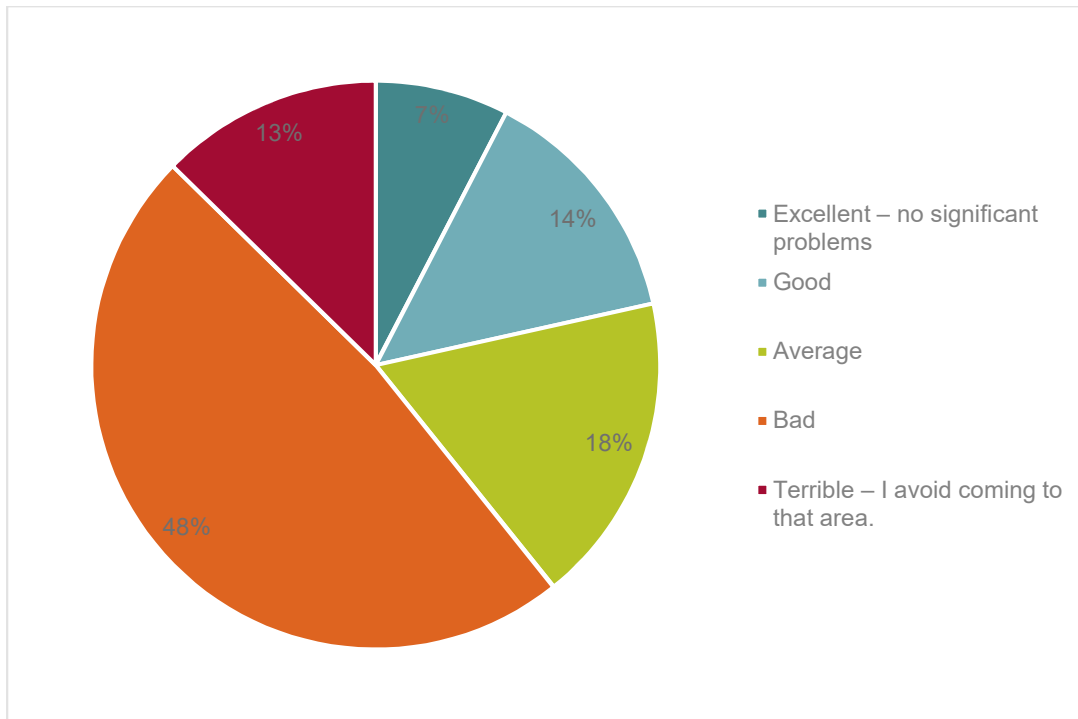


Figure E2: Adequacy of Parking Supply

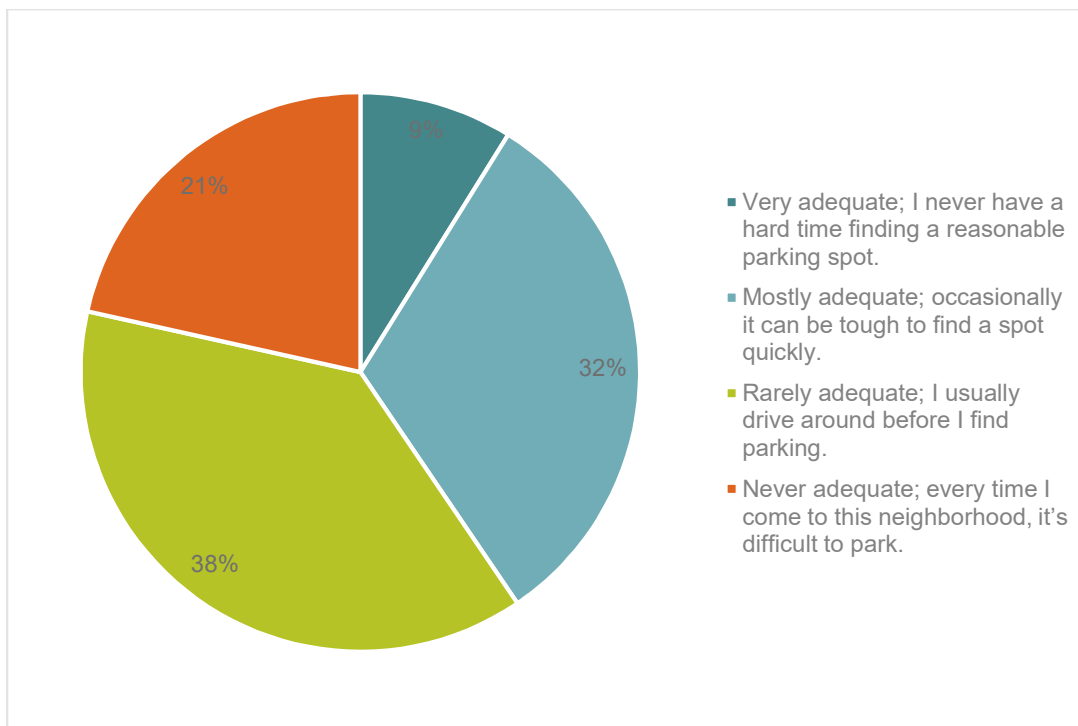




Figure E3: How Often You Park in the Study Area

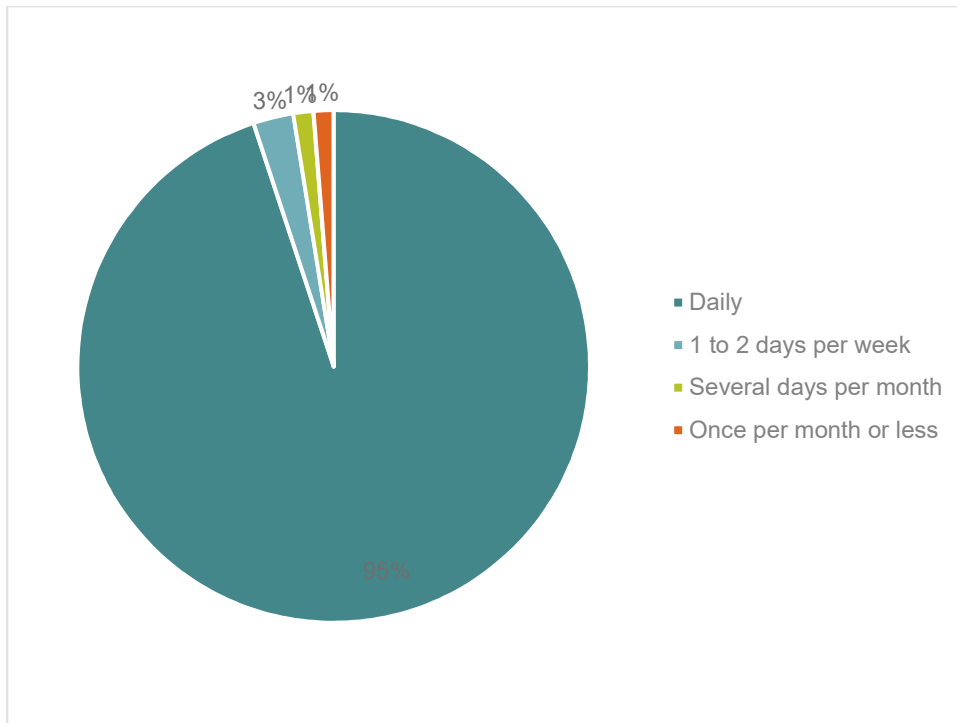


Figure E4: Respondent Category

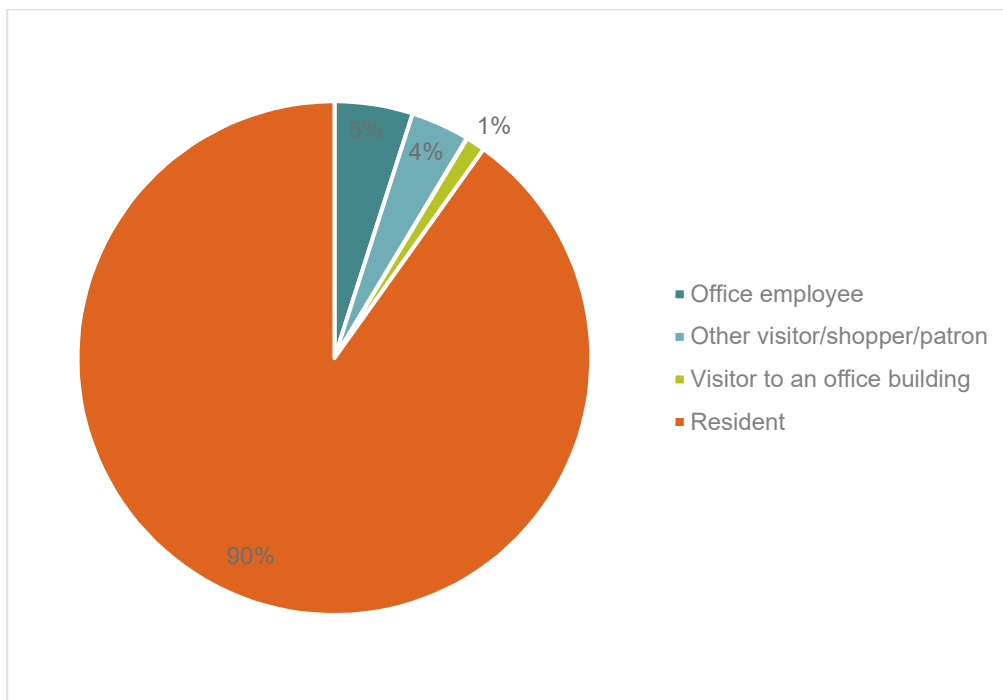


Figure E5: How You Typically Arrive in the Study Area (Mode)

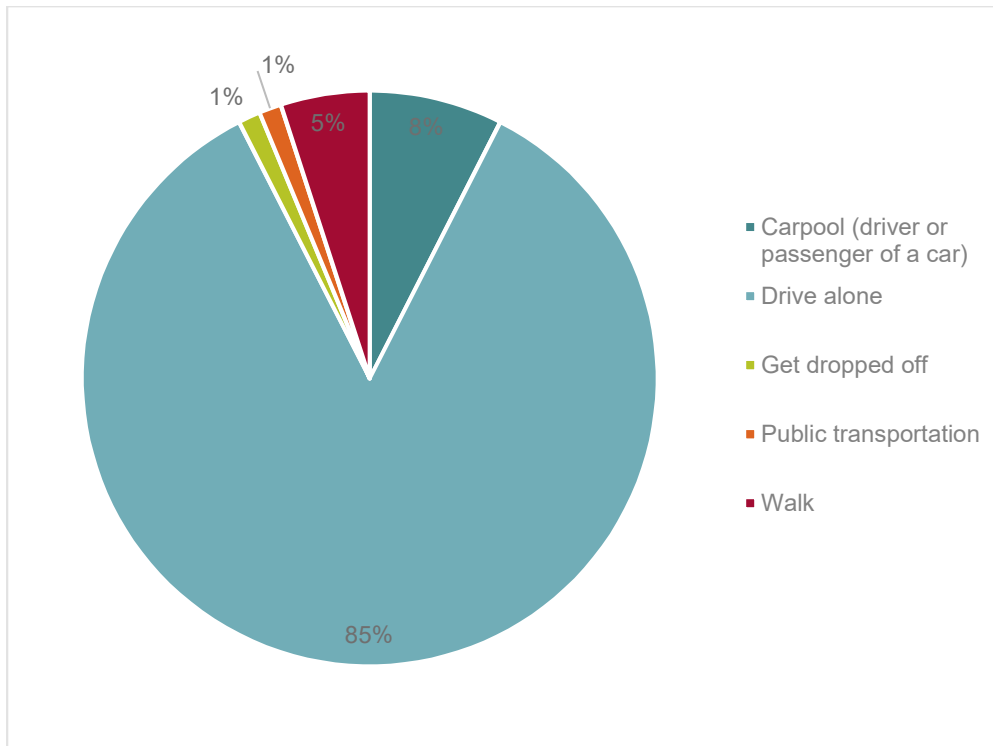


Figure E6: How Long Does it Take to Find Parking

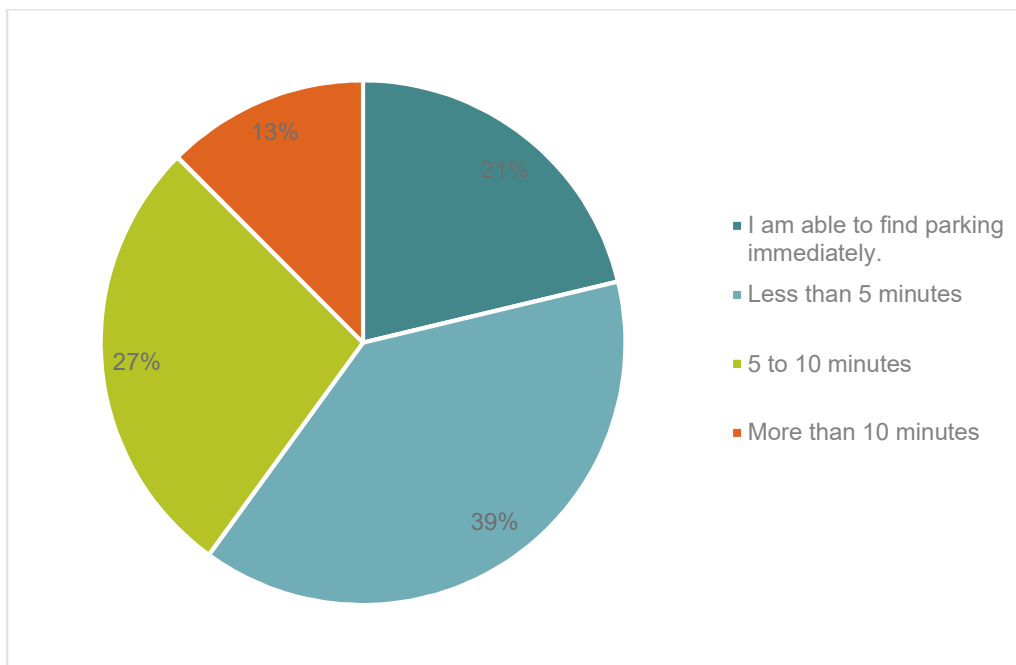


Figure E7: What Days Are You Typically Parking in the Study Area

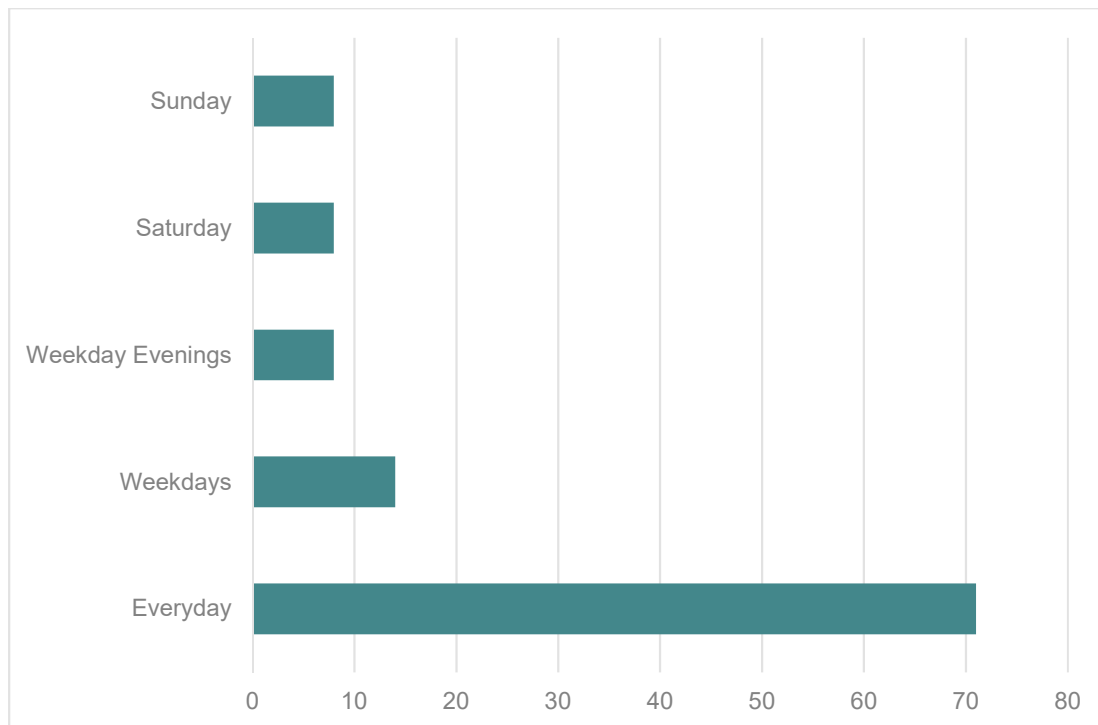


Figure E8: When Are You Typically Looking for Parking

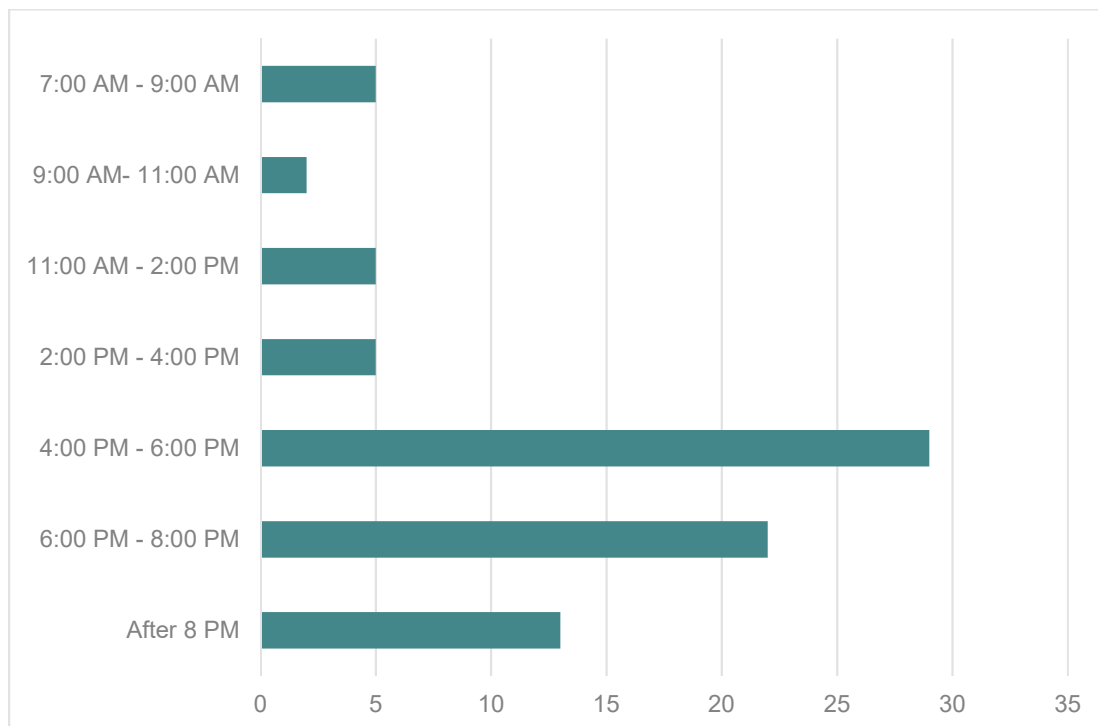


Figure E9: Where Do You Prefer to Park

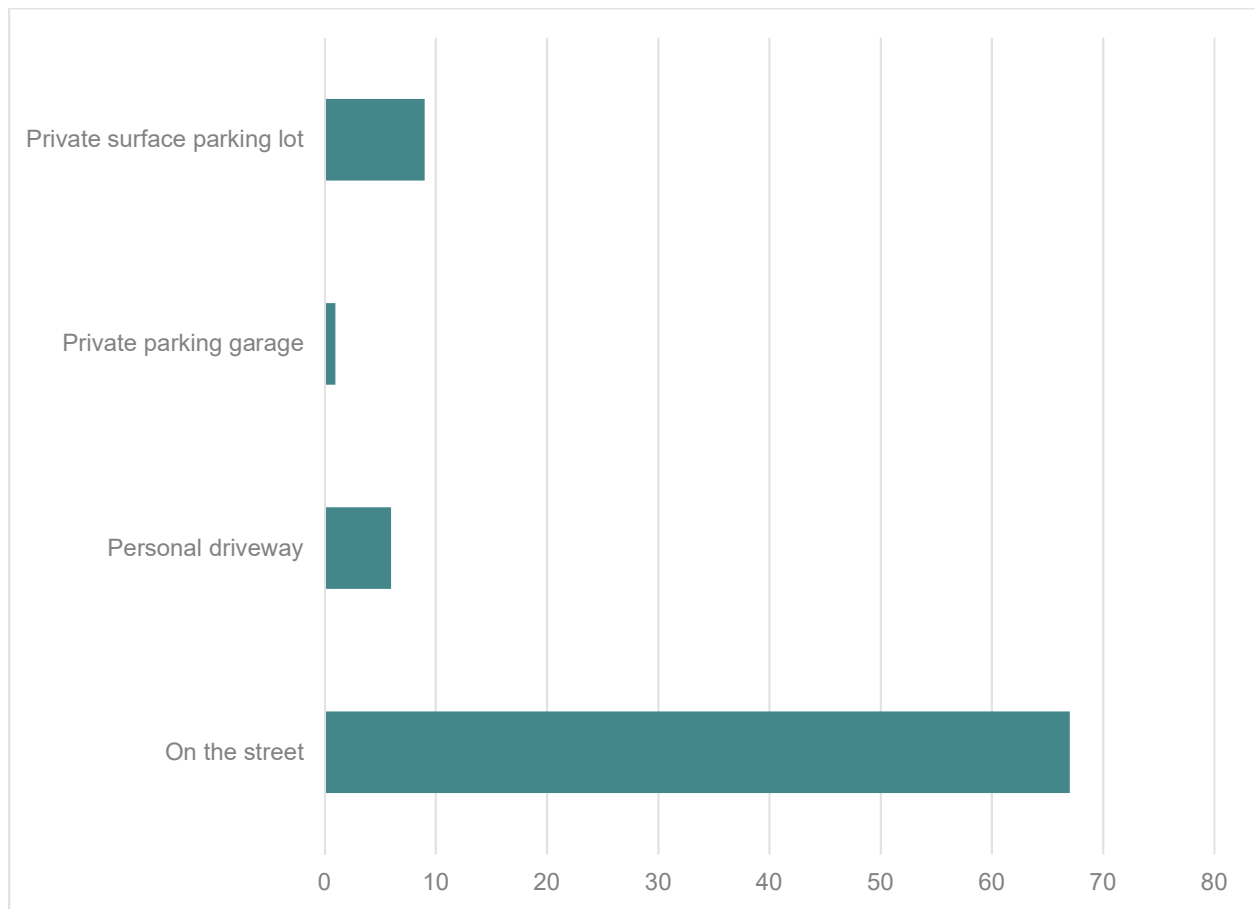






Table F1 Future On- and Off-Street Parking Supply – SoWe Neighborhood Revitalization Area

Block #	On-Street Capacity	Future Development Off-Street Capacity	Future Development Total Block Capacity	Block #	On-Street Capacity	Future Development Off-Street Capacity	Future Development Total Block Capacity
1	51	0	51	30	46	29	75
2	48	11	59	31	64	0	64
3	62	5	67	32	76	0	76
4	30	6	36	33	56	0	56
5	26	88	114	34	98	0	98
6	20	30	50	35	58	50	108
7	19	12	31	36	30	15	45
8	25	40	65	37	85	52	137
9	18	86	104	38	91	24	115
10	0	0	0	39	94	19	113
11	12	12	24	40	70	13	83
12	6	85	91	41	38	0	38
13	46	0	46	42	36	0	36
14	76	54	130	43	77	128	205
15	55	0	55	44	73	0	73
16	84	27	111	45	84	174	258
17	0	0	0	46	59	103	162
18	14	0	14	47	31	0	31
19	46	12	58	48	28	12	40
20	43	25	68	49	20	40	60
21	15	22	37	50	37	0	37
22	16	60	76	51	58	15	73
23	61	12	73	52	46	50	96
24	77	8	85	53	44	56	100
25	5	11	16	54	33	102	135
26	32	18	50	55	56	9	65
27	45	18	63	56	52	62	114
28	51	14	65	57	64	17	81
29	82	0	82	58	48	12	60
<b>Total</b>	<b>2717</b>	<b>1638</b>	<b>4355</b>				

Table F2 Future Land Use-Based Parking Demand – SoWe Neighborhood Revitalization Area

Block #	Future Development Total Block Capacity	Future Development Block Land-Use Demand	Future Development Block Surplus	Block #	Future Development Total Block Capacity	Future Development Block Land-Use Demand	Future Development Block Surplus
1	51	62	-11	30	75	28	47
2	59	64	-5	31	64	34	30
3	67	47	20	32	76	44	32
4	36	44	-8	33	56	42	14
5	114	44	70	34	98	78	20
6	50	32	18	35	108	26	82
7	31	21	10	36	45	29	16
8	65	27	38	37	137	49	88
9	104	46	58	38	115	38	77
10	0	60	-60	39	113	62	51
11	24	14	10	40	83	47	36
12	91	34	57	41	38	46	-8
13	46	39	7	42	36	25	11
14	130	50	80	43	205	27	178
15	55	44	11	44	73	35	38
16	111	62	49	45	258	56	202
17	0	1	-1	46	162	41	121
18	14	8	6	47	31	30	1
19	58	66	-8	48	40	47	-7
20	68	42	26	49	60	40	20
21	37	58	-21	50	37	67	-30
22	76	49	27	51	73	34	39
23	73	38	35	52	96	0	96
24	85	60	25	53	100	0	100
25	16	39	-23	54	135	31	104
26	50	64	-14	55	65	75	-10
27	63	17	46	56	114	61	53
28	65	47	18	57	81	46	35
29	82	65	17	58	60	40	20
Total	4355	2422	1933				





Table G1 Future Technology and Land Use-Based Parking Demand – SoWe Neighborhood Revitalization Area

Block #	Future Development Total Block Capacity	Future Technology Block Land-Use Demand	Future Technology Block Surplus	Block #	Future Development Total Block Capacity	Future Technology Block Land-Use Demand	Future Technology Block Surplus
1	51	56	-5	30	75	25	50
2	59	58	1	31	64	31	33
3	67	42	25	32	76	40	36
4	36	40	-4	33	56	38	18
5	114	40	74	34	98	70	28
6	50	29	21	35	108	23	85
7	31	19	12	36	45	26	19
8	65	24	41	37	137	44	93
9	104	41	63	38	115	34	81
10	0	54	-54	39	113	56	57
11	24	13	11	40	83	42	41
12	91	31	60	41	38	41	-3
13	46	35	11	42	36	22	14
14	130	45	85	43	205	24	181
15	55	40	15	44	73	32	41
16	111	56	55	45	258	50	208
17	0	1	-1	46	162	37	125
18	14	7	7	47	31	27	4
19	58	59	-1	48	40	42	-2
20	68	38	30	49	60	36	24
21	37	52	-15	50	37	60	-23
22	76	44	32	51	73	31	42
23	73	34	39	52	96	0	96
24	85	54	31	53	100	0	100
25	16	35	-19	54	135	28	107
26	50	58	-8	55	65	68	-3
27	63	15	48	56	114	55	59
28	65	42	23	57	81	41	40
29	82	58	24	58	60	36	24
Total	4355	2179	2176				



## Shared Use Agreement for Surface Parking Facility

This Shared Use Agreement for Parking Facilities, entered into this \_\_\_\_\_ day of \_\_\_\_\_, between \_\_\_\_\_, hereinafter called lessor and \_\_\_\_\_, hereinafter called lessee. In consideration of the covenants herein, lessor agrees to share with lessee certain parking facilities, as is situated in the City of \_\_\_\_\_, County of \_\_\_\_\_ and State of \_\_\_\_\_, hereinafter called the facilities, described as: [Include legal description of location and spaces to be shared here, and as shown on attachment 1.]

The facilities shall be shared commencing with the \_\_\_\_\_ day of \_\_\_\_\_, and ending at 11:59 PM on the \_\_\_\_\_ day of \_\_\_\_\_, for [insert negotiated compensation figures, as appropriate]. [The lessee agrees to pay at [insert payment address] to lessor by the \_\_\_\_\_ day of each month [or other payment arrangements].] Lessor hereby represents that it holds legal title to the facilities

### The parties agree:

#### 1. USE OF FACILITIES

The Lessee shall have exclusive use of the facilities. The use shall only be between the hours of 5:30 PM Friday through 5:30 AM Monday and between the hours of 5:30 PM and 5:30 AM Monday through Thursday. Parking shall be used to serve the parking needs of the lessor and shall not be utilized for any other purpose than parking non-commercial vehicles during the periods identified. Lessee shall not violate any applicable governmental statutes, laws, ordinances, rules and regulations (including, without limitation, any applicable governmental zoning statutes, laws, ordinances, rules and regulations).

#### 2. MAINTENANCE

Lessor shall provide, as reasonably necessary asphalt repair work. Lessee and Lessor agree to share striping, seal coating and lot sweeping at a 50%/50% split based upon mutually accepted maintenance contracts with 3<sup>rd</sup> party vendors. Lessor shall maintain lot and landscaping at or above the current condition, at no additional cost to the lessee.

Lessor shall be responsible for common area maintenance including, but not limited to service areas, sidewalks and other pedestrian ways, perimeter sidewalks adjacent and contiguous to the parking facility, delivery areas, landscaped areas (including, without limitation, planters and areas located between perimeter sidewalks and buildings or next to exterior building walls), and common pedestrian corridors.

#### 3. HAZARDOUS MATERIALS

Lessee shall not knowingly use, or authorize the use of Hazardous Materials on, about, under or in the parking facility, except in the ordinary course of its usual business operations conducted thereon, any such use shall at times be in compliance with all environmental laws. The lessee shall indemnify, protect, defend and hold harmless the lessor from and against all claims, suits, actions, demands, costs, damages and losses of any kind, including but not limited to costs of investigation, litigation and remedial response, arising out of used or permitted to be used by lessee, whether or not in the ordinary course of business.

#### 4. UTILITIES and TAXES

Lessor shall pay all property taxes and utilities associated with the parking facility, including maintenance of existing facility lighting systems and drainage systems as governed by standard safety practices adopted by the local governing agencies.

#### 5. SIGNAGE

Lessee may provide parking regulatory and facility identification signage, meeting with the written approval of lessor and standards set forth by the local governing body, designating permissible usage allowances.

#### 6. ENFORCEMENT

Lessee will provide parking enforcement officer(s) for parking safety and usage only for the period of its exclusive use. Lessee and lessor reserve the right to tow, at owner's expense, vehicles improperly parked or abandoned. All towing shall be with the prior approval of the lesser and the lessee. The lessee shall hold the lessor harmless from all claims related to towing initiated by the lessee.

#### 7. COOPERATION

Lessor and lessee agree to cooperate to the best of their abilities to mutually use the parking facility without disrupting the other party. The parties agree to meet on occasion to work out any problems or issues that may arise to the shared use arrangement.

#### 8. PERMITTED EXCUSE

The term "Permitted Excuse" means (a) labor disputes, acts of God, moratoriums, war, riots, insurrections, civil commotion, inability to obtain labor or materials or reasonable substitutes for either, fire, unusual delay in transportation, adverse weather conditions not reasonably anticipated, casualties and other events, whether similar or dissimilar, beyond the reasonable control of the applicable lessee or lesser; (b) unforeseeable acts or failures to act by any governmental entity or their respective agents or employees, unforeseeable governmental restrictions, regulations or controls; and (c) delays caused by the breach or default of any Owner other than the Lesser seeking to be excused from performance.

#### 9. FIRE AND EMERGENCY ACCESS

The lessee shall provide at all times, access for fire protection and life-safety emergency access for pedestrian and vehicular access for any adjacent building that may require such services.

#### 10. INSURANCE

At their own expense, lessor and lessee agree to maintain liability insurance for the facilities as is standard for their own business usage.

The procuring of required policies of insurance shall not be construed to limit Licensee's liability thereunder, nor to fulfill the indemnification provisions and requirements of this agreement. Notwithstanding said policies of insurance, lessee shall be obligated for the full and total amount of any damage, injury, or loss caused by negligence or neglect connected with lessee or with lessee's use or occupancy of any portion of the parking facility. The Lessee shall purchase, maintain and keep in force during the term of this agreement at Lessee's sole cost and expense the following insurance:

A. CERTIFICATE OF WORKERS' COMPENSATION INSURANCE as required by the statutory laws of the State of \_\_\_\_\_ Labor Code.



B. CERTIFICATE OF GENERAL LIABILITY INSURANCE AND AUTO LIABILITY INSURANCE with accompanying “Additional Insured” endorsement documents. All endorsements shall clearly state policy number. Commercial General Liability and Auto Liability policies shall include endorsements naming \_\_\_\_\_, Its Officers, Agents, Volunteers and Employees as additional insured. Endorsements for General Liability and Auto Liability shall state that the lessee’s insurance is “primary” and \_\_\_\_\_ is “non-contributory,” or copies of the complete policy which state the equivalent may be submitted in their entirety.

Minimum Insurance Requirements – General Liability Insurance: One million dollars (\$1,000,000) each occurrence (combined single limit) One million dollars (\$1,000,000) for personal injury liability Two million dollars (\$2,000,000) in the aggregate Minimum Insurance Requirements – Auto Liability Insurance: One million dollars (\$1,000,000) per occurrence for bodily injury and/or property damage Policy shall cover any auto The Auto Liability Insurance requirement may be waived if lessee and lessee employees will not be use any vehicle for business purposes on lessor’s property. This waiver will only be effective if the lessee signs and delivers to the lessor a waiver form for non-auto use.

#### 11. INDEMNIFICATION

Lessee agrees to defend, indemnify and hold harmless the Lessor, its members, employees, agents, officers and officials from and against liabilities, losses, penalties, damages and expenses, including costs and attorney fees, arising out of all claims, liens, damages, obligations, actions, suits, judgments or settlements, or causes of action, of every kind, nature and character arising or alleged to arise out of the negligent or willful acts or omissions of the lessee, its officials, agents and employees and subcontractors in the performance of this Agreement. Lessee shall, at its sole cost and expense, appear, defend and pay all attorney fees and, other costs and expenses arising hereunder. In addition, if any judgment shall be rendered against lessee in any such action, lessee shall, at its sole cost and expense, satisfy and discharge such obligation of the lessee. Lessee shall have the right, at its own expense, to participate in the defense of any suit, without relieving lessee of any of its obligations hereunder. Lessor retains final approval of any and all settlements or legal strategies which involve the interest of lessor. The indemnities set forth herein shall survive the expiration or termination of this Agreement.

#### 9. ASSUMPTION OF RISK

Lessee acknowledges and agrees that by use of the parking facility, lessee assumes all risk of loss or damage to property, including, without limitation, property damage, and all risk of personal injury, including but not limited to death, attributable to any cause other than the gross negligence or unlawful conduct of lessee. Lessee further agrees that it is familiar with the condition of the parking facility and the suitability of the parking facility for its intended use and accepts the parking facility on an “AS-IS” “WHERE-IS” basis. Lessee forever releases lessor, its agents, manager, affiliates and employees from and against any and all of lessee’s claims, causes of action, liabilities and expenses arising out of or relating to any such loss, damage, or injury. Lessor, its agents, manager, affiliates and employees shall not be responsible or liable for loss or damages by reason of fire, theft, collision or any other cause to parked vehicles or their contents, provided no unlawful act of lessor or its employees resulted in the loss or damages.

#### 10. SECURITY

Lessee acknowledges that as of the Effective Date and at all times during the Term, it shall maintain security measures appropriate to reasonably protect the parking facility and any and all employees,



guests, visitors, and/or licensees during all periods the lessee maintains control of the parking facility.

#### 11. LEASE TERMINATION

If lessor transfers ownership, or if part or all of the facility is sold, subdivided or condemned, or access to the facility is changed or limited, lessee may, in its sole discretion terminate this agreement without further liability by giving lessor not less than 60 days prior written notice. Upon termination of this agreement, lessee agrees to remove all signage and return the facility in the same state of repair in which it was leased. Lessor agrees to give lessee the right of first refusal on subsequent renewal of this agreement.

#### 12. LEASE FEES

It is mutually understood and agreed that the agreed upon fee for use of the parking facility ("Agreement Fee") was determined based upon an estimate of the cost of maintenance and care and parking capacity in the facility. An initial Agreement Fee of \_\_\_\_\_ will be due upon (Insert Date). All subsequent Agreement Fees will be due on the anniversary date of the term and subject to CPI increases as set forth as identified below as Consumer Price Index. The Agreement Fee will be increased annually by Consumer Price Index (CPI) as defined below. The CPI to be used for purposes of this subparagraph shall be the Index of the Bureau of Labor Statistics of the U.S. Department of Labor for CPI U (All Urban Consumers), for \_\_\_\_\_ County, All Items, published by the United States Department of Labor, Bureau of Labor Statistics, for the average of the twelve month period preceding the Adjustment Date; herein the "Index". In the event that CPI decreases in any given year, the Agreement Fee shall decrease proportionally. In the event the compilation and/or publication of the Index shall be transferred to any other governmental department or bureau or agency or shall be discontinued, then the index most nearly the same as the Index shall be used to make such calculation.

#### 13. SEVERABILITY

In the event that any provision(s) of this Agreement is (are) determined to be legally invalid, the parties hereto agree that that particular provision shall be null and void, but that the remainder of this Agreement shall remain in full force and effect.

#### 14. NO THIRD PARTY BENEFICIARY

This Agreement is not intended and shall not be construed so as to grant, provide or confer any benefits, rights, privileges, claims, causes of action or remedies to any person or entity as a third-party beneficiary under any statutes, laws, codes, ordinances or otherwise.

#### 15. NO WAIVER

No waiver of any default under this Agreement shall constitute or operate as a waiver of any subsequent default hereunder, and no delay, failure or omission in exercising or enforcing any right, privilege or option under this Agreement shall constitute a waiver, abandonment or relinquishment thereof.

#### 16. ENTIRE AGREEMENT AND AMENDMENT

The Agreement, including all exhibits and referenced documents, constitutes the entire Agreement of the parties with respect to the matters contained herein. No modification of or amendment to the Agreement shall be effective unless such modification or amendment is in writing and signed by both parties hereto. Any prior agreements or representations, either written or oral, relating to the subject matter of the Agreement, are of no force or effect.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the Effective Date Set forth at the outset hereof.

\_\_\_\_\_  
Lessee/date

\_\_\_\_\_  
Lessor/date

\_\_\_\_\_  
Witness/date