STUDY REPORT

PARKING STUDY

Executive Summary

The City's General Plan states that Coachella is at a cusp of growth that will significantly transform the City from a small town to a medium-sized city. The Pueblo Viejo district is poised to witness higher-intensity development and is already experiencing an influx of new development including the new County building and the new public library. Other proposals for development are being considered. The General Plan and Pueblo Viejo Vision Plan both envision this area for mixed-use development with a mix of commercial/retail and multifamily residential uses. This vision mirrors trends in retail development and real estate market realities that show more success for experiential retail with an increasing intensity of surrounding residential development. As the intensity of the Pueblo Viejo district increases, so will the demand for parking. This parking study's objectives are to understand the current parking supply and future projected supply based upon differing development scenarios and regulations, and future projected parking demand based on expected development envisioned by the General Plan and the Pueblo Viejo Vision Plan. This study provides findings and recommendations to:

- Understand potential parking supply and demand scenarios.
- Right-size parking standards to ensure both workable development scenarios and effective parking operations.
- Determine contingencies for balancing future projected parking supply and demand through demand reduction strategies, thresholds to trigger creation of additional supply, and more efficient use of existing supply.

This study finds that the Pueblo Viejo district currently has a sufficient parking supply to meet the existing demand. It should be noted that the current distribution of available on- and off-street spaces and restricted on- and off-street spaces do create inefficiencies in the allocation and distribution of parking supply, which gives a perception of a smaller available supply. When examining each block of the district, the blocks with a deficient parking supply—namely the blocks on the east side of Sixth Street—are not within a 5-minute walking distance from the blocks that may have parking spaces. This mismatch is mainly offset by available on-street parking spaces around Veteran's Park and City Hall.

Although existing parking supply and demand is important, it is the management of future projected supply and demand, based upon development scenarios envisioned by the City's General Plan and Pueblo Viejo Vision Plan, that ensures successful demand and supply policies and successful parking management strategies.

Findings

Assumptions were included in custom modeling of parking within the Pueblo Viejo district to test potential future parking standards for off-street parking supply and anticipated new on-street parking supply. The study found that adequate supply could be created with the proposed standards, although the issue of market viability, when including the costs of building parking structures (to achieve the envisioned intensities), may call into question the ability of the private sector alone to support the cost of off-street parking supplies without assisting mechanisms to generate and share revenues for construction, operations, and maintenance of parking. Below is a summary of findings of the study:

- Of the total parking spaces in the study area, approximately 60 percent are on-street parking spaces and are publicly accessible. When off-street parking is factored in, a total of 80 percent spaces are publicly accessible in the Pueblo Viejo district. (See **Figure 2**, **Figure 4,** and **Figure 6**.)
- Of the total off-street parking spaces, approximately 50 percent have restricted access, meaning they cannot be used by patrons of other businesses, per private restrictions on the use of those spaces for the current tenant/owner's establishment only. While overall there seems to be surplus parking, restricted access creates a false perception of parking. (See **Figure 6**.)
- Approximately 80 percent of the total spaces are publicly owned. This includes on- and off-street parking spaces. Around 10 percent of the publicly owned spaces are not publicly accessible. Most often these spaces are not fully utilized and create a false perception of parking deficiency. (See **Figure 5**.)
- The current parking supply and demand has an imbalance when examined on a per-block basis. This examination is important as parkers prefer to reduce overall walk times, and supply that is outside of a 5-minute radius is less likely to be considered by parkers. The blocks on the east side of the district have a deficiency of supply while those on the west side have surplus of availability. (See **Figure 7**.)
- Currently, most of the surplus supply of parking falls within the walkshed of the blocks with a deficiency of parking. However, this is mainly due to the availability of additional on-street parking. Off-street parking supply, while available, is primarily privately restricted to patrons of tenants/owners of specific establishments.
- In both future build scenarios (medium-built and full-built) that the study tested, a projected surplus of parking supply is available if on-street parking is included. Most of the blocks that show a surplus of parking are anticipated to be targeted for future development intensification.
- Based upon the study model, both future scenarios would require structured parking to attain the development intensities envisioned in the General Plan and Pueblo Viejo Vision Plan. This cost of development may be a limiting factor due to the cost of construction and economic viability of structured parking versus surface parking. The estimated cost of structured parking could be close to $32 million in today's value and will satisfy only one-third of required parking demand in the medium-built scenario. In the full-built scenario, the estimated cost is around $109 million and would satisfy approximately 75 percent of required parking demand.

Recommendations

Based upon the findings, strategies for creating adequate parking supply and managing demand are recommended to both support the Pueblo Viejo district's vision for growth and ensure effective supply/demand balance for parking as the district grows. It is important that regulations do not over-prescribe parking, especially as the future demand for parking may change as overall car ownership decreases, more choices in modes of travel exist, and ridesharing and autonomous vehicles become more prevalent. Over-prescribing off-street parking results in higher development costs, sprawl, increased vehicle miles traveled, and higher infrastructure costs. It may also inhibit the development of the Pueblo Viejo district if the costs of compliance do not result in the economic returns required for the private sector to make investments in the district. Balancing regulations with contingencies to address future supply/demand imbalance may result in less costly development and shared public, private, and public/private partnerships that create more efficient parking options. Several recommendations were also suggested in the document.

Recommendation 1: Lower Parking Ratio - Lowering parking ratio, eliminating minimum parking requirements, and better management of parking spaces can reduce parking costs.

Too much parking is as harmful as too little due to the impacts on development costs, government costs, and increased infrastructure due to lower-density development. Some communities are eliminating minimum parking requirements and introducing maximum requirements, and many are significantly reducing minimum requirements. Various factors affect parking requirements such as geographic location, residential density, employment density, land use mix, transit accessibility, carsharing, walkability and bikeability, demographics, income, housing tenure, pricing, and sharing/overflow.

Recommendation 2: Cooperative Parking Arrangement - Developing cooperative parking agreements with property owners and tenants can improve parking efficiency and convenience for all Pueblo Viejo district's customers and visitors.

Due to owner/tenant restrictions, many off-street parking spaces are restricted to patrons of an individual establishment. This creates inefficiency in parking distribution with empty usable spaces designated for other establishments located near establishments with higher parking demand. If businesses can share parking spaces, the parking supply needed to satisfy the demand can be reduced.

Recommendation 3: Shared Centralized Parking - Shared and centralized structured parking can help reduce some of the cost burden on developers and make the Pueblo Viejo district attractive for investment.

City-provided shared parking can add to the reduction in parking supply by the new development. In order to make the area more attractive to the developers and lower their cost of construction, the City can provide surface and/or structured parking that can be shared by the private sector.

Recommendation 4: Bicycle Parking - Providing safe and convenient biking and walking facilities can make bicycles a viable choice and reduce car trips, leading to a reduction in required spaces.

Many of the City's residential neighborhoods are a short bicycle ride from the Pueblo Viejo district. More available alternatives to the personal automobile will reduce parking demand in the district. Provision of walking and biking facilities, including bicycle parking, will promote cycling as a viable mode of transportation that people may choose if they perceive it as a realistic and safe method for short trips.

Recommendation 5: Time-Restricted Parking - Time-restricted parking can effectively increase the turnover rate of on- and/or off-street parking spaces.

Timed parking frees up immediate parking spaces for short duration parkers and encourages parkers interested in long-term parking (over two hours, all day, or commuter parking) to use off-street and other facilities. Enforcement of frequent and consistent regulation is vital for the success of this strategy.

Recommendation 6: Paid Parking - Paid parking can effectively increase turnover rates and the supply of convenient parking spaces.

Like timed parking, parkers are more efficient with the amount of time they occupy a space. The advantages of paid parking, based upon rates, are higher efficiency, more flexibility for the parker if more time is required, and the generation of revenue for construction, operations, and maintenance of parking operations. Other benefits of paid parking are the easier enforcement of mechanism and more convenience for the parker allowing them to add parking time if needed through additional fees.

Recommendation 7: Overflow Parking - Railroad Land - Overflow parking can be created by converting the land next to the railroad tracks.

The City can explore the option of leasing the railroad land for a public parking lot along Grapefruit Road near the Fourth Street cross-street. This area can also be used as an employee parking area for the businesses in its walkshed. However, there needs to be a certain level of demand before investing in the overflow parking.

Recommendation 8: Temporary and Overflow Parking - Use of school parking and private parking areas can provide temporary supply of parking during events.

A joint use agreement with the school district to make school parking lots available for limited activities, such as weekend events, can provide more than 100 parking spaces and can be in the walkshed of more than half of the blocks in the study area. Using other existing private parking areas for overflow parking should also be explored prior to investing in new parking areas.

Recommendation 9: Effective Use of Leftover Space - Leftover on- and off-street space can be used to provide parking for motorcycles, bikes, and/or compact cars, thus adding to the parking supply.

Using leftover spaces of a lot, such as corners and undeveloped land of a parcel, to provide parking for motorcycles, bikes, and/or compact cars will increase parking spaces without large investment and major construction.

Recommendation 10: Converting Parallel to Angled Parking - Some of the wider streets that do not need bike facilities can be used to accommodate angled parking instead of parallel parking.

Angled parking may interfere with the ability to provide on-street bicycle facilities. There needs to be consideration as to the use and prioritization of the street with respect to provision of angled parking versus bicycle facilities.

Recommendation 11: Signage and User Information - Signage, wayfinding, and readily available information on available parking spaces can be a useful tool in reducing perceived parking shortage.

Various ways to disseminate this information are via wayfinding signage, area maps, brochures, websites, electronic guidance systems, smart apps, and so on.

Recommendation 12: Employee Parking - Encourage employees to not park in the most convenient customer parking spaces.

If employees are encouraged to not park in these parking spaces and instead use the spaces that would otherwise be unused, it will reduce the perception of parking shortage and need to oversupply parking.

Recommendation 13: Unbundle Parking - Unbundling parking can lower the cost for the developer as well as the user and reduce surplus parking.

Unbundling refers to renting or selling parking separately rather than automatically including it with the price of building space. For example, rather than renting an apartment with two parking spaces for $1,000 per month, the apartment would rent for $800 per month, plus $100 per month for each parking space. This strategy allows the owners to buy or rent only required number of spaces. Parking permit programs can be used to avoid adverse effects of unbundling on nearby neighborhoods.

Financing and Organizational Mechanisms for Implementation

Various sources of financing and organizational mechanisms can be used to implement these strategy recommendations. Some recommendations require revenue sharing, revenue generation, and mechanisms for sharing the cost of infrastructure development between property owners and/or the city. State law allows for various districts that may be formed to help finance and operate infrastructure such as shared parking. Some implementation strategies are described in the report and include:

- Parking Assessment District
- Business Improvement District
- In-Lieu Parking Fee
- California Infrastructure and Economic Development Bank (IBank)
- Public-Private Partnership
- Transit Grants
- Mello-Roos
- Infrastructure Financing District
- Joint Use Agreement

Introduction

The purpose of the study is to inform the implementation of the City's General Plan and Pueblo Viejo Vision Plan, including development standards and design guidelines, through the analysis of existing and projected future parking supply and demand based on the type of development envisioned by these plans. The study provides:

- An analysis of current conditions—existing supply and estimated demand.
- Projections of future supply and demand based upon assumed development scenarios.
- Recommendations for implementation strategies for development standards and contingency planning for parking optimization, demand reduction strategies, and contingencies for increasing supply as future demand increases.

As the vision of the Pueblo Viejo district is realized, understanding the changing parking needs of the area will be vital to its success. Parking is generally one of the largest land uses in the community. Often there is an oversupply of parking in suburban areas but there is a perception of shortage. This is because the available parking is often not convenient or close to the parker's destination.

It is important to understand the optimal balance between supply and demand and dedicate only the minimal required amount of land to parking, so the remainder of the land can be used for higher valued (and assessed) development. This parking study provides a basis to make decisions on optimization of parking. It also allows the City to reevaluate the parking standards and/or provide incentives for the implementation of best practices that create the proper balance between parking supply and demand and an equitable distributed burden for parking costs.

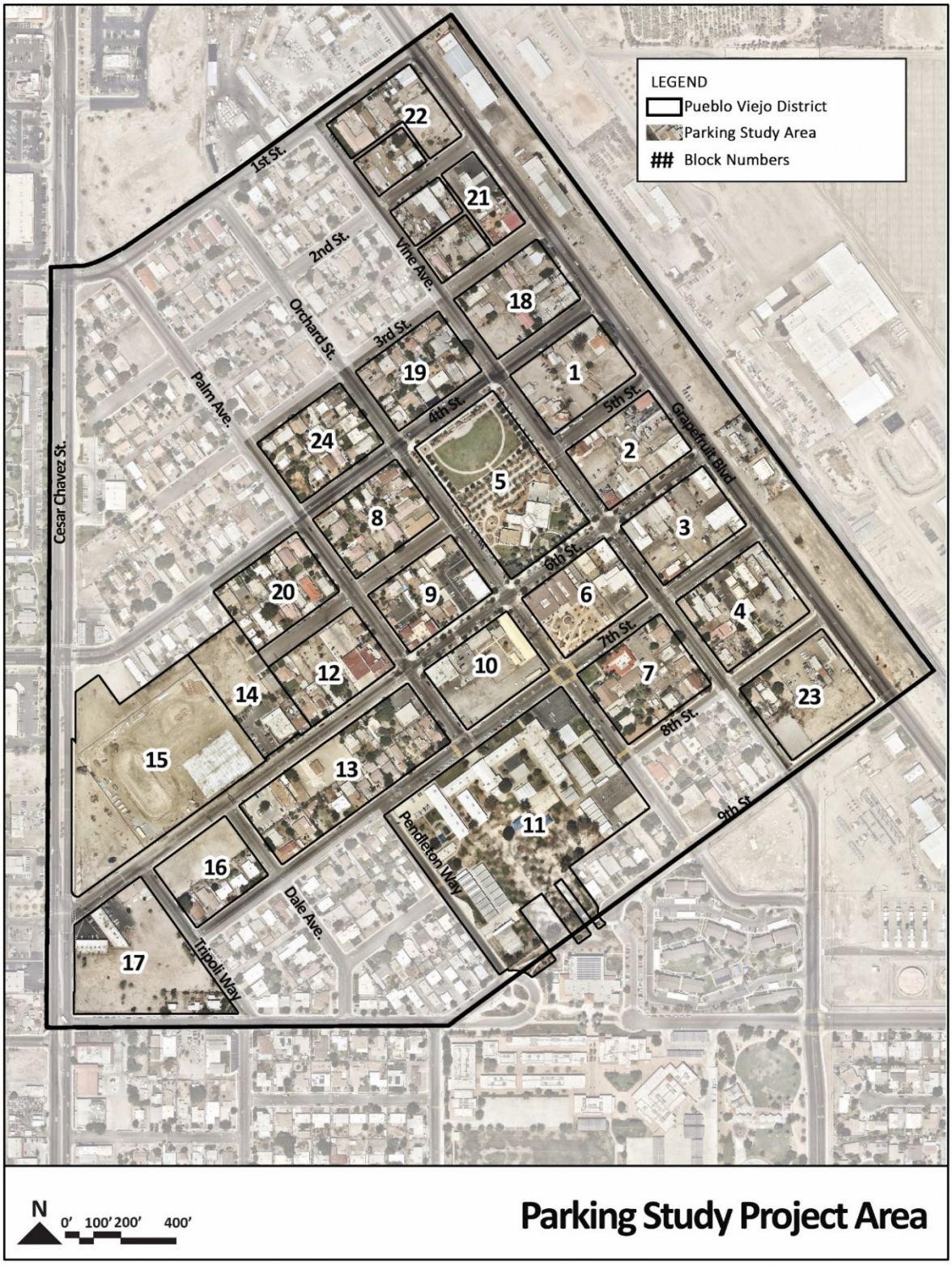
Study Area

This parking study was conducted for the commercial area of Pueblo Viejo district. The boundaries of this parking study are shown in **Figure** 1. The study area includes 24 blocks consisting of civic, residential, retail, office, restaurant, entertainment, auto dealership, and light industrial land uses, mostly in one- to two-storied structures. The city's General Plan and Pueblo Viejo Vision Plan both envision more intense mixed-use office/commercial/retail/multifamily housing development consisting of more integrated and higher-intensity development.

Mixed-use development trends started in the mid-2000s and have become one of the most active development models. In 2017, 80 percent of the amount spent on construction in United states dealt with some version of mixed-use development. The surge of this type of development hinges on the numerous benefits it provides to developers, investors, public entities, and users. Mixed-use development:

- Creates walkable vibrant communities that can draw potential homebuyers and other tenants, leading to high rental demand and economic development.
- Can provide housing choices to a variety of demographic groups and promote the concept of aging in place.

Figure 1: Parking Study Area Map


LEGEND
Pueblo Viejo District
Parking Study Area
Block Numbers
1st St.
2nd St.
Vine Ave.
Orchard St.
3rd St.
4th St.
5th St.
6th St.
7th St.
8th St.
9th St.
Palm Ave.
Cesar Chavez St.
Grapefruit Blvd
Pendleton Way
Dale Ave.
Tripoli Way
1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
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20
21
22
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24
N
0' 100' 200' 400'
Parking Study Project Area

- Lessens the overall risk for real estate investors due to a wide variety of tenants (commercial, residential, etc.).
- Lowers infrastructure and maintenance costs due to intensity of development.
- Promotes invest in amenities due to spreading of risk across various uses and lower infrastructure costs.
- Creates a more sustainable environment for retail, which is rapidly changing due to increased demands for experiential and social opportunities and a decrease in the traditional consumer-driven model.

The trends in mixed-use development indicate that people living in multifamily residential developments are opting to live in smaller spaces if the space is well-organized and has an ideal layout. Amenities, including desirable common areas and retail in the immediate vicinity, are very important to these residents. For mixed-use buildings, food establishments are seen as the most important type of retail. Other amenities that work well with residential mixed-use developments are hospitality, full-service gyms, and creative office space.

Methodology

The study area was divided into 24 blocks and numbered for analysis purposes. A customized parking model was prepared on a block level. The model required certain input fields that were either readily available from the County GIS data or from the City of Coachella. These included land use categories, parcel area, building footprint, built-up area, number of stories, and existing parking spaces.

The block-by-block basis of the parking study both aggregates the available on-street parking and accounts for walkshed, or the length people are willing to walk from the parked car to the destination. This helps analyze inefficiencies based on the parker's ultimate destination within the district. Each Pueblo Viejo district block is approximately 250–300 feet. An individual walkshed is usually assumed to be about 0.25 miles or 1,320 feet. Hence, it can safely be assumed that people may be willing to walk up to 3 to 5 blocks to reach the destination from their place of parking, although most parkers prefer to park as close to their initial destination as possible.

A. Assumptions

The parking model was developed with assumptions built into the model. These assumptions could be changed on the block level by changing the development scenario. The assumptions were guided by the city's General Plan, existing conditions, general market knowledge, professional opinion, and discussions with the city staff.

- **FAR for new construction = 3.0:** Floor area ratio (FAR) is the ratio of allowable coverage of floor space compared to the overall area of the parcel. This helps govern the intensity of the development. Based on the City's General Plan, the FAR recommended for the Pueblo Viejo district commercial area is 0.5 to 3.0. An upper limit of the recommended FAR is chosen for new construction as most of the existing development is less than 1.0 FAR and the descriptions of development encouraged by the General Plan and Pueblo Viejo Vision Plan envision more intense development consisting of 2-5 stories of retail, shops, and housing.

- **Average gross floor area (GFA) dwelling unit (DU) = 2,000 square feet:** A studio unit typically starts with a net floor area (NFA) of 500 square feet while a three-bedroom unit may be up to 2,000 square feet. The NFA is the usable space of the dwelling unit and does not include space for garage, amenities, circulation (corridors, elevators, stairs), and other utilities. Adding these to the NFA provides the gross floor area (GFA) of the unit. If a mixed-use development might have a variety of units, the GFA per dwelling unit is assumed as 2,000 square feet for simplification of the model.

- **Percent of residential and commercial/institutional use in mixed use = 30 percent - commercial/institutional; 70 percent - residential:** Based on the current trends of development, there seems to be a higher demand for residential in comparison to the commercial/institutional development. This leads to the assumption of 70 percent residential, and 30 percent commercial development for mixed use.

- **Parking for commercial/institutional/office development = 4 spaces per 1,000 square feet; residential development = 1.33 per DU; industrial development = 1.13 per 1,000 square feet:** A matrix was developed to compare parking regulations for different land uses of seven communities: Coachella, Anaheim, Glendale, Alhambra, Palm Springs, West Hollywood, and Pasadena. These findings were also compared to the Institute of Transportation Engineers (ITE) parking generation recommendations. ITE is an international membership association of transportation professionals and has developed numerous standards related to mobility planning including parking generation. This is based on nationally collected data. The parking ratios provided by ITE are sometimes at the higher end of the spectrum, are based upon a limited sample of studies, and should be adjusted to the reality on the ground.

  The assumptions for various land uses in the parking model are a result of comparing the parking standards of the seven communities with ITE guidelines. To simplify the ratio for commercial use and consolidate retail, restaurant, and office use, a computation was done based on existing square footage of these uses and then aggregated based on total square footage. This resulting ratio was 3.8, which was rounded to 4.0 for simplification. The comparison table can be found in **Appendix-PS-1: Zoning Comparison.**

- **Parking for mixed-use development = 3.33 per DU:** Based on the comparison matrix explained above, Palm Springs was the only community to have a parking ratio for mixed-use development. It ranges from 2.08 to 3.33. Glendale has a point system for reducing parking requirement. When the mixed-use numbers for medium-built and full-built scenarios were applied to Glendale's system, the required ratio ranged from 2.3 to 3.3. Due to the current development patterns and similar walkability scores between both Palm Springs and Coachella, as compared with Glendale, the higher ratio was selected. See **Recommendations** for more discussion on off-street parking requirements and potential reduction of this ratio in off-street parking standards.

- **Percent of lot area to be open space = 10 percent:** The zoning code developed for the General Mixed-Use district for Coachella (C-G-PV) requires a 10 percent open space for developments over

0.5 acre. Open space for new development or the existing developments that may transition to commercial use is assumed to be 10 percent of the lot area.

- **Off-street optimal parking factor = 90 percent:** Percentage occupancy rate at a given time is called optimal parking factor. Generally, a vacancy rate of 10 percent is considered healthy when designing parking for commercial areas to allow for circulating parkers to find parking spaces. This parking factor is applied to off-street parking.

- **Use on-street parking spaces to mitigate deficiency:** It is assumed that on-street parking within a certain distance from a proposed development will be used in off-setting total off-street parking required for a development, as the purpose of regulations is to develop a healthy relationship between total supply and total demand within the district, whether parking is available on-site or within the public rights-of-way. If on-street parking is not used to satisfy demand, an overabundance of supply would occur as more spaces are required than demand generated.

Based upon the assumptions above, algorithms were developed to calculate the current demand estimate and projected forecasts for two future-built scenarios based upon existing and projected future land uses. While the existing demand was estimated based upon current land use, future projected demand was calculated based upon two anticipated scenarios: medium-built and full-built based on the City's General Plan. These changes in land use are shown in **Figure 8** and **Figure 10.**

It should be noted that these scenarios are not based upon current development proposals and would require private sector acquisition of land and appropriate development approvals. The scenarios are best guesses based upon development trends and the visions laid out by the city's General Plan and Pueblo Viejo Vision Plan. The land use changes are highly dependent on the availability of land for development, market trends and conditions, new technologies, and so on. It is assumed that the overall impact of development at the district level might remain similar to the assumed changes. The difference between the medium- and full-built scenarios and the underlying assumptions are explained later in the **Future Parking Scenarios** section of this report.

The current and the two projected future-built scenarios were then translated to parking demanded by use and projected parking supply provided by each block. Parking deficiencies and surplus, based upon the ratio of supply versus demand, were also calculated. For current conditions, existing supply and estimated demand using demand assumptions for the single use listed above were used to calculate the current deficiency/surplus. The future-built scenarios assumed that any new construction would be mixed-use development and provide off-street parking supply to counteract the demand. As discussed above, the parking supply needed by mixed-use development was set at the rate of 3.33 spaces per 1,000 square feet of development. Any existing structure that transitions from a residential to a commercial use will utilize the open space available to provide 10 percent open space per zoning and reconfigure the rest to maximize parking supply based on the use. Hence, the deficiency/surplus was calculated based on the resultant supply. In addition, all three scenarios used on-street parking for additional supply.

The block-by-block calculations were summarized in one table and translated to a map graphic for the scenario to provide a snapshot of entire study area. The table also lists estimated development square footage by use and the parking square footage needed to support the development.

Three scenarios were developed using the model:

- **Current Supply and Demand:** The model shows existing conditions on ground.
- **Medium-built:** The model accounts for known changes in the future, including on-street parking changes as well as parcels that are easier to develop (e.g., vacant parcels).
- **Full-built:** This is the most ambitious development scenario and accounts for the eventual transformation of most blocks in the study area.

Maps were developed to show the changes per parcel based on whether there is a change in use, structure, or both. The maps also show the parking surplus or deficiency on a block-by-block basis.

Existing Conditions

B. Existing Parking Supply

Existing parking supply includes the inventory of private or publicly owned parking spaces that currently exist, are in the process of construction (for example, the new county building), or are approved and will soon be constructed in the short term, at the time of this study. The existing parking inventory, for both on-street and off-street parking, was compiled using aerial imagery and a review of existing permits for spaces currently under construction or soon to be constructed. Verification of the inventory, as well as an inventory of parking restrictions, was done through a windshield survey. The inventory also identified the restricted parking spaces that are designated by signs for specific purposes, such as Americans with Disabilities Act (ADA) accessible parking, loading/unloading spaces, timed parking, pickup and drop-off, owner-restricted parking, and electric vehicle parking.

There is a total of 1,568 parking spaces in the study area. Of these, 901 are on-street spaces and 667 are off-street parking spaces. The following sections provide further detail on current parking supply.

Existing On-Street Parking Supply

On-street parking refers to the designated spaces located within the street rights-of-way in the Pueblo Viejo district. These include traditional angled parking spaces and parallel parking spaces that are situated between the travel lanes and the street curb. The existing on-street parking spaces in the study area were inventoried on a block-by-block basis to verify the number of parking spaces and restricted spaces. This is depicted in **Figure 2**.

There are presently 901 on-street parking spaces in the study area, of which 45 are restricted spaces. **Table 1** shows the division of existing parking spaces based on restrictions.

Table 1: On-Street Parking Spaces Based on Restrictions

Restriction Type	Parking Spaces
Regular Parking	856
ADA Accessible Parking	12
Loading/ Unloading Spaces	2
Timed Parking	5
Pickup and Drop-off Parking	23

Electric Vehicle Parking	3
TOTAL PARKING SPACES	**901**

Off-Street Parking Supply

Off-street parking spaces include facilities such as parking lots and structured parking. These can be publicly or privately-owned facilities. There are a total of 667 off-street parking spaces in the study area, of which 35 are restricted and designated as ADA-accessible spaces. **Figure 4** and **Table 2** show a summary of the existing off-street parking supply.

Table 2: Off-Street Parking Spaces Based on Restrictions

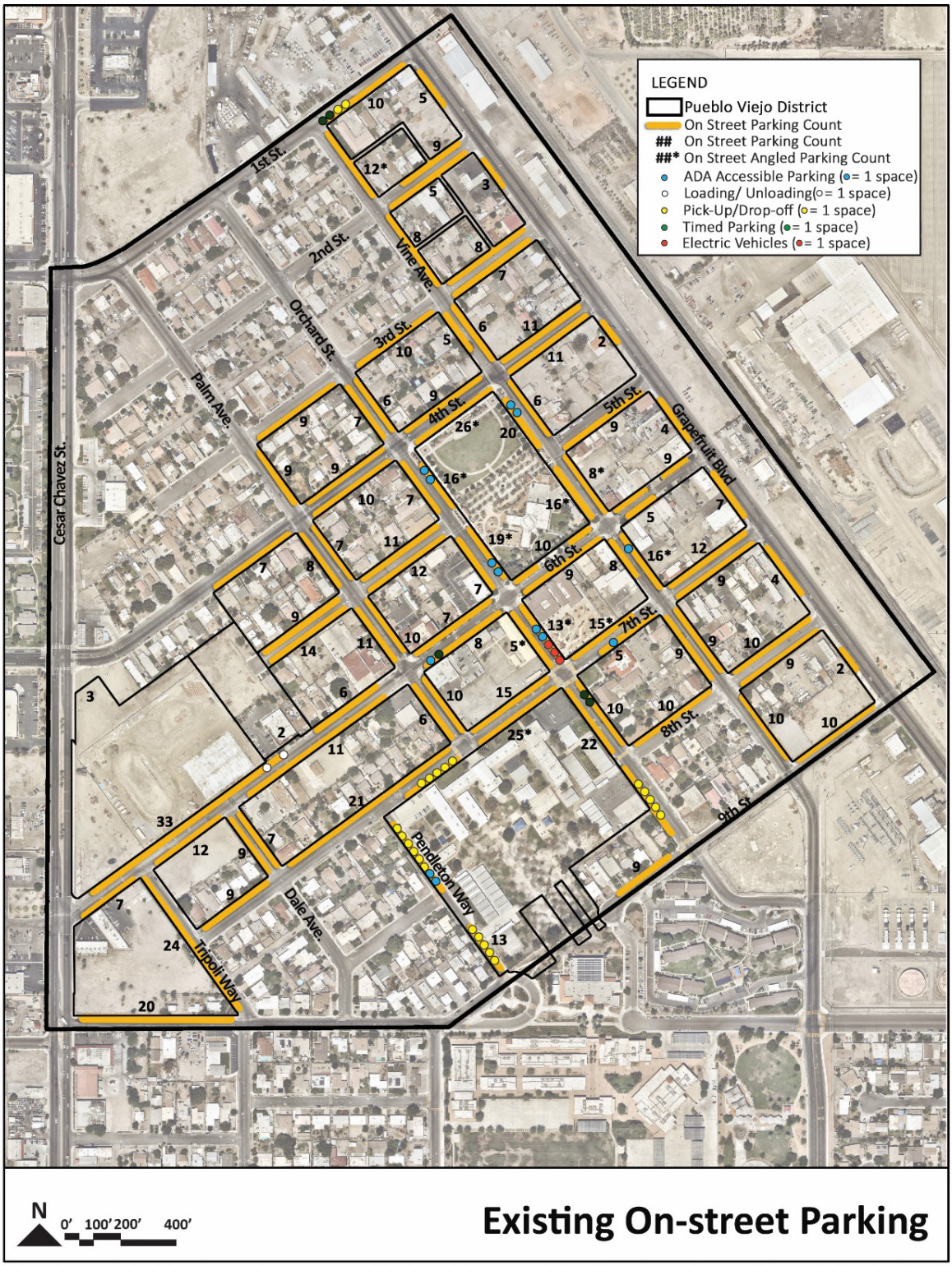
Restriction Type	Parking Spaces
Regular Parking (No Restriction)	632
ADA Accessible Parking	35
TOTAL PARKING SPACES	**667**

In addition to the above inventory, ownership of the lots was also studied. Ownership refers to publicly or privately held parcels. **Figure 5** shows off-street parking by ownership. Off-street parking provided in parcels owned by the City, school district, or any other public entity are referred to as publicly owned spaces and the remainder of off-street spaces are referred to as privately-owned spaces. **Table 3** shows the summary of these spaces.

Table 3: Off-Street Parking by Property Ownership

Ownership Type	Parking Spaces
Publicly Owned Property	353
Privately Owned Property	314
TOTAL PARKING SPACES	**667**

Figure 2: Existing On- and Off-Street Parking



Access restrictions can be placed on both publicly and privately-owned off-street parking. Owner/tenant restricted lots or spaces are those that indicate the lot or spaces can only be used for patrons of a specific establishment as opposed to unrestricted lots or spaces that allow for public parking regardless of the parker's destination. The restricted lots are generally marked by a sign that warns against parking in that lot. In some cases, the lots are gated. An example is shown in **Figure 3. Figure 6** depicts the access restrictions and **Table 4** summarizes the same.

Figure 3: Restriction Sign

Table 4: Off- Street Parking Access Restriction

Access Type	Parking Spaces
Restricted Parking Access	328
Unrestricted Parking Access	339
TOTAL PARKING SPACES	**667**

Owner/tenant restricted parking is a common issue in downtowns and creates inefficiencies in downtown parking supply, due to the distribution of parking spaces near primary parking destinations. It also increases trip generation as patrons must move their vehicles when visiting multiple district destinations, reduces the amount of time a patron may spend at more than one establishment, decreases the patron's ability to find a convenient parking space, and results in a perceived decrease in available parking supply. While the restricted parking lots and spaces might be underutilized, they are still not available to all Pueblo Viejo district parkers. Land that can be used for development is lost to provide additional parking to satisfy this inefficiency. These inefficiencies are often mitigated by higher off-street parking requirements, resulting in decreased availability of land for higher-assessed development as well as increased construction costs and ongoing operations/maintenance costs for both the public and private sectors due to more infrastructure being required for parking. Removing owner/tenant parking restrictions can eliminate inefficient distributions of supply and more efficiently distribute demand throughout the Pueblo Viejo district. Recommendations for cooperative parking arrangements can be found in the **Recommendations** section.

Figure 4: Existing Off-Street Parking

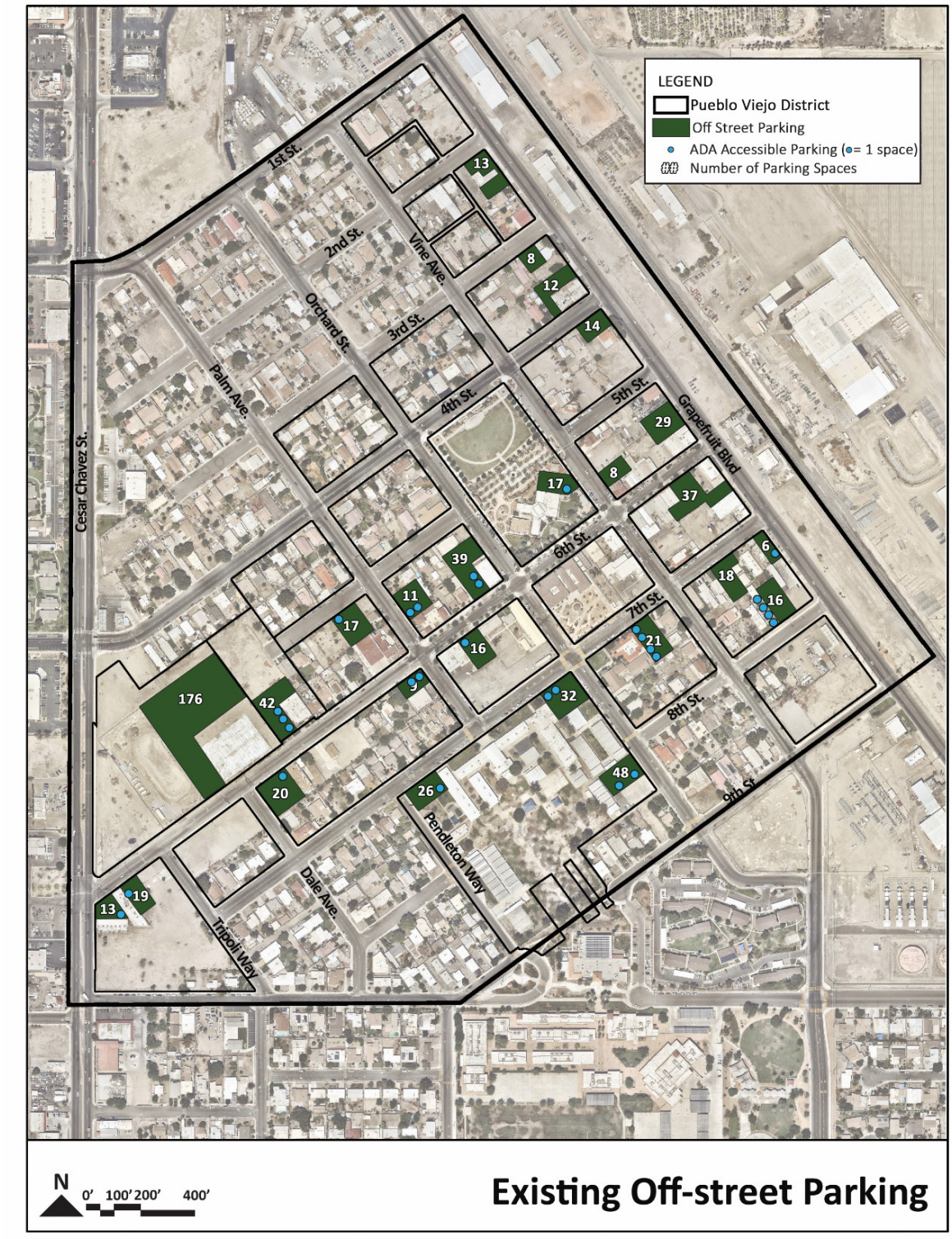


Figure 5: Off-Street Parking Lots by Ownership

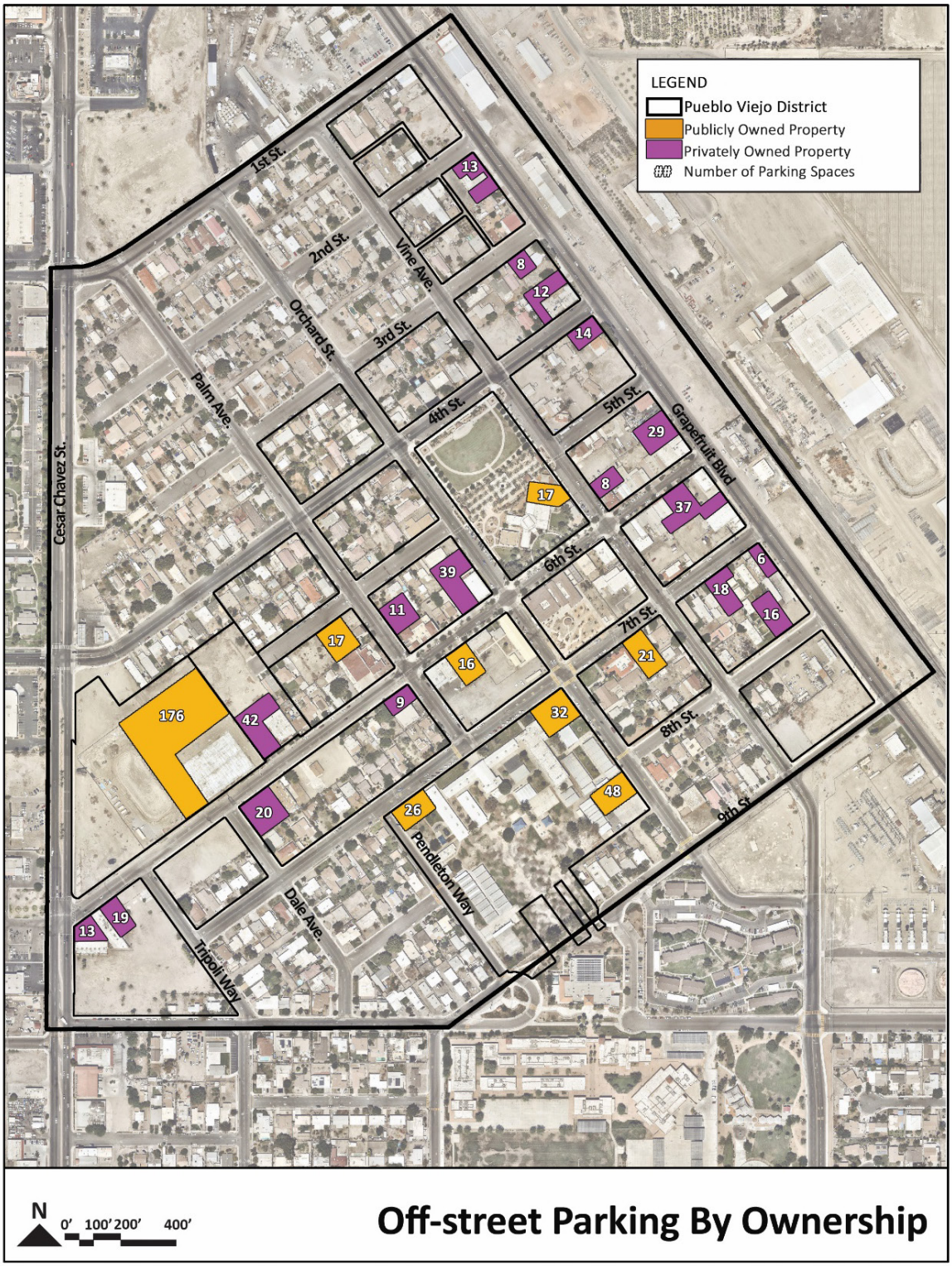
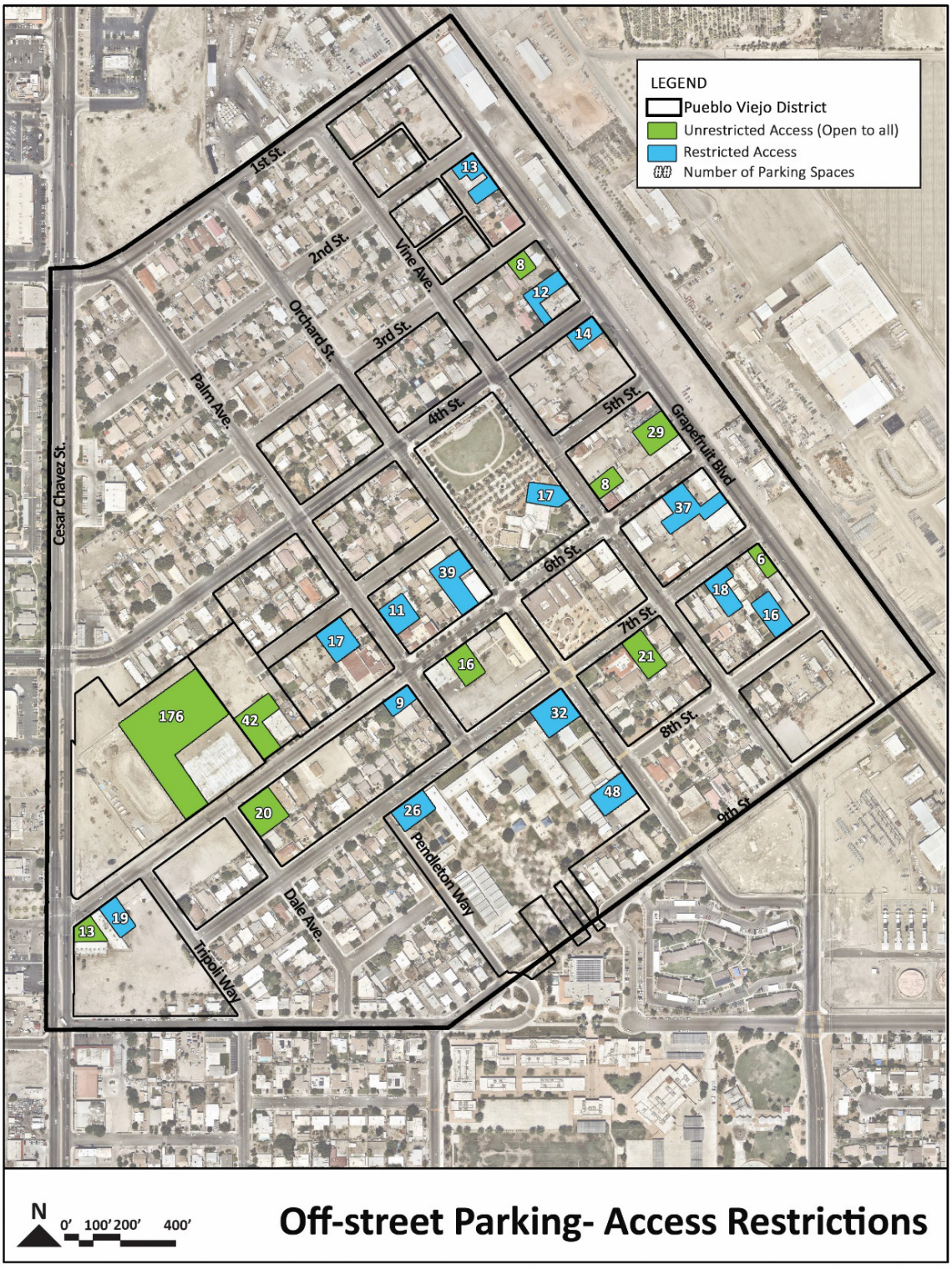


Figure 6: Off-Street Parking Lots by Access Restriction



C. Current Surplus/ Deficiency

Current demand is estimated based on existing study area uses. As indicated in the **Methodology** section of the report, current demand is estimated based on the assumptions made in the model individual separated uses. It also includes the approved plans that are currently under construction, such as the County building and the new library building.

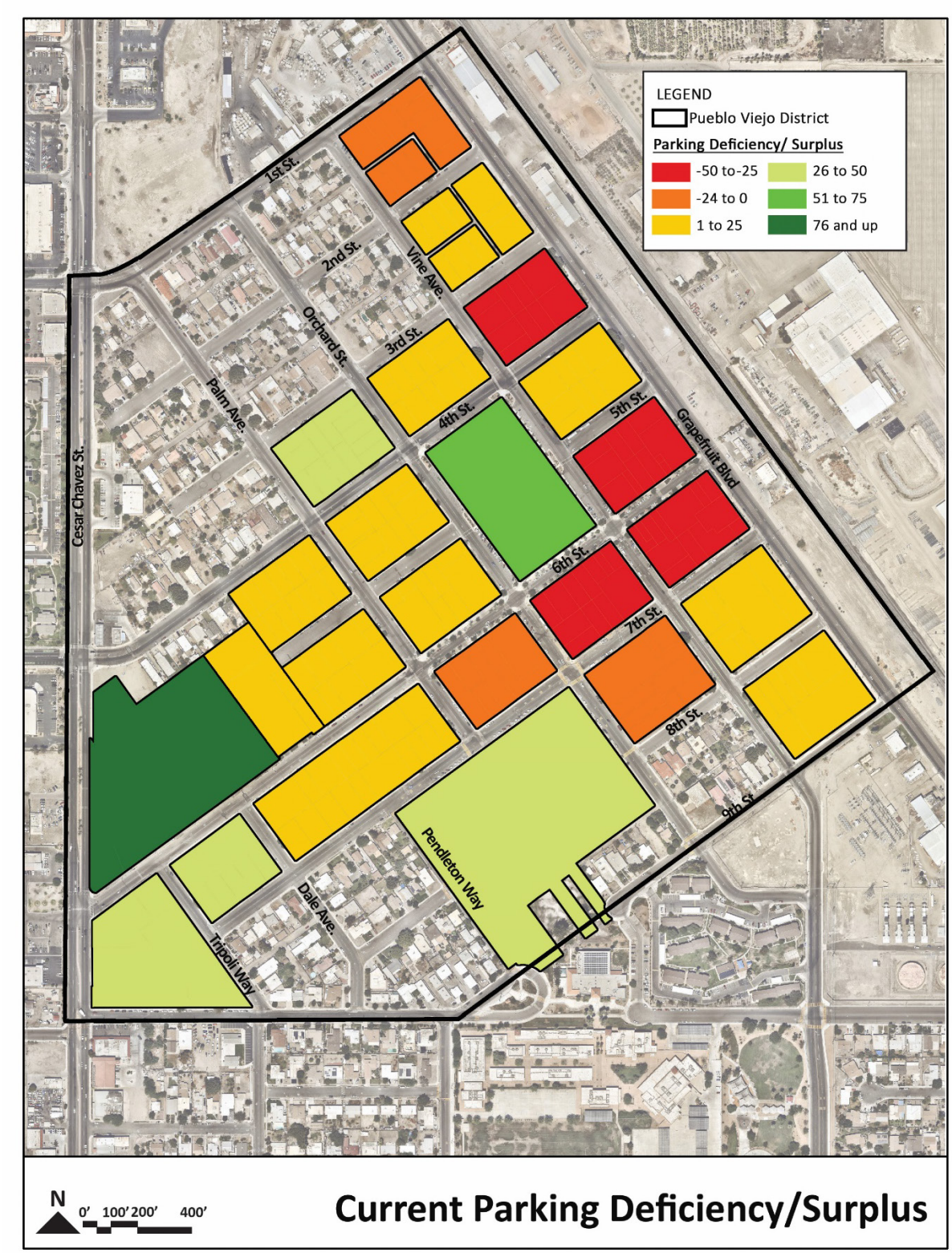
The current estimated demand is compared to the existing parking supply to calculate the current deficiency/surplus of parking in the district. There is a surplus of parking supply when examining the study area as a whole; however, as illustrated in **Figure 7**, there are deficiencies and surpluses on a block-by-block basis due to the distribution of demand generators and existing parking supplies.

The blocks that are shown in green in **Figure 7**, namely the park block, County building block, school block, and others on the west side of the district, along Sixth Street, have a surplus of more than 25 spaces per block. The park block and County building block have more than 50 surplus parking spaces. The blocks shown in yellow have surplus parking of less than 25 spaces. Most blocks on the east end of the district shaded in orange and red have parking deficiencies. Most of these blocks are concentrated along Sixth Street on the eastern end of the district. The new library building block doesn't provide any off-street parking and therefore shows a severe deficiency due to the calculated demand of the library compared to the surrounding parking available.

Although deficiencies on a block-by-block basis exist, it is important to consider the proximity of surplus parking within walking distance that may satisfy the additional demand generated on the deficient blocks. The parking-deficient blocks along Sixth and Seventh Streets are within the walkshed of the blocks with surplus parking, such as the park block and the school block. Some of the deficiency is mitigated by the parking supply provided by these blocks. Generally, a 5-minute walking distance is considered optimal for a walkshed; this translates to 0.25 miles or 1,320 feet. However, only on-street parking of these blocks can be used for mitigation since the off-street parking areas of most of the blocks in the walkshed of the deficient blocks have owner/tenant restricted parking; see **Figure 6**.

A summary table of the calculations from the model can be found in **Appendix-PS-2: Current Supply and Demand.**

Figure 7: Existing Parking Deficiency/Surplus



Future Parking Scenarios

To understand the future parking needs of Pueblo Viejo district, two future scenarios were studied:

- **Medium-built Scenario:** The medium-built scenario looked at a horizon of 5 to 7 years and assumed to take into account the changes in land use based on their readiness to develop properties such as vacant properties and those ripe for development or transition.
- **Full-built Scenario:** The full-built scenario considers a long-term horizon (20-30 years) and assumes that the visions set out in the General Plan and the Pueblo Viejo Vision Plan have come to fruition. A more intensive mix of shops, office, retail/restaurant, and housing now exists.

The two scenarios were represented in land use change maps using the categories listed below. These were later used to compute parking deficiency and surplus as explained in the **Methodology** section.

- **New Mixed-use Construction:** Assumes that there will be a new mixed-use development with commercial and residential structure. It is also assumed that the new construction will comply with the off-street parking requirements as established for mixed-use development.
- **Retain Structure and Change Use:** Applies to transition areas and assumes that the existing structure will be retained but the land use will change to commercial. On-site parking will be maximized by reconfiguring the available space. However, this parking will be surface parking.
- **Retain Structure and Retain Use:** Assumes there is no change in structure, parking, or the use.

D. Medium-built Scenario

The Medium-built Scenario assumes several changes in land uses as well as streetscapes that will influence available parking. Some of these changes may include:

- Mixed-use development in Block 15.
- Development of vacant properties and properties ripe for development.
- Transition of properties from residential to commercial around Veteran's Park.

Figure 8 shows the projected new development that may take place on a block-by-block basis. **Table 5** documents the findings of the model for the medium-built scenario. **Figure 9** shows the snapshot of optimized parking. Other than the blocks on the east side of the district, as illustrated in **Figure 9**, all the blocks show a surplus of parking. These are also the blocks that have no to minimal parcels identified for new development in the medium-built scenario. As discussed in the previous section, only on-street parking of the blocks showing surplus parking can be used for mitigation since the off-street parking areas of most of the blocks in the walkshed of the deficient blocks have restricted access (see **Figure 6**). Also, **Table 5** indicates that most of the surplus is from adding the on-street parking to the supply, meaning the blocks that show surplus may use some of the on-street parking and leave the rest for use by blocks with deficient parking.

Based on the area dedicated to parking, the study found that while most blocks will be able to satisfy demand with surface parking, most of these blocks will see minimal change in projected use. However, most of the blocks that will transform with a new construction of mixed-use development will require structured parking to meet required parking demands, based upon the assumed off-street parking

requirements and the intensity of development necessary to generate private sector interest. As seen in **Table 5,** the cost of this structured parking is projected to be approximately $32 million in today's dollars and will satisfy only one-third of the required parking demand. In comparison, the cost of providing surface parking is projected to cost approximately $8 million in today's dollars and will satisfy up to two-thirds of the projected parking demand.

Table 5: Medium-built Scenario Findings

	Parking Spaces	**Area** (approx.)	**Cost** (approx.)
Total parking	4,500	1.4 million square feet	$40 million
Parking deficiency/surplus without factoring on-street parking	-300	NA	NA
Parking deficiency/surplus factoring on-street parking	540	NA	NA
Surface parking	2,800 (approx.)	0.9 million square feet	$8 million
Structured parking	1,700 (approx.)	0.5 million square feet	$32 million
Note: A 10 percent optimal parking vacancy factor is considered.			

The comparison above shows the cost burden a developer faces for required parking at the off-street ratio assumed in the model. The current market may not generate the necessary returns to justify the cost of parking, and alternatives to lower some of the costs borne by the developer will be required to realize the development envisioned by the General Plan and Pueblo Viejo Vision Plan. Some of these strategies are discussed in the **Recommendations** section of this report.

A summary table of the calculations from the model can be found in **Appendix-PS-3: Medium-built Scenario.**

Figure 8: Medium-built Scenario - Land Use Changes Assumption

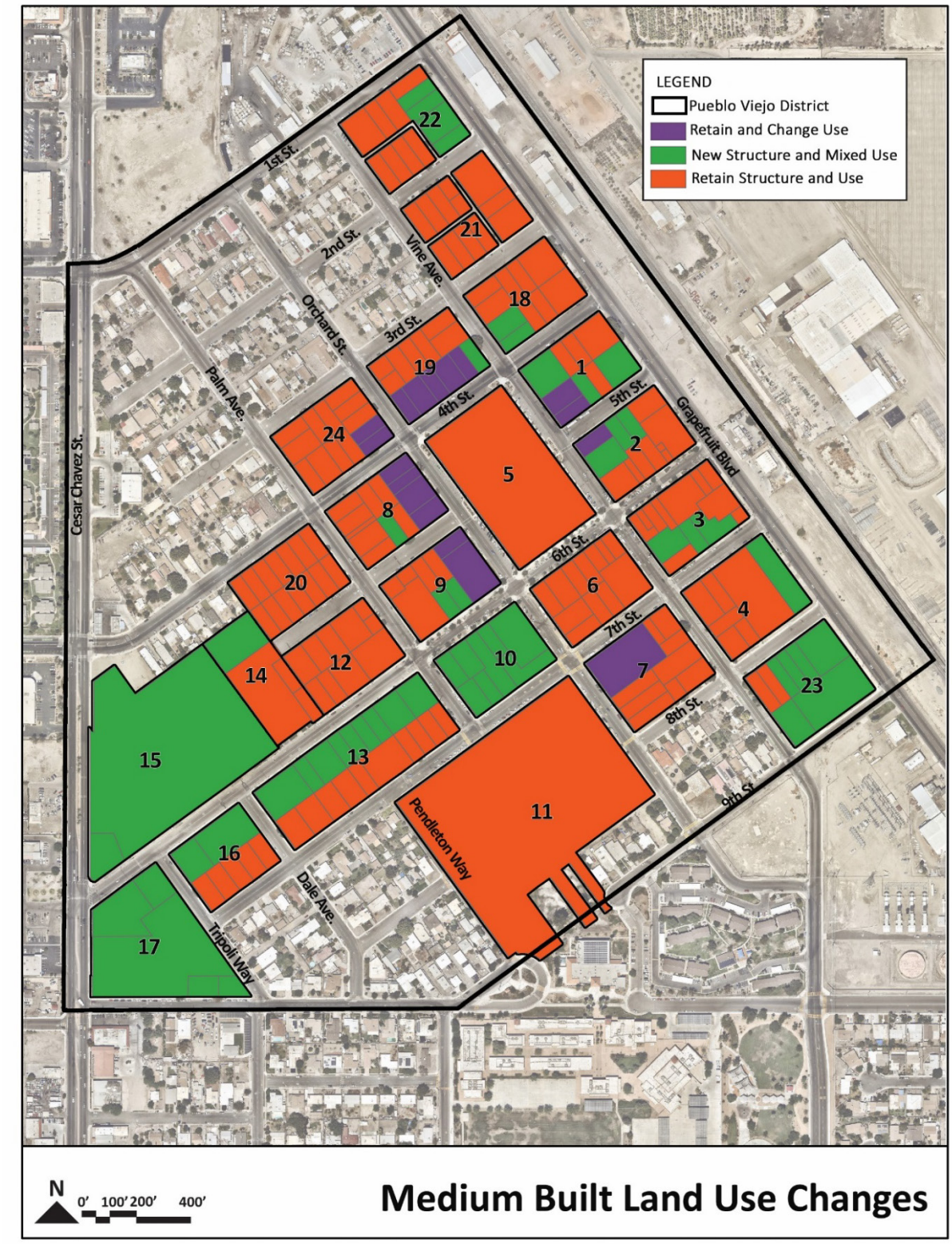
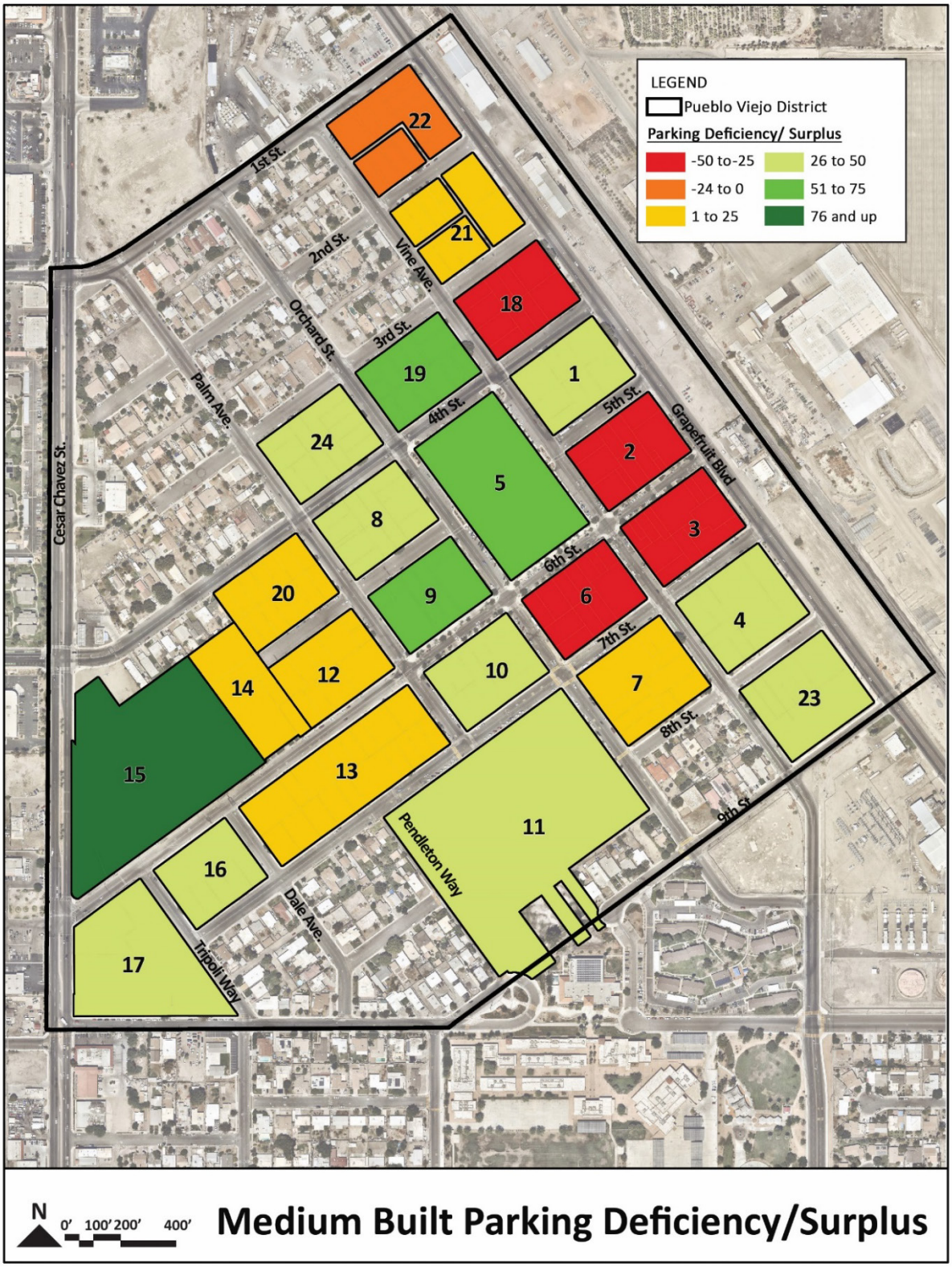


Figure 9: Medium-built Scenario with Optimized Parking



E. Full-built Scenario

The full-built scenario assumes changes in land uses, as specified by the General Plan and Pueblo Viejo Vision Plan. The changes involve large amounts of new construction, including the intensification of development on the east side of the Pueblo Viejo district. As stated in the **Methodology** section, all new development is assumed to be mixed-use development which will provide the parking supply required for the development based upon the assumed future off-street parking standards. **Figure 10** illustrates the future projected development that may take place in a full-built scenario.

Table 6 documents the findings of the model for the full-built scenario. **Figure 11** shows the snapshot of optimized parking. All blocks show a surplus of parking supply except one block northeast of the Veteran's Park along Fourth Street. Most of the blocks that show a surplus of parking are those anticipated to witness development intensification. The remainder are residential blocks, the park block, and the school block.

Table 6: Full-built Scenario Findings

	Parking Spaces	**Area** (approx.)	**Cost** (approx.)
Total parking	6,800	2.2 million square feet	$152 million
Parking deficiency/ surplus without factoring on-street parking	-30	NA	NA
Parking deficiency/ surplus factoring on-street parking	800	NA	NA
Surface parking	1,400(approx.)	0.4 million square feet	$4 million
Structured parking	5,400 (approx.)	1.8 million square feet	$109 million
Note: A 10 percent optimal parking vacancy factor is considered.			

While the blocks may seem to provide a balance between supply and demand, most blocks will need structured parking to accommodate future projected demand. As seen in **Table 6**, the cost of structured parking for the full-built scenario is estimated to cost as much as $109 million, in today's dollars, and will cover approximately 80 percent of the projected future demand. Surface parking, on the other hand, will cover approximately 20 percent of the projected future demand at $4 million. As stated previously, requiring 100 percent of demand for each block to be borne by off-street (and adjacent on-street) spaces, which will still require structured parking, may be economically infeasible for the private sector, and alternative means may be necessary to mitigate costs or redistribute supply and demand. Some of the recommendations are discussed in the next section.

A summary table of the calculations from the model can be found in **Appendix-PS-4: Full-built Scenario.**

Figure 10: Full-Built Scenario - Land Use Changes Assumption

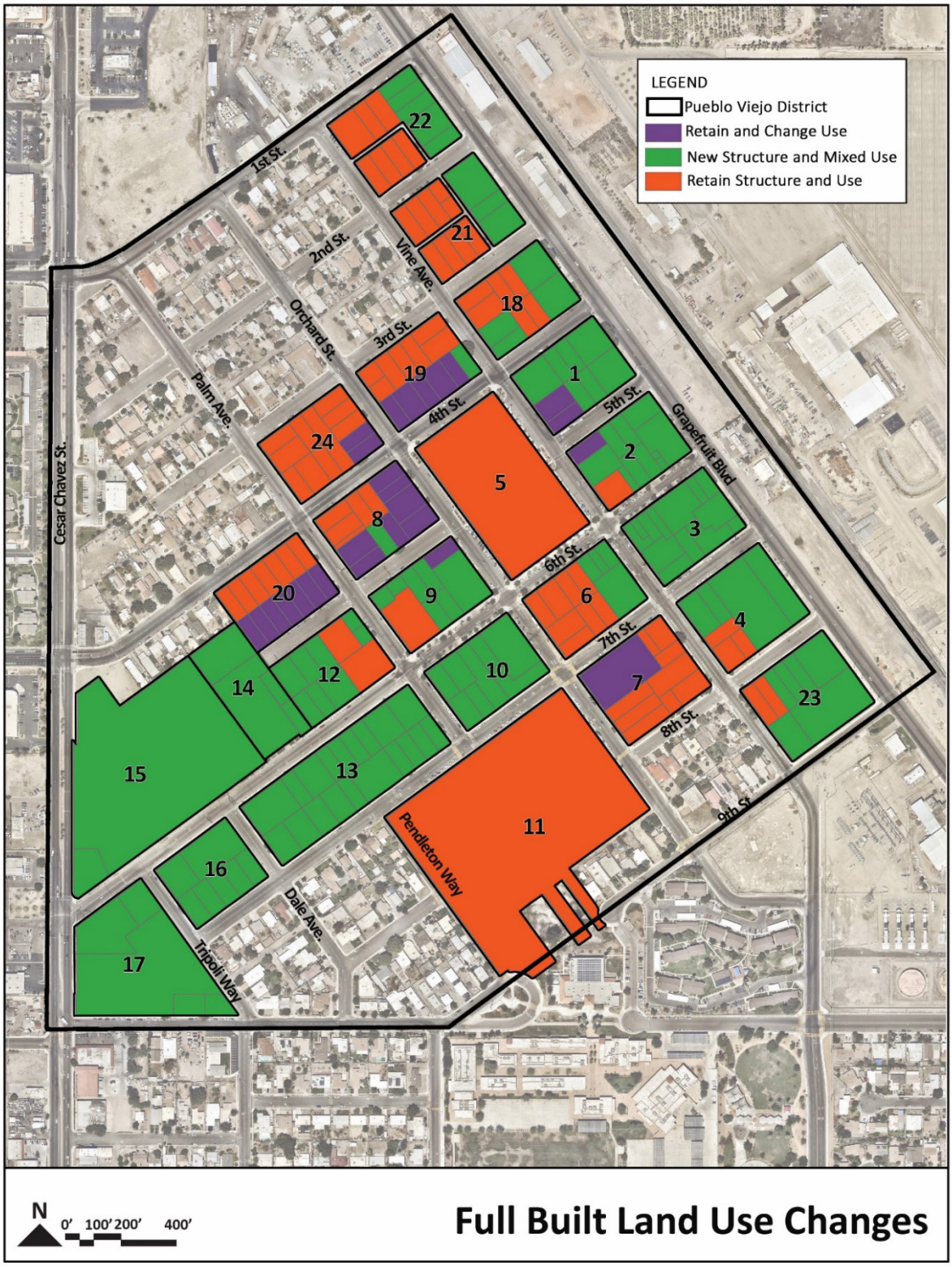
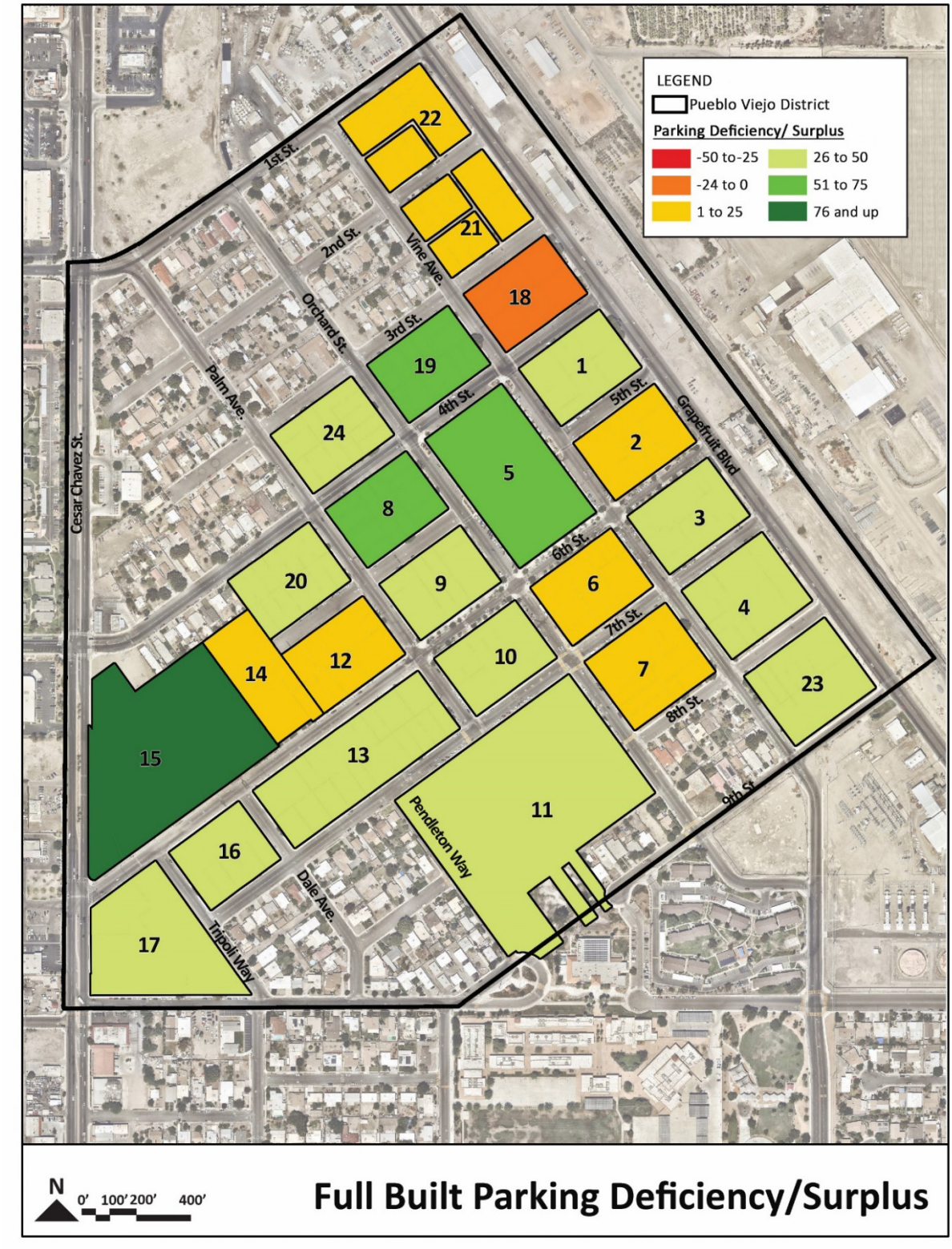


Figure 11: Full-built Scenario with Optimized Parking



Findings

This section documents the main findings of the existing and future built scenarios.

- Of the total parking spaces in the study area, approximately 60 percent are on-street parking spaces and are publicly accessible. When off-street parking is factored in, a total of 80 percent spaces are publicly accessible in the Pueblo Viejo district. (See **Figure 2**, **Figure 4,** and **Figure 6**).
- Of the total off-street parking spaces, approximately 50 percent cannot be used by patrons of other businesses, per restrictions on the use of those spaces for the current tenant/owner's establishment only. While overall there seems to be surplus parking, restricted access creates a false perception of parking deficiency.
- Approximately 80 percent of the total spaces are publicly owned. This includes on- and off-street parking spaces. Around 10 percent of the publicly owned spaces are not publicly accessible. Most often these spaces are not fully utilized and create a false perception of parking deficiency. (See **Figure 5**)
- The current parking supply and demand has an imbalance when examined on a per-block basis. This examination is important as parkers prefer to reduce overall walk times, and supply that is outside of a 5-minute radius is less likely to be considered by parkers. The blocks on the east side of the district have a deficiency of supply while those on the west side have surplus of availability. (See **Figure 7**.)
- Currently, most of the surplus supply of parking falls within the walkshed of the blocks with a deficiency of parking. However, this is mainly due to the availability of additional on-street parking. Off-street parking supply, while available, is primarily privately restricted to patrons of tenants/owners of specific establishments.
- Of the total parking supply within the study area, 5 percent are restricted spaces for Americans with Disabilities Act (ADA) accessible parking, loading/ unloading spaces, timed parking, pick up and drop off, and electric vehicle parking. However, they are a part of overall parking supply (see **Figure 2** and **Figure 4**). These are provided by law and there was no indication during the study that the ratio of these restricted spaces needs to change.
- In both future build scenarios that the study tested, a projected surplus of parking supply is available if on-street parking included. Most of the blocks that show a surplus of parking are anticipated to be targeted for future development intensification.
- Based upon the study model, both future scenarios would require structured parking to attain the development intensities envisioned in the General Plan and Pueblo Viejo Vision Plan. This cost of development may be a limiting factor due to the cost of construction and economic viability of structured parking versus surface parking. The estimated cost of structured parking could be close to $32 million in today's value and will satisfy only one-third of required parking demand in the medium-built scenario. In the full-built scenario, the estimated cost will be around $109 million and would satisfy approximately 80 percent of required parking demand.

Recommendations

As the Pueblo Viejo district grows and realizes its vision, various parking strategies will be needed for the efficient and effective management of parking supply and demand to ensure peak operations while balancing the costs of development and changing preferences in future parking demand. These strategies may lead to lowering the parking maximums currently assumed in the parking model, hence lowering the built area dedicated to structured parking for the mixed-use development. Parking recommendations below can be applied to the Pueblo Viejo district to make the highest and best use of land. This in turn will reduce the cost of development, making the area more attractive to developers and creating potentially higher tax revenue generation. In addition, some of the recommendations outlined would result in separate revenue streams for the construction, operations, and maintenance of future parking.

F. Lower Parking Ratio

Recommendation 1: Lowering parking ratio, eliminating minimum parking requirements, and better management of parking spaces can reduce parking costs.

Parking is costly and requires careful management. It was previously assumed that the parking should be abundant and free. In an article titled "Reduced and More Accurate Parking Requirements," Todd Littman states that the land use patterns based on this current development paradigm show that nationwide there is typically an average of two to six parking spaces per vehicle in a community, making parking more expensive compared to the vehicle it parks. However, this parking is not free, but is paid for directly or indirectly by the end user, either through increased rent, housing costs, and/or taxes. Although this ultimately places the burden back on the user, it is indirect and often unnoticed; therefore, the behavior of how people view parking and demand parking as a "free commodity" leaves the private sector and government to grapple with the issues of supply and the costs associated with constructing and maintaining that infrastructure. Studies have now recognized that too much parking is as harmful as too little due to the impacts on development costs, government costs, and increased infrastructure due to lower-density development. Parking should be managed more effectively. Hence, some communities are eliminating minimum parking requirements and introducing maximum requirements, and many are significantly reducing minimum requirements.

Parking requirement reductions for various land uses should be done with a careful analysis of the area. Too little parking supply can create frustration among parkers and can lead to a reduction in visitors and customers. Various factors affect parking requirements, such as geographic location, residential density, employment density, land use mix, transit accessibility, carsharing, walkability and bikeability, demographics, income, housing tenure, pricing, and sharing/overflow. Various strategies of parking reduction discussed below in this section can lead to a 10 to 30 percent reduction in the required supply. This leads to a range of 2.3 to 3.0 parking spaces per 1,000 square feet of mixed-use development, leading to the required parking supply reductions as depicted in **Table 7**.

Table 7: Recommendation - Lower Parking Ratio		
Parking Ratio for Mixed Use Development (per 1,000 square feet of built space)	**Medium-built Parking spaces**	**Full-built Parking spaces**
3.33 (Current ratio used in the model)	4,500	6,800
3.0 (10 percent reduction)	4,050	6,120
2.3 (30 percent reduction)	3,150	4,760

It should also be recognized that parking conditions change with changing land uses and new technology. Hence, parking ratios should not be static. A study by University of Michigan Transportation Research Institute, Texas A&M Transportation Institute, and Columbia University, focused on Austin, Texas, suggests that the rideshare services such as Uber and Lyft are affecting car ownership. Many studies have also indicated that the influx of autonomous vehicles in the future will greatly reduce the need for parking and therefore, the provision of iterative parking—meaning that the provision of parking at a lower rate and increasing supply on an as-needed basis using land bank or set-aside open space may be a better strategy. In addition, using in-lieu parking fees as explained in the **Financing and Organizational Mechanisms for Implementation** section can provide for centralized parking as the area reaches a threshold, and increasing supply becomes necessary.

G. Cooperative Parking Arrangement

Recommendation 2: Developing cooperative parking agreements with property owners and tenants can improve parking efficiency and convenience for all Pueblo Viejo district customers and visitors.

Due to owner/tenant restrictions, many off-street parking spaces are restricted to patrons of an individual establishment. As seen in **Figure 6** and documented in the **Findings** section, approximately 50 percent of the off-street parking spaces have restricted access. In downtowns, this pattern of space utilization creates inefficiency in parking distribution with empty usable spaces designated for other establishments near establishments with higher parking demand. According to the Victoria Transportation Policy Institutes' 2018 Parking Pricing Implementation Guidelines, if businesses share parking spaces, there can be a reduction of 10 percent to 20 percent in the supply without any effect on demand. A 10 percent reduction applied to off-street parking after deducing the parking for employees and residents could result in an overall reduction of 4 percent required spaces in future build scenarios. **Table 8** documents the reductions.

Table 8: Recommendation - Cooperative Parking Arrangement

	Medium-built	**Full-built**
Original Off-Street Parking Demand	4,492	6,813
Parking Reduction—Applying Cooperative Parking Arrangement to on- and off-street parking	**168**	**252**
Note: A 10 percent reduction percentage for shared parking is applied to off-street parking after deducing the parking for employees and residents.		

According to The Institute of Transportation and Development Policy (ITDP) report on shared parking, for a city to reap the full benefits of a cooperative parking program, all available parking needs to be publicly accessible with no private or reserved spaces. If all parking is publicly accessible, then it can be traded as a commodity. While parking pricing and commodity trading go beyond the auspices of this report, it shows that parking can be valuable, and when property owners are in a cooperative situation, they are more likely to allocate parking in a more efficient manner.

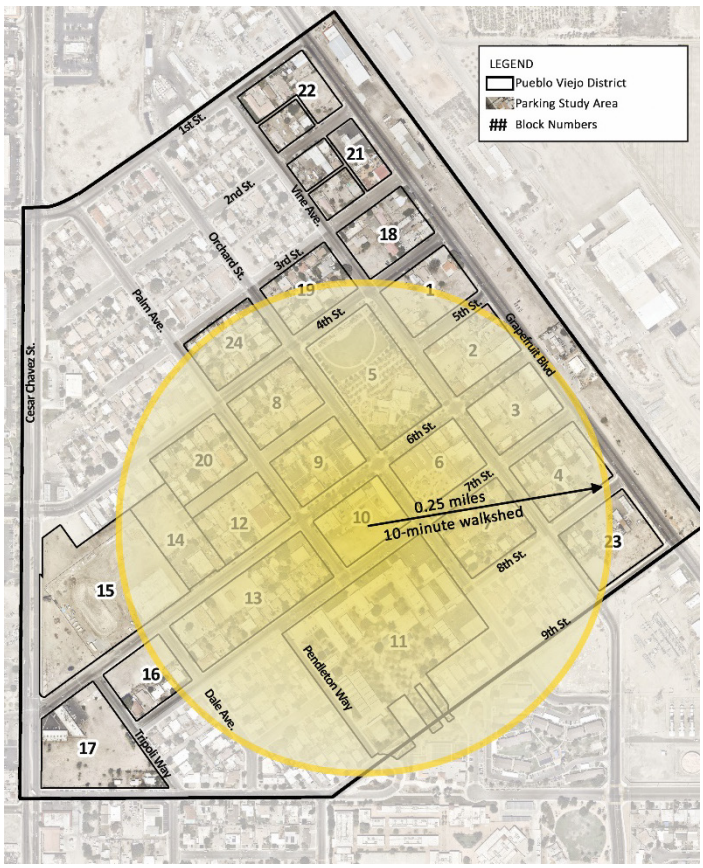
Cooperative parking is most successful when sharing uses have different peak periods and are within walkable distance (5 minute or 1,200 feet). Some examples include shared space between school/public utilities and restaurants, offices and bars, etc. Agreements and memorandum of understanding are needed between these uses. The City can act as an intermediary to determine how and where spaces can be shared. The City can also facilitate agreements between the property owners and serve as a party to develop a parking district to provide a legal mechanism for joint-ownership and/or management of parking.

H. Shared Centralized Structured Parking

Recommendation 3: City-provided shared centralized structured parking can help reduce some of the cost burden on developers and make the Pueblo Viejo district attractive for investment.

Both medium- and full-built scenarios show that structured parking may be necessary in certain blocks to provide the required parking supply. However, it should be kept in mind that the estimate on where the structured parking needs to be is based upon assumed distributed development, at a certain FAR, with the assumption that demand, and preferred modes of travel will not change. The actual development might be different compared to the assumptions in the model. The aim of this analysis is to illustrate the relationship between the type/intensity of development and the overall cost of providing off-street parking, which might be a limiting factor in meeting the future vision.

Figure 12: Walkshed of a Central Parking Facility



The cost of providing structured parking is approximately $20,000 per space, on average, in comparison to surface parking at an average of approximately $3,000 per space. Effective distribution and sharing of parking is vital to making desired development economically viable for the developers.

Cost of multistoried parking structure	$20,000 per space X 1,000 spaces = **$ 20 Million**

City-provided shared parking can add to the reduction in parking supply by the development. To make an area more attractive to the developers and to lower their cost of construction, the City can provide surface and/or structured parking that can be shared by the private sector. One of the most opportune blocks based on walkshed is Block 10. The block is centrally located to cover a large area using a walking radius of 0.25 miles. **Figure 12** shows the walkshed of the proposed centralized location for multistoried parking structure. These 350-foot by 250-foot block can accommodate approximately 250 cars per level. A four-level structure will be able to accommodate approximately 1,000 cars and reduce the amount of parking required by future development in surrounding blocks.

Different legal mechanisms can allow private partnerships, public ownership, or public/private partnerships to develop shared control of parking construction, operations, and maintenance. Some of the implementation mechanisms are explained later in the **Financing and Organizational Mechanisms for Implementation** section of this report.

While centralized parking might be a great option to lower required parking supply by the development and efficiently distribute parking, it should be noted that the development will happen over time, and full absorption of new space will happen over time. Combined with trends showing a potential reduction in future parking needs, it may be more cost-effective for communities to adopt lower parking standards with mitigation measures in place to handle increased demand, outside of what the standards assume, when and if it occurs. This means developing programs for development of additional shared parking that can be triggered based upon future parking need, and not permitting the supply to be potentially over-built. This would require thoughtful planning for land acquisition for shared parking locations and mechanisms for cost-sharing, whether private, public, or public/private partnerships.

I. Bicycle Parking

Recommendation 4: Providing safe and convenient biking and walking facilities can make bicycles a viable choice and reduce car trips, leading to a reduction in required spaces.

The General Plan update and Revitalization Plan envision the Pueblo Viejo district as more bicycle friendly. The Pueblo Viejo district currently has bicycle lanes on Vine Street, while Sixth Street has sharrows and is marked as a shared path. Other streets in the area are proposed as good candidates for bicycle lanes as they are reconstructed/repaired. These changes will result in increased cycling as a viable mode of transportation that people may choose if they perceive it as a realistic and safe method for short trips. Many of the City's residential neighborhoods are a short bicycle ride from the Pueblo Viejo district. More choice toward alternatives to the personal automobile will reduce parking demand within the district.

Typically, a vehicle parking space can accommodate up to 10 bicycle parking spaces. Along with providing active transportation facilities such as bicycle lanes and a pleasant walking experience, safe and convenient bicycle parking facilities can be used to reduce vehicle parking demand. The Victoria Transportation Policy Institute suggests that a 5 percent to 10 percent reduction can be achieved in demand with provisions of such facilities. A 5 percent reduction applied after deducing the parking for employees and residents resulting in an overall reduction of 2 to 3 percent required spaces in future build scenarios. The reduction percentage is based upon the community's current walk score and observed use of bicycles to calculate the potential reductions.

Table 9: Recommendation - Bicycle Parking

	Medium-built	Full-built
Original Off-Street Parking Demand	4,492	6,813
Parking Reduction—Applying parking pricing to on-street parking	43	43
Parking Reduction—Applying parking pricing to on- and off-street parking	**127**	**169**
Note: A 5 percent reduction percentage for bicycle parking is applied to off-street parking after deducing the parking for employees and residents.		

Detailed calculations for all three strategies can be found in **Appendix-PS-5: Parking Reductions** of this study.

J. Time-restricted Parking

Recommendation 5: Time-restricted parking can effectively increase turnover rate of the prime on-street and off-street parking spots. However, enforcement is vital for the success of this strategy.

There are currently only two parking spaces that are time-restricted in the Pueblo Viejo district. Time-restricted parking generally varies from 30 minutes to two hours and is indicated either by a sign or by green-painted curb with the maximum duration written on the curb. Typically, a two-hour restriction is recommended within downtown areas to encourage multiple destination trips. Time-restricted parking can be an effective strategy to increase turnover rates of prime on-street or off-street parking spaces as parkers will utilize the space more efficiently. This behavior frees up immediate parking spaces for short duration parkers and encourages parkers interested in long-term parking (over two hours, all day, or commuter parking) to use off-street and other facilities. One disadvantage of timed parking is that the time is fixed and therefore the parker will only change their behavior based upon that fixed time. It also is inconvenient for the parker if they are spending more time (and potentially more money) in the district if they are required to change the space in which they are parked.

Another disadvantage is enforcement. Enforcement of more frequent and consistent regulation is vital for the success of this strategy. A parking enforcement officer is required to observe vehicles and whether or not they have exceeded the parking time in a space. Recent court cases have also called into question the legality of marking vehicle tires as a method to help determine time parked. Technologies are

available to allow enforcement officers to record license plates and software will notify the officer to recheck spaces at regular intervals.

K. Paid Parking

Recommendation 6: Paid parking can effectively increase turnover rates and the supply of convenient parking spaces.

Paid parking refers to the user-paid parking where the user is directly charged for using a parking space, typically calculated by the time the parking space is utilized. Paid structured parking spaces, parking meters, pay stations, etc. are used as various mechanisms to implement paid parking. Paid parking, especially when rates are based upon utilization, are the most effective and efficient means of increasing parking turnover as parkers have the greatest incentive to use the space for only the time required. Other benefits of paid parking are the easier enforcement of mechanism and more convenience for the parker allowing them to add parking time if needed through additional fees. Newer technology eliminates coin meters and allows for the use of credit cards, smart apps, and other methods to not only pay fees, but also extend time or locate parking spaces. Similarly, the same technology improves the efficiency of enforcement by identifying potential expired spaces, reducing the overhead of parking enforcement.

Revenue collection is based on the ownership of the parking space, i.e., public or private. It can also be shared by the businesses or by the City and businesses of the area depending on the investment. Various mechanisms are explained in the **Financing and Organizational Mechanisms for Implementation** section of this report

According to the Victoria Transportation Policy Institute, efficient parking pricing can provide numerous benefits:

- Increased turnover of the most convenient spaces. This increases consumer convenience, facilitates deliveries, and reduces cruising for parking (searching for an unoccupied space).
- Reduces the number of spaces needed to meet demand, thus reducing total parking costs and allowing more compact development.
- Encourages longer-term parkers to use less convenient spaces (such as off-street or urban fringe) and encourages travelers (particularly commuters) to use alternative modes when possible.
- Reduces total vehicle traffic and therefore problems such as traffic congestion, accidents, energy consumption, and pollution emissions.

Table 10: Recommendation - Paid Parking

	Medium-built	Full-built
Original Off-Street Parking Demand	4,492	6,813
Parking Reduction—Applying parking pricing to on-street parking	171	171
Parking Reduction—Applying parking pricing to on- and off-street parking	**508**	**675**

Note: A 20 percent reduction percentage for bicycle parking is applied to off-street parking after deducing the parking for employees and residents.

- Generates revenue; ensures that users pay their share of municipal road and parking costs.

The study suggests that if the parking pricing is calculated correctly, the parking supply can be reduced between 10 percent to 30 percent. This study utilized a 20 percent reduction to calculate effects on parking reduction. It excluded supply required for potential employees and residents in these calculations, because subjecting residents and employees to hourly parking restrictions is cumbersome and unpopular. Overall, a 10 to 12 percent reduction in the parking spaces could be achieved by applying this strategy on both on- and off-street parking.

Variable parking pricing can also be used as a pricing strategy. Meter rates are set (and periodically adjusted) with the goal of achieving an occupancy level of approximately 85 to 90 percent. Prices can vary in multiple ways: across the course of the day as demand varies (time-of-day pricing); and geographically as demand varies with distance from high-demand areas such as a commercial core (geographic/ differential pricing).

Progressive pricing or length-of-stay pricing strategy can also be used. By charging a higher hourly meter rate for each additional hour, short-term parking is encouraged and the turnover increases, while providing flexibility and convenience to users. While both variable and progressive pricing are more easily achievable with current parking technologies, they are not as popular due to the lack of predictability to the consumer. These programs are typically more effective in more congested and urbanized areas than the City of Coachella.

L. Overflow Parking - Railroad Land

Recommendation 7: Overflow parking can be created by converting the land next to the railroad tracks.

Overflow parking plans are strategies that will be applied when parking facilities fill, for example, during special events, peak shopping periods, or temporary reductions in parking supply. Converting the land next to the railroad tracks in the Pueblo Viejo district may be a part of this strategy. **Figure 13** shows the walkshed of providing parking near railroad tracks. This area can also be used as employee parking area for the businesses in its walkshed. However, there needs to be a certain level of demand before investing in the overflow parking. Other options such as using existing private parking areas for overflow parking should be explored prior to investing in new parking areas. Requiring smaller lots with some set-aside for open space that can be later converted to parking if needed can also be an option.

M. Temporary and Overflow Parking

Recommendation 8: Use of school parking and using private parking areas can provide temporary supply of parking during events.

There are more than 100 parking spaces on the school property. These are in the walkshed of most of the blocks in the Pueblo Viejo district, as seen in **Figure 14**. While it might not be feasible to use these spaces

Figure 13: Walkshed-Parking Near Railroad Tracks

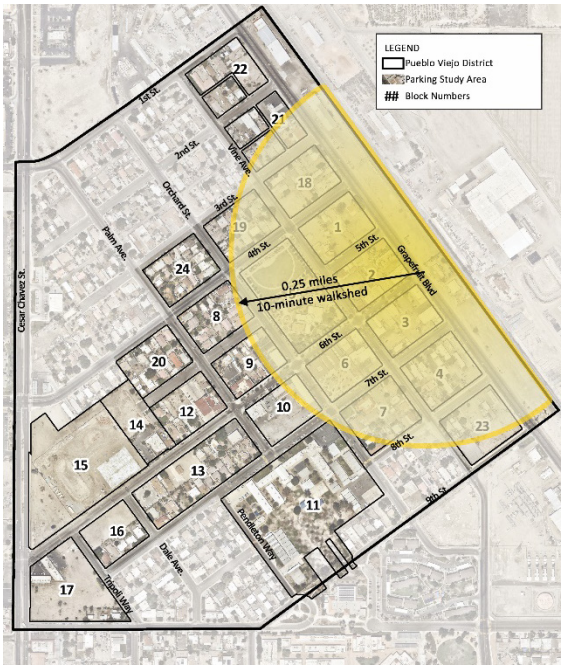
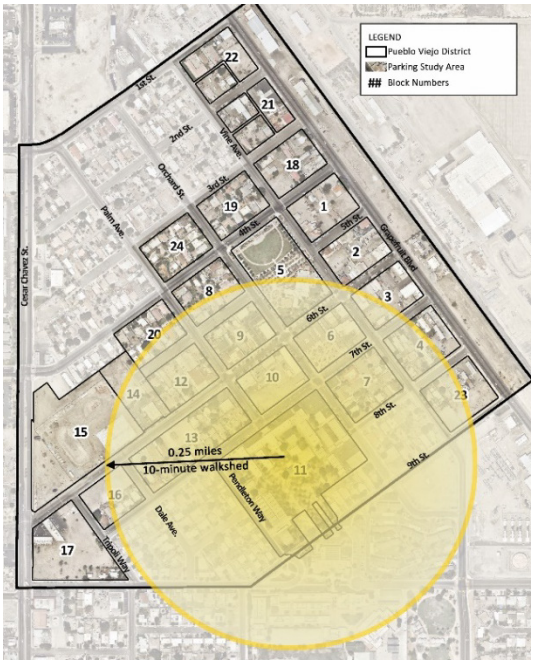


Figure 14: Walkshed-Parking on School Property



on regular basis during the off-school hours, there can be a joint agreement with the school district for event parking at certain times of the year.

N. Effective Use of Leftover Space

Recommendation 9: Leftover on- and off-street space can be used to provide parking for motorcycles, bikes, and/or compact cars, thus adding to the parking supply.

Using leftover spaces of a lot, such as corners and undeveloped land, to provide parking for motorcycles, bikes, and/or compact cars will increase parking spaces without large investment and major construction. This strategy is well suited to the transition areas of the Pueblo Viejo district.

O. Converting Parallel to Angled parking

Recommendation 10: Some of the wider streets that do not need bike facilities can be used to accommodate angled parking instead of parallel parking.

Changing parallel to angled on-street parking where street width is available can add to the parking supply, thereby reducing the need for off-street spaces. The City has already implemented this strategy along various street sections in the Pueblo Viejo district. Angled parking may interfere with the ability to provide on-street bicycle facilities. There needs to be consideration as to the use and prioritization of the street with respect to provision of angled parking versus bicycle facilities.

P. Signage and User Information

Recommendation 11: Signage, wayfinding, and readily available information on available parking spaces can be a useful tool in reducing perceived parking shortage.

Most often there is a perceived parking shortage due to the lack of information on available parking. Readily available information such as parking availability, regulations and price, and other travel options, such as walking, ridesharing and transit, will enable efficient use of parking spaces. Various ways to disseminate this information include wayfinding signage, area maps, brochures, websites, electronic guidance systems, and smart apps.

Q. Employee Parking

Recommendation 12: Encourage employees to not park in the most convenient customer parking spaces.

If clients must drive around the block several times to find a space to park, they could potentially leave to seek another similar business with better parking space options. This situation often arises because employees use the on-street and off-street spaces that are most convenient to business patrons. If employees are encouraged to not park in these parking spaces and instead utilize the spaces that would otherwise be unused, it will reduce the perception of parking shortage and need to oversupply parking.

R. Unbundle Parking

Recommendation 13: Unbundling parking can lower the cost for the developer as well as the user and reduce surplus parking. Parking permit programs can be used to avoid adverse effects of unbundling on nearby neighborhoods.

Unbundling refers to renting or selling parking separately rather than automatically including it with the price of building space. For example, rather than renting an apartment with two parking spaces for $1,000 per month, the apartment would rent for $800 per month, plus $100 per month for each parking space. This strategy allows the owners to buy or rent only required number of spaces.

One of the concerns that immediate neighborhoods might have is that the residents of these developments might park on their street to avoid the cost of parking. This concern can be resolved by a residential parking permit program where the city gives or sells residents the right to the street parking in their neighborhood and grants them the ability to temporarily give permission to their guests. All other parkers are either strictly limited in how much time they can spend in a given space or are banned from parking in that zone entirely.

Financing and Organizational Mechanisms for Implementation

There are various sources of financing and organizational mechanisms in place to implement recommendations in this study that require cooperative arrangements between more than one party.

These are listed below. Some recommendations require revenue sharing, revenue generation, and mechanisms for sharing the cost of infrastructure development between property owners, businesses, district residents, and/or the City. State law allows for various districts to help finance and/or operate shared parking infrastructure.

Parking Assessment District: Parking Assessment Districts are used to finance the costs of building and operating public parking facilities. To finance the costs of the project, local government levies assessments on property and may issue bonds. Cities and counties may use the Parking District Law of 1943 (Streets & Highways Code §31500 et seq.) to form a district and levy assessments. Parking district laws state that these districts can be used to finance the acquisition of land, the construction, operation and maintenance of parking facilities and structured parking, and the costs of professional staff needed to complete the project. The charges created by these laws are considered benefit assessments and therefore must be calculated based on the benefit each property will receive from the improvements financed. These districts are initiated by a petition of landowners and require a landowner vote for approval. Once formed, the districts are managed by an appointed commission.

Pros: Locally initiated; specific use of revenue proceeds; can issue bonds for large up-front capital expense.

Cons: Local landowner opposition to keep from formation; nexus requirement to set rates.

Business Improvement District: Business Improvement Districts (BIDs) are public/private sector partnerships that perform a variety of services to improve the image of their cities and promote individual business districts. They also carry out economic development services by working to attract, retain, and expand businesses. The Parking and Business Improvement Area Law enables a local government to establish a BID and levy annual assessments on businesses within its boundaries. A city council can only establish a BID after the owners of the businesses or property have indicated their support (or lack of opposition) for the BID via a petition, a ballot or protest proceeding, or both. Improvements which may be financed include parking facilities, parks, fountains, benches, trash receptacles, street lighting, and other amenities. Bonds cannot be issued. Assessments must be directly proportional to the estimated benefit being received by the businesses upon which they are levied.

Pros: Partnership between city and businesses; can define use of the revenue.

Cons: Local business opposition to keep from formation; nexus requirement to set rates.

In-Lieu Parking Fee: A city may offer developers within a district the option to pay a fee in lieu of providing the amount of on-site parking required by zoning code. An in-lieu fee program is typically established for a specific area, as opposed to establishing a citywide program. The developer would only pay the fee if the applicant chooses not to provide all or a portion of the required parking spaces on-site. The amount of the fee is often set at a value that is estimated to represent the actual cost of developing a new parking space in the area. The fee can be a one-time payment or an annual lease payment. Given that the amount of money generated tends be insufficient to fund a completely new parking facility, in-lieu fees are generally used in combination with other funding mechanisms to fund parking improvements.

Pros: Cash to pay for parking facility where needed; more efficient use of land.

Cons: Administrative effort to account for program revenue; pushback from developers on fee amount.

California Infrastructure and Economic Development Bank (IBank): One program under IBank is the Infrastructure State Revolving Fund (ISRF) Program. The ISRF Program provides financing to public agencies and nonprofit corporations, sponsored by public agencies, for a wide variety of infrastructure and economic development projects (excluding housing). ISRF Program funding is available in amounts ranging from $50,000 to $25 million with loan terms for the useful life of the project up to a maximum of 30 years. Revenue-producing enterprise systems such as parking facilities may be eligible if the proposed project and repayment stream are acceptable to IBank. IBank funding can be used in conjunction with other revenue-generating districts as a source for up-front financing with the revenues of the district being used for retirement of the debt.

Pros: Up-front funding for construction.

Cons: Loan program to repay.

Transit Grants: Federal and state funding could be available through transit grants that help fund inter-modal or multimodal transit facilities such as transit centers, rail stations, and park-and-ride facilities. The transit project could include parking facilities that promote multimodal travel. Similar to a joint use agreement, the transit agency and the City could use the parking facility for transit use and to increase the supply of parking for downtown, subject to the conditions of the transit grant.

Pros: Joint use potential; serves dual purpose of providing parking supply and multimodal access.

Cons: Conditions of grant funds may be restrictive; parking is limited to location of the property.

Mello-Roos: The act allows any county, city, special district, school district or joint powers authority to establish a Mello-Roos Community Facilities District (CFD) which allows for financing of public improvements and services. A CFD is created by a sponsoring local government agency. The proposed district will include all properties that will benefit from the improvements to be constructed or the services to be provided. Once approved, a special tax lien is placed against each property in the CFD. Property owners then pay a special tax each year. If the project cost is high, municipal bonds will be sold by the CFD to provide the large amount of money initially needed to build the improvements or fund the services.

Pros: Broad range of facilities; can issue bonds for large up-front capital expense; CFD is entitled to recover expenses needed to form the CFD and administer the annual special taxes and bonded debt.

Cons: Requires landowner approval; additional property tax burden on affected properties.

Infrastructure Financing District: This includes Enhanced Infrastructure Financing Districts (EIFDs). In the aftermath of redevelopment, new forms of tax increment financing have emerged to give local jurisdictions options to finance infrastructure and economic development projects. EIFDs are empowered to provide financing for a broad range of infrastructure work, including traditional public works such as roads, bridges, and parking facilities. EIFDs may also finance a broader range of public uses for economic development purposes. EIFDs are only able to collect property tax increment from cities,

counties, and special districts that voluntarily agree to contribute those funds, and cannot collect tax increment from K-12 school districts, community college districts, and county offices of education.

Pros: Large sums of revenue could be generated; defined process to create district; broad range of facilities.

Cons: Requires agreement from other taxing agencies; district creation requires specific steps and financing plans to be developed; cannot pay for maintenance, routine repairs, or operations.

Joint Use Agreement: Joint use, also called shared use or community use, occurs when government entities, or sometimes private, nonprofit organizations, agree to open or broaden access to their facilities for community use. Joint use can take place on a formal basis (based on a written, legal document) or on an informal basis (based on historical practice). An agreement is entered into by the landowner (such as a school district) and the City to jointly use parking facilities on the landowner's property. Joint use is beneficial when the asset is underutilized by the landowner at certain times, such as on weekends when school offices are close, and could instead by used by the City.

Pros: Smaller footprint for parking supply; partnership between agencies; more efficient use of land.

Cons: Landowner concerns about costs, vandalism, security, maintenance, and liability in the event of injury; parking is limited to location of the landowner property.

Appendix-PS-1: Zoning Comparison

	CASE STUDIES																			
Use	**Residential Multi family- 2BDR**	**Residential Single Family**	**Senior Housing/ bed room**	**Live Work Units**	**Bank**	**Health/fitness facilities**	**Medical office**	**Hotel/ Motel/ Bed and Breakfast**	**Office**	**Commercial Retail**	**Restaurant Full service**	**Restaurant Fast Food**	**Taverns/ Bar**	**Theater**	**Preschool/ Day care**	**Auto Dealership**	**LI**	**School Elementary**	**Mixed Use**	**Walkscore***	**Remarks**
Unit of Measurement	DU	DU	DU	DU	Per 1,000 SF	Per 1,000 SF	Per 1,000 SF	Per room	Per 1,000 SF	Per 1,000 SF	Per 1,000 SF	Per 1,000 SF	Per 1,000 SF	5 seats	Per 1,000 SF	Per 1,000 SF	Per 1,000 SF		Per 1,000 SF		
ITE Manual Average	1.23	1.23	0.59		4	5.57	4.94	0.89	2.84	3.76	10.6	12.4	10.6	0.75	3.16	2.25	0.75	0.17 per Student			
ITE Manual 85th Percentile	1.94	1.94	0.66		5.67	8.46	4.96	1.08	3.45	5.05	14.2	14.5	16.3	1	3.7	2.74	1.13	0.21 per Student			
Coachella	1.33	1.33			4	4	4	1/ suite +1/three employees	4	4	22/1000 SF customer area; 5/1000 SF noncustomer area	22/1000 SF customer area; 5/1000 SF noncustomer area	22/1000 SF customer area; 5/1000 SF noncustomer area	1.7		4	2.5	1 space per teacher and staff member, plus 1 space per 2 classrooms		35	
Anaheim	2.25	3	1			4	6	1	4	4	15	10	17	3	1 space per employee, plus 1 space per 10 children or adult clients	4	1.55	1 space per classroom, plus 1 space per non-office employee, plus 4 spaces per 1,000 square feet of GFA for office use	CUP	54	Due to variations in parking demand and needs of each Planned Mixed Use Development, vehicle parking requirements and the design of the parking areas, including ingress and egress, shall be determined as part of the final plan review process, based on information contained in a parking demand study prepared by a California-licensed, independent traffic engineer, as approved by the Planning Services Manager of the Planning and Building Department and/or his or her designee. The parking demand study shall be prepared at the developer's expense at the time of application for the use.
Glendale	2	3	1	3	4/1000 SF customer area; 2.7/1000 SF noncustomer area	10	5	1	2.7	4	10	12.5	10	1	3		2			69	A parking reduction may be granted where the hearing officer determines that a reduction is justified based on characteristics of the uses, an hourly parking demand study published by the Urban Land Institute, and/or other appropriate source as determined by the director of community development.
Glendale DSP Zone	2	3	1	3	4/1000 SF customer area; 2.7/1000 SF noncustomer area	10	4	1	2	3	5	5	5	1	3		2		2.30 to 3.33**	92	Parking reductions based on the total point value to the applicable TDM measures.
Palm Springs-CBD* **	1.5	2	1 space per 2 beds / 1space per 1000 sf whichever is greater + l space per 3 employees		5	2.5 +1 per employee	6.67 for spaces up to 10,000SF, 5 thereafter	1 for hotel up to 50 rooms 0.75 thereafter	5 for spaces up to 10,000SF, 4 thereafter	4	28/1000 SF customer area	28/1000 SF customer area	16.7	1.7	1 space per employee, plus 1 space per 5 children	1.25	2	1 space per employee	3.08 to 3.33	City 35 Downtown 76	
Pasadena	2	3	1		4	8	5	1	4	5	8.33	8.33		1	1 for each staff member and 1 for each 10 children	2	2	2 space per classroom; plus 14 spaces per 1,000 sq. ft. of auditorium assembly area.		66	

* Source: https://www.walkscore.com/, Accessed May 22, 2019.

** Computed using numbers from medium and full built scenario from Pueblo Viejo Parking study and applying Glendale parking ratios and 10% reduction for parking pricing as a TDM Measure.

*** The C-B-D zone is intended for the central business district, primarily retail business in character, with related hotels, multiple-family dwellings, and service, office, cultural and institutional uses. Additional parking need not be provided for restaurants, provided that, no more than twenty-five (25) percent of the total floor area of the whole complex is devoted to restaurant use.

Appendix-PS-2: Current Supply and Demand

BASELINE SCENARIO

SUMMARY ITEM	UNIT	Block 1	Block 2	Block 3	Block 4	Block 5	Block 6	Block 7	Block 8	Block 9	Block 10	Block 11	Block 12	Block 13	Block 14	Block 15	Block 16	Block 17	Block 18	Block 19	Block 20	Block 21	Block 22	Block 23	Block 24	TOTALS
Land Use Type																										
Existing Off-Street Parking Spaces	Spaces	20	41	47	48	17	13	35	14	54	16	106	27	49	46	176	10	34	30	18	20	21	6	4	18	870
Existing On-street Parking Spaces	Spaces	27	30	40	32	107	45	34	35	36	35	69	31	45	3	39	39	51	24	30	24	24	36	31	34	901
Forecasted Parking Required- Commercial/ Institutional	Spaces	33	91	130	29	64	90	74	17	55	67	126	35	36	27	120	0	45	79	0	0	19	38	10	0	1,186
Forecasted Parking Required- Industrial	Spaces	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3
Forecasted Parking Required- Residential	Spaces	3	3	2	24	0	0	11	20	9	0	0	15	45	3	0	8	8	8	21	32	15	18	5	23	269
Forecasted Parking Required- Total	**Spaces**	**36**	**97**	**132**	**53**	**64**	**90**	**84**	**37**	**64**	**67**	**126**	**50**	**81**	**30**	**120**	**8**	**53**	**87**	**21**	**32**	**34**	**56**	**15**	**23**	**1,458**
Estimated Parking Deficiency/ Surplus (Using On-Street Parking)	Spaces	**11**	**(26)**	**(45)**	**27**	**60**	**(32)**	**(15)**	**12**	**26**	**(16)**	**49**	**8**	**13**	**19**	**95**	**42**	**32**	**(33)**	**27**	**13**	**11**	**(14)**	**20**	**30**	**313**
Parking Deficiency/Surplus Considering Optimal Parking for Commercial (Using On-Street Parking)	Spaces	**10**	**(29)**	**(49)**	**25**	**54**	**(36)**	**(17)**	**11**	**23**	**(17)**	**44**	**8**	**12**	**17**	**86**	**37**	**29**	**(36)**	**24**	**11**	**10**	**(16)**	**18**	**27**	**246**
Block Area	SF	87,248	87,411	87,177	103,572	185,822	87,893	104,387	87,681	84,370	86,472	451,333	88,215	178,606	88,837	316,147	75,348	167,050	87,941	87,906	87,706	95,874	98,727	105,637	88,560	3,019,920
Existing Total Built Area	SF	13,103	32,731	40,064	23,979	32,184	20,343	26,326	25,703	27,041	16,667	135,000	26,867	38,376	9,790	30,000	8,360	14,255	39,588	18,319	24,193	14,048	21,670	6,256	16,906	661,769
Forecasted Development Built Area- Commercial/ Institutional	SF	10,466	28,042	40,064	7,178	32,184	20,343	18,410	4,280	21,111	16,667	135,000	17,256	8,934	6,829	30,000	0	11,307	19,794	0	0	4,692	9,616	2,618	0	444,791
Forecasted Development Built Area- Industrial	SF	0	2,425	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,425
Forecasted Development Built Area- Residential	SF	2,637	2,264	0	16,801	0	0	7,916	21,423	5,930	0	0	9,611	29,442	2,961	0	8,360	2,948	19,794	18,319	24,193	9,356	12,054	3,638	16,906	214,553
Forecasted Development Built Area-Gross	SF	**13,103**	**32,731**	**40,064**	**23,979**	**32,184**	**20,343**	**26,326**	**25,703**	**27,041**	**16,667**	**135,000**	**26,867**	**38,376**	**9,790**	**30,000**	**8,360**	**14,255**	**39,588**	**18,319**	**24,193**	**14,048**	**21,670**	**6,256**	**16,906**	**661,769**
Forecasted Residential Dwelling Units	DU	0	0	0	1	0	0	3	2	1	0	0	4	3	0	0	3	1	4	14	3	7	1	1	3	51
Forecasted Built Area Demolished	SF	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Forecasted Parking Area	SF	6,500	13,325	15,275	15,600	5,525	4,225	11,375	4,550	17,550	5,200	34,450	8,775	15,925	14,950	57,200	3,250	11,050	9,750	5,850	6,500	6,825	1,950	1,300	5,850	282,750
Forecasted Average Height of the Building (including area for parking and considering 10% open space)	Stories	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
Separate parking structure stories using maximum 5 storied separate building structure and considering 10% open space (1 indicates surface parking)	Stories	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
Percentage Block Area Covered by Parking	%	7%	15%	18%	15%	3%	5%	11%	5%	21%	6%	8%	10%	9%	17%	18%	4%	7%	11%	7%	7%	7%	2%	1%	7%	

Land Use Legend	
	Commercial
	Residential
	Park
	Institutional
	Vacant
	Industrial

Appendix-PS-3: Medium-built Scenario

MEDIUM BUILT SCENARIO																									
SUMMARY ITEM	UNIT	Block 1	Block 2	Block 3	Block 4	Block 5	Block 6	Block 7	Block 8	Block 9	Block 10	Block 11	Block 12	Block 13	Block 14	Block 15	Block 16	Block 17	Block 18	Block 19	Block 20	Block 21	Block 22	Block 23	Block 24	TOTALS
Land Use Type																										
Existing Off-Street Parking Spaces	Spaces	20	41	47	48	17	13	35	14	54	16	106	27	49	46	176	10	34	30	18	20	21	6	4	18	870
Existing On-street Parking Spaces	Spaces	27	30	40	32	107	45	34	35	36	35	69	31	45	3	39	39	51	24	30	24	24	36	31	34	901
Forecasted Parking Required- Commercial/ Institutional	Spaces	151	173	198	88	64	90	74	61	91	259	126	35	268	104	164	112	501	125	49	0	19	140	276	13	3,180
Forecasted Parking Required- Industrial	Spaces	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3
Forecasted Parking Required- Residential	Spaces	62	38	45	59	0	0	11	22	23	136	0	15	172	43	23	67	263	32	20	32	15	64	148	20	1,309
Forecasted Parking Required- Total	Spaces	213	213	244	147	64	90	84	83	114	395	126	50	440	148	188	179	764	157	69	32	34	203	424	32	4,492
Estimated Parking Deficiency/ Surplus (Using On-Street Parking)	Spaces	40	(23)	(37)	29	60	(32)	17	46	80	35	49	8	26	19	95	42	51	(33)	77	13	11	(7)	30	40	634
Parking Deficiency/Surplus Considering Optimal Parking for Commercial (Using On-Street Parking)	Spaces	36	(25)	(41)	26	54	(36)	15	41	72	32	44	8	23	17	86	37	46	(36)	69	11	10	(8)	27	36	544
Block Area	SF	87,248	87,411	87,177	103,572	185,822	87,893	104,387	87,681	84,370	86,472	451,333	88,215	178,606	88,837	316,147	75,348	167,050	87,941	87,906	87,706	95,874	98,727	105,637	88,560	3,019,920
Existing Total Built Area	SF	13,103	32,731	40,064	23,979	32,184	20,343	26,326	25,703	27,041	16,667	135,000	26,867	38,376	9,790	30,000	8,360	14,255	39,588	18,319	24,193	14,048	21,670	6,256	16,906	661,769
Forecasted Development Built Area- Commercial/ Institutional	SF	43,313	52,010	61,224	25,284	32,184	20,343	18,410	16,318	31,865	77,825	135,000	17,256	80,357	29,924	43,297	33,773	150,345	33,587	13,198	0	4,692	40,034	82,805	3,179	1,046,223
Forecasted Development Built Area- Industrial	SF	0	2,425	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,425
Forecasted Development Built Area- Residential	SF	81,408	50,644	58,506	60,702	0	0	7,916	28,438	27,529	181,591	0	9,611	208,625	56,849	31,025	87,163	350,805	51,979	22,758	24,193	9,356	79,320	196,131	13,727	1,638,275
Forecasted Development Built Area-Gross	SF	124,721	105,079	119,730	85,986	32,184	20,343	26,326	44,756	59,394	259,416	135,000	26,867	288,982	86,773	74,322	120,935	501,150	85,566	35,956	24,193	14,048	119,354	278,936	16,906	2,686,923
Forecasted Residential Dwelling Units	DU	39	25	29	24	0	0	3	9	13	91	0	4	96	27	16	42	175	20	13	3	7	36	97	3	774
Forecasted Built Area Demolished	SF	912	0	3,914	4,662	0	0	0	0	2,930	16,667	0	0	17,252	0	0	0	14,255	0	552	0	0	3,710	3,338	0	68,192
Forecasted Parking Area	SF	73,288	52,151	54,072	46,671	5,525	4,225	21,804	30,675	51,505	128,489	34,450	8,775	136,570	53,080	79,153	59,008	248,220	32,523	37,751	6,500	6,825	52,170	137,362	12,373	1,373,165
Forecasted Average Height of the Building (including area for parking and considering 10% open space)	Stories	3	2	2	1	1	1	1	1	1	5	1	1	3	2	1	3	5	1	1	1	1	2	4	1	
Separate parking structure stories using maximum 5 storied separate building structure and considering 10% openspace (1 indicates surface parking)	Stories	1	1	1	1	1	1	1	1	1	5	1	1	1	1	1	1	5	1	1	1	1	1	3	1	
Percentage Block Area Covered by Parking	%	61%	60%	62%	45%	3%	5%	21%	35%	61%	30%	8%	10%	58%	60%	25%	58%	30%	37%	43%	7%	7%	53%	37%	14%	

Land Use Legend	
	Commercial
	Residential
	Park
	Institutional
	Vacant
	Industrial

Appendix-PS-4: Full-built Scenario

FULL BUILT SCENARIO																									
SUMMARY ITEM	**UNIT**	**Block 1**	**Block 2**	**Block 3**	**Block 4**	**Block 5**	**Block 6**	**Block 7**	**Block 8**	**Block 9**	**Block 10**	**Block 11**	**Block 12**	**Block 13**	**Block 14**	**Block 15**	**Block 16**	**Block 17**	**Block 18**	**Block 19**	**Block 20**	**Block 21**	**Block 22**	**Block 23**	**Block 24**	**TOTALS**
Land Use Type																										
Existing Off-Street Parking Spaces	Spaces	20	41	47	48	17	0	35	14	54	16	106	27	49	46	176	10	34	30	18	20	21	6	4	18	857
Existing On-street Parking Spaces	Spaces	27	30	40	32	107	45	34	35	36	35	69	31	45	3	39	39	51	24	30	24	24	36	31	34	901
Forecasted Parking Required- Commercial/ Institutional	Spaces	217	239	261	255	64	128	74	87	200	259	126	204	535	266	164	226	501	182	49	54	118	151	276	32	4,670
Forecasted Parking Required- Industrial	Spaces	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Forecasted Parking Required- Residential	Spaces	103	110	137	139	0	49	11	18	86	136	0	89	281	140	23	119	263	82	20	12	74	75	148	29	2,143
Forecasted Parking Required- Total	**Spaces**	**320**	**349**	**399**	**394**	**64**	**177**	**84**	**104**	**286**	**395**	**126**	**294**	**817**	**406**	**188**	**344**	**764**	**264**	**69**	**66**	**192**	**226**	**424**	**61**	**6,813**
Estimated Parking Deficiency/ Surplus (Using On-Street Parking)	Spaces	56	21	40	34	60	10	17	60	51	35	49	13	45	3	95	39	51	(15)	77	52	20	3	30	40	885
Parking Deficiency/Surplus Considering Optimal Parking for Commercial (Using On-Street Parking)	Spaces	50	19	36	30	54	9	15	54	46	32	44	12	41	3	86	35	46	(16)	69	47	18	3	27	36	794
Block Area	SF	87,248	87,411	87,177	103,572	185,822	87,893	104,387	87,681	84,370	86,472	451,333	88,215	178,606	88,837	316,147	75,348	167,050	87,941	87,906	87,706	95,874	98,727	105,637	88,560	3,019,920
Existing Total Built Area	SF	13,103	32,731	40,064	23,979	32,184	20,343	26,326	25,703	27,041	16,667	135,000	26,867	38,376	9,790	30,000	8,360	14,255	39,588	18,319	24,193	14,048	21,670	6,256	16,906	661,769
Forecasted Development Built Area- Commercial/ Institutional	SF	64,138	75,544	78,459	76,699	32,184	27,943	18,410	22,686	65,484	77,825	135,000	68,255	160,745	79,953	43,297	67,813	150,345	52,590	13,198	13,535	35,463	43,942	82,805	8,886	1,495,199
Forecasted Development Built Area- Industrial	SF	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Forecasted Development Built Area- Residential	SF	136,731	146,570	183,072	182,986	0	65,201	7,916	22,070	114,801	181,591	0	118,997	375,073	186,558	31,025	158,231	350,805	108,977	22,758	10,658	90,166	94,215	196,131	27,043	2,811,573
Forecasted Development Built Area-Gross	**SF**	**200,869**	**222,113**	**261,531**	**259,685**	**32,184**	**93,144**	**26,326**	**44,756**	**180,285**	**259,416**	**135,000**	**187,251**	**535,818**	**266,511**	**74,322**	**226,044**	**501,150**	**161,567**	**35,956**	**24,193**	**125,629**	**138,157**	**278,936**	**35,929**	**4,306,772**
Forecasted Residential Dwelling Units	DU	68	73	92	90	0	33	3	9	57	91	0	59	188	93	16	79	175	53	13	3	46	44	97	10	1,393
Forecasted Built Area Demolished	SF	7,564	20,003	40,064	19,957	0	20,343	0	0	10,757	16,667	0	9,611	38,376	9,790	0	8,360	14,255	18,988	552	0	6,628	6,186	3,338	0	251,439
Forecasted Parking Area	SF	113,368	110,600	129,536	128,580	5,525	46,134	21,804	41,971	97,762	128,489	34,450	89,724	265,391	132,003	79,153	111,960	248,220	73,071	37,751	30,537	61,149	62,710	137,362	21,795	2,209,043
Forecasted Average Height of the Building (including area for parking and considering 10% open space)	Stories	4	4	5	4	1	2	1	1	4	5	1	3	5	5	1	5	5	3	1	1	2	2	4	1	
Separate parking structure stories using maximum 5 storied separate building structure and considering 10% open space (1 indicates surface parking)	Stories	3	3	5	3	1	1	1	1	2	5	1	2	5	5	1	5	5	2	1	1	1	1	3	1	
Percentage Block Area Covered by Parking	%	44%	39%	30%	40%	3%	52%	21%	48%	47%	30%	8%	48%	30%	30%	25%	30%	30%	53%	43%	35%	64%	62%	37%	25%	

Land Use Legend	
	Commercial
	Residential
	Park
	Institutional
	Vacant
	Industrial

Appendix-PS-5: Parking Reductions

REDUCTION STRATEGY-1: PARKING PRICING		
Considering On- and Off-Street Parking		
	Medium Built	**Full Built**
Total On Street Parking Available[1]	856	856
Total Off Street Parking Needed	4492	6813
Pricing Strategy Reduction[2]	171	171
Total Parking Needed after Reduction	**4321**	**6642**

Notes:
1) Total on-street parking - Designated spaces for ADA, timed, loading and electric vehicles
2) 20% reduction applied to available on-street parking after deducing restricted spaces. Source: http://www.vtpi.org/parkpricing.pdf

Considering On- and Off-Street Parking		
	Medium Built	**Full Built**
Total On-Street Parking Available[1]	856	856
Total Off-Street Parking Needed	4492	6813
Total Off Street Parking Needed (Residential)	1309	2143
Total Off-Street Parking Needed by Employees (Commercial/ Institutional/ Industrial)[2]	1500	2150
Total Off-Street Parking for Applying Reduction Techniques[3]	1683	2520
Total On- and Off-Street Parking for Applying Reduction Techniques	2539	3376
Pricing Strategy Reduction[4]	508	675
Total Parking Needed after Reduction	**3984**	**6138**

Notes:
1) Total on-street parking - Designated spaces for ADA, timed, loading and electric vehicles
2) Total forecasted commercial space for medium and full built is divided in 3 equal sections for retail, restaurants and office space. The square footage per employee is applied to each use to compute total employee parking in each scenario. Source: https://www.eia.gov/consumption/commercial/data/2012/bc/cfm/b2.php
3) Total off-street parking- parking for residences and employees.
4)20% reduction applied to available on-street parking after deducing restricted spaces, employee and residential parking. Source: http://www.vtpi.org/parkpricing.pdf

REDUCTION STRATEGY-2: SHARED PARKING		
Considering On- and Off-Street Parking		
	Medium Built	**Full Built**
Total On-Street Parking Available[1]	856	856
Total Off-Street Parking Needed	4492	6813
Total Off Street Parking Needed (Residential)	1309	2143
Total Off-Street Parking Needed by Employees (Commercial/ Institutional/ Industrial)[2]	1500	2150
Total Off-Street Parking for Applying Reduction Techniques[3]	1683	2520
Total On- and Off-Street Parking for Applying Reduction Techniques	2539	3376
Shared Parking Reduction[4]	168	252
Total Parking Needed after Reduction	**4324**	**6561**

Notes:
1) Total on-street parking - Designated spaces for ADA, timed, loading and electric vehicles
2) Total forecasted commercial space for medium and full built is divided in 3 equal sections for retail, restaurants and office space. The square footage per employee is applied to each use to compute total employee parking in each scenario. Source: https://www.eia.gov/consumption/commercial/data/2012/bc/cfm/b2.php
3) Total off-street parking- parking for residences and employees.
4)10% reduction applied to available on-street parking after deducing restricted spaces, employee and residential parking. Source: http://www.vtpi.org/parkpricing.pdf

REDUCTION STRATEGY-3: BICYCLE PARKING		
Considering On-Street Parking		
	Medium Built	**Full Built**
Total On Street Parking Available[1]	856	856
Total Off Street Parking Needed	4492	6813
Bicycle Parking Reduction[2]	43	43
Total Off Street Parking Needed after Reduction	**4449**	**6770**

Notes:
1) Total on-street parking - Designated spaces for ADA, timed, loading and electric vehicles
2) 20% reduction applied to available on-street parking after deducing restricted spaces. Source: http://www.vtpi.org/parkpricing.pdf

Considering On- and Off-Street Parking		
	Medium Built	**Full Built**
Total On-Street Parking Available[1]	856	856
Total Off-Street Parking Needed	4492	6813
Total Off Street Parking Needed (Residential)	1309	2143
Total Off-Street Parking Needed by Employees (Commercial/ Institutional/ Industrial)[2]	1500	2150
Total Off-Street Parking for Applying Reduction Techniques[3]	1683	2520
Total On- and Off-Street Parking for Applying Reduction Techniques	2539	3376
Bicycle Parking Reduction[4]	127	169
Total Off Street Parking Needed after Reduction	**4365**	**6644**

Notes:
1) Total on-street parking - Designated spaces for ADA, timed, loading and electric vehicles
2) Total forecasted commercial space for medium and full built is divided in 3 equal sections for retail, restaurants and office space. The square footage per employee is applied to each use to compute total employee parking in each scenario. Source: https://www.eia.gov/consumption/commercial/data/2012/bc/cfm/b2.php
3) Total off-street parking- parking for residences and employees.
4) 5% reduction applied to available on-street parking after deducing restricted spaces, employee and residential parking. Source: http://www.vtpi.org/parkpricing.pdf

STUDY REPORT

ENGAGEMENT SUMMARY

A 3-day charrette was hosted in the City of Coachella to gather feedback from City staff, City Council members, Planning Commissioners, and public stakeholders. The primary goal of the charrette was to gain confirmation of the vision presented in the 2010 Pueblo Viejo Revitalization Plan and discuss the best methods for codifying the items within the 2010 Plan. The charrette included a site tour, stakeholder interviews, a technical charrette with City staff to focus on policy-based decisions, a study session with the Planning Commission, a meeting with the city's Mayor, and a meeting with City Councilwoman Betty Sanchez.

Site Tour

The Michael Baker team was given a tour of the Pueblo Viejo District by the City's Director of Development Services, Luis Lopez.

The tour followed 6th Street east to Grapefruit Boulevard, headed south on Grapefruit Boulevard to 7th Street, east on 7th Street to Orchard Street and then continued west on 6th Street. The tour concluded at Veteran's Park, located directly north of City Hall.

The tour focused on opportunities and constraints, details about various properties, recent improvement projects, and future development plans. Notable opportunities and planned improvements that were discussed included:

- plans for new cannabis dispensaries
- the new City Library, which was under construction at the time of the tour
- the planned renovation of Palm View Elementary
- the planned development of the Riverside County Department of Public Social Services Building and a mixed-use transit-oriented development
- the opportunity that vacant buildings and lots throughout the district provide

The Director of Development Services mentioned that bungalow conversion may be an option for businesses in the future. This type of development will be allowed through the creation of a mixed-use zoning district, that will be created through the Implementation Strategy Plan.

Key Findings

Overall, the Michael Baker team recognized that there is immense opportunity for redevelopment and the creation of a thriving mixed-use district within the Pueblo Viejo District. It appeared that surface parking is not currently at a shortage, however recognizing that this is a concern for the City in the future, it was considered in the exercise discussed below. The findings of the tour were presented graphically using layered aerial maps. In the core area of the Pueblo Viejo district (the area centered around 6th Street between Harrison and Grapefruit) each property's frontage was defined based on their contribution to the streetscape of the fronting street.

- Properties lined in red do not currently contribute to the streetscape. Many of these properties are currently vacant or serve only as entrances to parking lots.
- Properties lined in yellow do not currently contribute to the streetscape, but could contribute if the building's façade was modified to include entryways, windows, or murals. Most of the properties classified in this way have a large blank wall facing the sidewalk.

- Properties lined in green currently contribute to the streetscape by providing entryways to businesses, or visual interest with windows or murals. These properties do not need to be immediately improved and in the future, could be encouraged to tweak their facades to comply with the design guidelines created as a product of the Implementation Strategy Plan. An example of the influence of design guidelines is Les Tres Conchitas Bakery that was asked to modify a stone finish on their façade to follow the 6th Street Revitalization project.

Those vacant properties that were identified in red can serve as opportunity areas where new mixed-use development could be built. These new buildings would be ideally built to create building frontage directly along the street with parking and other amenities located in the interior of the block (identified with gray in the image below). The entryways to these interior amenity areas could be provided in between or under buildings and could greatly increase the amount of parking in the Pueblo Viejo district as it becomes necessary in the future.

Site analysis maps were prepared to further graphically represent the existing conditions of the Pueblo Viejo District. One map focused on the existing land use conditions of the area and the other focused on the existing transportation conditions. Both maps are located at the end of this document.

Stakeholder Interviews

Four stakeholder interviews were held with a variety of community stakeholders. Two members of the Michael Baker team guided the stakeholders through a focused conversation about the Pueblo Viejo District. The conversations focused on the opportunities, issues, and constraints that the participants saw in the Pueblo Viejo district, but also included discussion of city-wide issues like lack of employment and affordable housing.

At least one representative from each of the ten (10) following groups participated in the interviews:

- Coachella Valley Chamber of Commerce
- Raices
- Building Healthy Communities Coachella Valley
- Coachella Valley Housing Coalition

- Wilson Johnson Commercial Real Estate
- Growing Coachella Valley
- Chelsea Investment Corporation
- Santa Rosa Del Valle Medical Group
- California Rural Legal Assistance, Inc.
- Coachella Valley Unified School District Superintendent

The themes that were echoed amongst all groups were:

- The need to encourage young people to stay in Coachella after high school and college.
    - A possible solution discussed was to provide attractive and well-paying jobs and internships and affordable and diverse housing.
- Events like the "Run with Los Muertos", and "Tacos, Tequilas, and Chavelas" have been extremely successful at bringing people into Coachella and helping to change the stereotypes associated with the City. However, there continues to be a need to create branding to counteract the current stereotypes and stigmas of Coachella.
- The city's population predominantly identifies as Hispanic or Latino and of those that identify in this way the majority identify as Mexican. Due to this Mexican heritage is an extremely importance aspect of the City's identity.
- There is a strong need for non-profit meeting and office space to support these organizations.
- It is important to preserve the culture, walkability, and unique nature of the district while enhancing the businesses that are currently prospering.
- True mixed-use would make Coachella stand out amongst the other cities in Coachella Valley and may attract new types of people to the City.
- The Pueblo Viejo district needs "stickiness", the ability to attract individuals into the area for dinner, but to also keep those people engaged through the night, whether it be with coffee shops, live entertainment, museums, art galleries, or bars.

Overall, the stakeholders agreed that with an increase in programming, service oriented land uses, and more diverse residential units the Pueblo Viejo district could become a prosperous business district that would attract visitors and residents, alike.

Key Findings

The Michael Baker Team found that Latino culture and heritage is the main aspect shaping the Pueblo Viejo district and preserving the unique features that this cultural background brings to the city is of the utmost importance. Through the stakeholders' discussion of the extremely popular special events that occurred in the last year it became evident that these events were successful not only because they encouraged visitors to come experience in the City in a positive light, but also because they accurately and respectfully portrayed the culture of Coachella. As the team begins to create Design Guidelines and a Zoning District for the Pueblo Viejo District it will be important to ensure that the Mexican heritage of the area is preserved and respected and that unique uses that may stem from this heritage are permitted. Ultimately, the discussions with the stakeholders made it clear that the "stickiness" of the area, housing, and preserving the city's unique heritage and culture are necessary final products of this planning effort.

Technical Charrette

City of Coachella staff from various departments, including Development Services, Engineering, Utilities, Public Works, and Environmental Compliance, attended a technical charrette hosted by the Michael Baker Team. The charrette included a discussion of general project background, conversation to define mixed use and gain feedback from City staff regarding the appropriateness of mixed use in the Pueblo Viejo district and a discussion of opportunities discussed and observed through the site tour conducted the previous day.

Shane Burkhardt, from Michael Baker, provided a brief description of the contents of the 2010 Pueblo Viejo Revitalization Plan and explained that this effort's primary goal is to create tools that will assist the City in ensuring that the vision defined in the Revitalization Plan will begin to take shape as new development comes to the District. He also stated that the current project will confirm that the vision outlined in the 2010 Revitalization Plan continues to be appropriate.

Madison Roberts, from Michael Baker, presented slides that illustrated several types and applications of mixed-use. The types of mixed-use discussed included:

- Horizontal Mixed Use – *an area in which commercial or retail uses are located directly next to residential uses*
- Vertical Mixed Use – *a building or development in which commercial or retail uses are interspersed with residential uses. The most traditional application of this type is to have commercial or retail uses on the ground floor and residential uses on the floors above.*

Example of Mixed-Use

It was emphasized that when planning for vertical mixed use it is important to allow for flexibility of ground floor land uses and it is recommended to build this flexibility into Design Guidelines by requiring a higher floor plate on ground floor units and designing the units to be able to be converted from commercial to residential and vice versa depending on market fluctuations. This flexibility will help to ensure that new development is not left vacant and is a constant contributor to the vibrancy of the District.

The City staff in attendance expressed support for this type of flexibility in mixed use and for a "form-light" approach to the Zoning Code update. They mentioned that there may be a need to permit residences with community kitchens and outdoor bars and entertainment, as well, as a packing house/Mercado type development.

Peter Quintanilla, from Michael Baker, presented a variety of quick design sketches depicting programming or redevelopment opportunities throughout the district. The designs included:

Sketch design for gateway at Harrison Street and 6th Street

- Reuse of a back alley as parking with an entrance driveway off of 6th Street
- A District Gateway at 6th Street and Harrison Street (pictured)
- A District Gateway at 6th Street and Grapefruit
- An example of reutilizing the area around Veteran's Park for Farmers Markets
- A reimagination of the Historic Fire House next to City Hall as a café with an outdoor patio and eating area (pictured)
- A redesign of a blank façade and fenced storage area to include murals and creative design features (pictured)
- A redesign of a warehouse into a Mercado

Sketch design for Cafe Outdoor Seating Area

Sketch design of fence mural

The City staff liked the ideas presented and agreed that there is a need to reprogram certain areas in the District and improve the facades and curb appeal of many businesses. They also provided many additional ideas including:

- A Farmer's Market that provides cultural items or a market that brings together the independent vendors that sell things like elote and tosti locos
- A brewery or distillery that incorporates the Mexican heritage of the city.

Key Findings

Overall the City staff in attendance was in support of the creation of a Mixed-Use District that permits and encourages traditional vertical mixed use with a flexible or form light approach to the ground floor use. The main concern with this type of district was the permitted height of the buildings. The ideas for additional programming and uses in the District were numerous and indicated that it would be extremely useful to provide a comprehensive list of all ideas discussed throughout the technical charrette, stakeholder interviews, and other aspects of the planning process that clearly outlines the estimated cost of the items and provides additional guidance on implementation and design.

Planning Commission Study Session

Following a packed agenda, the Michael Baker Team had the opportunity to address the Planning Commission. In attendance was Commissioners Mario Zamora, Mike Etheridge, and Alternate Commissioner Denise Delgado. Although time did not permit the presentation of an in-depth Visual Preference Survey, the Commissioners were extremely interested and excited about this project and asked for the Michael Baker Team to attend a meeting again and present the Visual Preference Survey at another time, ideally as part of a joint study session with the City Council.

Meeting with Mayor

The Michael Baker Team met with the Mayor of Coachella. The Mayor shared his vision for the Pueblo Viejo District which included an increase in the number of bars, restaurants, and dispensaries and a desire to make the District come alive in the evenings. He mentioned that there is a desire and need to create bed and breakfasts and boutique hotels in the area to attract tourists to stay and experience the unique downtown area that the City should offer. He was in support of mixed-use and density.

Meeting with City Councilwoman

The project team met with City Councilwoman Betty Sanchez who echoed many of the same sentiments as the mayor. She stated that the Pueblo Viejo District is very walkable and that this aspect should be emphasized and capitalized upon by providing shade and shelter wherever possible. The main issue that she cited was code enforcement – many properties have excessive rubbish and inoperable vehicles, homes are rundown and Grapefruit Boulevard needs to be improved. She mentioned that tax revenue from marijuana sales could be allocated towards Pueblo Viejo District beautification. She also mentioned that it is extremely important to let visitors know that they have arrived in Coachella by installing gateways (at the locations previously discussed and at secondary gateway opportunities at 1st Street or 9th Street) and by creating unified branding (i.e. - #therealcoachella). Although she was in support of mixed-use is she concerned about preserving view sheds as the area is built up.

Next Steps

Based upon the key findings of the Charrette, Michael Baker International proposes:

1. Scheduling a joint study-session with the Planning Commission and City Council to discuss the Pueblo Viejo and potential issues regarding architectural character, density, use and massing;
2. Developing draft design guidelines based upon consensus already reached through the original 2010 plan and feedback obtained during the Charrette;
3. Based upon feedback from the study session, develop draft zoning ordinance amendments to better facilitate preferred development in the Pueblo Viejo;
4. Conduct traffic studies to determine feasibility of increased on-street parking and improvements to streetscaping throughout the district; and gateway options for entry into the district that may include pedestrian improvements and intersection improvements;
5. Compile a final implementation plan that includes identification of specific projects, general cost opinions for each project, project prioritization and potential funding sources, and phasing strategy.

Visual Preference Survey

The Pueblo Viejo Implementation Strategy Visual Preference Survey (VPS) was presented on January 31st, 2018 at a special study session of the City of Coachella Planning Commission. There were five members of the public, 5 Planning Commissioners, and various City staff members present. The purpose of the VPS was to gather preferences on design features that will be incorporated into the updated Design Guidelines for the district.

The design features were presented in 19 categories: 1) architectural styles; 2) pavement types; 3) onstreet parking; 4) light poles; 5) luminaires; 6) traffic calming; 7) bicycle facilities; 8) sidewalk pavement, 9) bus shelters; 10) sidewalk lighting; 11) furnishing materials; 12) bike racks; 13) landscaping; 14) outdoor dining; 15) gateways; 16) water features; 17) public art; 18) business signage; and 19) shade structures.

For each design feature the survey participants were asked to specify their preference on a scale from one to five – one indicating "Strongly Dislike" and five indicating "Strongly Prefer".

VPS Survey- Preference Scale

As the participants considered their preference, they took into account the appropriateness of the feature in the Pueblo Viejo, as well as, their general like or dislike of the feature. As the survey was presented discussion followed many of the different feature types. The resulting discussion is summarized in the **Appendix - Visual Preference Survey Summary** at the end of the report.

City of Coachella
Pueblo Viejo Implementation Recommendations

VISUAL PREFERENCE SURVEY (VPS) SUMMARY

FROM VPS CONDUCTED ON JANUARY 31, 2018 AT PLANNING COMMISSION SPECIAL STUDY MEETING

VISUAL PREFERENCE SURVEY SUMMARY

January 31st, 2018

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As the participants considered their preference, they considered the appropriateness of the feature in the Pueblo Viejo, as well as, their general like or dislike of the feature. As the survey was presented discussion followed many of the different feature types. The resulting discussion is summarized below.

Results

The polling results are in **Appendix A**. A summary of the results is below and focuses on Architectural Styles, Sign Types, Outdoor Dining Furniture, Furnishing Styles, Gateways, Shade Structures, and Public Art as they were the categories that sparked the most discussion among the participants. All results will be considered throughout the process of drafting the updated Design Guidelines for the Pueblo Viejo.

Architectural Styles

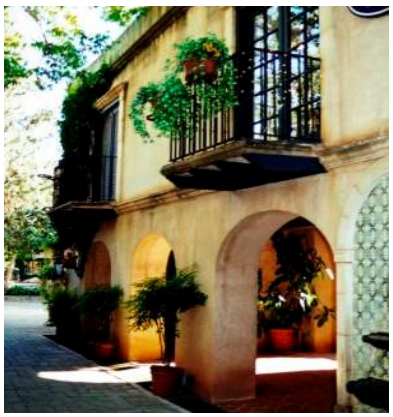
Traditional Downtown (Italiante and Victorian)

Most did not prefer this style and stated that the architecture of the district should draw more inspiration from the traditional architecture of Mexico and incorporate bright colors. Lynwood Plaza de Mexico was mentioned as an example.

Plaza Mexico in Lynwood, California as an example of the desired traditional downtown look for the Pueblo Viejo District.

Spanish Colonial

All preferred the Spanish Colonial style which is a style very similar to that of the new City library. Due to the familiarity with this style these responses were not surprising.



Mission Revival

Results for this style were mixed and while most preferred the style there was consensus that it was not quite right for the district.

Contemporary

It was unanimous that this style doesn't embody the desired look and feel of the district.

Art Deco

Approximately one-third of respondents preferred this style while two-thirds disliked it. A member of the public thought that the metal accents made the style look too futuristic for the rustic district. Most agreed but thought that the style may be suitable for auto-oriented uses, along Harrison Street and Grapefruit Boulevard.

Modernism

Most disliked this style and it was discussed that it may be appropriate for a piece of sculpture but is inappropriate for a building in this district.

Blended Re-use

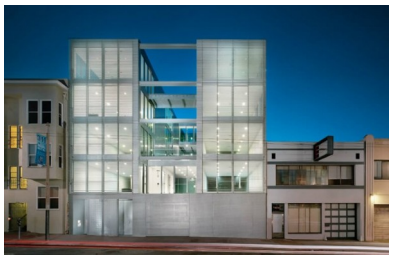
The participants liked that the style lends itself well to mixed use while retaining the history of the area and adapting an existing building to new needs. There was a general preference for the lighting elements provided as part of this example and the use of glass. They stated that the glass façade provides the feeling of a downtown and creates a feeling of safety due to the visibility the glass provides.

Mono-Style

This style was thought to be sterile and a bit boring. There was consensus that the Pueblo Viejo should look and feel different than other neighborhoods and be an authentic portrayal of the City's history and heritage.

Mixed Styles

The group of participants was not opposed to a blending of styles, but agreed that the examples of mixed styles shown was too drastic for the district and departed for the district's narrative far too much.



Sign Types

Hanging Signs

The participants shared that in the City these types of signs tend to not be well lit and would need to be smaller than they currently are. Most participants did prefer the signs but would like the design guidelines to include required additional lighting and smaller maximum size.

Hanging Sign Under Canopy

Although the polling results for this type of sign were mixed, the comments received stated that these signs promote walkability and would be a terrific addition to the district - where walkability is a primary focus.

Wall Signs

There was a general concern that these types of signs may look too modern and that due to the narrow streets in the district people in cars wouldn't be able to see them. Signs with a pedestrian-focus tended to be more popular with the group.

Window Signs

Currently in the City window signs are permitted and shop owners tend to cover their entire window with signs. It was recommended that window signs are permitted with requirements that they can only cover a certain portion of the window space. The participants agreed that window signs are important and beneficial for businesses, especially in walkable area like the Pueblo Viejo District, but that they will need to be permitted in a stricter way.

Canopy Signs

The participants stated that the problems with these types of signs is that they are so big that they appear like a banner. Another issue identified was that these signs become faded quickly and become a maintenance issue. One positive aspect was that when the sign or identifier is small and only placed on the valence or trim of the canopy it can look tasteful, but this would be difficult to control.

Figurative Signs

There was a concern that these types of signs can be expensive and restrictive if they are required. MBI Consultants explained that this type of sign would be permitted but would not be required. Most participants thought that figurative signs were fun and would add a bit of whimsy to the district.

A-Frame Signs

Due to the low cost of these signs, it was mentioned that sign propagation would need to be controlled to ensure that the sidewalk is clear for pedestrian traffic. It was also stated that requirements about where to put them would be useful. For example, requiring that the sign is at a maximum 2 feet away from the front door of the business. All agreed that these signs are great for businesses and are preferable to business details (i.e. – daily specials) painted onto the business's window.

Painted Signs

The participants could see these signs appealing to a younger audience (i.e. – 20 to 30-year old people).

Cabinet Signs

Some participants stated that cabinet signs could enhance the district but liked cabinet signs with halo lighting instead of traditional cabinet signs with internal lighting. Other participants were concerned with maintenance needs and the undesirable examples that already exist in Coachella. Overall any hanging signs that could be located closer to pedestrian line of sight were preferred due to these signs' potential to enhance the walkability of the area.

Neon Signs

The participants did not prefer placement of neon signs directly on the building's façade and preferred using neon in a window. There were comments that neon signs would not be appropriate for all types of businesses but may be appropriate for businesses that are more light-hearted in nature, like an ice cream shop.

Outdoor Dining Furniture

Metal

There was concern that this material would become too hot in the desert sun and would not be used. It was also expressed that this material is not very comfortable.

Wicker

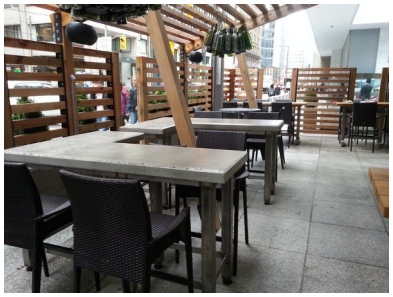
The participants voiced concerns about potential issues with the maintenance needed for this material and its potential lack of durability. There was also discussion regarding the look of the material and that it may not fit well into the existing aesthetics of the district.

Wood

The participants stated that the combination of wood with wrought iron would look good with the existing aesthetics of the community.

Concrete

Concerns were expressed that this material may look too modern and get too hot in the sun.



Furnishing Styles

Rustic

Some survey participants stated that the rustic style could be reminiscent of Mexico, but most thought that it looks too rustic for the Pueblo Viejo.

Custom

It was stated that custom furniture could allow businesses to be creative with the furniture placed in front of their store front, but if used to represent the Pueblo Viejo, most felt that this furniture style looked too corporate.

Gateways

Archway

Participants thought that an archway gateway feature would work well as a welcome sign to the district if it was placed at 6th Street and Grapefruit Boulevard.

Vertical Feature

The participants liked the look of two columns – one on either side of the road – and stated that it could imply a feeling of passing through and almost function as two separate monuments. There was also stated preference for a clock as a vertical feature.

Welcome Sign

The participants stated that welcome signs are almost omnipresent and used far too often. Their concern was that this type of sign wouldn't make the district feel special when compared with similar downtown districts.

Shade Structures

Awnings and Canopies

Most participants were concerned about the durability of this type of shade structure and felt that smaller awnings and canopies do not provide shade to pedestrians, but instead shade the interior of the storefront.

Trellis

A similar concern about maintenance and durability was voiced for this type of shade structure.

Public Art

Wall Murals

The participants agreed that murals shouldn't be used to camouflage poor design and that a new building should be designed to be aesthetically appealing. Murals should be used to complement the design of buildings in the district.

Sculpture

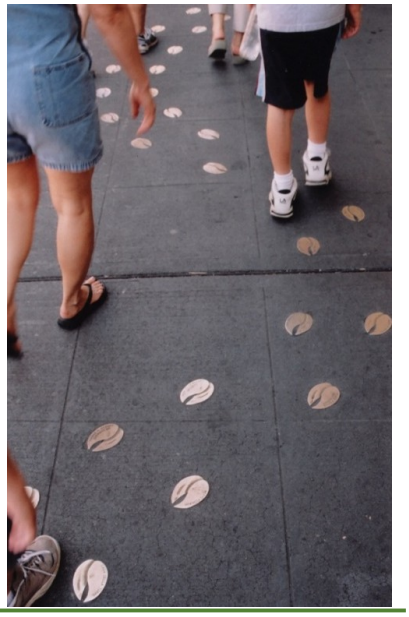
All participants were excited about the idea of a "Coachella" sculptural feature that could welcome visitors to the City and the Pueblo Viejo, as well as, a tourist attraction and photo opportunity.

Kinetic/Interactive Sculpture

One participant stated that they thought these types of sculptural elements would be appropriate if they were temporary, like in a park. Many other participants stated that there isn't a place for children to play in the Pueblo Viejo. It was stated that with such a young population there should be an area designated that is specifically for children and includes sculptural pieces that also act as play objects.

Pavement Details

The participants thought that a design element like this in the pavement could be an effective way to incorporate the City's history into the pedestrian experience.



Key Takeaways

For those design features where the participants voted very differently the comments above will be carefully considered. They will provide guidance on how to regulate the design feature if it is included in the Design Guidelines . Ultimately, each of the design features polled in the Visual Preference Survey will be careful reviewed for inclusion in the Design Guidelines .

APPENDIX A

Visual Preference Survey Poll Results from January 31st, 2018 Special Study Session of the City of Coachella Planning Commission

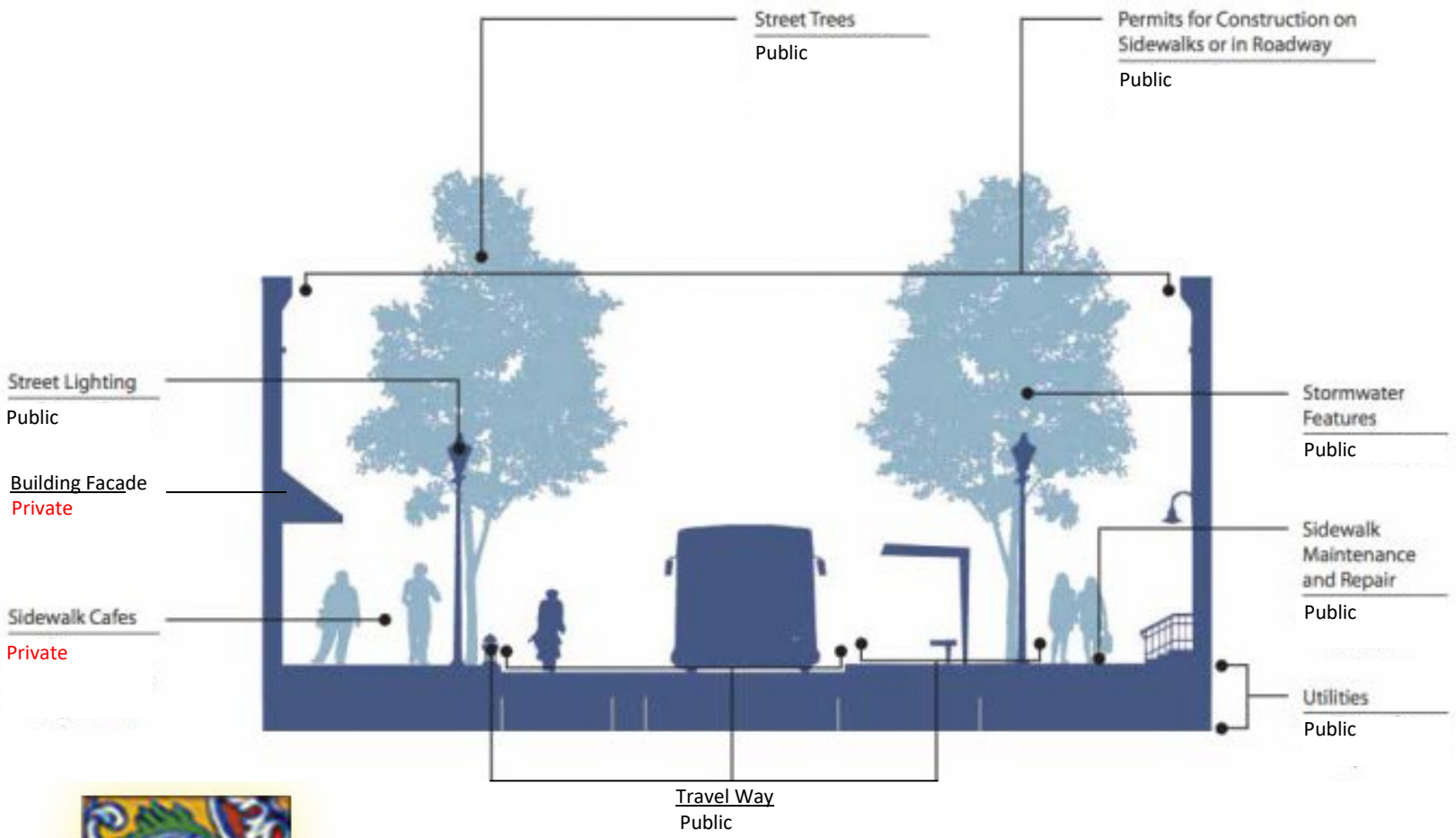
City of Coachella

Pueblo Viejo Implementation Strategy Plan

Visual Preference Survey

Wednesday, January 31st, 2018

Private Realm vs. Public Realm



Private Realm

- Building Façade
- Sidewalk Cafes
- Private Plazas

Public Realm

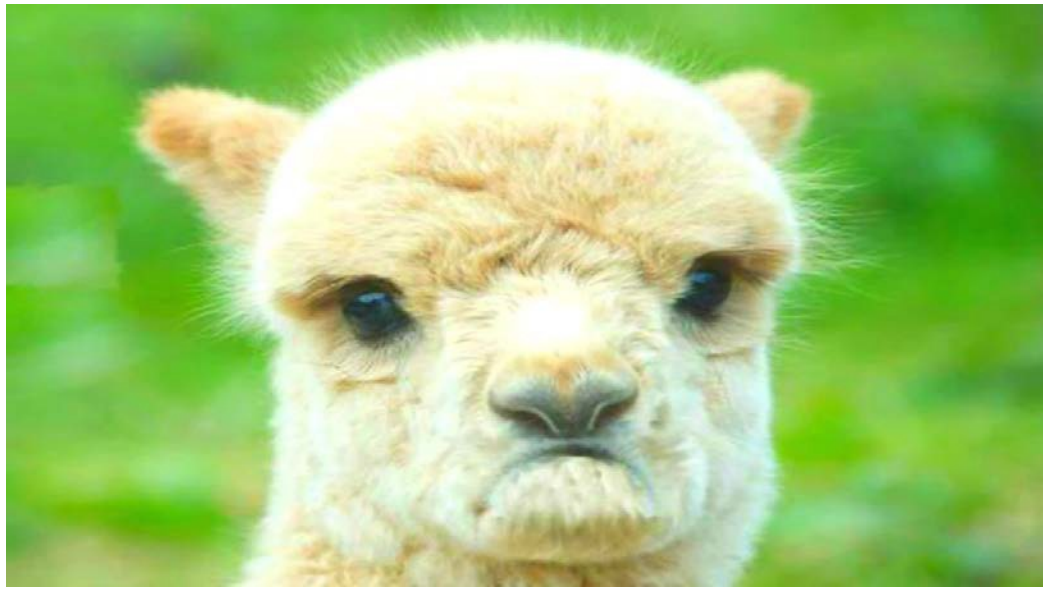
- Streetscape and Utilities
- Parks and Public Gathering Spaces
- Street Trees

Score each image with your level of preference from ***Strongly Dislike*** to ***Strongly Prefer***

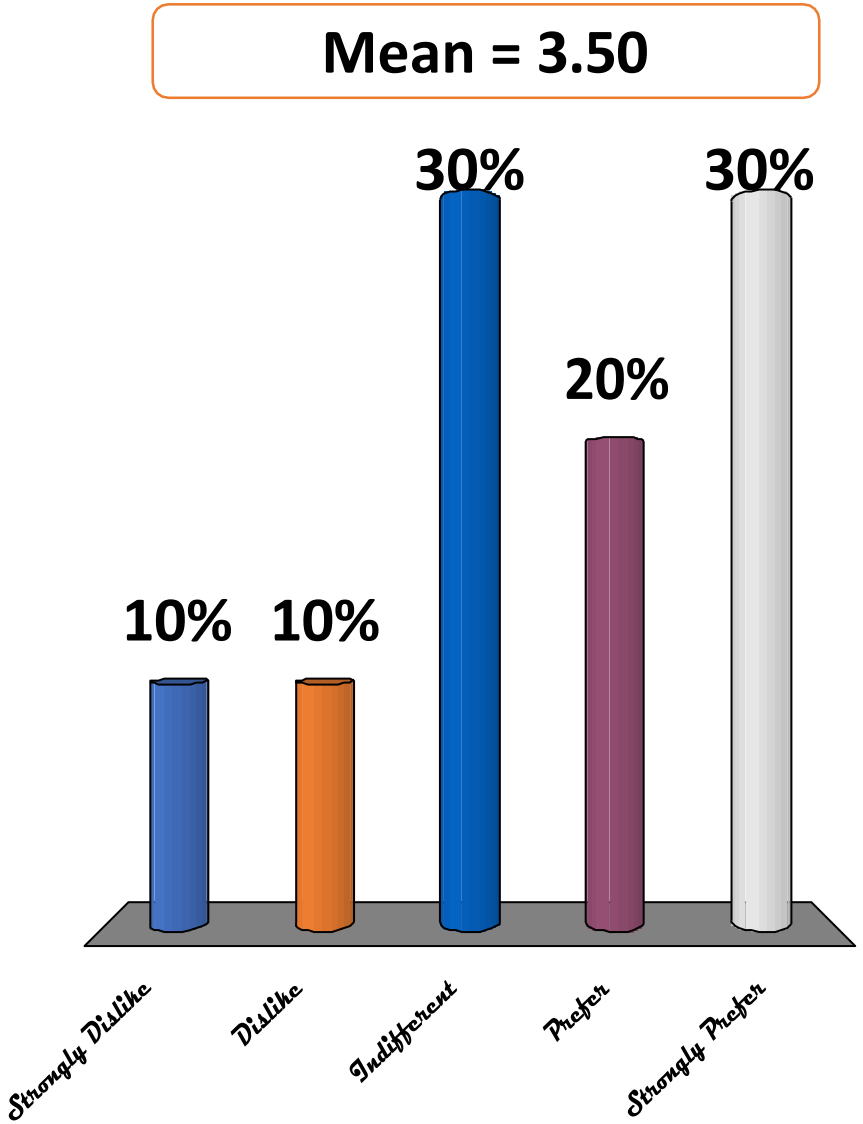
1	2	3	4	5
Strongly Dislike	Dislike	Indifferent	Prefer	Strongly Prefer

Test Question

What do you think of this llama?



1 STRONGLY DISLIKE ← 2 ← 3 INDIFFERENT → 4 → 5 STRONGLY PREFER

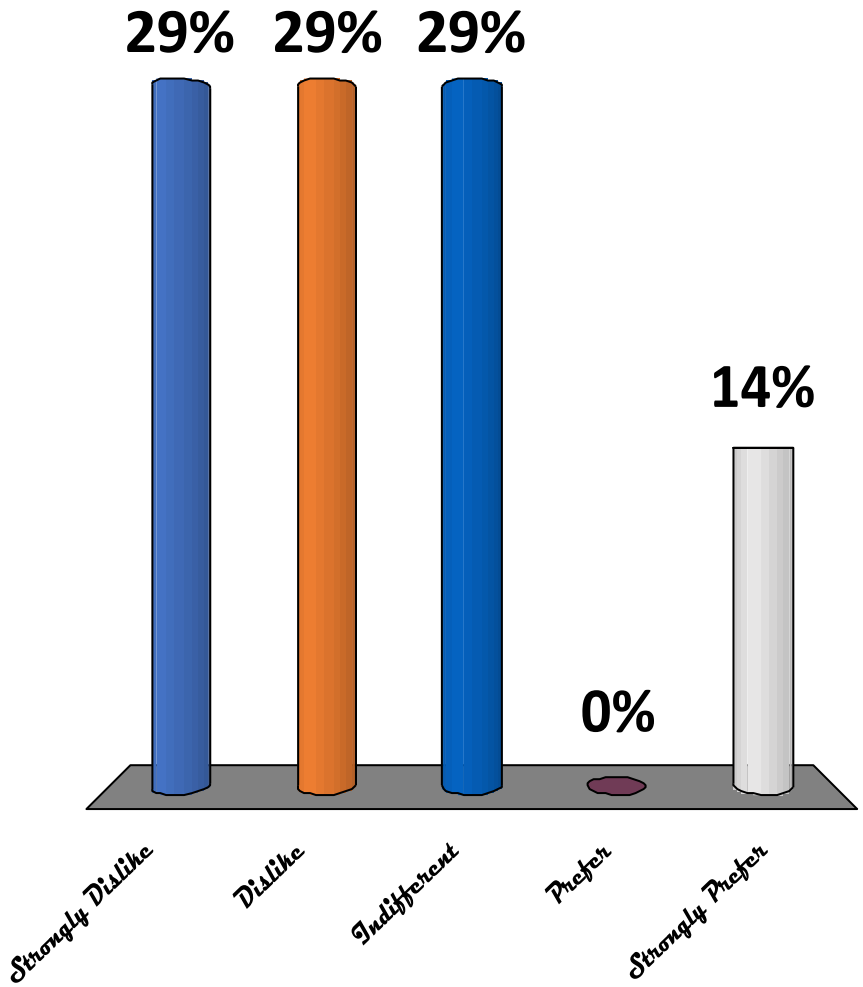


Architectural Styles

Architectural Styles| Traditional Downtown (Italiante and Victorian)

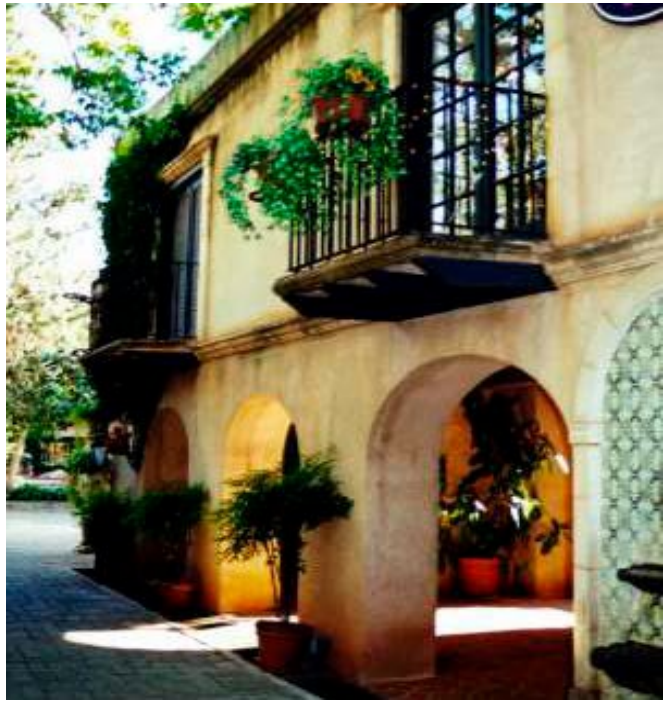
1 STRONGLY DISLIKE ← 2 ← 3 INDIFFERENT → 4 → 5 STRONGLY PREFER

Mean = 2.43



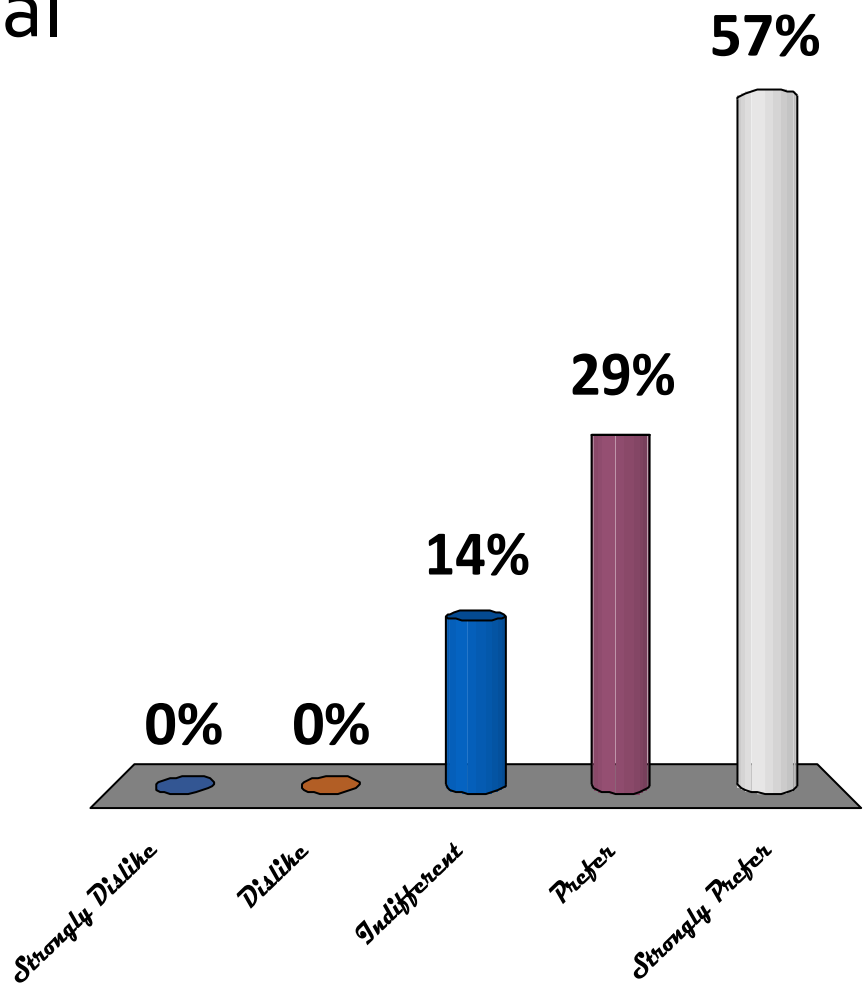
Architectural Styles| Spanish Colonial Revival

Mean = 4.43



1 2 3 4 5

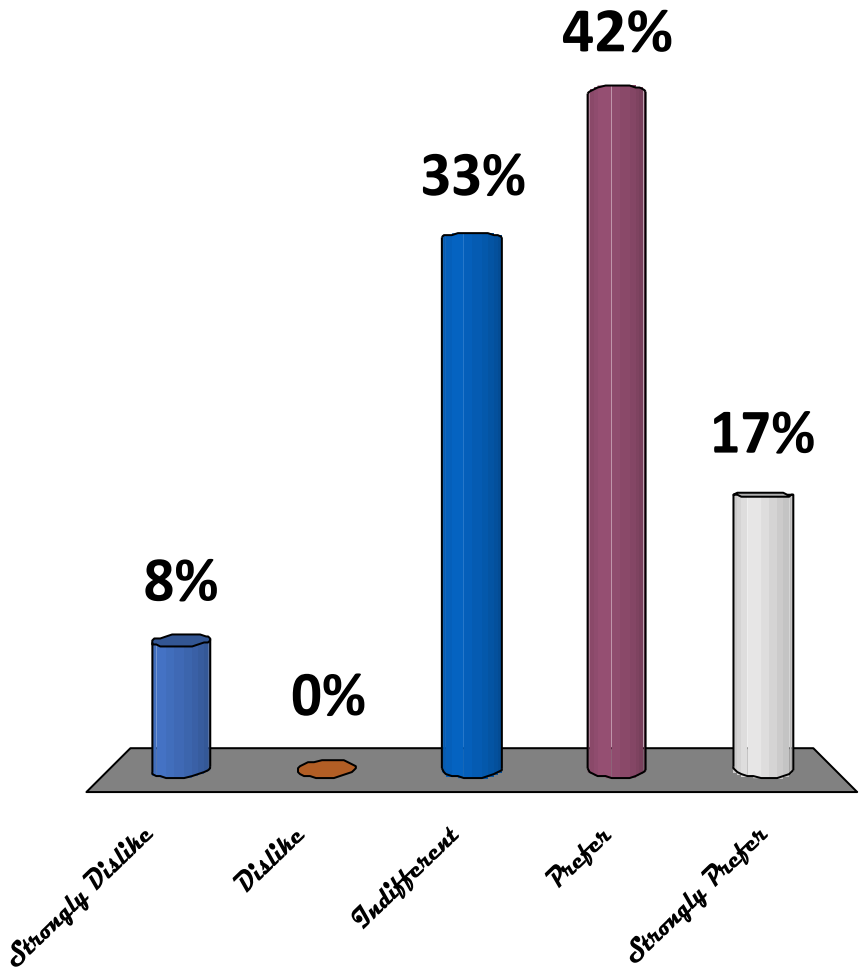
STRONGLY DISLIKE ← INDIFFERENT → STRONGLY PREFER



Architectural Styles| Mission Revival

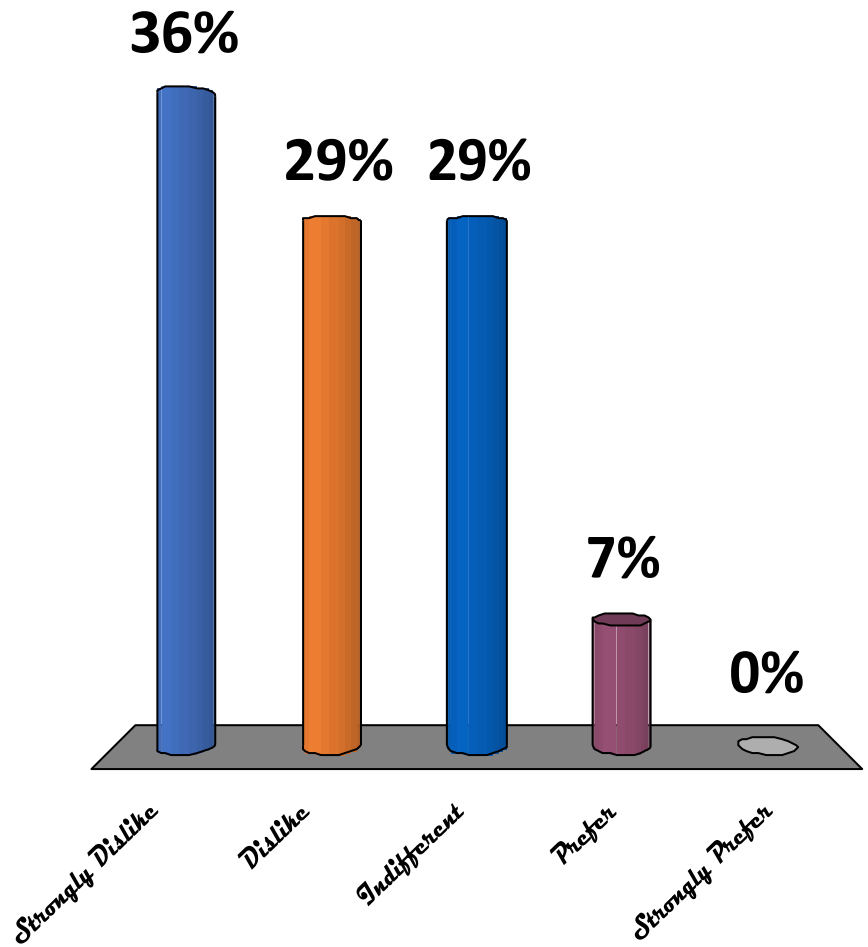
1 STRONGLY DISLIKE ← 2 ← 3 INDIFFERENT → 4 → 5 STRONGLY PREFER

Mean = 3.58



Architectural Styles| Contemporary

Mean = 2.07

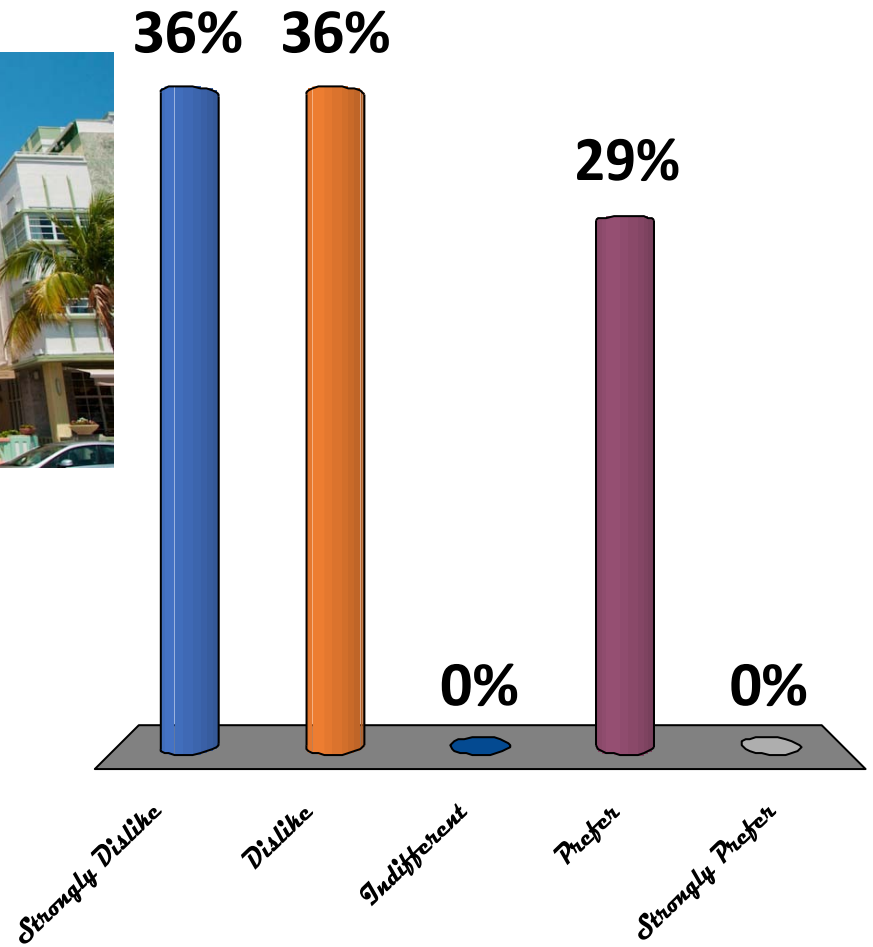


1 STRONGLY DISLIKE ← 2 ← 3 INDIFFERENT → 4 → 5 STRONGLY PREFER

Architectural Styles| Art Deco

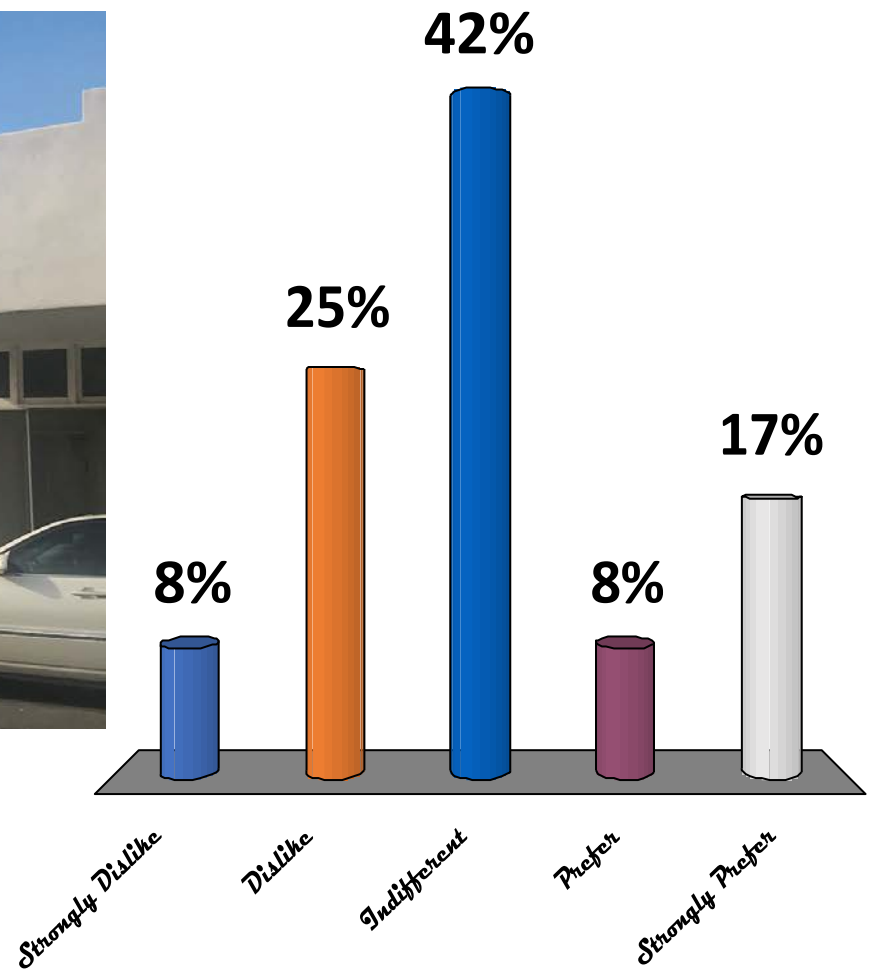
Mean = 2.21

1 STRONGLY DISLIKE ← 2 ← 3 INDIFFERENT → 4 → 5 STRONGLY PREFER



Architectural Styles| Local Art Deco

Mean = 3.00

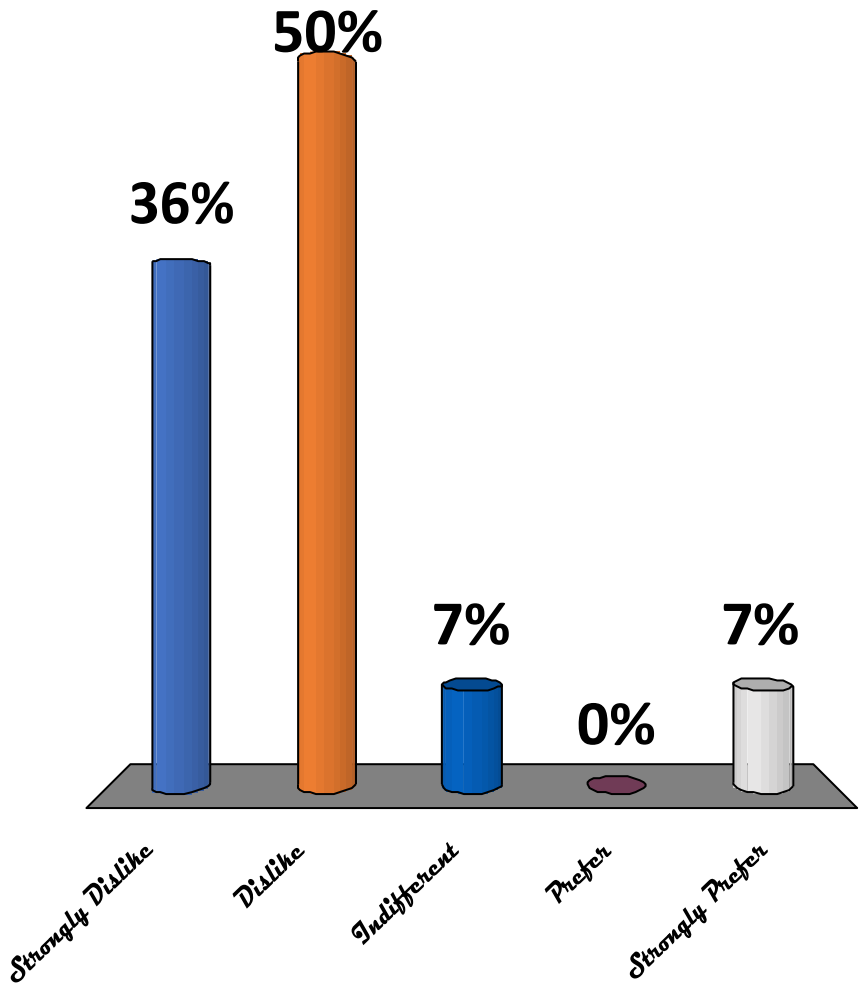


1 STRONGLY DISLIKE ← 2 — 3 INDIFFERENT — 4 → 5 STRONGLY PREFER

Architectural Styles| Modernism

1 STRONGLY DISLIKE ← 2 — 3 INDIFFERENT — 4 → 5 STRONGLY PREFER

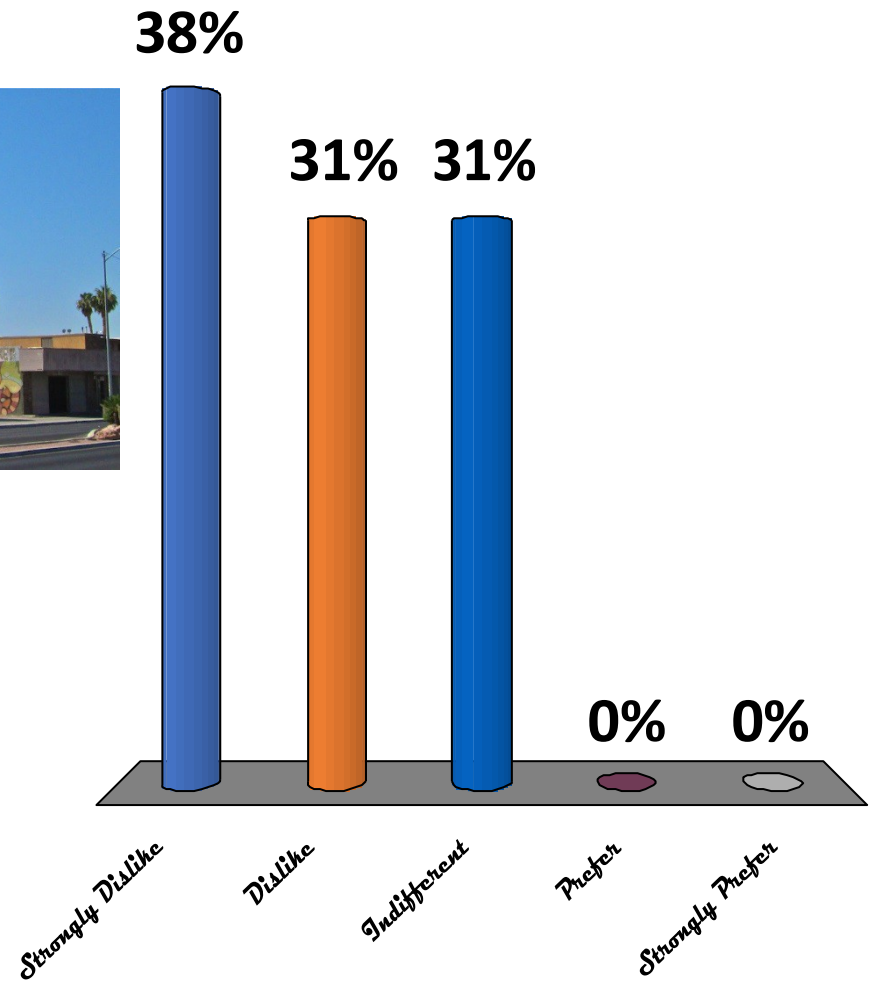
Mean = 1.93



Architectural Styles| Googie Style

Mean = 1.92

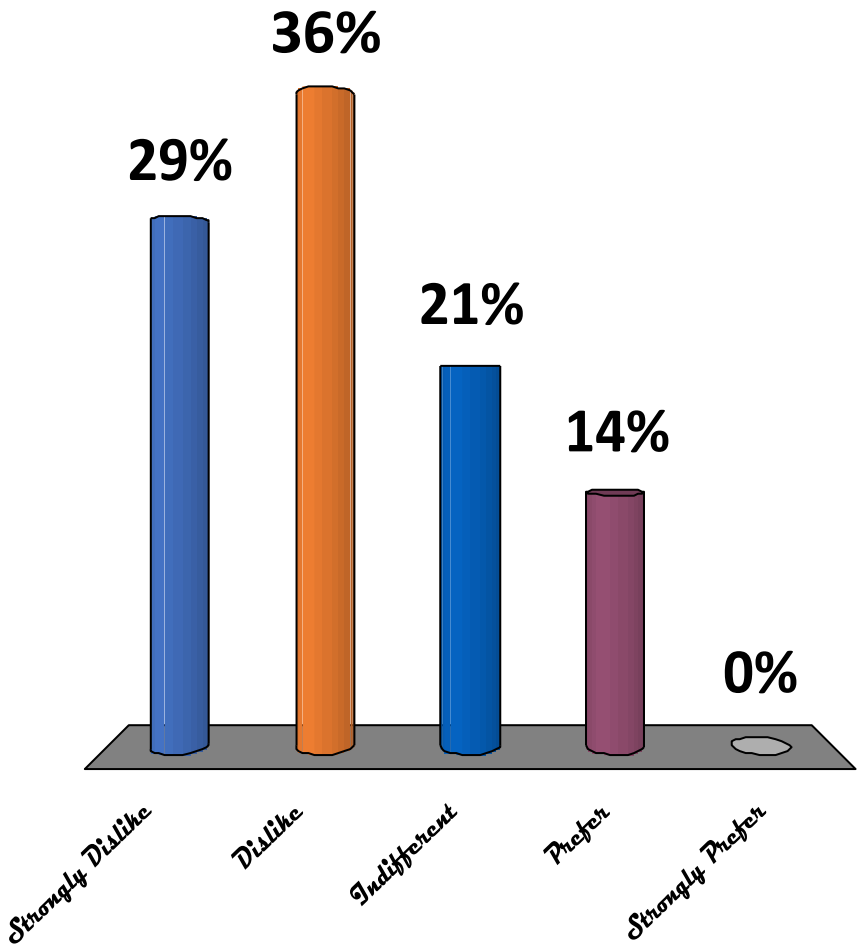
1 STRONGLY DISLIKE ← 2 ← 3 INDIFFERENT → 4 → 5 STRONGLY PREFER



Architectural Styles| Post-Modern

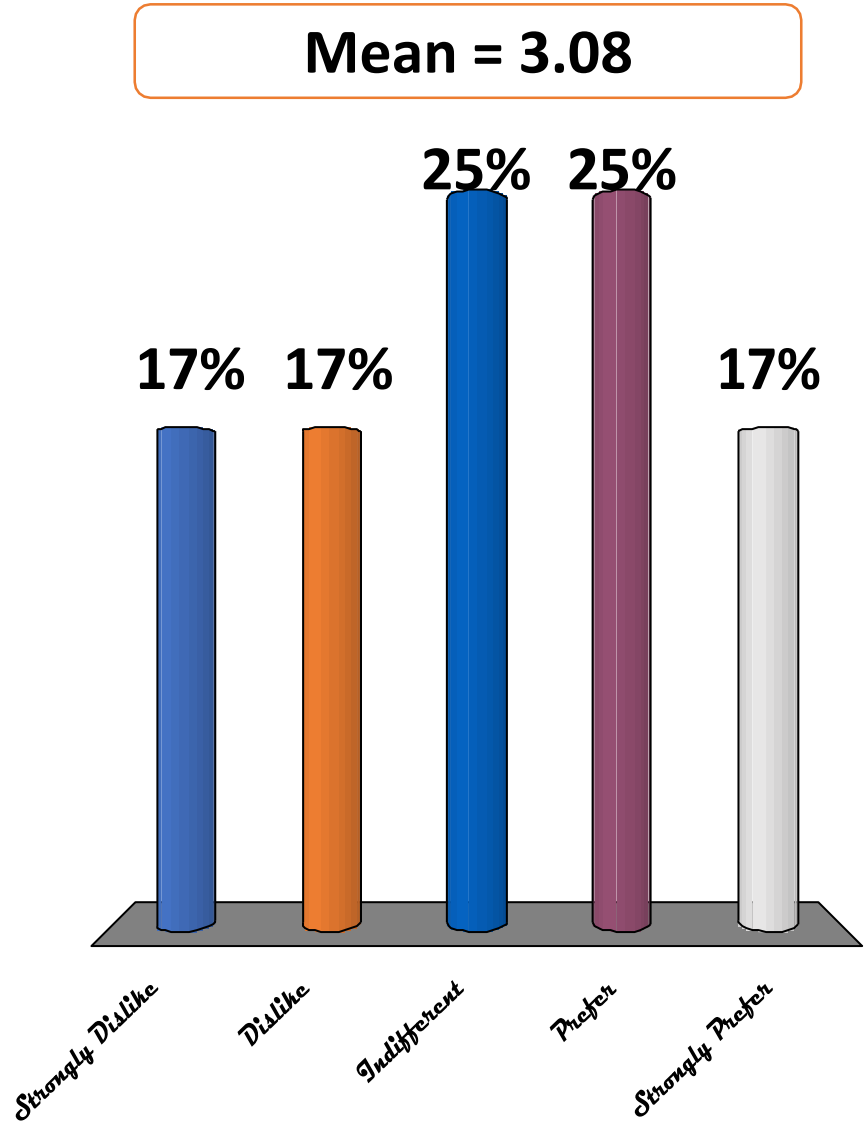
Mean = 2.21

1 STRONGLY DISLIKE ← 2 ← 3 INDIFFERENT → 4 → 5 STRONGLY PREFER



Architectural Styles| Blended Re-use

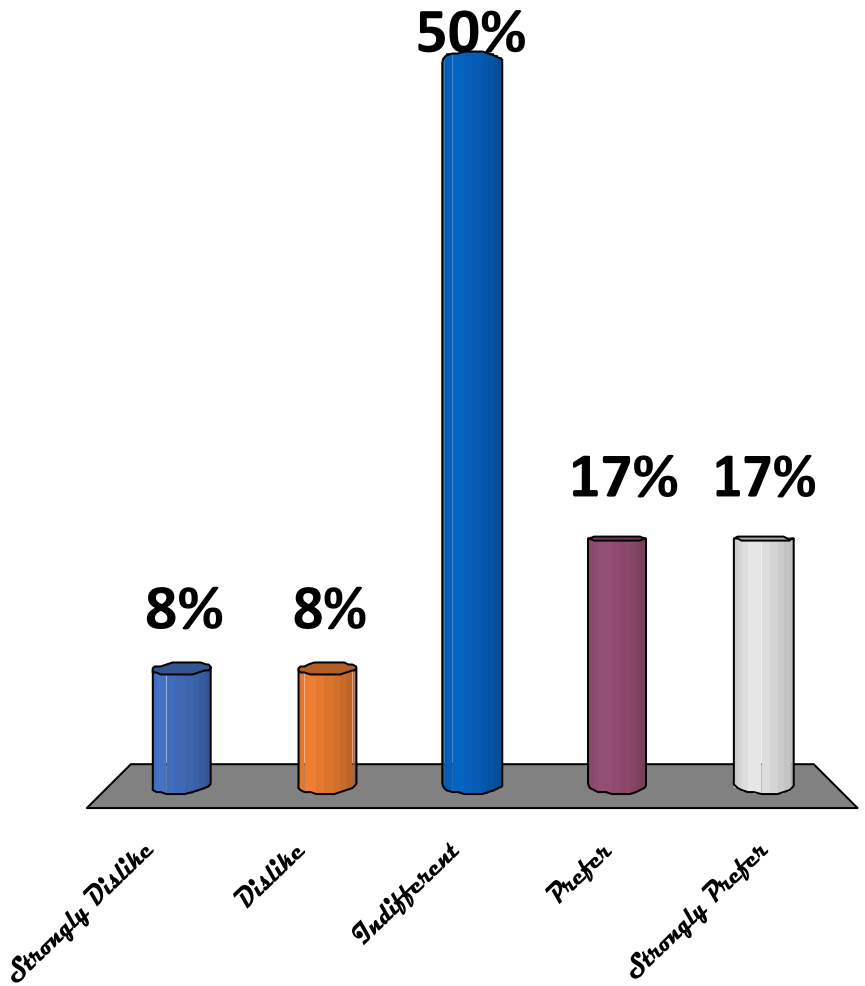
1 STRONGLY DISLIKE ← 2 — 3 INDIFFERENT — 4 → 5 STRONGLY PREFER



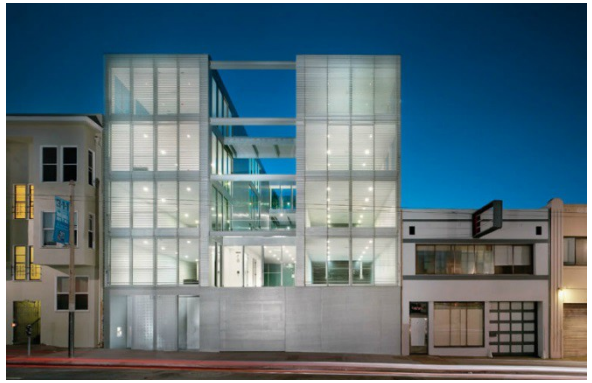
Architectural Styles| Mono-Style

1 STRONGLY DISLIKE ← 2 ← 3 INDIFFERENT → 4 → 5 STRONGLY PREFER

Mean = 3.25

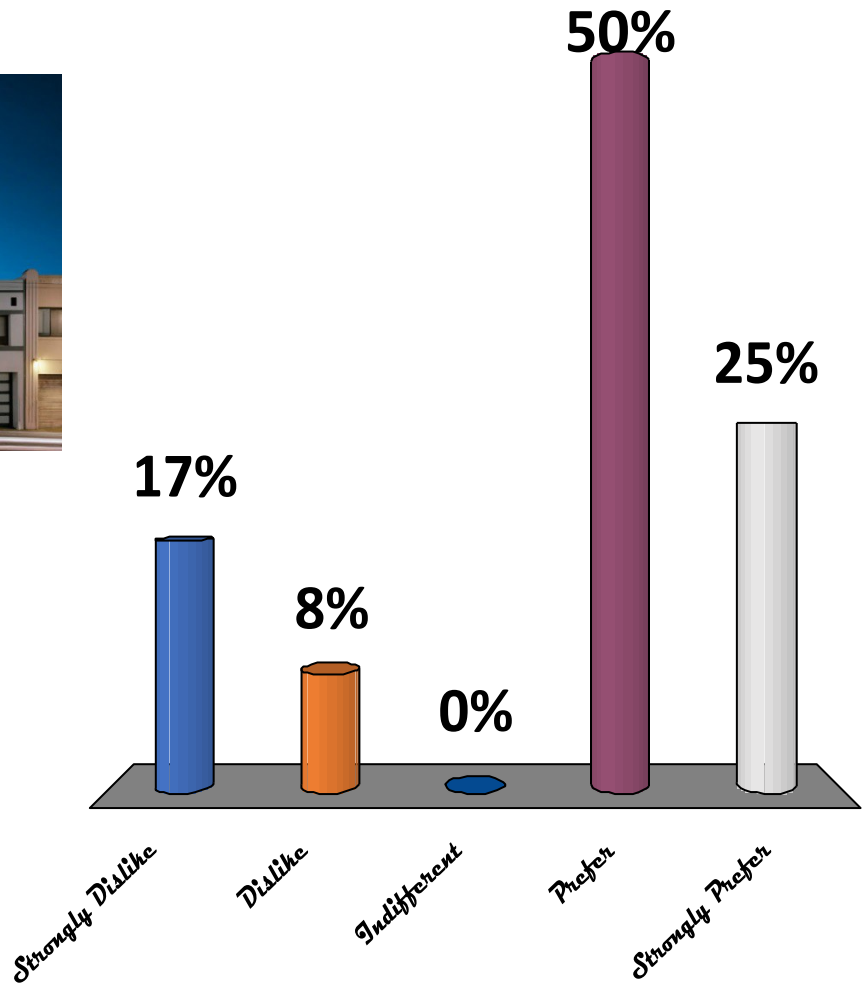


Architectural Styles| Mixed Styles



1 STRONGLY DISLIKE ← 2 ← 3 INDIFFERENT → 4 → 5 STRONGLY PREFER

Mean = 3.58

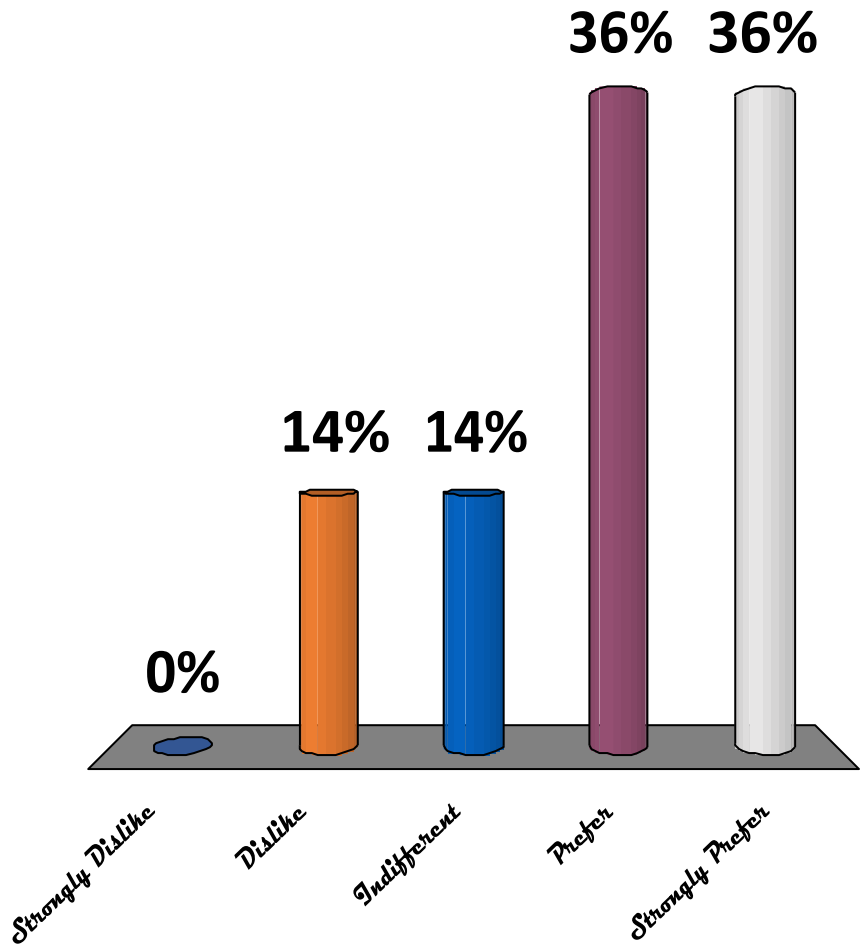


Business Signage

Business Sign Styles | Hanging Signs

1 STRONGLY DISLIKE ← 2 → 3 INDIFFERENT → 4 → 5 STRONGLY PREFER

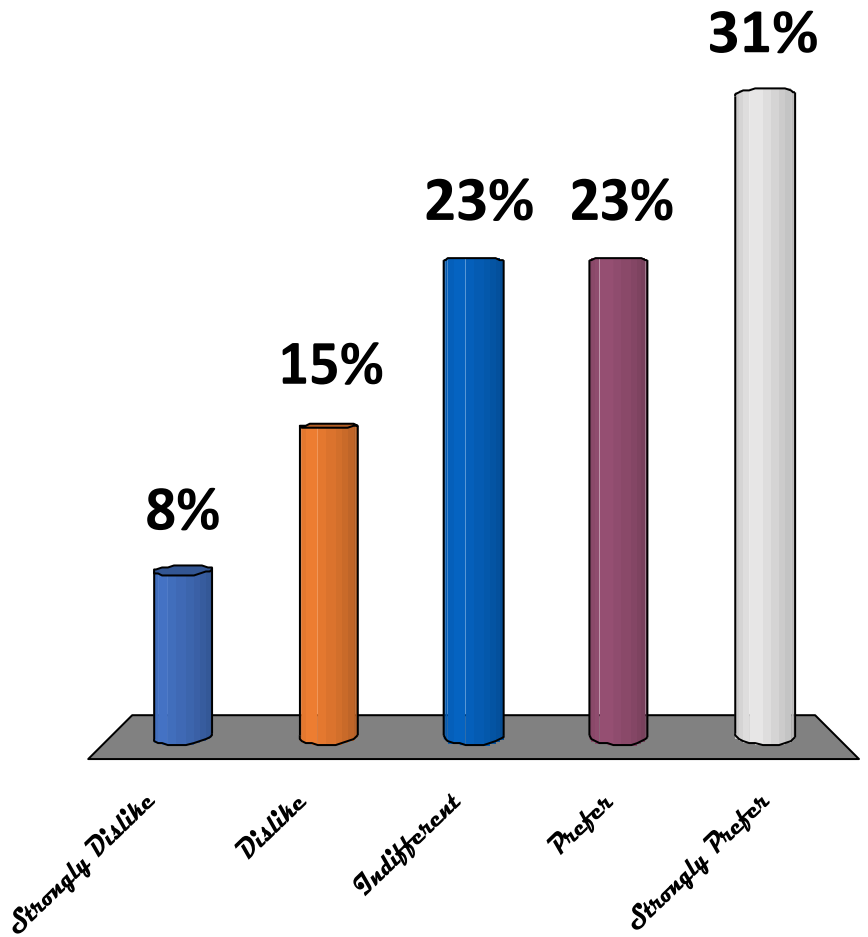
Mean = 3.93



Business Sign Styles | Hanging Under Canopy

Mean = 3.54

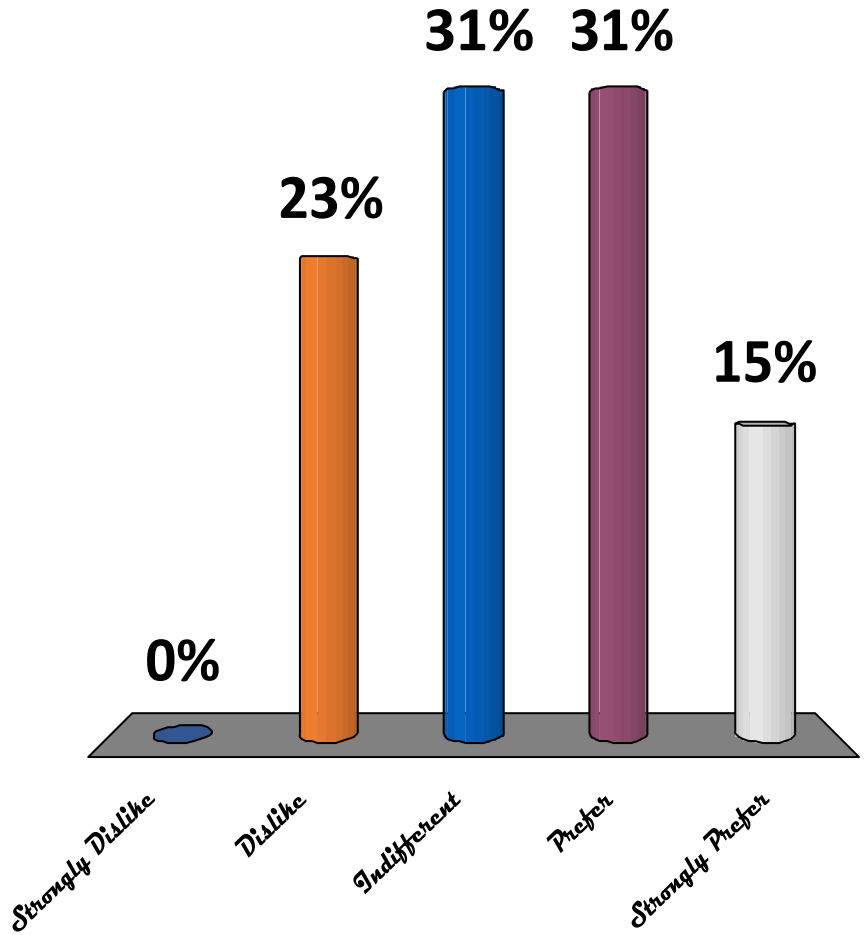
1 STRONGLY DISLIKE ← 2 — 3 INDIFFERENT — 4 → 5 STRONGLY PREFER



Business Sign Styles |Wall Signs

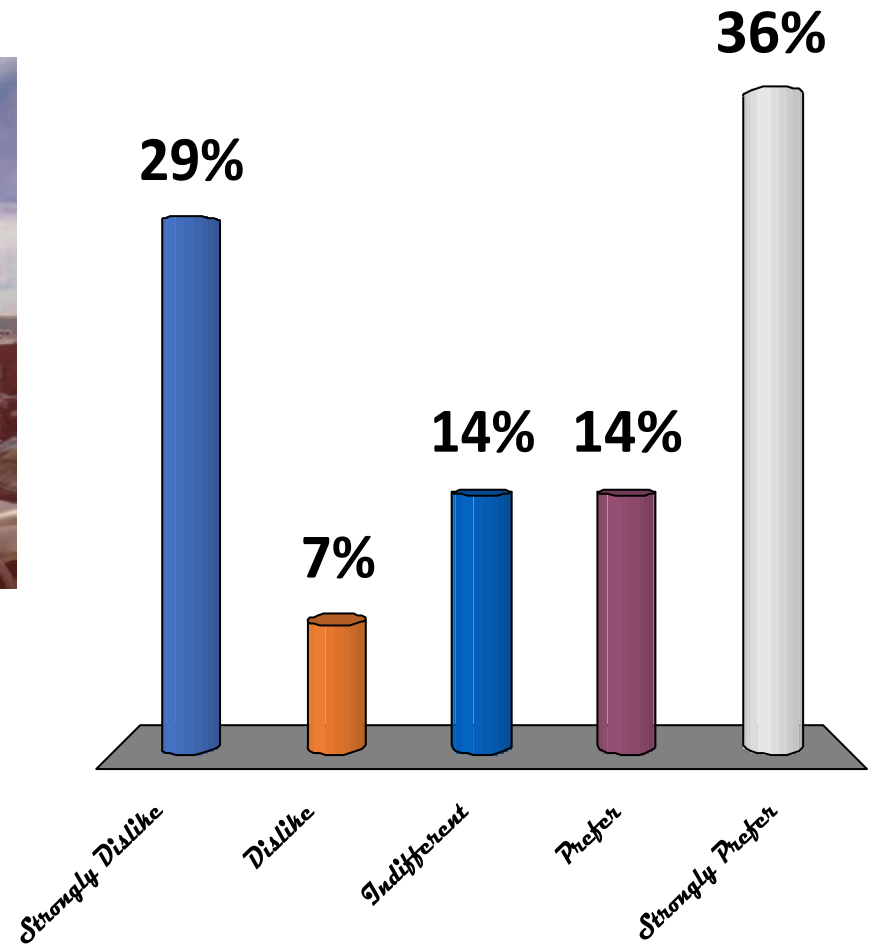
Mean = 3.38

1 STRONGLY DISLIKE ← 2 — 3 INDIFFERENT — 4 → 5 STRONGLY PREFER



Business Sign Styles |Window Signs

Mean = 3.21



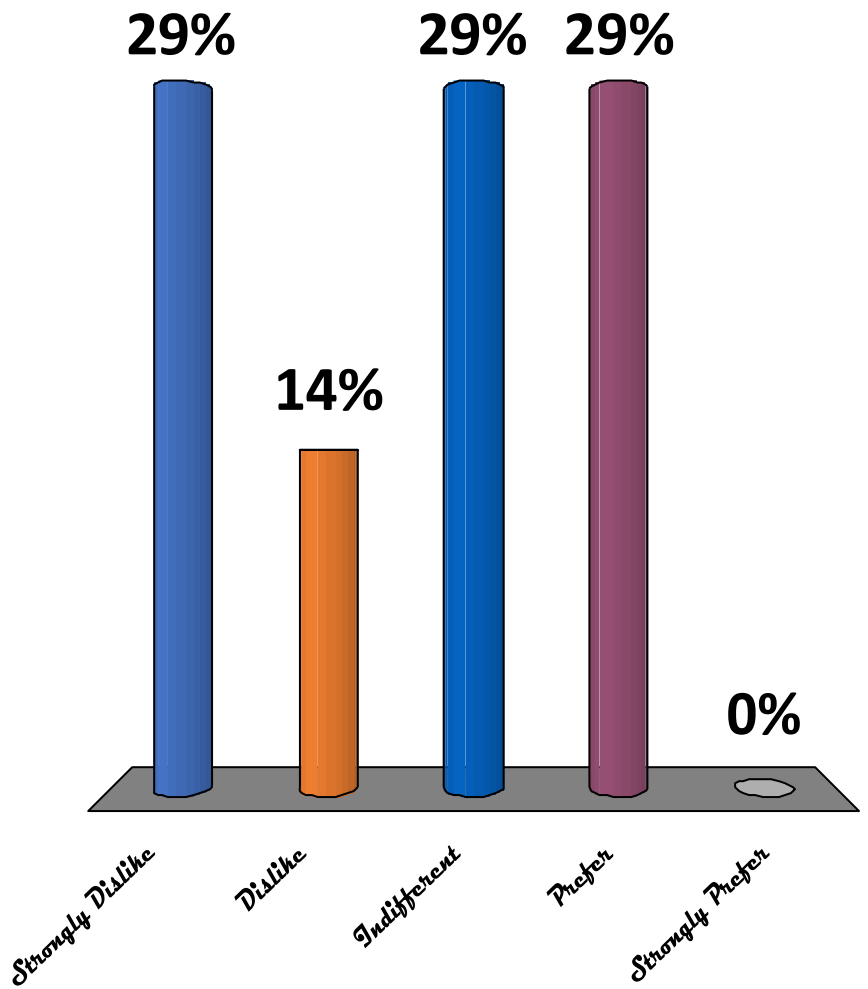
1 STRONGLY DISLIKE ← 2 ← 3 INDIFFERENT → 4 → 5 STRONGLY PREFER

Business Sign Styles | Awning/Canopy Signs

Prefer

1 STRONGLY DISLIKE ← 2 ← 3 INDIFFERENT → 4 → 5 STRONGLY PREFER

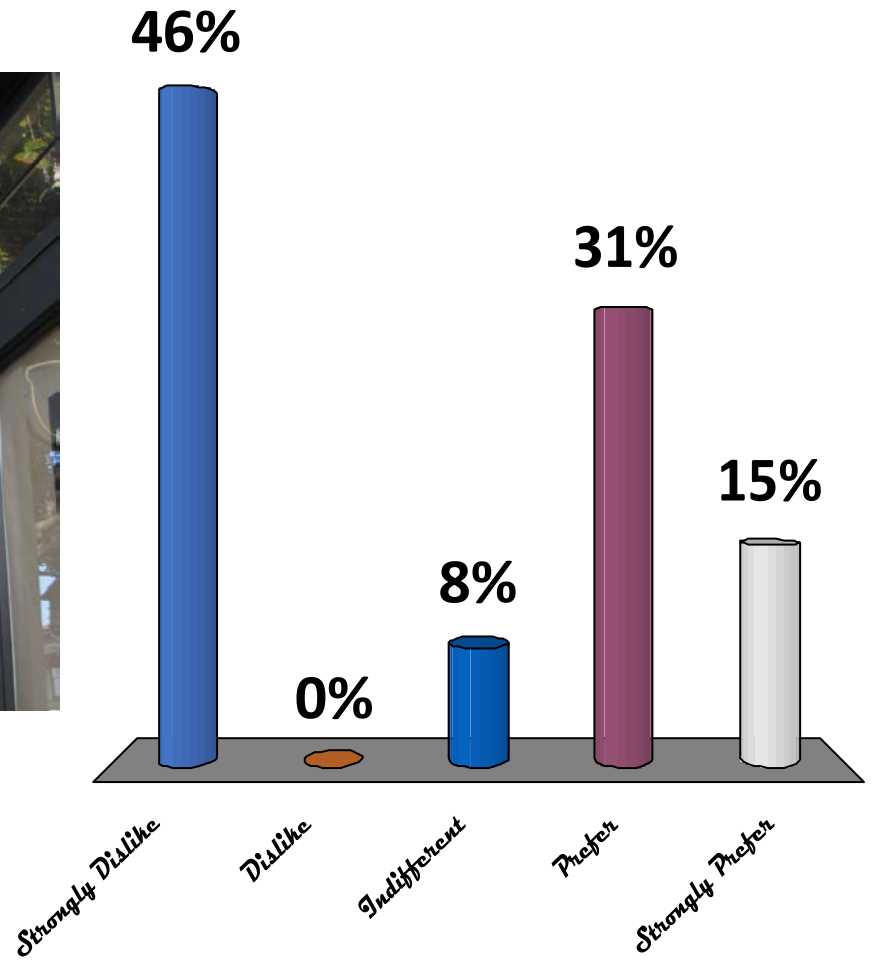
Mean = 2.57



Business Sign Styles | Figurative Signs

Mean = 2.69

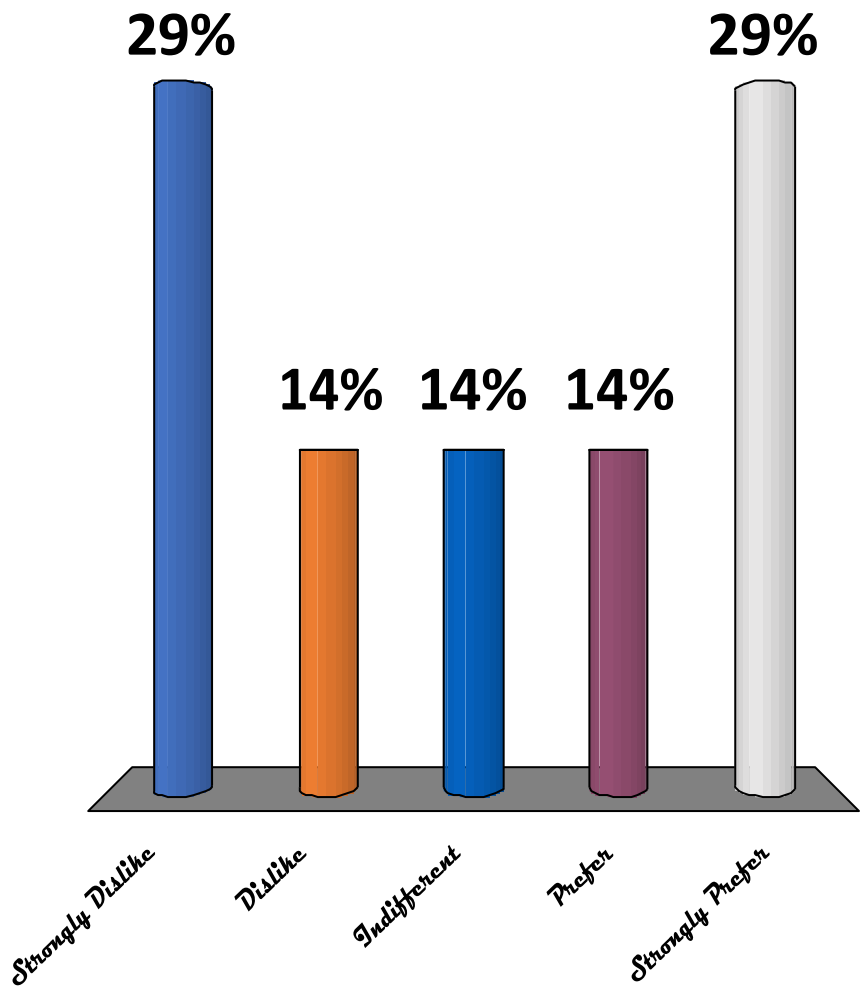
1 STRONGLY DISLIKE ← 2 ← 3 INDIFFERENT → 4 → 5 STRONGLY PREFER



Business Sign Styles | A-Frame Sidewalk Signs (*Temporary*)

1 STRONGLY DISLIKE ← 2 — 3 INDIFFERENT — 4 → 5 STRONGLY PREFER

Mean = 3.00



Business Sign Styles |Wooden Post Signs (*Temporary*)

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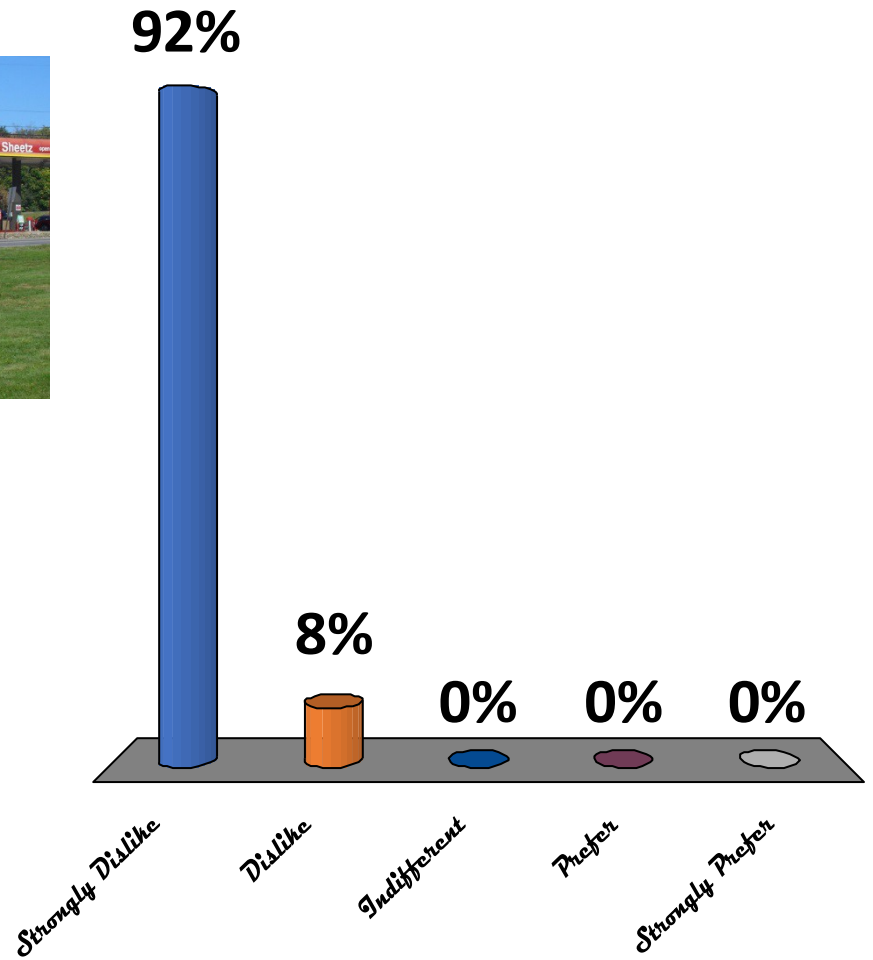
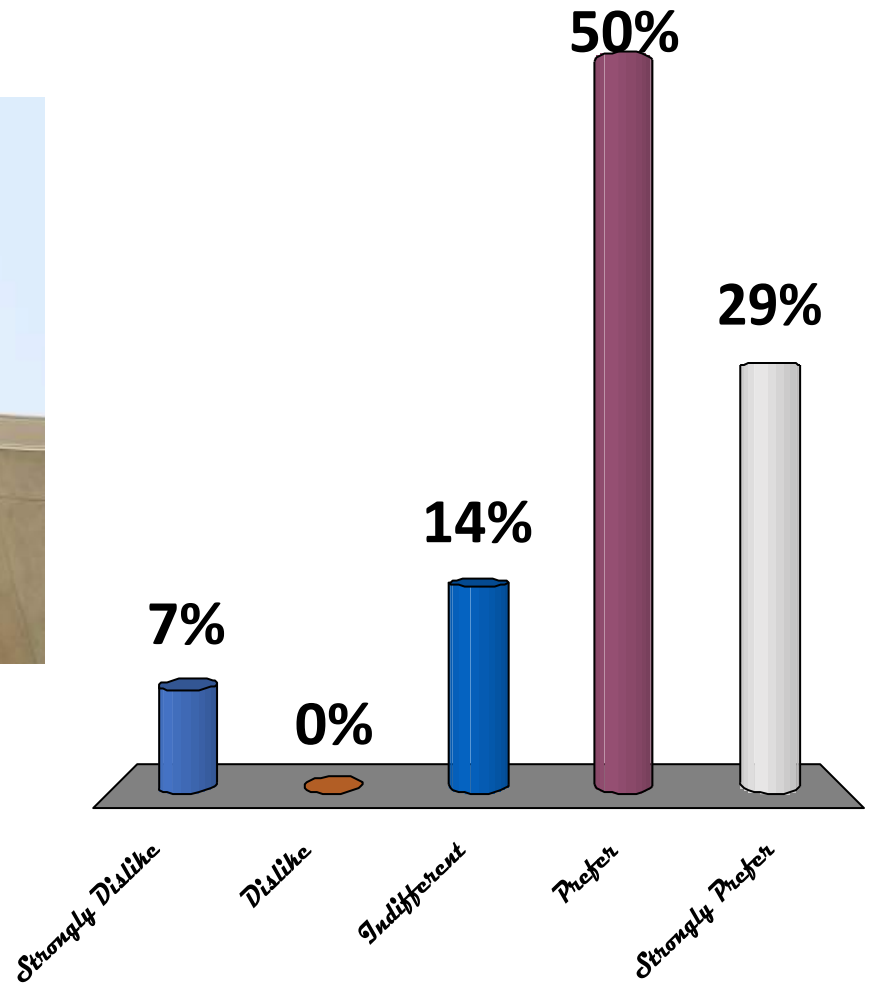
Mean = 1.08



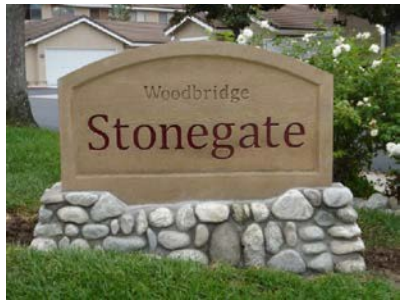
Business Sign Styles | Painted Murals

1 STRONGLY DISLIKE ← 2 ← 3 INDIFFERENT → 4 → 5 STRONGLY PREFER

Mean = 3.93

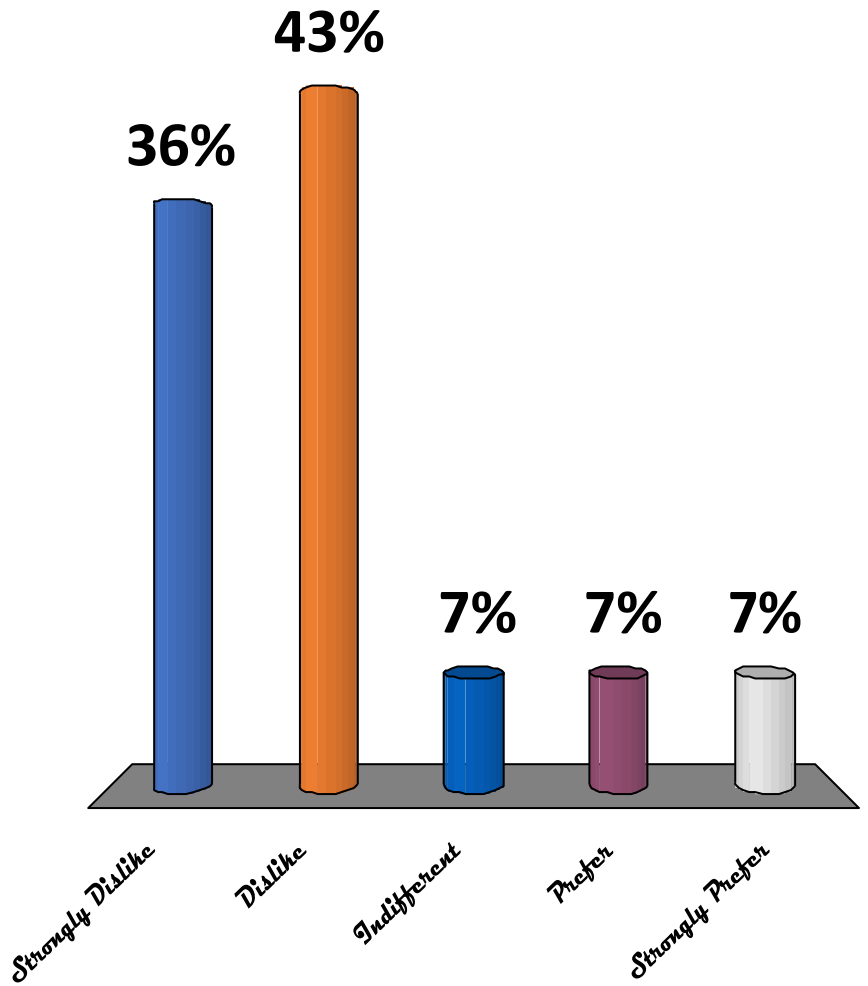


Business Sign Styles | Monument Signs



1 STRONGLY DISLIKE ← 2 ← 3 INDIFFERENT → 4 → 5 STRONGLY PREFER

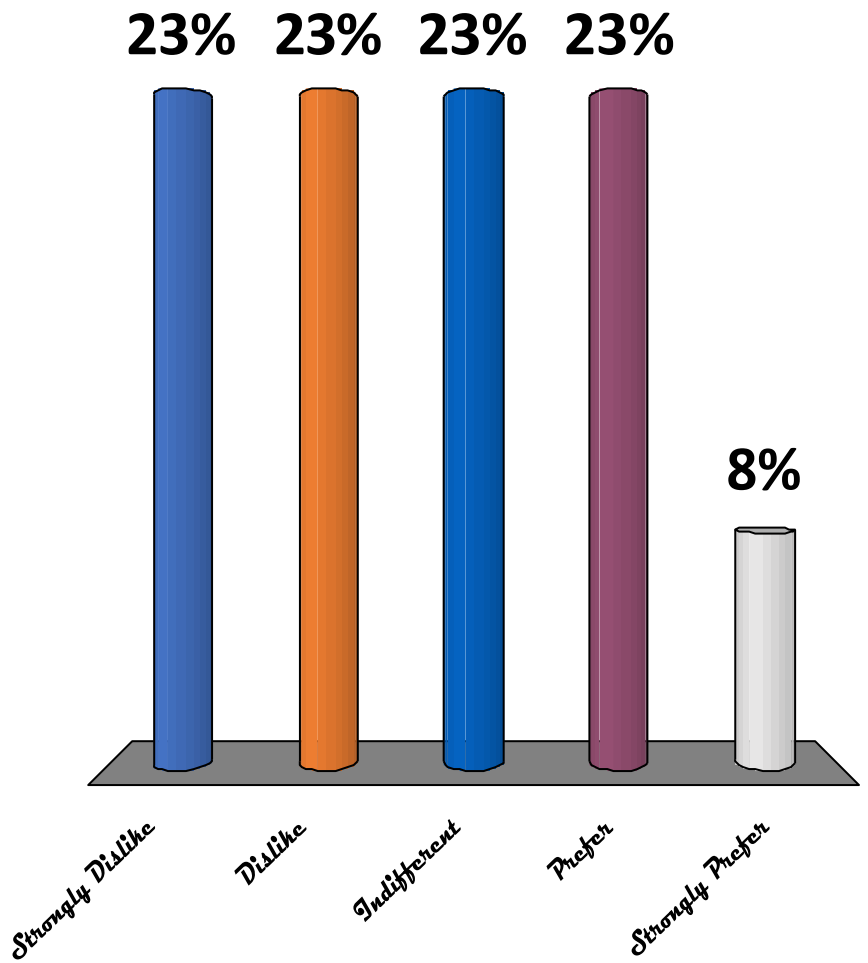
Mean = 2.07



Business Sign Styles | Cabinet Sign

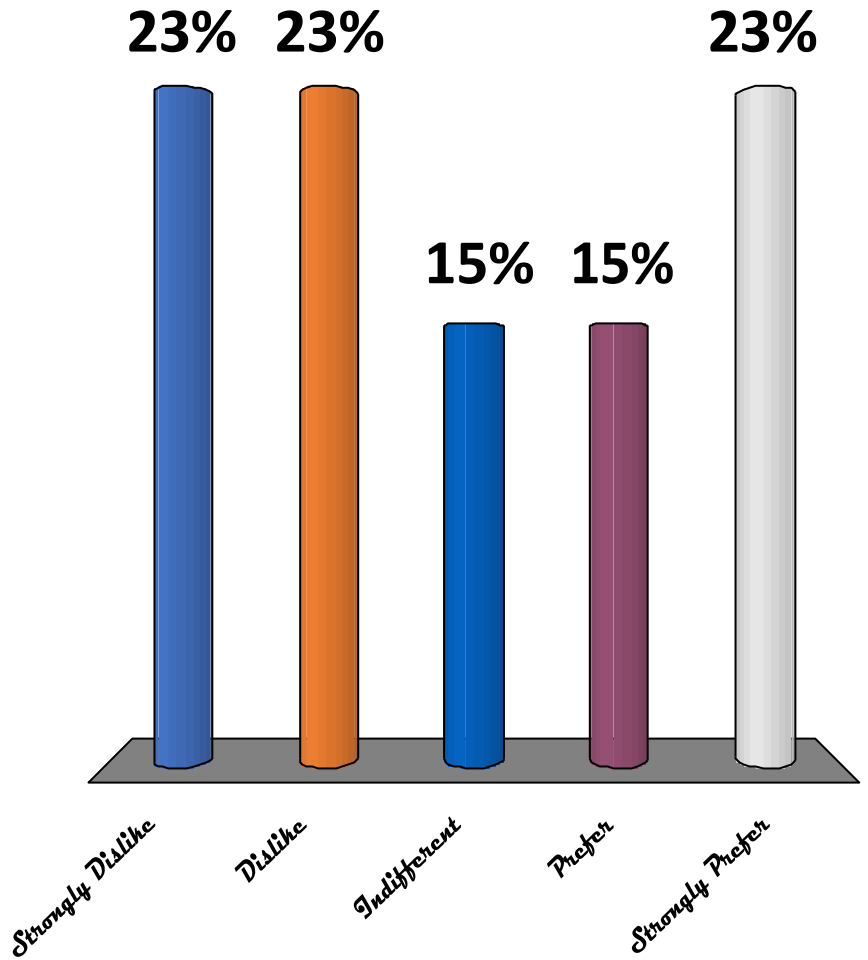
1 STRONGLY DISLIKE ← 2 ← 3 INDIFFERENT → 4 → 5 STRONGLY PREFER

Mean = 2.69



Business Sign Styles | Lit Box Sign

Mean = 2.92

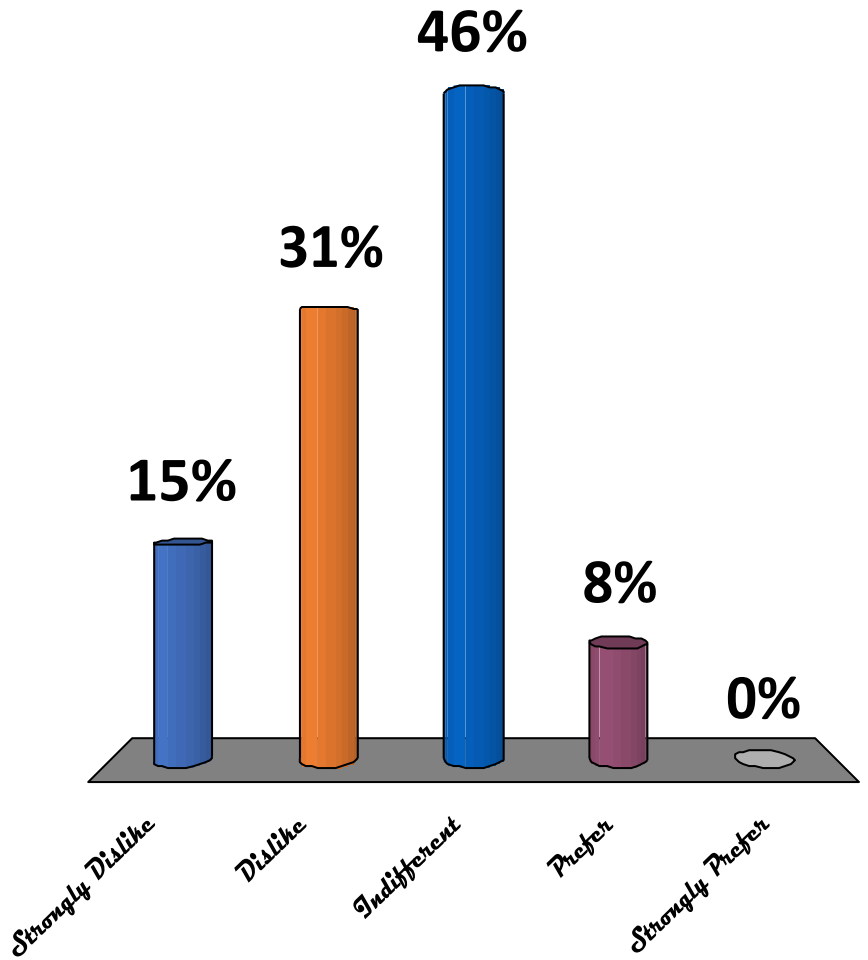


1 STRONGLY DISLIKE ← 2 ← 3 INDIFFERENT → 4 → 5 STRONGLY PREFER

Business Sign Styles | Projected Lighting

Mean = 2.46

1 STRONGLY DISLIKE ← 2 — 3 INDIFFERENT — 4 → 5 STRONGLY PREFER



Business Sign Styles | Neon

1 STRONGLY DISLIKE ← 2 ← 3 INDIFFERENT → 4 → 5 STRONGLY PREFER

Mean = 2.71