

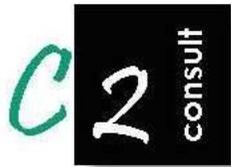


PARKING MANAGEMENT PLAN

FOR THE PORT SAN LUIS HARBOR DISTRICT

DRAFT: MARCH 2013

FINAL: MAY 2013



OFFICES LOCATED AT:

3763 SOUTH HIGUERA ST., SUITE 102
SAN LUIS OBISPO, CA. 93401

7451 N. REMINGTON AVE. SUITE 100
FRESNO, CA. 93711

1950 W. LITTLETON BLVD. SUITE 101
LITTLETON, CO 80120

PHONE: 720.502.7236





PARKING MANAGEMENT PLAN FOR THE PORT SAN LUIS HARBOR DISTRICT

San Luis Harbor District Commission

Drew Brandy - President

Jim Blecha - Vice-President

Dave Kirk - Secretary

Brian Kreowski - Commissioner

Bill Barrow - Commissioner

Steve McGrath, Harbor Manager

C2 Consult

Charles Clouse, AICP, PTP, Principal

San Luis Obispo Council of Governments

Ronald L. De Carli, Executive Director

Jessica Berry, Regional Transportation Planner

County of San Luis Obispo

Ryan Chapman, Traffic Engineer



TABLE OF CONTENTS

	<u>Page</u>
Introduction	1
Setting	3
History	4
Planning and Regulatory Context	7
Existing Conditions	15
Parking Management Recommendations	29
Financing Plan	47
Implementation	54
Closing	57

P:\PROJECTS\1282 Port San Luis\Work Product\Parking Management Plan - FINAL.docx



PARKING MANAGEMENT PLAN FOR THE PORT SAN LUIS HARBOR DISTRICT

INTRODUCTION

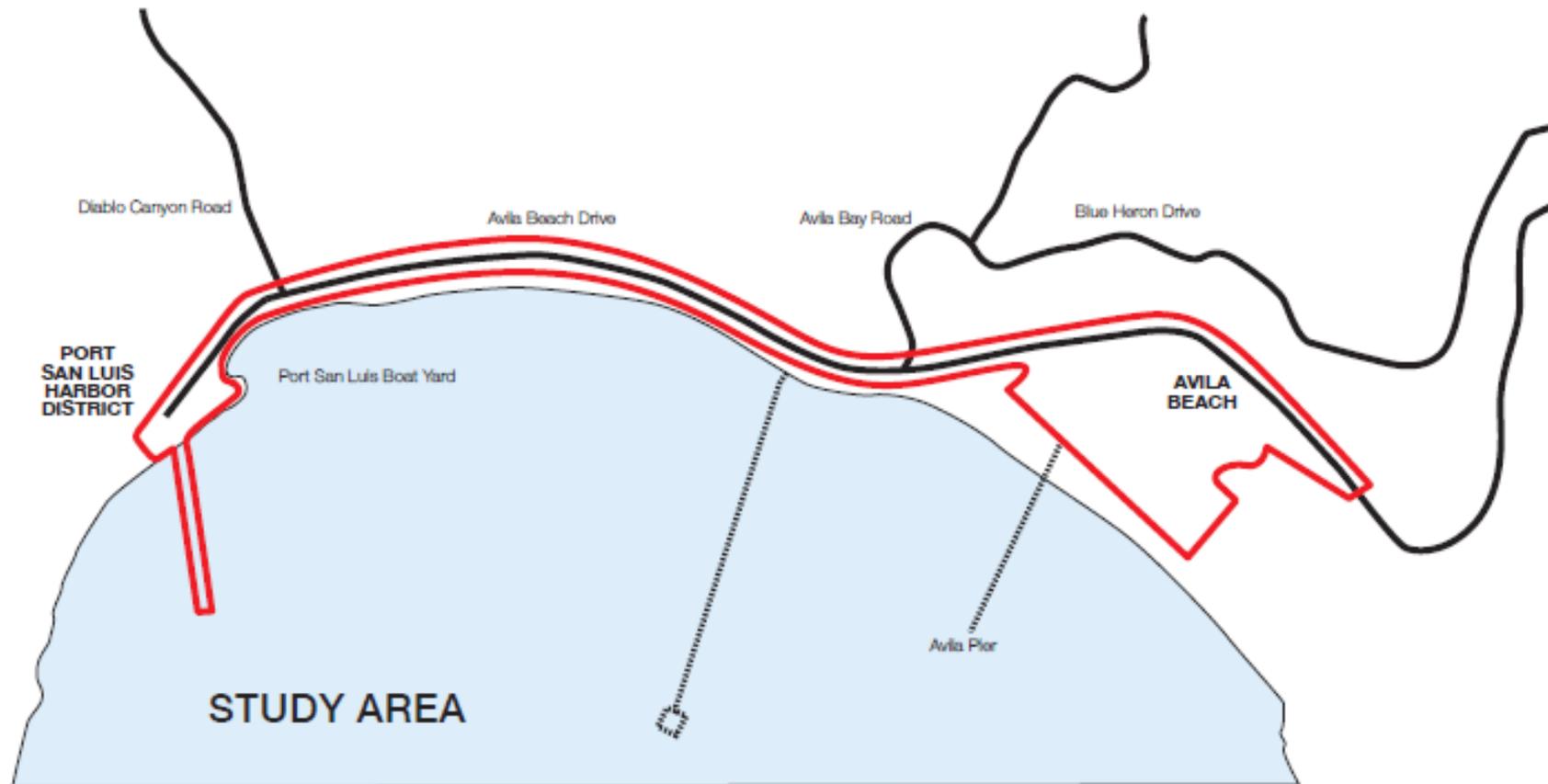
A Parking Management Plan for the Port San Luis was commissioned by the Port San Luis Harbor District and includes the Harbor/Pier area along with Avila Beach Drive between the Harbor and San Luis Street as well as the Town of Avila. The study will provide a framework strategy for the District that responds to the following goals:

- i. *Provide adequate, convenient and available parking for fishermen, customers, employees, beachgoers and visitors at the harbor.*
- ii. *Provide adequate, convenient and available parking for customers, employees, beachgoers and visitors in Avila Beach.*
- iii. *Address potential spillover parking into adjacent residential neighborhoods.*
- iv. *Plan for increased use of transit and other alternative means of transportation.*



The Harbor District's expressed purpose of the Parking Management Plan is to:

- *Determine whether there is a current or projected shortage of parking, and if so, to what extent;*
- *Formulate alternatives for addressing parking needs, supply and demand utilization strategies;*
- *Educate the community on the cost of parking;*
- *Establish short and long term strategies for parking management: and*
- *Develop a parking management plan for efficiently and effectively utilizing parking resources in a small coastal community where land values are at a premium.*





SETTING

The Avila Valley area is an unincorporated coastal area just north of the City of Pismo Beach and west of U.S. 101. Avila Beach is a small, unincorporated community located in the south-central coastal portion of San Luis Obispo County. On San Luis Obispo Bay, the town of Avila Beach backs up against the Irish Hills, which are part of the California Coast Range. Port San Luis is a working port providing facilities and services to coastal residents and visitors.

The study area is a popular tourist/recreational area with beach, harbor, hot springs, golf, and other recreational attractions. The Diablo Canyon Nuclear Power Plant is also located adjacent to the study area. The Valley area has recently experienced growth in residential and related commercial uses, and further limited growth is anticipated over the next ten years.

Avila Beach is about nine miles south of the City of San Luis Obispo. From U.S. 101, the major north/south highway traversing this portion of California, Avila Beach is accessed from either Avila Beach Drive or San Luis Bay Drive. Figure 1 shows the regional location of Avila Beach. The approach to Avila Beach is through the Avila Valley, where major housing tracts, a local school and two mineral springs resorts are located. West of Avila Beach along Avila Beach Drive is Port San Luis, operated by the local Harbor District. Avila Beach Drive also serves PG&E's Diablo Canyon Nuclear Power Plant.

The town of Avila Beach is less than a half-mile square, bordered by Avila Beach Drive, which forms the northern and western edges of the town, the Pacific Ocean to the south, and the former site of the Unocal Tank Farm to the east. San Luis Obispo Creek, which parallels Avila Beach Drive, creates a natural division between the town and the Avila Beach Golf Course and the San Luis Bay Inn to the west and north. The former Unocal Tank Farm site was home to tank storage units for over 90 years. The tanks were removed in 1998.



Front Street, which parallels the beach, is the main commercial street



in Avila Beach. It offers locals and tourists alike beach-supporting retail, such as food service, rental equipment, grocery store and bars. Local landmarks in Avila Beach are the historic commercial storefronts on Front Street, the Avila Beach Pier and the San Luis Yacht Club. The town has an old-fashioned beach town feel, attracting large numbers of tourists on summer weekends.

HISTORY

A history of California cannot be written without including the Avila area, which begins with the Spaniards and Portuguese who used the natural harbor many centuries ago. It is rumored that Juan Cabrillo came into the harbor for fresh water and to rest after a rough passage around Point Conception. Richard Henry Dana also used the natural headlands to anchor up out of the wind, resupply and trade with the local Chumash Indians.



Port San Luis started with the Harford Pier which was originally proposed in 1868 by local entrepreneur, John Harford. Harford was probably not the first to notice the advantages of locating a pier in the west end of San Luis Bay. The two pre-existing piers at Mallagh Landing (Pirates' Cove) and Peoples' Wharf (Avila Pier) were very hazardous in rough weather, and could not match the attractiveness of the west bay with its sheltered cove and deeper water. Late in 1871, Mr. Harford proceeded with his construction plans, and in 1873, the wharf was completed to a length of 540 feet where waters averaged 15 feet in depth. To service the pier, Mr. Harford constructed and operated a 30-inch narrow gauge railroad, which ultimately became a part of the Pacific Coast Railroad Company, extending from San Luis Obispo to Los Olivos with a major portion of

its freight and passengers passing through Harford Pier (the last remnant of this railroad, an old trestle that crossed San Luis Obispo Creek, was removed in 1982). Using horses, he offloaded schooners and sold the goods in San Luis Obispo



and northern Santa Barbara County. Ships carrying supplies, mail and passengers lay alongside the Harford Pier. In 1876 the Marre Hotel was built at Port San Luis where passengers would rest up while waiting for passage on the next ship. That same year Harford extended the wharf to 1,500 feet (its present configuration) where the average depth was 17 feet at low tide. Harford eventually sold his enterprise to Charles Goodall for \$30,000, including the land west of San Luis Creek all the way to the Port.

In the 1880's a narrow gauge railroad was built and carried both passengers and cargo to and from the Pier. Between 1893 and 1913 the federal breakwater, funded by congressional action, was built to provide a safe anchorage at the wharf. Cattle and agriculture goods were exported to the big cities, lumber and dry goods were imported to the area. The narrow gauge railroad ran out onto the wharf to carry cargo back and forth to market. Through its early years, Port Harford was an essential link in the County's exports of dairy products, grain, cattle, hogs, and other farm and mineral products.

Smugglers also used the Port for illegal nighttime movement of liquor. The smugglers proved difficult to catch, as the local community supported their activities and protected them from the authorities. The Depression brought hard times to the local commerce and the Port fell into disrepair, including Harford Pier. The railroad and pier was sold to the Elton Tognazzini in 1942 for \$17,265.

At the turn of the century, oil was discovered in San Luis Obispo and northern Santa Barbara Counties. Standard Oil Company erected several oil storage tanks on a hillside just north of the pier, now known as the "Harbor Terrace" site. In 1914, the Railway Company constructed the pipeline wharf that intersected this waterfront area. The pier was purchased by the Union Oil Company (later Unocal) in 1940, but the tidelands under the pier were still owned by the Harbor District and leased to the oil company. The old wood pier was destroyed in a heavy storm in 1983 and was reconstructed as the steel pier seen today. In 2001, Unocal gifted to California Polytechnic University, San Luis Obispo the pier for use as a Marine Research and Education Facility.



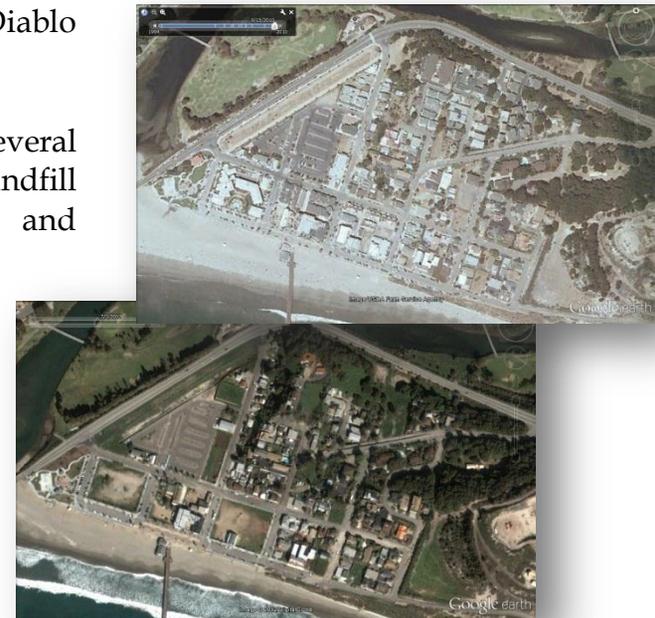
The Harbor District was created in Port San Luis in 1954 as a result of a vote



by the by citizens of southern San Luis Obispo County. This would create a commission that could manage the cleanup of the harbor facilities and create new commerce in South County. In 1955 another opportunity to improve the port area occurred when the State Legislature granted the Harbor District the area's tidelands in trust. The Harford Pier and other nearby property were sold to the Harbor District in the late 1950's for \$500,000. The Harbor Commission has since worked to repair the harbor facilities, encourage economic growth, and improve the environmental resources of the area; all while maintaining a balance to serve the boating and general public.

In 1964 the Harbor District acquired the right-of-way of Harford Drive. In 1986, the road and bridge were improved to a 24-40'-wide section with shoulders and curbs through a cooperative County, State, and Federal improvement project in conjunction with the construction of the Pacific Gas and Electric Company (PG&E) nuclear power plant at Diablo Canyon. At this time the County of San Luis Obispo assumed management of the road and its maintenance. The Marre Land and Cattle Company also contributed a right-of-way for the road, and PG&E provided some funding for the bridge. A concrete barge landing, gatehouse, and access road were constructed by PG&E to serve the power plant. These facilities (including a small portion of Diablo Canyon Road) are all located on Harbor District property.

Since its inception, the Port San Luis Harbor District has acquired several properties adjacent to the harbor, as well as developed an 8-acre landfill abutting the pier. In 1965, the Harbor District acquired the pier, and rehabilitated it over the next several years. The Leucadia Corporation and Pacific Gas and Electric Company own additional properties in the vicinity of the harbor which, for the most part, are extremely steep and generally used for agriculture purposes. The harbor is also adjacent to the entrance gate to the Pacific Gas and Electric Diablo Canyon Nuclear Power Plant, which is located northwest of the Port.





PLANNING AND REGULATORY CONTEXT

Regional Transportation Plan

The San Luis Obispo Council of Governments (SLOCOG) funded this parking study to allow more parking access and create a revenue source to assist with enforcement of parking and fund a multi-modal approach to the existing parking problems within the community. As such SLOCOG seeks to see a more balanced approach to beach access with an equal emphasis on transit, bicycling and walking as strategies to reduce parking impacts. This approach is supported by the following SLOCOG's Regional Transportation Plan policies;

***Harbors 1:** Protect, maintain and improve safe multimodal access to Port San Luis Harbor*

***Harbors 2:** Support efforts to secure funding for breakwater and pier rehabilitation and maintenance and other access improvements in Port San Luis*

***Public Transportation 1:** Provide regional fixed-route transit services connecting major and minor population centers; maintain appropriate local community transit services*

***Non-motorized 2:** Promote livable community cores and a well-connected bike and pedestrian system that promote walking and bicycling*

***Non-motorized 6:** Encourage development of boardwalks, Class 1 and 2 bikeways and recreational trails that travel through and connect to scenic areas or other recreation destinations in both the Coastal Trail and Anza Trail Corridors*

District Master Plan

The Harbor District created the Port San Luis Harbor District Port Master Plan to continue the long-standing tradition of stewardship for the use and development of the land and water under its control. The area covered by the Master Plan is governed by the State Tidelands Grant (Chapters 647 of Statutes of 1955 and as amended by Chapter 302 of Statutes of 1957, see Appendix I) and the California Coastal Act of 1976. Chapter 3 of the Master Plan is incorporated into the San Luis Obispo County's Local Coastal Program (LCP) for the San Luis Bay Planning Area as the governing policies for land and water uses at Port San Luis. The projected period for this Plan is ten years. It was necessary to complete a



comprehensive update to the 1984 Port Master Plan (revised 2004 and then again in 2007 to reflect the adoption of amendments to the Local Coastal Plan) to provide relevant information about current issues involving the use and development at the Port. The issues that required evaluation included the District's financial security, the weakening commercial fishing industry, and development interest in the Harbor Terrace site. The District needed to evaluate resource allocation and consider alternative strategies for the future of Port facilities. This revised Master Plan supports District goals, promotes new development with sensitivity to natural resources and the setting of the Port, and creates a waterfront environment enjoyable to all. This Master Plan was based on extensive public outreach, resulting in a policy framework that is supported by the boating and fishing public, adjoining communities and property owners, as well as local, state, and federal regulatory agencies.

The land and tideland properties at San Luis Obispo Bay that are owned and managed by the Harbor District includes the area bounded by Point San Luis on the west, the Irish Hills to the north, Sunset Palisades on the east, and the southerly ocean area three miles seaward. The Study Area encompasses roughly 2,500 acres of water and 125 acres of land, and is divided into seven planning sub-areas: Open Water, Harford Pier, Harford Landing, Beach and Bluffs, Harbor Terrace, Light station, and Avila Beach.

The Harbor District is mandated by the State of California via the Tidelands Grant to guarantee for public use a public harbor which meets the needs of the people of the State, as well as recreational and visitor-serving uses within the District lands. The California Coastal Act of 1976 also requires that the District accommodate specific priority uses in its administration of the waterfront areas under its jurisdiction. Policies and programs that fulfill the administrative mandates of the State are encompassed in this Master Plan, and established in the San Luis Obispo County LCP for the San Luis Bay Planning Area.

Master Plan Process

The master planning process was initiated with the Harbor Commission's enumeration of goals for the use and development of Harbor District properties. The overall Goal for the Port is: "A Harbor with protected, maintained, and enhanced resources that balances the environmental, social, and economic needs of the various user groups." (District-wide Goal, Chapter 3) Each of the seven planning sub-areas has a specific goal and individual issues also have goals.



After evaluating the wide variety of issues impacting the future of the Port (see summary of Planning Challenges below and Chapter 1) including existing uses, changing market conditions, public obligations, and community desires, policies were developed to guide future Harbor Commissions. Further, to assist with implementing policies in the future that would meet the achieve Harbor District Master Plan Goals, plant and other physical improvements and operational programs were drafted.

County Area Plan

Areas within the jurisdiction of this Master Plan are also located within the San Luis Bay Planning Area as identified in the County of San Luis Obispo General Plan. The San Luis Bay Area Plan (Coastal) was approved in 1998 and updated in 2009. The San Luis Bay Area Plan includes area from Point Buchon and Montana de Oro on the north to the Nipomo Mesa on the south, inland as far as Highway 227 and Orcutt Road northeast of Arroyo Grande. Avila Beach urban area identified in the

Planning Area includes all land bounded by Highway 101, the City of Pismo Beach, the Irish Hills, and the Pacific Ocean. It includes the Avila Valley area, the private recreation development of the San Luis Bay Club, the Avila town site and the Port San Luis area extending along the bay front.

The San Luis Bay Area Plan outlines policies and programs that new developments within the planning area must adhere to. As mentioned above, Chapter 3 of the Master Plan is incorporated into San Luis Bay Plan as the governing policies for land and water uses at Port San Luis. This ensures that proposed projects are consistent with both the Master Plan and County policy.

Avila Circulation Study

The Avila Circulation Study, completed in 2008, was the latest in a series of evaluations of the Avila Beach and Avila Valley area. An analysis of the circulation system began in 1988 with the first comprehensive study of the existing and future traffic demand. The 2008 study evaluated the existing and future conditions of the Avila street system, the potential development of transportation system options, prepared cost estimates and identified funding sources for those options, as well as reviewed the emergency access plan for Avila Beach. That study addressed concerns over the ability of



the existing and planned roadway system to accommodate increased traffic levels in light of development proposals in the area. A series of capacity enhancements for the county roads plus several transportation management strategies were recommended, such as park and rides, public transit, bicycle and parking management.

Avila Beach Specific Plan

The Avila Beach Specific Plan was adopted in 2000 by the County of San Luis Obispo. The purpose of the plan was to create a vision for the rebuilding of Avila Beach as a result of the demolition of much of the commercial district due to the Unocal cleanup. The project area for this Specific Plan is the boundaries of the Avila Beach Community Services District. This includes the area bounded by Cave Landing Road to the east, the edges of the Avila Beach Drive right-of-way to the north and west, and the Pacific Ocean to the south. This Specific Plan includes goals, policies, and programs developed by the local community to continue the history of Avila Beach as a destination for tourists and as a home for local residents.

Development Review and Approval Process

Development projects proposed on Harbor District property must undergo regulatory review and receive approval from the following three agencies: Port San Luis Harbor District, the County of San Luis Obispo, and the California Coastal Commission. All development applications must at least obtain conceptual approval by the Harbor District before seeking coastal development permits or other approvals from these and other regulatory agencies.

Harbor District Permits

The authority given to the Port San Luis Harbor District by the State of California results in the District acting as a “land owner” of the areas under its jurisdiction. Any use of the waters, lands, and facilities under the ownership and jurisdiction of the Port San Luis Harbor District requires the consent of the Harbor District in one of four forms (Code of Ordinances):

- i. *Approval of a land use permit pursuant to the Harbor District Land Use and Development Code, which is for the purpose of evaluating the appropriateness of the proposed use and the type of permit required, if any* (Special Use, Administrative, Use Permit, and exemptions);*



- ii. *The approval of a lease, license, or operating agreement by the Board of Commissioners granting either a limited or long-term right to occupy and use District property and establishing a business relationship between the applicant and the District with the applicant as concessionaire;*
- iii. *Issuance of a building or other construction permit pursuant to the Harbor District Code of Ordinances (Construction Codes) if proposed development is located on Harford or Avila Piers; or*
- iv. *Issuance of a mooring permit pursuant to the Harbor District Code of Ordinances.*

All new uses proposed for approval by the District, as well as physical changes to an existing use must be deemed consistent with this Master Plan prior to receiving approval from the Harbor Commission. Consistency may be determined by the Harbor Manager for minor modifications or for uses that are alterations or extensions of existing uses allowed within the language of the Master Plan. A consistency determination must be made by the Harbor Commission for all new uses, activities, or changes that require more than 250 square feet of alteration to the existing physical structure, as this is considered a major modification. If the use is identified as being inconsistent with the Master Plan, the Harbor Commission must amend the Master Plan, or the use will be denied.



San Luis Obispo County and Coastal Commission Permits

In addition to the approvals required from the Harbor District outlined above, the California Coastal Act of 1976 requires that specific types of development within the Harbor District jurisdiction must also obtain a coastal development permit (CDP) from either the County of San Luis Obispo or the California Coastal Commission. The Coastal Commission and County have responsibility over separate areas of the Port's property (See Jurisdictional Boundary Map, Appendix C). Generally, the County of San Luis Obispo issues coastal development permits for projects proposed in areas inland of the mean high tide line including Harbor Terrace, the Bluffs, and Harford Landing. The Development Standards in the County LCP and Coastal Zone Land Use Ordinance govern development in these areas. Harbor District permits for developments in land areas are advisory and must also have County approval. The Coastal Commission issues coastal development permits for developments proposed in areas seaward of the mean high tide line including the beaches and piers.* Virtually any project or use on Port property inland or seaward of the



mean high tide line is appealable to the Coastal Commission. It is the expressed intent of the Harbor District to ensure consistency between its regulations and those of the County of San Luis Obispo and the Coastal Commission. Where conflicts exist between policies, the State or County Program shall prevail for uses within their respective jurisdictions.

Summary of Permit Approval Requirements

Harbor District

Prior to receiving approval from the Harbor Commission, all new uses as well as physical changes to an existing use:

- Must be deemed consistent with the Master Plan; and,
- Can be approved by the Harbor Manager for minor modifications allowed within the Master Plan; and,
- Must be approved by the Harbor Commission for any major modification.

County of San Luis Obispo

Any new uses or development proposed inland of the mean high tide line:

- Must obtain any District Permits required by the Harbor District Code of Ordinances; and,
- Must be authorized by a Coastal Development Permit issued by San Luis Obispo County, and, if required must obtain a business license from the County; and,
- Are subject to all applicable Development Standards, Policies and Ordinances in the County Local Coastal Program; and,
- Are appealable to the Coastal Commission.

Coastal Commission

Any development proposed seaward of the mean high tide line:

- Must obtain any District permits required by the Code of Ordinances; and,
- Must obtain a Coastal Development Permit from the Coastal Commission; and,
- Usually requires a US Army Corps of Engineers Permit.

* The County and the Coastal Commission share coastal development permitting for the beaches, depending on whether the application is inland or seaward of the mean high tide line.



Environmental Review

The California Environmental Quality Act (CEQA) allows the District to act as the Lead Agency with respect to all projects within the Port's jurisdiction. The District is also directed under CEQA to act as a responsible agency for projects undertaken by another agency but that require District action. Development proposals on property under Port jurisdiction are subject to the requirements of CEQA for environmental review, reporting, and mitigation as set forth in the Harbor District Code of Ordinances.

Harbor Master Plan

The Harbor Master Plan has several policies and programs that are relevant to parking and access within the community of Avila Beach and this Parking Management Plan. The following Supporting Programs were identified in the Master Plan:

- *Coordinate Access Improvement Efforts.* Work with the County, other agencies, lessees, and landowners to improve the safety and convenience of access routes for automobiles, pedestrians, cyclists, and others traveling to and among Port properties along Avila Beach Drive.
- *Support Alternative Transportation.* Support use of alternative transportation to Port San Luis that reduces demand on road and parking capacities.
- *Support Transportation Management Programs.* Support transportation systems management programs and related development fee ordinances adopted by the County for reduction of traffic impacts in the Avila Valley area.
- *Encourage Improved Connections.* Work with the County to extend continuous pedestrian paths and bike lanes along the County right-of-way between Avila Beach and Harford Pier.
- *Enhance Signage.* Enhance signage on Port properties to better inform visitors of destinations, recreational amenities, biological resources, trails and parking areas, and to regulate pedestrian, bicycle, and vehicle circulation.
- *Conduct Parking Study.* Conduct a parking study to resolve peak period parking challenges. The study should aim toward the preparation and implementation of a parking management plan that may consider such measures as



limiting the time that vehicles may park (regulated or managed time limits) and creating areas for different parking needs such as RVs, vehicles towing boat trailers, passenger vehicles, trucks, buses, and motorcycles.

- *Implement Parking Program.* Implement a parking program for peak season periods and special events to mitigate conflicts among Port users; measures should include but not be limited to, directing traffic to parking areas, coordination and operation of a shuttle to parking areas, and setting appropriate parking fees in selected areas.

The Master Plan also proposes improvements to the harbor parking lot, by designating parking areas for vehicles towing trailered boats, automobiles, and RVs. The Master Plan envisions that the harbor parking lot be used as a flexible parking area that responds to the fluctuating needs of the community, including fishing season demands, special events, and overflow parking and staging needs. Other functions this area may provide include: public restrooms, showers, laundry, skiff racks, trolley stop, kayak storage, and bike racks. The improvements for the parking area would include grading and paving the parking lot, filtered drainage, replacing the wood retaining wall, additional lighting, landscaping, and, if desired, utility hook-ups for RV's. The Master Plan identified the following as key design criteria for the East Parking Lot:

- *Provide pedestrian connections from the north end of the lot to the walkway leading to the Fisherman's Memorial.*
- *Consider including pull-through parking spaces for vehicles pulling boat trailers toward the boat launch.*
- *Signage to indicate the intended users of spaces in this lot.*
- *Expand the main entrance road to accommodate marked bike paths in both lanes.*

A Trolley Stop/Bus Drop-off was identified in the Master Plan as a potential amenity to improve the pedestrian experience. This Trolley Stop/Bus Drop-Off would be located near the Administration Building with benches, shade structure, and other amenities to increase visibility and comfort to visitors. As uses and demands change in Harford Landing, there may be a need to relocate the trolley stop to respond to higher-use areas, such as in East Parking Lot area. The Trolley stop was ultimately built as part of Coastal Gateway project. The Master Plan identified the following as key design criteria for Trolley Stops/Bus Drop-off:

- *Focus the design and materials around the character and environment of the Port.*
- *Create signage to display schedule and other information about events in the community.*



- *Coordinate the location of this project with the Central Pedestrian Path.*

The Light station area was also considered for improvements in the Master Plan. The non-profit Point San Luis Lighthouse Keepers are responsible for managing the restoration and operation of the Lighthouse. The Lighthouse Keepers' Historic Structures and Treatment Plan is a lengthy and detailed plan to restore the Light station Facility. A Memorandum of Agreement between the Harbor District and the Lighthouse Keepers imparts the group with funding responsibility for related improvements and activities provided in the Treatment Plan. The Master Plan proposed to create a parking/staging area at Harbor Terrace, which is consistent with the Treatment Plan.



The Master Plan did not suggest improvements to the existing Avila Beach Parking Lot, which was improved in 1999 to better serve beach visitors. However, an opportunity site has been identified along the First Street frontage which includes reserving the First Street frontage to a depth of 50 feet behind the sidewalk for accommodation of new lease space opportunities. Development at this site would follow the Design Standards in the Avila Beach Specific Plan, and would result in a loss of no more than seventeen (17) public parking spaces.



EXISTING CONDITIONS

Parking

A number of analyses were completed to assess the current conditions associated with parking in the Study Area. These tasks included an inventory of existing public parking spaces and a demand survey for peak weekend, off-peak weekend and off-peak weekday parking demand. Those two data sets were then used to assess parking utilization for the three survey days. The following sections summarize each of these tasks.



Inventory

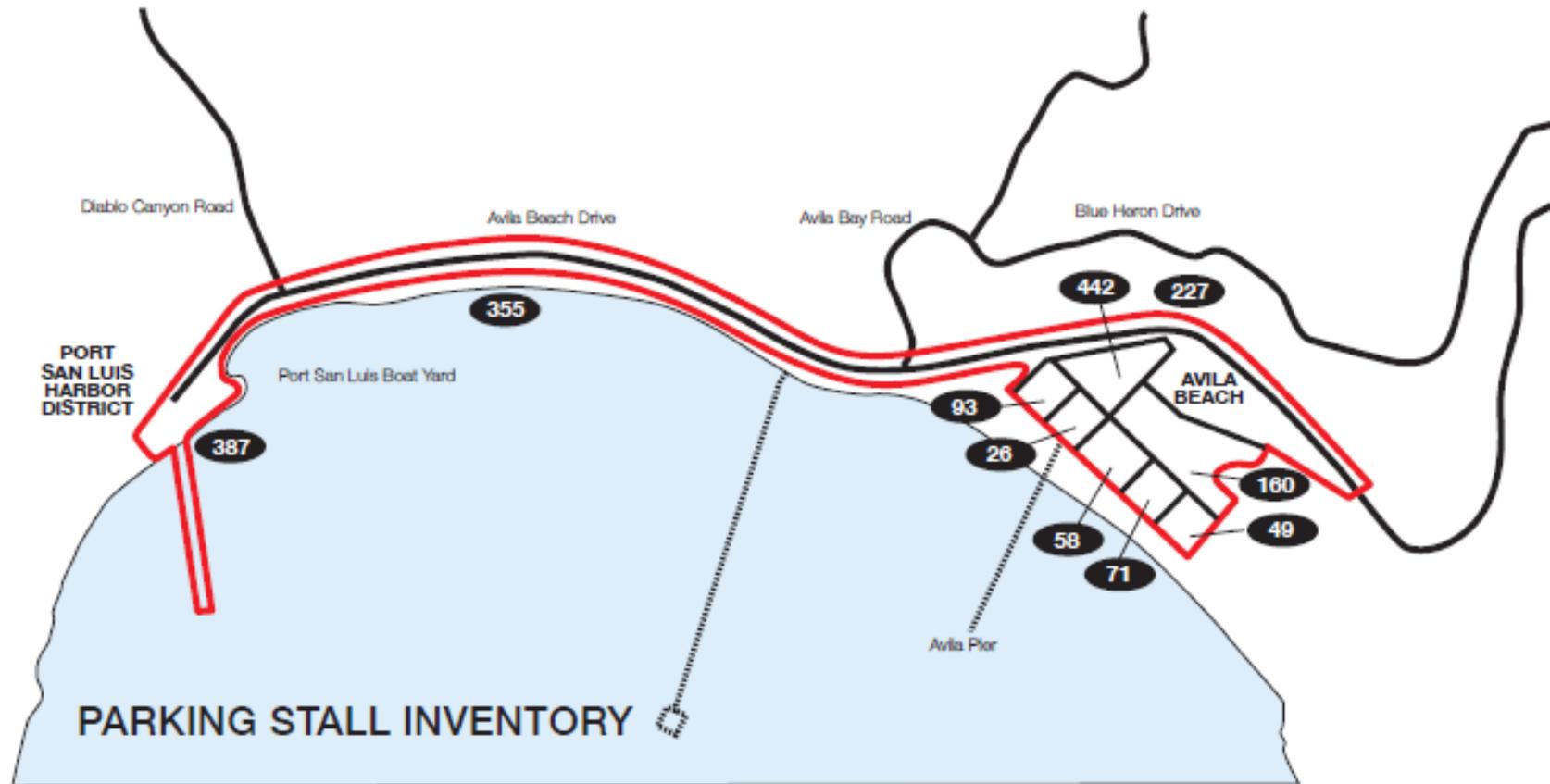
A complete parking inventory was completed in the fall of 2012. This included all on-street stalls and stalls within the two public parking lots owned and operated by the Harbor District. That inventory yielded a total of 1,771 stalls within the Study Area. Of this total 1,107 are on street stalls located along Avila Beach Drive or in the Town of Avila, while 664 stalls are located on the Harbor Pier or



within the two parking lots owned by the Harbor District.

Parking Location	Stalls	Percent
Avila Beach Dr.	582	33%
Port San Luis Lot	287	16%
Town of Avila On Street	525	30%
Town Parking Lot	377	21%
Total	1,771	100%

The table shows the profile of parking by sub-area and reveals that a third of the parking supply is located on Avila Beach Drive. Nearly 50% of the supply is either in the Town parking lot or on the street within Town. Only 16% of the parking supply is in the Port San Luis Harbor and Pier area, but as will be shown later, this area handles a disproportional volume of parking movements.





Street	Stalls	Percent
Front Street	137	26%
1st Street	104	20%
2nd Street	18	3%
San Juan St.	33	6%
San Francisco St	26	5%
San Miguel St	60	11%
San Luis St	52	10%
San Antonio St.	48	9%
San Rafael St.	47	9%
On street totals	525	100%

The on street parking within the Town was inventoried and determined that over 25% of the on street parking in Town is found on Front Street and another 20% is found on 1st Street. San Miguel and San Luis Streets provide an additional 20% of the on street parking supply. In total, those three streets provide over 65% of the on street parking found within the Town. A total of 525 on street parking stalls are located within the Town.

The inventory also provided information on the profile of parking time limits within the area. A total of 303 parking stalls within the Study Area have time restrictions placed upon them. This represents 17% of the parking stalls in the Study Area and 51% of the stalls within the Town have restrictions. The Harbor has 20 restricted stalls located on the Pier, which have 2 hour time limits. Within the Town of Avila, 246 parking stalls have 3 hour parking limits. These stalls are located on Front, San Juan, San Francisco, San Miguel and San

Luis Streets. This 3 hour restriction is part of the current management strategy for encouraging turn-over within parking stalls near the beach. San Rafael Street has 37 parking stalls designated as no-parking restrictions through the use of red curbing. It should also be noted that the parking along Avila Beach Drive is also limited to no overnight parking.

Demand

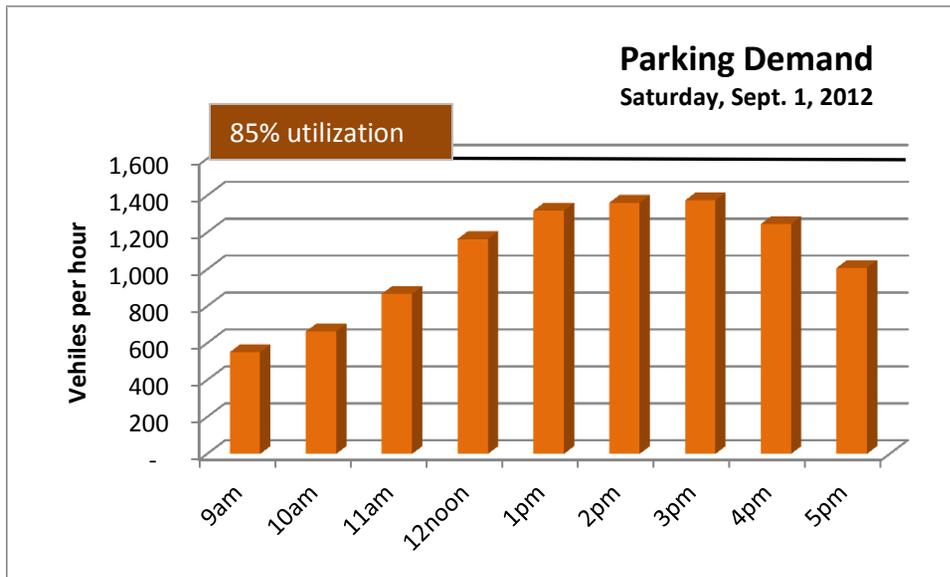
Three parking demand surveys were completed in the fall of 2012. These surveys were designed to capture real-time data on actual parking demand. The surveys were conducted on Saturday, September 1, 2012, which coincided with the Labor Day weekend. The next survey day was Saturday, October 13, 2012, which was chosen to represent a non-summer weekend. And Tuesday, October 16, 2012 was the final survey day and was used to represent a non-summer weekday. These surveys were conducted to determine the amount of parking, the time of day

Time Limits	Stalls	Limit
Harbor/Pier	20	2 hour
Town (Front, 1st, San Francisco, San Juan, San Miguel, San Luis)	246	3 hour
San Rafael	37	Red
Total Restricted	303	



and the duration for each day. The surveys were based on collecting license plate data for parked cars at the Port San Luis Harbor and within the community of Avila Beach. These surveys were conducted between the hours of 9am and 6pm, with the exception of the Harbor/Pier area, which was conducted between 6am and 6pm. The surveys were designed to provide detailed data on where, when and for how long people park. The study area was divided into 11 “zones” and each zone was surveyed separately. The data was then compiled and analyzed to assess summary, sub-area and street level detail.

Overall demand ranged from a high of 3,077 parked cars on Saturday, September 1st to a low of 1,390 parked cars on Tuesday, October 16th. Peak demand typically occurred between noon and 3pm on the weekends and from noon until 2pm on weekdays. The weekend data reflects beach visitors and tourists, while the weekday peaks reflects lunch and Harbor patrons.



Utilization

Parking utilization provides insight into the use of the parking supply. Utilization can be described by several different factors, the rate or percentage of use and the duration or length of time cars are parked. The following charts graphically depict a series of utilization rates for the survey days as well as sub-areas. An important analysis factor when assessing the utilization rate of a parking area or sub-area is the percentage of parking stalls being used at any given time. Best management practices suggest the use of 85% as a utilization threshold above which, parking supplies are projected to be limited. Below this 85% rate allows for efficient vehicle turn-over with limited driver frustration in locating an available parking space.

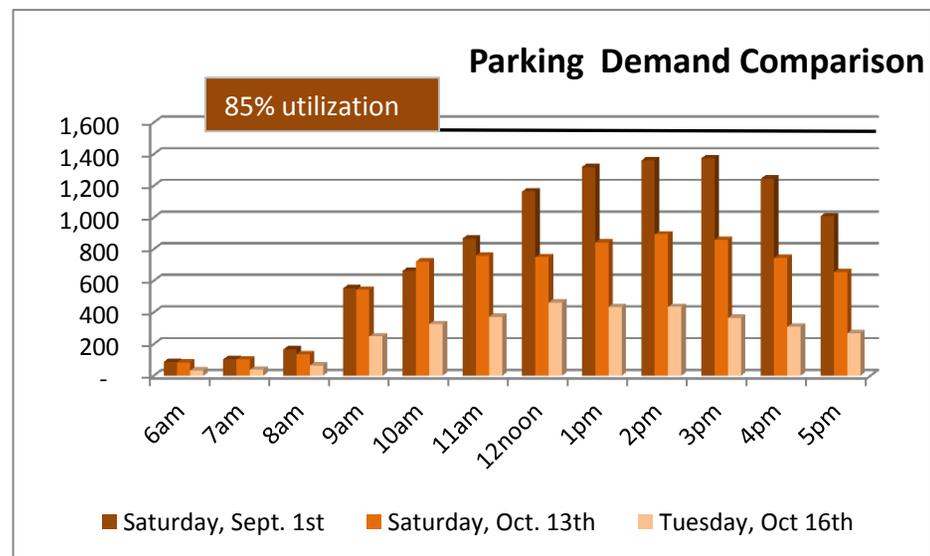
When parking demand is above the threshold rate, drivers will spend additional time searching for an empty stall.



The following two charts show the Study Area parking demand for Saturday, September 1st and a comparison of the parking demand of all three survey days. The chart to the left shows the overall parking demand by hour of the day and shows the threshold level for the 85% utilization rate. For the summer weekend of Saturday, September 1st, the peak hour of parking occurred at 3pm with nearly 1,400 vehicles parked in the Study Area. It should be noted that at no time did the overall demand reach the 85% utilization number of 1,500 parked cars.

While the overall data suggests adequate supply given the peak demand, the geo-spatial demand profile suggests that the majority of the excess supply is located along Avila Beach Drive between the Harbor and the San Luis Creek Bridge and therefore is limited in its ability to support the peak demand for parking within Town or at the Harbor.

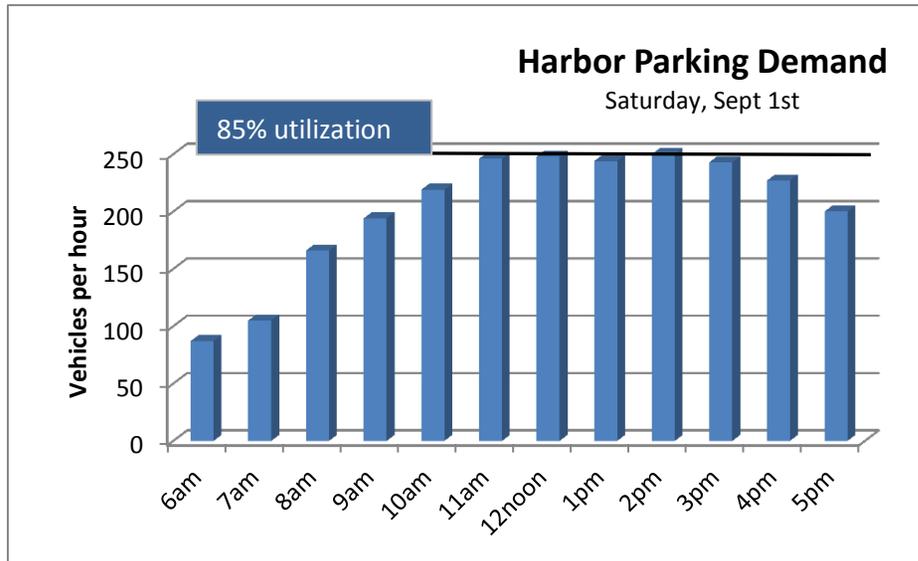
This chart graphically depicts the comparison of parking demand for the three survey days. Overall, the daily demand varied from a high of 3,077 vehicles parked on Saturday, September 1st, to 2,520 vehicles on Saturday, October 13th to a low of 1,390 vehicles on Tuesday, October 16th. The peak hour of parking demand varied from a high of 1,374 vehicles parked at 3pm on Saturday, September 1st, to 893 vehicles at 2pm on Saturday, October 13th to a low of 463 vehicles at Noon on Tuesday, October 16th. Again, at no time on any of the survey days did the demand within the Study Area exceed the overall supply of parking.



In reviewing parking demand, the spatial separation of demand is critical to understanding the variations within the Study Area. Four distinct sub-areas emerged, the Harbor/Pier area, Avila Beach Drive (west), Avila Beach Drive (east) and within Town. Each of these was evaluated in more detail with the focus of this assessment the peak summer weekend day of Saturday, September 1st. This day was selected because the data profiled the peak demand for parking within the Study Area and each sub-area and the data



provided excellent focus on the specific challenges faced by each sub-area in managing parking. It is understood that other days during the year will also generate peak demands similar to the September 1, 2012 data and therefore this evaluation is representative of the busiest days experienced in the Study Area.



Harbor-Pier

The Harbor and Pier sub-area represent a unique parking demand profile because of the extended hours of use (pre-dawn for the fishing industry and late night for patrons of the restaurants). Also, this area sees a unique mix of vehicles, cars, trucks, trailers and delivery vehicles.

As can be seen in the chart to the right, the parking demand exceeded the 85% utilization threshold for a number of hours between 11am and 3pm. This can be especially troubling given the low turnover associated with visitors to the Pier and Harbor during the day.

Avila Beach Drive (west)

Avila Beach Drive between the Harbor and the San Luis Creek Bridge provides for access parking to the beach area the Cal Poly Pier and some limited overnight camper space. This somewhat isolated parking generally has excess space available during peak demand. However, use of these extra parking spaces is limited given the distance to the Harbor and the Town. Utilization rates for the 355 parking stalls along the road reach a high of 60% with a resulting 140 stalls mostly in the western section unused.

Avila Beach Drive (east)

This section of Avila Beach Drive, between 1st Street and San Luis Street, provides substantial overflow parking for the Town. The street can accommodate approximately 225 parked vehicles and experiences maximum utilization rates of 50% in the peak period. Again, full utilization of these parking stalls is limited by the distance from the beach to the stalls.



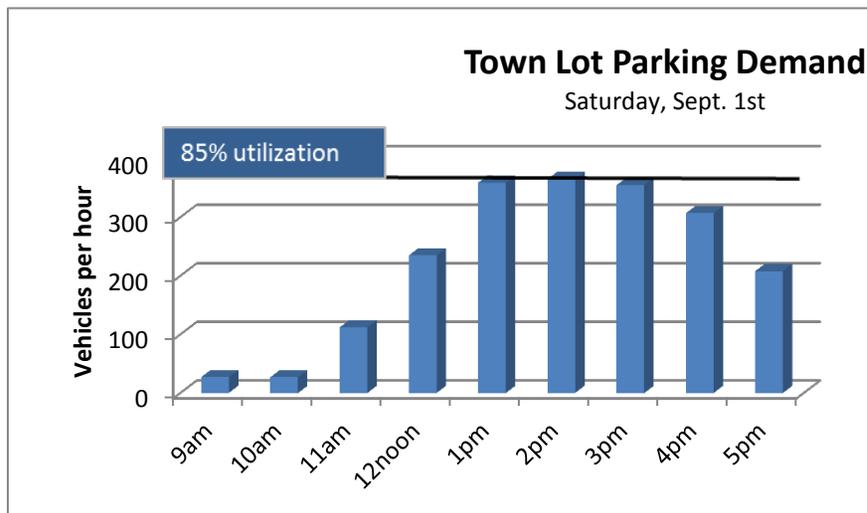
Upwards of 110 additional stalls could be made available with better connectivity between the Town/Beach and this segment of Avila Beach Drive.

Town of Avila

Within the Town of Avila slightly over 900 parking stalls are provided either in the Harbor District’s Parking Lot or on the street. The Harbor District Parking Lot provides 377 stalls or nearly 42% of the available spaces, while on street stalls total 525 and represent 58% of the supply.

During Saturday, September 1st, the on street parking stalls experienced utilization rates ranging between the mid 90% range for San Francisco and San Miguel to 32% for San Rafael. These rates reflect the 3 hour time limits for some streets, the residential neighborhood characteristics of others and the distance to the beach.

Street	Stalls	Utilization
Front Street	137	87%
1st Street	104	79%
2nd Street	18	65%
San Juan St.	33	89%
San Francisco St	26	94%
San Miguel St	60	95%
San Luis St	52	71%
San Antonio St.	48	54%
San Rafael St.	47	32%
On street totals	525	77%



The Harbor District’s Parking Lot located on 1st Street, provides substantial overflow parking for visitors to the beach and Town. As such, its demand profile reflects day uses during peak summer weekends. Utilization rates exceed the 85% threshold between 1pm and 3pm and this correlates to peak demand profiles for the on street parking as well. Given that there is a daily fee of \$5.00 charged to park in this lot, the lot’s demand profile reflects the initial saturation of on-street and to some extent Avila Beach Drive parking stalls before this lot receives demand.



Parking Duration	Hours
Avila Beach Dr.	n/a
Port San Luis Lot	2.4
Town of Avila On Street	2.6
Town Parking Lot	2.9

Duration

Parking duration is defined as the length of time vehicles are parked in a particular stall. For office development typical durations would be in the 4 to 6 hour range, while in shopping centers durations might be in the 1 to 2 hour ranges. The duration is measured in average hours of stay. The chart to the left shows the average duration of vehicles in each of the subareas during Saturday, September 1st. The shortest duration is in the Harbor – Pier area and reflects length of day profile of the subarea. The longest duration can be found in the Town Parking Lot and reflects the shortness of the day and the peaking associated with the daytime visitors to the beach.

Duration surveys were not completed on Avila Beach Drive due to the survey restrictions associated with unmarked parking stalls.

Turn Over

Parking turn over represents the number of times a stall is used during the day. That is how many separate vehicles park in the stall during the day. Turnover in retail areas is critical to maximize the use of stalls and minimize the expense of developing additional parking supplies. The highest turnover rate is seen in the Harbor – Pier subarea. This reflects the length of the service day in the Harbor – Pier subarea and the nature or mix of the activities served by this lot. As could be expected, the Town Parking Lot had a very low turn-over rate and reflects the limited use of this facility. The on street turn over within the Town, reflect the number of time limited parking stalls and the mix of beach and retail traffic accessing those land uses at or near the beach.

Turn over surveys was not completed on Avila Beach Drive due to the survey restrictions associated with unmarked parking stalls.

Turn over	Times
Avila Beach Dr.	n/a
Port San Luis Lot	3.5
Town of Avila On Street	2.7
Town Parking Lot	1.8



Vehicle Hours

The number of vehicle hours parked by time of day and location can provide a clearer understanding of both current demand and management strategies. On Saturday, September 1st a total of 16,800 hours of vehicle parking was provided within the Study Area. While the Harbor and the Pier have 16% of the parking supply, they accounted for 20% of the weekend parking demand or 3,400 hours. The Town parking lot provided 1,995 hours of vehicle parking that day or 12% of the demand with 21% of the available stalls. On street parking in Town provided 3,621 vehicle hours of parking or 21% with 30% of the parking supply. The proportionality of the Town parking stalls vs. vehicle hours reflects the higher turnover rates experienced in Town, while the disproportional number of vehicle hours in the Harbor/Pier area reflects the combination of highest turnover rate coupled with vehicle duration in this subarea.

Month	Fees Collected
January	\$4,456.55
February	\$4,732.10
March	\$4,244.20
April	\$14,016.80
May	\$10,061.20
June	\$34,586.75
July	\$53,866.70
August	\$50,427.40
September	\$22,658.00
October	\$10,565.20
November	\$7,537.35
December	\$1,972.90

Paid Parking

The Town Parking Lot, owned by the Harbor District, offers paid parking seven days a week between the hours of 6 A.M and 10 P.M. There are 377 stalls in this lot. Parking rates are \$5.00 for all day parking and \$1.00 for parking after 4 P.M. There are two pay station kiosks in this lot adjacent to the 1st Street entrance. Users can pay fees via cash or credit card. Parking revenue collected at this lot varies greatly depending on the season and the day of the week. In July of 2012, a total of \$53,866.70 was collected over the entire month. However, in December of 2012, only \$1,972.90 was generated from parking fees. Daily fees from parking range from nearly \$3,000.00 on a weekend during the summer to less than \$50.00 a day in the off season during the middle of the week. On September 1, a Saturday during the high season, \$2,057.00 in revenue was collected. On October 13, a Saturday during the low season, \$1,454.00 was collected. And on October 16, a Tuesday during the low season, only \$55.00 was collected.





Enforcement

The enforcement of the existing programs received substantial discussion at the Community Meetings. Currently, enforcement is handled by both the Harbor District and the County of San Luis Obispo. The Harbor District retains jurisdiction over the Harbor/Pier parking as well as the Town parking lot and the Harbor Patrol Staff are responsible for issuing citations. On the remaining streets, the County retains jurisdiction. Enforcement is processed by the County Sherriff and forwarded on to the California Highway Patrol. The process associated with a call to the County Sherriff and then the relay to the Highway Patrol along with their limited resources, results in long response times. In addition, the unique seasonal characteristics the Town of Avila, place significant pressure on the residential street portions of the community.





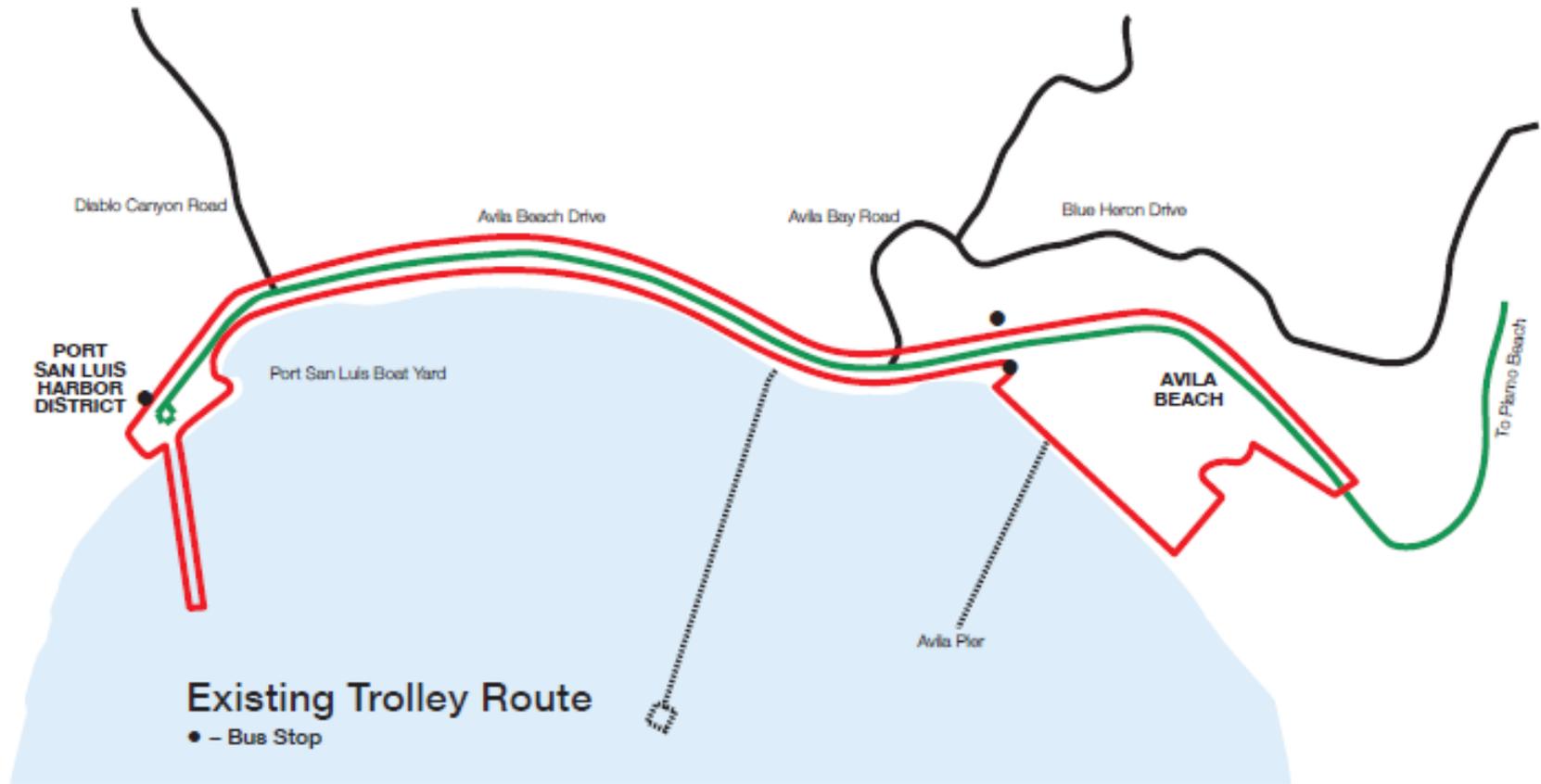
Transit

The San Luis Obispo Regional Transit Authority (RTA) operates seasonal transit service between Pismo Beach and Avila Beach/Port San Luis. The service is operated between April and October on Saturdays and Sundays and starting Memorial Day weekend, service is provided four days per week. The Avila Beach Trolley operates on one hour headways between the Pismo Beach Outlets and Port San Luis. Stops include Pismo Beach, Avila Hot Springs, Avila Beach, Avila Barn and Shell Beach. Service is provided between 10am and 6pm and the service is free. Ridership during FY 2011/12 the totaled over 10,000 passengers and the summer ridership in 2012 was up 56% over the summer of 2011. This increase in ridership was the result of significant adjustments in service including the addition of Friday night service to the farmers market and the extension of summer service to connect with the Pismo Prime Outlets, where regional bus connections are available.

2012 & 2013 BEACH TROLLEY SCHEDULE

	PISMO BEACH	AVILA BEACH		AVILA PORT	AVILA BEACH		SHELL BEACH	PISMO BEACH		
SATURDAYS - SUNDAYS Summer, Spring & Fall PLUS THURSDAYS & FRIDAYS Memorial Day thru Labor Day	Pismo Beach Premium Outlets <i>Connect from RTA and South County Transit</i>	Avila Beach Dr. @ Ontario Rd., <i>Avila Hot Springs Resort</i>	Avila Beach Dr. @ 1st St. <i>(Near the Golf Course)</i>	Port San Luis <i>(near Fat Cats)</i>	Avila Beach Dr. @ 1st St. <i>(near Ocean Park)</i>	Avila Beach Dr. @ Ontario Rd., <i>(Avila Hot Springs, across from Avila Barn, KDA, Bob Jones Trail)</i>	Shell Beach Rd. @ Spyglass Dr. <i>(Spyglass Inn, The Cliffs Hotel, Dolphin Bay Resort)</i>	Price @ Stimson	Pismo Beach Premium Outlets <i>Connect with RTA and South County Transit</i>	
	Depart								Arrive	
	10:00	10:11	10:17	10:20	10:28	10:31	10:35	10:47	10:56	
	11:00	11:11	11:17	11:20	11:28	11:31	11:35	11:47	11:56	
	12:00	12:11	12:17	12:20	12:28	12:31	12:35	12:47	12:56	
	1:00	1:11	1:17	1:20	1:28	1:31	1:35	1:47	1:56	
	2:00	2:11	2:17	2:20	2:28	2:31	2:35	2:47	2:56	
	3:00	3:11	3:17	3:20	3:28	3:31	3:35	3:47	3:56	
	SUMMER ONLY EXTRA HOURS Memorial Day thru Labor Day	4:00	4:11	4:17	4:20	4:28	4:31	4:35	4:47	4:56
	5:00	5:11	5:17	5:20	5:28	5:31	5:35	5:47	5:56	

TROLLEY DOES NOT OPERATE during the Winter: October 15, 2012 through March 29, 2013 **Bold times indicate PM** *Tiempos oscuros indican PM*





Bicycles

Biking in San Luis Obispo County represents a viable and desirable option in a comprehensive transportation system. The key element in encouraging bicycling transportation is the provision of a safe and efficient network of bikeways. The San Luis Obispo Council of Governments and the County of San Luis Obispo have developed a network of existing and proposed bikeway facilities throughout the unincorporated areas of the County. The facilities serve bicycle travel, connect population centers, and provide connections to Monterey and Santa Barbara Counties. In Avila Valley, the key bike facility is the Bob Jones Trail which currently runs between State Highway 101 and the Town of Avila. Bike usage can also be seen on San Luis Bay Drive, Avila Beach Drive and within the Town of Avila, as recreational bicyclists tour through the area or access the harbor and beach via this mode.



Bob Jones Trail

The Bob Jones Trail, known as “the City to the Sea bike trail”, follows the old Pacific Coast Railroad right-of-way along San Luis Obispo Creek to Avila Beach. The current Trail starts at the parking lot right off the State Highway 101 freeway near the Avila Hot Springs Resort and ends near the beach in downtown Avila. The current configuration is approximately 8 miles in length and with planned extensions will join San Luis Obispo with the Port San Luis Harbor.



Within the Study Area, the Bob Jones Trail extension between the Town of Avila and the Harbor is under consideration. This project will provide for a mixed use path from the current trailhead near the Golf Course and will



include a Class 1 bike path with a mix of pedestrians, possible Class 2 bike lanes, on-street parking and travel lanes in each direction. Design options are under investigation and the precise geometry is not yet determined. Funding (\$300,000) has been made available from P.G. & E. for the preliminary engineering, environmental review and permitting phases of the project, while another \$172,000 has been allocated from the Unocal mitigation program for construction. Additional construction funding will be needed to complete the Trail extension and those funds will be sought after completion of the preliminary engineering phase. Critical for the parking management program is the impact, if any, to the existing parking supply. At such time as additional design details are known from the County Parks Department, a thorough review of the changes to the parking supply on Avila Beach Drive between First Street and the Harbor will be evaluated.

Key Challenges

Several key challenges face the Harbor District and the County of San Luis Obispo in improving the parking situation in Avila Beach. The first involves maximizing the availability with parking during the key usage times. Coordinating parking availability between the Harbor, on-street parking in town, the paid parking in the Town Lot, and spaces on residential streets presents challenges as the District strives to serve visitors, maintain available spaces for residents, and maximize parking revenue sources. Another challenge is enforcement-maintaining a staff to enforce parking limits and issue and collect fines. Third, identifying and obtaining funding for parking improvements, new lots, transit services, and maintenance continues to be a limiting factor. Lastly, there is limited land available to create new parking lots and spaces, which constricts the Harbor District's options to increase their capacity to grow.

PARKING MANAGEMENT RECOMMENDATIONS

The proposed parking management program recommended for consideration is composed of a number of elements. These are further defined by short term strategies, which are needed now or can be implemented in a reasonable short time frame, along with a series of long term concepts, which will need to develop a funding program or have long lead times. The long term items are generally associated with capacity enhancements to provide for additional parking.

The selected strategies focus on management of typical peak season use but do not focus on special events. Since special events by their very definition are special, parking management for those activities must be accomplished through



customized event parking programs. The following summarizes the strategies in each of the time horizons:

➤ **Short-term**

- *Harbor Parking Pass Program*
- *Harbor Parking Meters*
- *Town Core Parking Meters*
- *Residential Parking Program*
- *Enforcement*
- *Boat Trailer Parking*
- *Towne Trolley*

➤ **Long-term**

- *Satellite Parking Lots*
- *Town Parking Structure*
- *Harbor Terrace Development Parking*
- *Boat Trailer Parking in Terrace Area*
- *Use private parking for overflow parking during peak season or events*

The following sections describe each of the strategies in detail.

Parking

The proposed parking program is presented in a series of strategies and these further divided into concepts that manage the existing supply and concepts that enhance access. The initial set of recommendations describe the short term strategies to better utilize the existing parking supply, while the later recommendations address additional transit service and expanding the parking supply.





Harbor District Parking Lots

With the success of the Town Lot daily pass program, the extension of that to the Harbor/Pier Lot is recommended. The introduction of a daily pass at the Harbor Lot will provide for the more efficient use of the existing stalls, the management of parking use and the establishment of a revenue program to assist in the maintenance of this parking facility. The Harbor pass program will be similar to the Town Lot program in that a daily pass will be available and the price will be coordinated with the Town Lot pricing.

For the Town Lot, the current daily pass is recommended to be continued. In an effort to shift employee parking from on-street to the Town Lot, it is recommended that the Harbor District extend the monthly pass program anticipated in the Harbor area to Town. The monthly pass would prove for unlimited parking within both lots.

The daily pass profile is recommended to be based on a seasonally adjusted daily price. Initially, the parking passes are recommended to be the same for both the Harbor/Pier and Town. This will assist the Harbor District in ease of administration. The cost of the daily passes is to be tiered to reflect the seasonality of the demand. During the peak summer weekends, the daily pass would continue to be \$5.00 per day, on the summer weekdays, the daily pass would be \$2.50 per day and in the off-season, the daily pass would be \$1.50 per day. This tiered approach is designed to maximize the management of demand during the busiest times of the year, assist employees in access and to promote travel to the area in the off-season.

In addition, the Harbor District will make monthly passes available for employers and employees who regularly park in one of the Harbor owned lots. The District will provide monthly passes to the mooring leaseholders as part of their mooring fee. The District will also make available a limited number of passes for





the commercial businesses within the Harbor as part of their monthly lease. Additional monthly passes will be available for businesses at a fixed monthly fee, which is currently anticipated to be approximately \$25 per month. Discount parking passes are recommended for employees, which will allow them to use the two lots and be less expensive than parking on the street or buying a daily pass for the lots. At this time, it is recommended that that daily and monthly passes be unique to each lot. Therefore, a Town Lot daily and monthly passes would be different than the passes issued for the Harbor Lot.

Harford Pier

The parking on the Pier should continue to be short-term in orientation and would continue to focus on support for the business activities located on the Pier. Loading and unloading will continue to be encouraged and long-term parking shall be encouraged in the landside Harbor Lot. The Harbor District should consider the designation of one stall on the Pier for handicapped parking. All the parking stalls on the Pier should be paid parking.

Parking Meters

In addition to the expanded parking pass program, it is recommended that parking meters be introduced at both the Harbor Lot and the Town Lot. In the Harbor/Pier area approximately 20 stalls serving the Pier and 15 stalls across from



Fat Cats should be designated as metered parking. These locations would provide for needed turn-over near the busy commercial activities. At the Harbor/Pier area, the stalls on the Pier should be blended, with the mix including loading/unloading stalls, a handicapped stall and the balance being metered stalls. The remainder of the metered stalls should be located in close proximity to the landside terminus of the Pier. In Town, meters are recommended on Front and 1st Streets and on San Juan, San Francisco, San Miguel and San Luis Streets between Front and 1st. The map delineates the recommended Town core area that would be served by parking meters.

The parking pricing profile is recommended to be based on an hourly price. Initially, the parking pricing is recommended to be the same for both the Harbor/Pier and Town. This will assist the Harbor District in ease of



administration. The recommended pricing is to be tiered to reflect the seasonality of the demand. During the peak summer weekends, the parking pricing would be set at \$1.00 per hour, on the summer weekdays, the pricing would be 75¢ per hour and in the off-season, the pricing would be 30¢ per hour. This tiered approach is designed to maximize the management of demand during the busiest times of the year and to encourage visits to the area in the off-season.

The meters are planned to be a form of a smart parking meter and should accept both coins and credit cards. The parking meters are anticipated to be dual-space meters mounted on a single post to provide for gang deployment and to minimize the aesthetic modification to the streetscape. Smart parking meters generally allow for enhanced collection of parking fees and reduce the number of parking violations by providing the public with payment options that better meet their individual needs.

Time Restrictions

It is recommended that with the changes being introduced in the Harbor/Pier area that the time restricted parking on the Pier should continue as it will encourage short duration parking for deliveries and short retail transactions. For Town, it is recommended that with the introduction of parking meters, the existing time limits on San Juan, San Francisco, San Miguel, San Luis, Front and 1st Streets should be removed. The pricing policy for the on-street meters will establish the desired turn-over rates along these streets.

Designated Parking

With the review of the current parking operations, several movements were observed that warrant the development of designated parking for selected activities. Short-term parking movements associated with deliveries are regularly seen in both the Harbor/Pier and within Town. As in most areas with limited parking and space, deliveries are made in an unorganized manner. Many deliveries associated with commercial operations, generate double parking movements within the street to allow for quick access to a business. In Town this is also used for deliveries to some of the residential units within the core area. In the Harbor area, deliveries are facilitated on the Pier by loading areas and double parking and in the Harbor area through the use of the existing parking stalls or if none are available by double parking. Generally, this technique is reasonable given the short duration of the





activity. Also, many businesses attempt to minimize the impacts of these deliveries by working with their suppliers to complete deliveries early in the morning. While not the best method, given the spatial limitations in the Harbor area and within the core part of Town, it is anticipated that this style will continue. It is recommended that the County look for underutilized curb space within the core area to establish designated delivery parking. An example of these underutilized spaces would be the knuckles at the intersections of Front with San Francisco and San Miguel.

A second need arises for short-term parking near selected businesses. The Avila Beach Lighthouse Suites has on-site check-in parking, so the designation of short term street parking on 1st Street at this location would not be needed. However, the La Fonda and the Inn at Avila Beach, both would benefit from the designation of an on-street stall for visitors in the process of checking in. The County should work at identifying specific businesses that should be considered and then identify specific parking stalls to be designated. Consideration should be given to congregate stalls, which would allow for the combining of short-term use.

And finally, the parking of recreational vehicles in the Harbor area presents several new opportunities. Initial discussions associated with the Harbor Terrace project suggest additional recreational vehicle parking will be developed as part of that development project. As this space comes on line, recreational vehicles can be shifted to this area, thus freeing up additional parking stalls along Avila Beach Drive and in the Harbor Lot. This reallocation of recreational vehicle parking space, will allow the more efficient utilization of potentially scarce parking space along the roadway and at the Harbor. Since these tend to be long duration vehicles, their relocation to the Terrace area will free up space for more, short duration cars and trucks.

Handicapped

The County and the Harbor District should work to develop designated handicapped parking within the Study Area. A mix of designated stalls within the two Harbor District parking lots and selected designation of on-street stalls within the core area would assist the handicapped community. Locations of these stalls should be carefully selected and should provide access to the Pier and commercial operations in the Harbor area, at key locations along Avila Beach Drive, near the parking pass kiosks in the Town Lot and along Front Street.

Accessible parking spaces have to be located on the shortest accessible path from the parking lot to the entrance of the



building or area being served. In the case of community parking lots that don't belong to a particular building, the accessible spaces should be on the shortest route to an accessible pedestrian exit of the parking lot. Generally, the Act calls for one accessible stall for every 25 parking spots in a parking lot. In addition, one of every eight accessible parking spaces in a parking lot has to be van accessible with enough space to unload a wheelchair ramp.

Handicapped Parking Spaces (est.) <i>- Recommended -</i>	
Sub-area	Potential Spaces
Town Lot	8
Town On-street	7
Harbor Lot and Pier	7
Avila Beach Drive	12

The table shows an estimate of the number of handicapped stalls that might be provided for each of the sub-areas. The numbers reflect the theoretical application of ADA guidelines to the specific sub-areas. These estimates are subject to further refinement as the specific locations are determined and a full review of the Act's requirements are evaluated for each sub-area. They are provided in this Plan to assist in the discussion and ultimate placement of handicapped stalls, but are not intended to establish a stall requirement, nor a minimum or maximum number of stalls. The County and the Harbor District should work cooperatively to review the ADA parking requirements, the geometric requirements of ADA parking stalls, path of travel and the designation of specific locations for handicapped parking stalls.

It should be noted that in California, as well as several other states, holders of a disabled parking permit are exempt from parking meter fees.

Expand Supply

Three strategies have been considered for the development of additional parking supplies within the Study Area. In most cases reflect information from previous studies or planned projects.

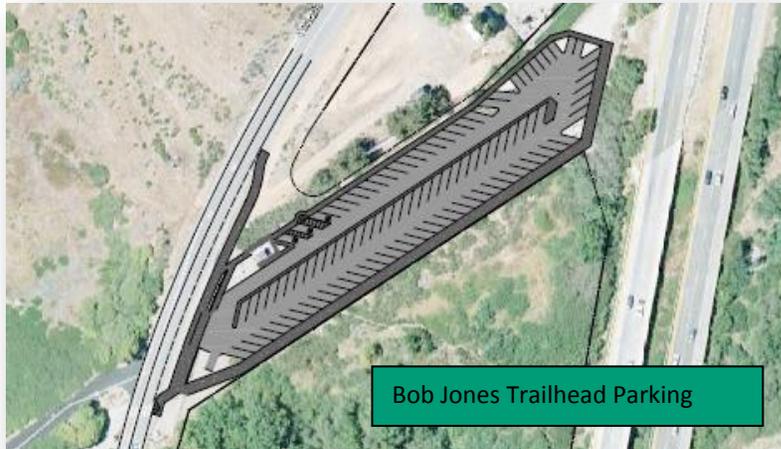
Harbor Terrace

The first consideration will be in the Harbor - Pier area and is directly connected to the planned development of the Harbor Terrace area. The Harbor District intends to authorize a private developer to plan and build a mixed use facility at this location. As part of the process the District is requiring 40,000 square feet of parking be developed as part of the project that will dedicated to public use. This will increase the parking supply in this sub-area by between 100 to 125 stalls





depending on the final layout. This parking expansion will be within $\frac{1}{4}$ mile of the Harbor/Pier and the beach. One key consideration during the design of this new facility will be the integration of pedestrian and bike connections with the County's promenade project along Avila Beach Drive and a connection to the Harbor/Pier.



Satellite Parking Lots

The second strategy for the expansion of the parking supply has been discussed for a number of years. As part of the Avila Valley Circulation Study, the concept of intercept parking lots along SR 101 was evaluated and ultimately approved. This concept looks at the potential for the construction of new lots or the utilization of existing lots at Avila Beach Drive and at San Luis Bay Drive near SR 101. Further refinement was completed as part of this Study and two proposed sites were evaluated for layout, parking yield and costs. The first was the potential for expansion of the current designated and signed park-and-ride facility at the Bob Jones Trailhead located on Ontario Road and the second was at the

southwest corner of the intersection of Avila Beach Drive and SR 101. The Bob Jones Satellite Lot would develop approximately 102 parking stalls which would yield nearly 75 more stalls than the number of stalls available in the current lot. The estimated cost is slightly over \$1 million and would provide for a convenient location for beach goers to park and for the shuttle to rotate through.



The satellite lot located on Avila Beach Drive near the SH 101 interchange would cost approximately \$1.1 million and would yield approximately 115 new parking stalls. This location would be convenient for Avila Beach visitors as well as the connecting shuttle. Both locations are currently owned by the County of San Luis Obispo and therefore, no right-of-way costs are included in the order of magnitude estimates. Both satellite lots would provide dual use capabilities in that during the week they would make excellent park and rides for commuters travelling to and from Avila Valley. During the peak summer season or for special events the lots would act as intercept lots for shuttle service into the Harbor, Avila Beach or Avila Village. As part of this location, both northbound and southbound bus stops would need to be developed to provide for interfacing with the shuttle services. These can be accommodated within the Shell Beach Road right-of-way along with the accompanying pedestrian crossing.



Three other potential locations for enhancement of parking were considered as part of this study. The first has long been discussed as a potential park and ride lot along SH 101. The existing P.G. & E. Information Center located on Ontario Road at the San Luis Bay interchange currently has in excess of 70 parking stalls and a substantial number would provide for immediate satellite parking to the Town, beach and Harbor. This facility would need to be a contract lot, that is, owned by P.G. & E. put leased by the County or the Harbor District for use as a satellite parking facility. The use of the P.G. & E lot would be an innovative way to create an efficient and economical lot with a minimum of capital cost. The advantages of this strategy are:



- *Quick implementation*
- *Parking already exist*
- *Less capital investment*
- *Good for testing demand and success*
- *Increased flexibility*
- *Maintenance and liability are typically the responsibility of the public agency,*

Two potential developments have been identified within the Study Area, Wild Cherry Canyon and the Unocal Project Sites. Each of these is in the preliminary stages and no formal development proposals have been submitted to the County. However, they both represent potentially critical parts of the parking demand and supply profile. Should either of these be brought forward as part of a development application, the County and the Harbor District should work in concert with the applicant to identify parking concepts and strategies that can be integrated into the Parking Management Plan. This integration should focus on the concepts of shared parking, as well as, multi-modal approaches to public access.

In support of this concept, the San Luis Obispo Council of Governments prepared the Updated Park & Ride Lot Development Study in 2008. That Study concluded that a park and ride was needed along this section of SR 101 and identified the Avila Beach Drive, the Bob Jones Trailhead and the P.G. & E. lots as locations worthy of further consideration. Each of these along with the potential of integration of public parking into new development proposals should be evaluated in the future as seasonal demand for parking increases.

Parking Structure

During the community discussion of the alternative strategies, the potential for the development of a parking structure was raised. The concept has a number of facets including location, size, purpose, cost and funding. For the purposes of this study it is assumed that the Harbor District, the community, the County of San Luis Obispo and the Coastal Commission agree that expanded parking within the core part of Town is the most appropriate alternative to meet increases in parking demand. The two Satellite Lots are anticipated to provide for approximately 140 new stalls in addition to those informal parking stalls at the Bob Jones Trailhead for a cost of \$2.2 million. If additional parking capacity above that number is desired then an in-town parking structure is an alternative.



The most practical location would be at the existing Town parking lot owned by the Harbor District. This location would provide for overflow parking for both the Town and the beach. The existing lot has approximately 377 parking stalls and a second deck could be expected to house approximately 325 stalls. The cost of the structure can be estimated using a rough cost per stall of \$22,000. With 325 stalls the estimated cost to construct the parking structure would be in excess of \$7,150,000.

The Town parking structure has a number of critical approvals that would be required prior to development. The initial consideration would be completed by both the Harbor District and the County. Key issues will center around the functionality of the funding, impact to the view shed, support or opposition from surrounding properties and growth potential. Impacts, if any, would be evaluated in an environmental assessment completed under the California Environmental Quality Act (CEQA). That assessment would be used by the District, the County and the public to evaluate the benefits of the project vs. the potential impacts. With approval from both Agencies, the proposal would need approval of the California Coastal Commission. Each step would include public review and comment.

Revenues for construction, operation and maintenance would necessitate a variety of funding sources. Construction costs would need to be paid for through a combination of grants, County Parking In-lieu funds and potentially the bonding capacity of the Harbor District. A hypothetical funding program might include 80% of the funding being provided by grants (\$5,720,000) and \$100,000 being generated by the County's Parking In-lieu Fund. The balance (\$1,330,000) would be provided by the Harbor District either through direct contribution or through the bonding capacity of the District.

With the potential seasonal demand which could be anticipated to use the structure and the daily parking fee increased to \$10 per vehicle, the structure could generate in excess of \$90,000 per year in revenue (325 stalls @ 85% utilization = 276 x 33 days = 9,108 @ \$10 per day = \$91,080 annual revenue). This would not include any revenue that might be generated by the structure from special events held in Town or at the beach. Assuming half of the projected revenue would be needed for maintenance and operational costs, the Harbor District would have approximately \$45,000 per year to pay towards its bonded share of the structure. Using a 5% interest rate on a 30 year bond, the District would owe approximately \$84,000 annually. The District would need an additional \$39,000 per year to meet the required debt payment of the bond.



A creative option for consideration would be for the Harbor District to sell or lease the development rights to the Town parking lot and allow a developer to build a mixed use project on the site. Similar to the requirements the Harbor District has placed on the Harbor Terrace development, the town lot developer would be required to construct a minimum number of parking stalls to be used by the public. This facility could be designed in such a way as to use single parking stalls in multiple ways thereby reducing the sheer number of stalls needed to be built. For example, if the developer built a mixed use building with retail and offices on the ground floor and parking on the second and third floors, the parking stalls used by the office uses would generally be used on Monday through Friday, but would be available for use by beach visitors on the weekends. Likewise, retail uses would need parking generally during the day, but these stalls would be available for nighttime

use by visitors or residents. On weekends, the retail stalls would provide for multi-use parking in that many of the beach visitors would also shop at the retail shops. This concept could be used to assist the District with the parking structure's annual bond indebtedness or could fully fund the local share of parking structure and relieve the District of any financial obligation.

The parking structure option is not recommended at this time. Additional evaluation and discussions need to be completed prior to the commitment to this alternative. Consideration will need to be given to the selection of this alternative vs. the satellite parking lot(s) concept that has been under consideration for a number of years. The parking structure alternative would potentially cost over \$7 million dollars and would need substantial financing assistance to be viable. Absent additional retail and visitor development within Town to financially support a structure and to create the necessary demand and parking fees, the structure would provide additional capacity during the summer months and special events, but would be underutilized during the balance of the year.

Private Parking Program

An unconventional strategy to develop additional parking supply within Town would use private off-street parking for



overflow parking during the peak summer season. The use of ad hoc parking supplies is typically seen surrounding venues with active or frequent events. Athletic stadiums in urban areas, theatres and in the case of Paso Robles, the fairgrounds all utilize private off-street parking to supplement the existing parking supply. In order for this strategy to be implemented, the County of San Luis Obispo would need to develop and authorize an ordinance to allow for this type of parking activity. Care should be given when developing this ordinance to account for seasonality, the limited number of places that this can efficiently take place and the criteria to be applied when authorizing its use.

Residential Parking Program

Residential Parking Permit Programs are common throughout the country. They are intended to protect neighborhoods and assist residents in finding parking on their blocks by placing limits on the on-street parking to participating residents living on designated blocks. Typically, parking is limited to only those vehicles displaying approved parking permits and those vehicles without the authorized permit are subject to fines and or towing. The parking permit process does not guarantee a parking place, but limits the use of the available spaces to those residences permitted.



As envisioned in the Town of Avila, the residential parking permit program would be limited to San Miguel and San Luis Streets between 1st and Avila Beach Drive and on San Antonia and San Rafael between Front Street and San Luis Street. One permit would be provided to each residence and would allow for a vehicle to park on the designated residential streets and also in the metered parking spaces in Town. The program will be jointly administered by the County of San Luis Obispo as the lead agency and the Harbor District as the enforcement agency. Additional residential parking passes could be purchased from the Harbor District on a monthly basis.

Harbor Trailer Parking Program

Trailer parking in the Harbor area is critical to both the commercial fishing industry and recreational boating. Generally, trailer parking is currently accommodated within the Harbor parking lot, along the entrance drive (against the hillside) or in Harbor Terrace. During peak seasonal demand, these trailer- truck combos, utilize two stalls within the Harbor lot,



park along the hillside or in the Terrace. As part of the Coastal Gateway Project, the District developed the 32 stalls along the hillside through a Department of Boating & Waterways Grant. These 32 stalls are to provide a minimum of 12 stalls for use by trailer boaters. The District currently uses the balance or unused stalls for campers and this mix of trailer use and campers should be continued. In order to fully utilize the Harbor Parking Lot, it is recommended that during the summer season and during high demand from the fishing seasons, boat trailers be encouraged to use the Harbor Terrace area. The District would deploy a shuttle van or use the Town Trolley as a way to move boaters from the Terrace to the boat launch. For those truck-trailer combos that do park in the Harbor Lot, daily passes would be required for both the truck and an additional one for the trailer. Therefore, under the recommended program a truck-trailer combo would be charged \$10.00 per day to park in the Harbor lots.

Enforcement

Enforcement is critical to the success of any parking management program. This component establishes patterns for the integration of the various parking strategies. As seen in the existing circumstances within Town, the lack of active parking enforcement on the streets, results in diminished effectiveness of the current parking strategies. Therefore, it is recommended that a revised enforcement program be implemented. The Harbor District should expand their enforcement efforts to include the Town Lot and the Harbor Lot (passes and meters).

For the balance of the streets, the County of San Luis and the Harbor District should begin discussions on the transfer of enforcement authority from the County to the District. This is allowed under California law and would allow the Harbor District to act as parking enforcement officers for the County. The Harbor District would be in a more responsive position to respond to residential parking complaints and violations as well as being able to enforce the parking meter program. By unifying the enforcement process into the Harbor District, active and effective enforcement of the planned strategies will lead to better utilization of the existing spaces.



Transit

Transit can play a key role in creating additional access to the Harbor, the community and the recreational uses in the area. Two transit components are anticipated in the future; enhanced inter-city service and a town circulator. Each component will provide additional capacity for access and circulation and can play a significant part in reducing the demand for more parking and expanded roadways.

The current service which connects Pismo Beach-Shell Beach-Avila Beach-Port San Luis provides for a basic summertime service but would be greatly enhanced by more frequent service. With the limited parking capacity during peak demand and the long lead time associated with the development of the satellite parking lots, the accessibility of the area can be increased through the implementation of an additional bus on this seasonal route. By reducing the headways from one-hour to every 30 minutes the convenience derived from frequency will begin to divert drivers from the automobile. Because the demand is very limited to summer weekends and holidays, it is envisioned that this service expansion would be limited to 33 days per year and would only operate between 10am and 4pm. This service should begin, as soon as possible, to assist with the relief on the summer season parking demand.

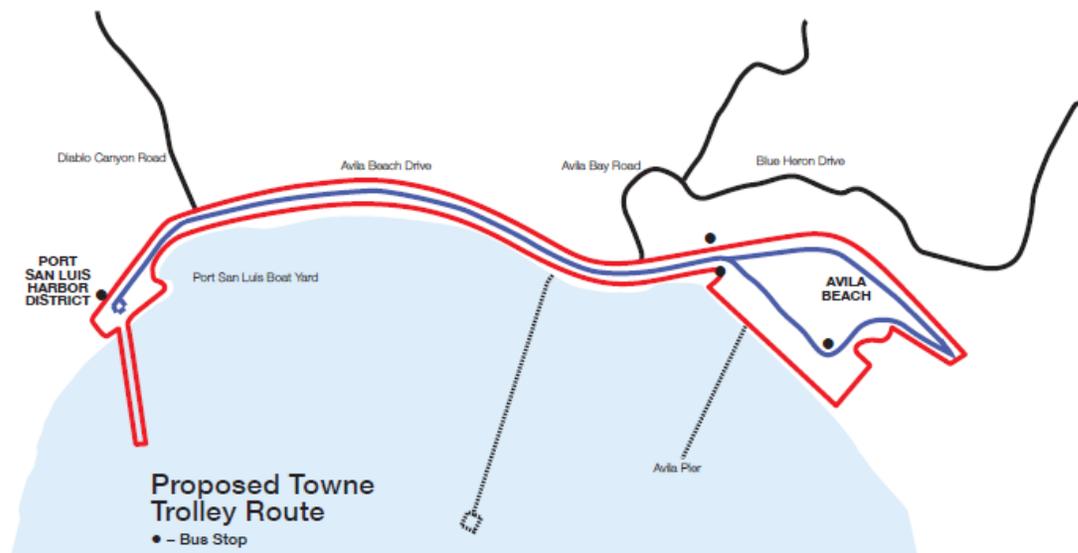


Also, seasonal service between San Luis Obispo and Avila Beach should be considered to provide for an alternative mode for local visitors to the Harbor and Town. Many visitors are residents of San Luis Obispo and this inter-city service could greatly enhance access to the Harbor, Town and Beach by providing person trips capacity to and from the area without an associated parking movement. Similar to the current Beach Trolley service, this service should operate on one-hour headways during the summer weekend period. Assuming that this transit service can generate passenger per hour demand similar or proportional to the Pismo Beach Trolley service, the San Luis Obispo-Avila transit service is estimated to carry approximately 3,200 passengers during the summer season. This would generate approximately \$6,400 in passenger fares and would result in an estimated fare box ratio of 23%. Provision of service between San Luis Obispo and the Harbor and Town could result in approximately 10 peak hour vehicles being eliminated from the parking demand profile. As envisioned, in order to maintain 60 minute headways, this route would operate as a direct service between the



Town of Avila and the San Luis Obispo Transit Center. The service should be operated from 9am to 5pm to accommodate summertime workers and visitors to the Harbor and the Town. Like the expansion of the Pismo Beach Trolley, this new service should begin, as soon as possible, to assist with relieving the summer season parking demand.

As currently envisioned, the additional service associated with the shorter headways on the Pismo Beach Trolley would require 6.5 additional hours for each Saturday and Sunday between Memorial Day and Labor Day plus the three holidays of Memorial Day, 4th of July and Labor Day for a total of 33 days. This level of service is in addition to the existing service provided. The expanded Pismo Beach Trolley service would result in \$21,450 in additional annual costs (6.5 hours per day x 33 days per year x \$100 per hour). Conversely, the enhanced service to San Luis Obispo would cost the \$28,050 per year (8.5 hours per day x 33 days per year x \$100 per hour). Both of these enhanced services will be expected to provide shuttle service between the satellite lots and Avila Beach-Port San Luis when they are constructed.



One of the findings of the parking survey was the excess parking available, even during peak parking demand, along Avila Beach Drive. The limiting factor to the full utilization of these empty spaces is the geo-spatial relationship to the Harbor and the Town. A Towne Trolley would provide for full utilization of these underutilized parking stalls by connecting the Harbor and the beach directly to these stalls. The Towne Trolley would also provide an opportunity for visitors to the Harbor or the Town to make one parking movement and then use the Towne Trolley to move from one sub-area to the other. This would facilitate single parking movements for



extended periods of the day. The Towne Trolley is expected to be funded by the RTA through grant funding and operation and maintenance would also be provided by the RTA. . The Towne Trolley service is estimated to cost \$21,450 annually (6.5 hours per day x 33 days per year x \$100 per hour). Given the need to secure grant funding and procurement of a trolley, this service is estimated to begin as early as the third year of the Plan.

The recommended Towne Trolley will also provide for solutions to the impacts from two projects. The County is developing the Bob Jones Trail Extension project that will introduce a promenade along Avila Beach Drive between First Street and the Harbor. This project will introduce a pedestrian/bike trail along the beach side of the road and bike lanes. In a couple of locations, on-street parking along Avila Beach Drive will be lost. The Towne Trolley would provide mitigation to the loss of these stalls by connecting this section of Avila Beach Drive to parking at the Harbor and in Town, as well as, to the potential of additional parking at Wild Cherry Canyon Road. The Towne Trolley would increase overall connectivity within the area.

Bus stops should be integrated into the design of the Bob Jones Trail Extension and should it develop, the Wild Cherry Canyon project. The existing Beach Trolley bus stops in Town (First Street) and at the Harbor should be continued with additional Towne Trolley only stops spaced between 600 and 1,000 feet apart. Examples of possible Towne Trolley bus stops along Avila Beach Drive between the Harbor and Town include the driveway to Harbor Terrace, the entrance to the RV parking, the beach boat launch ramp, Wild Cherry Canyon Road and west of the Cal Poly Pier. Within the Town area Towne Trolley stops should be considered on Avila Beach Drive at First Street, San Miguel and west of San Luis Street. Additional Towne Trolley stops should be considered on San Luis Street near San Antonio Street and on First Street near San Miguel Street. Design consideration should be given to minimizing pedestrian crossings along Avila Beach Drive and bus stop layouts to minimize vehicle/bus conflicts. Bus stops within the Bob Jones Trail Extension will be funded by the Trail project, while the five bus stops would be developed and funded by RTA.

It should be acknowledged that the Towne Trolley bus stops are not intended for use by the Beach Trolley. The Beach Trolley bus stops are recommended to be continued in their current locations to facilitate efficient travel times between the Harbor and Pismo Beach. The additional bus stops being solely for the Towne Trolley and connections/transfers to the Beach Trolley can be made at the existing bus stops. Flag stops for the Beach Trolley and the Towne Trolley should not be allowed.



Vehicles (buses and trolleys) are expected to be provided by the Regional Transit Authority for the San Luis Obispo and expanded Pismo Beach Trolley services. For the Towne Trolley, the RTA in partnership with SLOCOG and the Harbor District is expected to provide funding for this vehicle. Additional trolleys may be available through cooperative arrangements with the Avila Lighthouse, P.G. & E. and the Salisbury Vineyards, who have trolleys which may be available. The RTA is expected to provide operational management and maintenance of all three transit services (Pismo Beach Trolley, Towne Trolley and San Luis Obispo - Avila service).



Golf Carts

The potential was raised for the introduction of golf carts into the community as a way to reduce the need for parking. And golf cart or Neighborhood Electric Vehicle (NEV)/Low-Speed Vehicle (LSV) concepts are well established and growing in popularity. However, the introduction of them into the Town of Avila and into the entire Avila Valley area is complex and subject to the provisions of the California Vehicle Code. Specifically, Section 21716 requires that the operation of a NEV/LSV shall only be operated on highways with speed zones of 25 miles per hour or less. This statute would prohibit their use on Avila Beach Drive because the posted speed limit is 40 miles per hour. The vehicles must also be registered and have minimum safety and performance requirements.

The introduction of NEV/LSV's into the Avila Valley would be challenging for circulation between the Harbor, the Town and Avila Estates. Further, the introduction of NEV/LSV parking stalls would put further pressure on the limited number of full vehicle parking stalls in that it would eliminate more fully utilized stalls and replace them with stalls of limited use. The overall use of NEV/LSV's is not anticipated to be substantial since the only potential trip generator for this type of vehicle would, by law, be limited to Avila Estates residents.

Should NEV/LSV's be introduced as part of a County program for Avila Estates, then their utilization of full-size parking



stalls is recommended as the most optimum use of the limited parking spaces available in Town. Given the prohibition of their use on Avila Beach Drive, NEV/LSV parking in the Harbor/Pier area appears to be problematic.

FINANCING PLAN

The Financial Plan includes estimates of capital requirements and operating expenditures over the next five years. The Plan also includes projections of revenues by source for the proposed parking management strategies. Estimates are for the purposes of this study only, and represent approximations of the costs of operations and capital. Actual values for annual operation and equipment will vary and will be determined through the Harbor District's annual budgeting process. The purpose of this data is to provide comparative information for the review of this Parking Management Plan and to establish general program guidance for development of implementation of specific strategies or in development of annual budgets.



Operating costs have been prepared using information from the Harbor District, surrounding agencies and through discussions with the District Staff. Capital costs were developed from prior work, common cost for equipment and construction cost estimates. For out years an inflation rate of 3% has been added to account for cost increases.

The following revenue estimate has been prepared to reflect the proposed parking management strategies at the Harbor and within the Town. Vehicle utilization estimates for peak and off-peak seasons were prepared from survey data collected in 2012. Peak days are summer weekend days between Memorial Day weekend and Labor Day weekend, plus Memorial Day, Fourth of July and Labor Day. Summer weekdays are defined as those weekdays between Memorial Day weekend and Labor Day weekend. Hourly utilization was projected from actual use. Monthly passes reflect the estimated number of additional passes that are anticipated to be sold to businesses and individuals. Employee passes have been projected from the estimated number of full time equivalent employees that work within the Harbor/Pier or Town areas.



The projected revenue for the peak 33 days of the year would total approximately \$472,000 annually. An additional \$307,000 would be generated by the 75 summer weekdays of the year, while the balance of the year, would generate approximately \$695,000. The pass program is anticipated to generate approximately \$49,000 per year in revenue. Overall, the parking program is projected to generate approximately \$1,525,000 annually. It should be noted that the current fee program, which only applies to the Town lot, is generating in excess of \$200,000 in annual revenue.

Parking Capital and Operating Expenses		
Capital Cost	Unit Cost	Total Cost
Hourly parking meters (335)	\$ 750	\$ 251,250
Daily Parking Pass Machines (4)	\$ 15,000	\$ 60,000
Signage, striping etc		\$ 30,000
Enforcement Hand Held Ticket Books (2)	\$ 2,000	\$ 4,000
Enforcement Vehicle (hybrid)		\$ 40,000
Bob Jones Satellite Lot (102 Stalls)	\$ 10,000	\$ 1,020,000
Avila Beach Dr. at SR 101 Satellite Lot (115 stalls)	\$ 10,000	\$ 1,150,000
Estimated Initial Capital Cost		\$ 2,555,250
Operating Cost (First Full Year Estimated)		Total Cost
Enforcement - Initial Staff (3 FTE)		\$ 219,000
Administrative (accounting & permits)		\$ 73,000
Equipment maintenance		\$ 10,000
Equipment replacement		\$ 30,000
Tickets, supplies etc		\$ 23,500
Monthly Parking pass equipment management fees		\$ 72,000
Vehicle maintenance, insurance, etc		\$ 6,000
Citation processing		\$ 5,000
Administration & Overhead (15% of gross)		\$ 228,800
Estimated Annual Cost		\$ 667,300

Capital and operating costs for the parking components were estimated from comparable capital expenses of surrounding agencies, current expenses of the Harbor District and estimated costs for expanded operations. Capital costs reflect one-time expenses that will be need to be spent ahead of several of the anticipated parking management strategies. The Bob Jones Trail Satellite Parking Lot and the Avila Beach Drive Satellite Lot are anticipated to have long lead times associated with the development of the funding program, the environmental clearances, required permitting, design development and construction. It is estimated that the Bob Jones Trail Lot could be developed soonest, while the Avila Beach Drive Lot could follow shortly thereafter.

The operating expenses for the parking components reflect the assumption of the Harbor District managing the parking program. The annual costs reflect the need to expand the Harbor District’s enforcement Staff and an increase in Administrative Staff to provide for the parking pass program and the



accounting. The operating budget also includes maintenance costs associated with the parking meters and pass machines.

Budget							
Expenses	Year 1	Year 2	Year 3	Year 4	Year 5	Totals	
Capital	\$ 385,250	\$ 195,700	\$ 1,082,000	\$ 1,257,000	\$ 79,000	\$ 2,998,950	
Operating - Parking	\$ 667,000	\$ 687,000	\$ 708,000	\$ 729,000	\$ 751,000	\$ 3,542,000	
- Town Trolley			\$ 22,800	\$ 23,500	\$ 24,200	\$ 70,500	
- Beach Trolley Expansion (2nd Trolley)	\$ 21,500	\$ 22,100	\$ 22,800	\$ 23,500	\$ 24,200	\$ 114,100	
- San Luis Obispo Transit Service	\$ 28,100	\$ 28,900	\$ 29,800	\$ 30,700	\$ 31,600	\$ 149,100	
Total Expenses	\$ 1,101,850	\$ 933,700	\$ 1,865,400	\$ 2,063,700	\$ 910,000	\$ 6,874,650	
Revenues	Year 1	Year 2	Year 3	Year 4	Year 5	Totals	
Parking Fees	\$ 1,519,000	\$ 1,519,000	\$ 1,595,000	\$ 1,595,000	\$ 1,675,000	\$ 7,903,000	
Monthly Permits	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 30,000	
Passenger Fares - Towne Trolley (free)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- Beach Trolley Expansion (free)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
- SLO Transit Service	\$ 6,500	\$ 6,700	\$ 6,900	\$ 7,100	\$ 7,300	\$ 34,500	
Grants - Parking - Capital	\$ 192,600	\$ -	\$ 865,600	\$ 1,005,600	\$ -	\$ 2,063,800	
- Transit - Trolley Purchase (State or Federal funding)	\$ -	\$ 156,600	\$ -	\$ -	\$ -	\$ 156,600	
- Transit - Trolley Purchase (SLOCOG or RTA match)	\$ -	\$ 39,100	\$ -	\$ -	\$ -	\$ 39,100	
- Transit - Operations (State or Federal funding)	\$ 39,700	\$ 40,800	\$ 60,300	\$ 62,200	\$ 64,000	\$ 267,000	
- Transit - Operations (SLOCOG or RTA match)	\$ 9,900	\$ 10,200	\$ 15,100	\$ 15,500	\$ 16,000	\$ 66,700	
Total Revenues	\$ 1,773,700	\$ 1,778,400	\$ 2,548,900	\$ 2,691,400	\$ 1,768,300	\$ 10,560,700	
REVENUE AFTER EXPENSES	\$ 671,850	\$ 844,700	\$ 683,500	\$ 627,700	\$ 858,300	\$ 3,686,050	
Existing Revenue	\$ 270,000	\$ 278,000	\$ 286,000	\$ 295,000	\$ 304,000	\$ 1,433,000	
Net Increase in Revenue	\$ 401,850	\$ 566,700	\$ 397,500	\$ 332,700	\$ 554,300	\$ 2,253,050	



For the recommended transit improvements, the estimated capital cost for the new Towne Trolley bus was estimated from current industry values and then inflated 3% to account for cost inflation through the purchase year (Year 3). For transit operating expenses a base value of \$100 per operating hour was provided by SLOCOG. For the expanded Pismo Beach Trolley service 6.5 hours per day were estimated, while the new San Luis Obispo-Avila service was estimated to use 8.5 hours per day. Each was projected to have limited operations of only 33 days per year. Transit revenues were assumed to be developed by the Regional Transit Authority through funding programs available to that agency through state and federal grant programs. Passenger fares for the San Luis Obispo-Avila service were developed from projected ridership on the 33 summer days of service paying a fare of \$2.00 one-way. Each of the estimated transit operating costs were inflated 3% per year, with initial Towne Trolley service not expected to begin until Year 3.



The capital and operating expenses outlined above result in anticipated annual budgets ranging from \$1.8 million to \$2.7 million. The variance is associated with the capital expenditures for the initial cost of the parking meters as well as, the two satellite parking lots.

After subtracting capital and operating costs, the parking management program is anticipated to generate between \$600,000 and \$800,000 in revenue. It should be noted, that the current daily pass program in the Town Lot generates approximately \$270,000 annually. Therefore, when fully developed it is anticipated that the net increase in the parking program revenue would be between \$300,000 and \$500,000 per year. The District anticipates that these funds will be used to address deferred maintenance needs on the pier and at the Harbor, additional improvements to parking facilities, the introduction of the Towne Trolley and enhanced amenities are also anticipated uses for the parking program funds.



Potential Funding Sources		
Agency	Funding Source	Potential Use
Harbor District	Parking fees	Harbor related uses, maintenance, operating and enhancement of parking supply and grant funding matches
County of San Luis Obispo	Developer in-lieu parking fees	Enhancement of parking
	Conditions of approval	Enhancement of parking
San Luis Obispo Council of Governments	State Highway Account	Enhancement of parking
	Transportation Development Act	Enhancement of parking
Air Pollution Control District	Large project mitigation	Enhancement of parking
	MOVER program	Enhancement of parking
Federal Transportation Act	MAP-21 Program	
	Section 5311	Transit Capital and Operating
	Transportation Enhancement (TE) Activities	Enhancement of parking
	Congestion Mitigation and Air Quality Improvement (CMAQ) Program	Enhancement of parking
	Transportation, Community, and System Preservation (TCSP) Program	Enhancement of parking

A critical challenge facing the Harbor District will be the need to expend approximately \$385,000 in up-front costs to initiate the initial parking management strategies. The parking meters, new parking pass machines, additional signage and striping and a new vehicle to be use in parking enforcement, will be needed prior to or soon after the parking pass and parking meter strategies are begun. The District will actively pursue grant funding to assist with these initial costs and will provide the necessary match funding from its own funds. If however, grant funding is not available, the Harbor District would be able to use reserves for the initial start-up funding and then pay the reserve fund back through the parking fees generated within the first several years.

However, the largest financial challenge will be in the development of the two satellite parking lots or the optional parking structure. Given the scarcity of local and regional funding programs, the successful development of the satellite lots or optionally a parking structure are fully dependent on the ability of the Harbor or the County to obtain outside federal or state funding. Each satellite parking lot will need between \$800,000 and \$1,000,000 in grant funding and the parking structure would need a minimum of \$5.7 million from grants.



In the San Luis Obispo region, implementation of a park & ride programs comes from multiple agencies and funding sources. Several potential funding sources have been identified for use in development of parking, maintenance and operations. The table provides a listing of the funding agency, the source and the potential use of the funds. It is anticipated that several of these will be needed to fully develop the park and ride facilities or the optional parking structure.

The Harbor District will assist the County of San Luis Obispo and the San Luis Obispo Council of Governments in the procurement of additional funding for the satellite lots. The County or Caltrans will ultimately act as the lead agency for a park and ride project with the Harbor District in a support role and the San Luis Obispo Council of Governments acting as the programming authority.

Should the concept of a parking structure be explored, a financing package would need to be developed that combines several funding programs. A typical parking structure mixes public and private funding to successfully deliver a structure. The Towne structure can be expected to use private development funding from the County's Parking In-lieu Fee program, which was established to provide for off-site parking for development within the Town of Avila. If the parking structure is developed with commercial uses on the first floor, then additional Parking In-lieu Fees could be expected from those uses. Additional, Parking In-lieu Fees could be expected from other development that will take place in Town.

The Harbor District, as the lead agency, could also be expected to seek grant funding from the San Luis Obispo Council of Governments, the Air Pollution Control District and the Federal Highway and Transit Administrations. Grant programs such as the State Highway Account, Transportation Development Act, the MOVER Program, Transportation Enhancement Activities, Congestion Mitigation/Air Quality and the Transportation, Community and System Preservation are examples of potential funding programs to be explored. Finally, the Harbor District has the potential to support the development of a parking structure through its bonding capacity. The District could borrow funds to match the state or federal grants and use the parking fees to retire the bonded amount.



The mission of the California Coastal Commission is to:

“Protect, conserve, restore, and enhance environmental and human-based resources of the California coast and ocean for environmentally sustainable and prudent use by current and future generations.”

IMPLEMENTATION

The strategies outlined above will require a wide range of implementation techniques and timelines. Many of the strategies require multi-agency approval and potentially agreements. The California Coastal Commission was established by voter initiative in 1972 and later made permanent by the Legislature through adoption of the California Coastal Act of 1976. The Coastal Commission, in partnership with coastal cities and counties, plans and regulates the use of land and water in the coastal zone. Development activities, which are broadly defined by the Coastal Act to include (among others) construction of buildings, divisions of land, and activities that change the intensity of use of land or public access to coastal waters, generally require a coastal permit from either the Coastal Commission or the local government.

By definition, parking is directly influential on the public’s access to the coast and as such would be subject to the Coastal Commission’s oversight. As all projects and activities along the California coast, most of the strategies outlined in the Plan will require review and approval by the California Coastal Commission. This creates a multi-agency implementation process, which would generally begin with the Harbor District and then include the Coastal Commission, the County of San Luis Obispo or the San Luis Obispo Council of Governments.

The accompanying matrix outlines the designated strategy, the lead implementing agency, the support or oversight agency and key issues or concerns. This matrix provides a general agency and key issues identification and each strategy will need further refinement during implementation to develop a more detailed profile of agency responsibilities, timing, funding and key challenges.

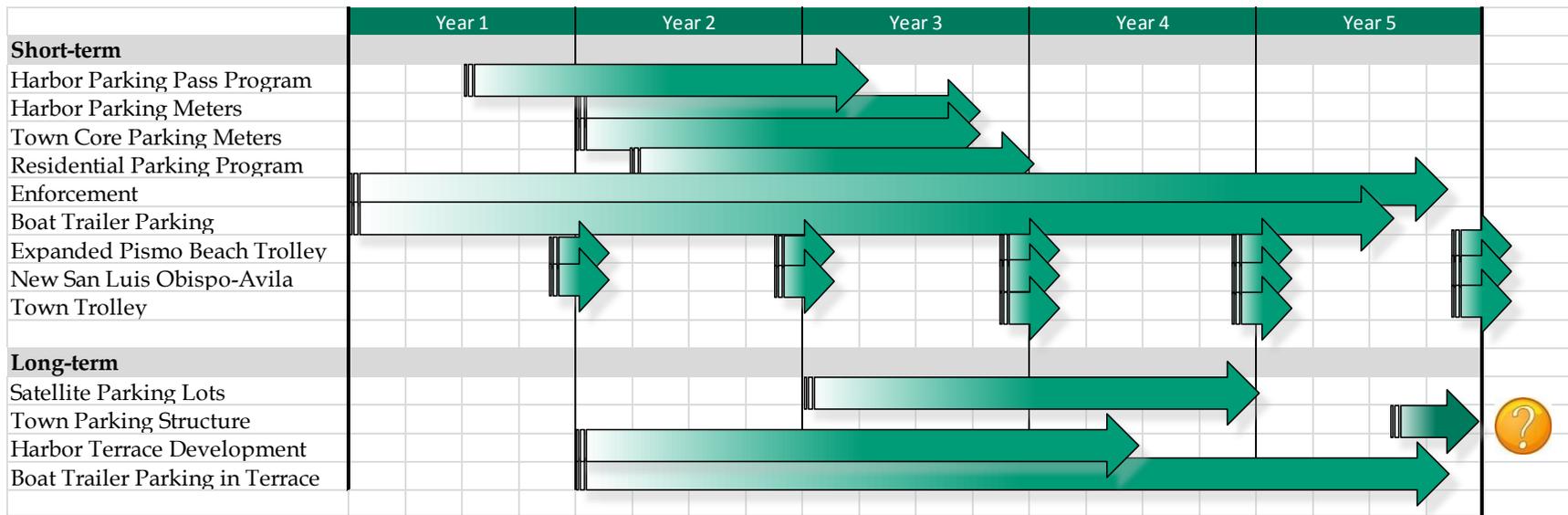


Implementation Matrix			
Strategy	Lead Agency	Support Agency (s)	Key Issues
Short-term Action Items			
Harbor Parking Pass Program	Harbor District	Coast Commission	Coastal Commission approval
Harbor Parking Meters	Harbor District	Coast Commission	Coastal Commission approval
Town Core Parking Meters	Harbor District	Coast Commission & County	Coastal Commission & County approval
Residential Parking Program	County	Coast Commission	Coastal Commission & County approval
Delivery Parking Designation	County		County approval
Enforcement - Harbor Lots	Harbor District	Coast Commission	Coastal Commission approval
- On-street parking	County	Coast Commission & Harbor District	Coastal Commission & County approval
Boat Trailer Parking	Harbor District	Coast Commission	Coastal Commission approval
Expanded Pismo Beach Trolley service	SLORTA	SLOCOG & County	Funding
New San Luis Obispo-Avila Transit service	SLORTA	SLOCOG & County	Funding
Towne Trolley	SLORTA	Harbor District	Funding & procurement of trolley
Long-term Action Items			
Satellite Parking Lots	County	County & SLO COG	Funding
Town Parking Structure	Harbor District	Coast Commission & County	Coastal Comm & County approval & funding
Harbor Terrace Development Parking	Harbor District	Coast Commission & County	Coastal Commission & County approval
Boat Trailer Parking in Terrace Area	Harbor District	Coast Commission	Coastal Commission approval
Private parking for overflow	County	Coast Commission & County	Coastal Commission & County approval



Schedule

The action items were assessed for critical path implementation and the following schedule reflects the potential funding profiles, deliver time associated with design or permitting as well as inter-agency agreements needed for many of the strategies.





CLOSING

The process of managing parking in the Harbor/Pier sub-area and in the Town of Avila will require ongoing discussions, strategy coordination and periodic re-evaluation of demand. The Harbor District is beginning this continuous process by engaging the community and the responsible agencies in the preparation of this Plan. Over the next several years the implementation of the proposed strategies will require careful thought and multi-agency coordination. In time, the management of the existing parking supply can be made more efficient and effective in meeting the demands on the Harbor/Pier and the Town. The Plan also charts the course for addressing the long term goal of providing improved access to the Harbor and the Town through the expansion of transit service to and within the area as well as development of additional parking supplies.

It is recommended that the Parking Management Plan be reviewed periodically and adjustments made to the analysis and the strategies to fine-tune the program to reflect use of the Harbor, growth in the community and surrounding development.

