Town of Clayton
SPECIAL Town Council Meeting Agenda
Wednesday, July 14, 2021 @ 12:30 PM
BB&T Room

BELOW PLEASE FIND ADDITIONAL INFORMATION REGARDING PROCEDURES FOR IN-PERSON MEETINGS:

- **ALL persons attending must wear a mask.**
- **We will be following proper social distancing at all times.**
- **All council/board members will be socially distanced in the council chambers and wearing face masks.***
- **All staff and visitors will be socially distanced while within the council chambers. Face masks will be worn.***
- **Hand sanitizer will be available, both in the lobby and council chambers.**
- **Podium/microphone will be sanitized after each speaker.**

Masks may be lowered when speaking.

1. CALL TO ORDER

2. ITEMS FOR DISCUSSION

Downtown Parking Concerns

a. Review of Parking Survey Results & Analysis

Link for Survey Results:
https://www.surveymonkey.com/results/SM-RSRSTHX99/

DowntownParkingSurvey_July9-2021

b. Review of Updated Parking Study Data

c. Overview Of Current Planning Requirements
- Residential & Non-Residential Parking Requirements
- Process Pre-160D vs. Post-160D Updates
- What Triggers Upgrading A Parking Lot (Paving, Etc.)
- How Some Comparable Towns Are Addressing Parking Needs In Their Downtown

d. Overview of Engineering/Stormwater Requirements Applicable to Development within Downtown

e. Reference Documents
00-1 exec sum parking needs assessment 3-26-07
2019 Downtown Master Plan
CH ParkingPaymentinLieu
Clayton_Site and Financial Analysis_COUNCIL_3.9.2021_Draft
Document-I2-Parking-White-Paper-Parking-In-Lieu-Fees
square to square parking

3. ADJOURNMENT

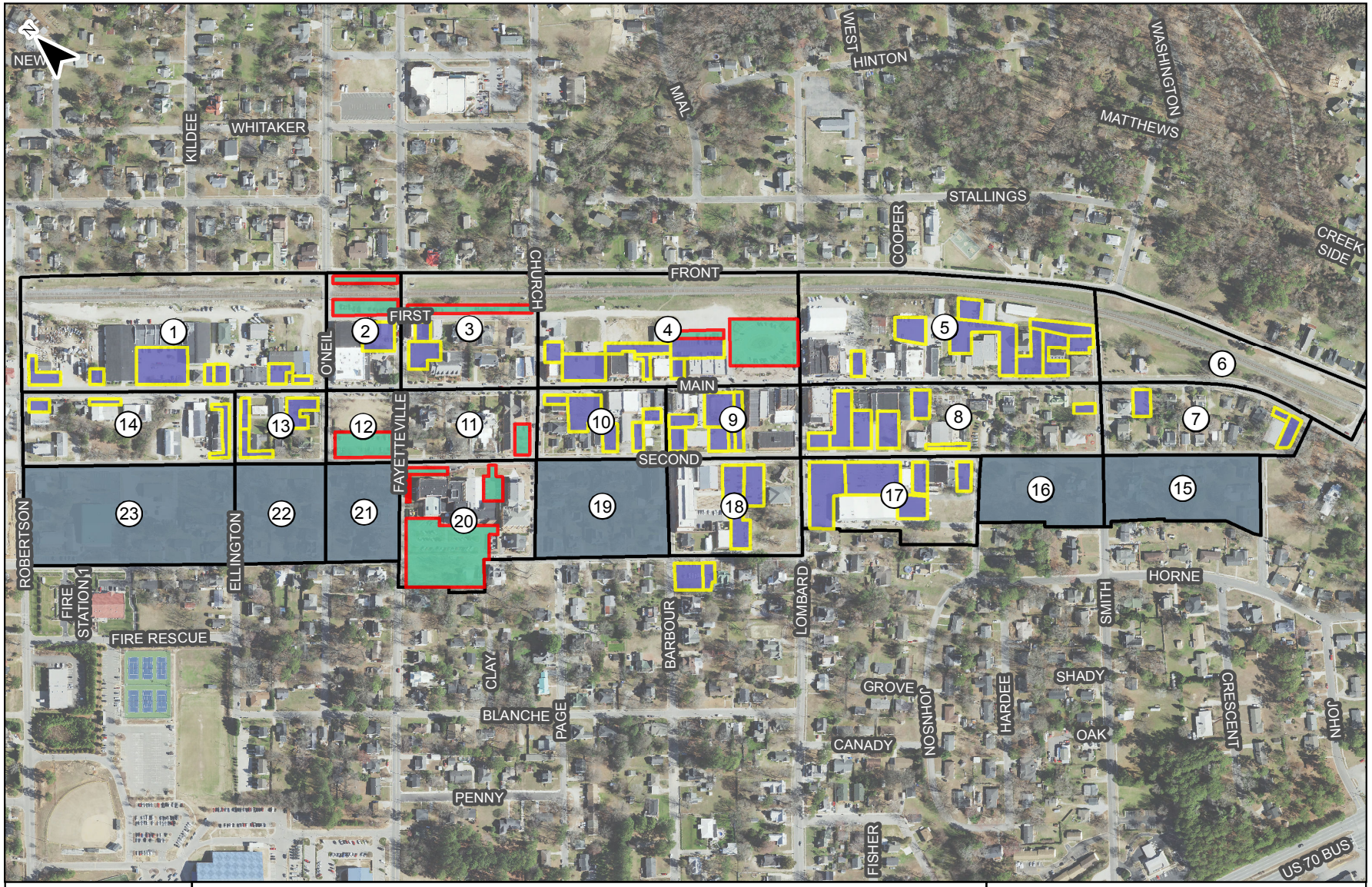
a. Adjourn the Meeting

POTENTIAL ACTION: **Motion to Adjourn**

June 23, 2021 Parking Survey

Results

July 9, 2021



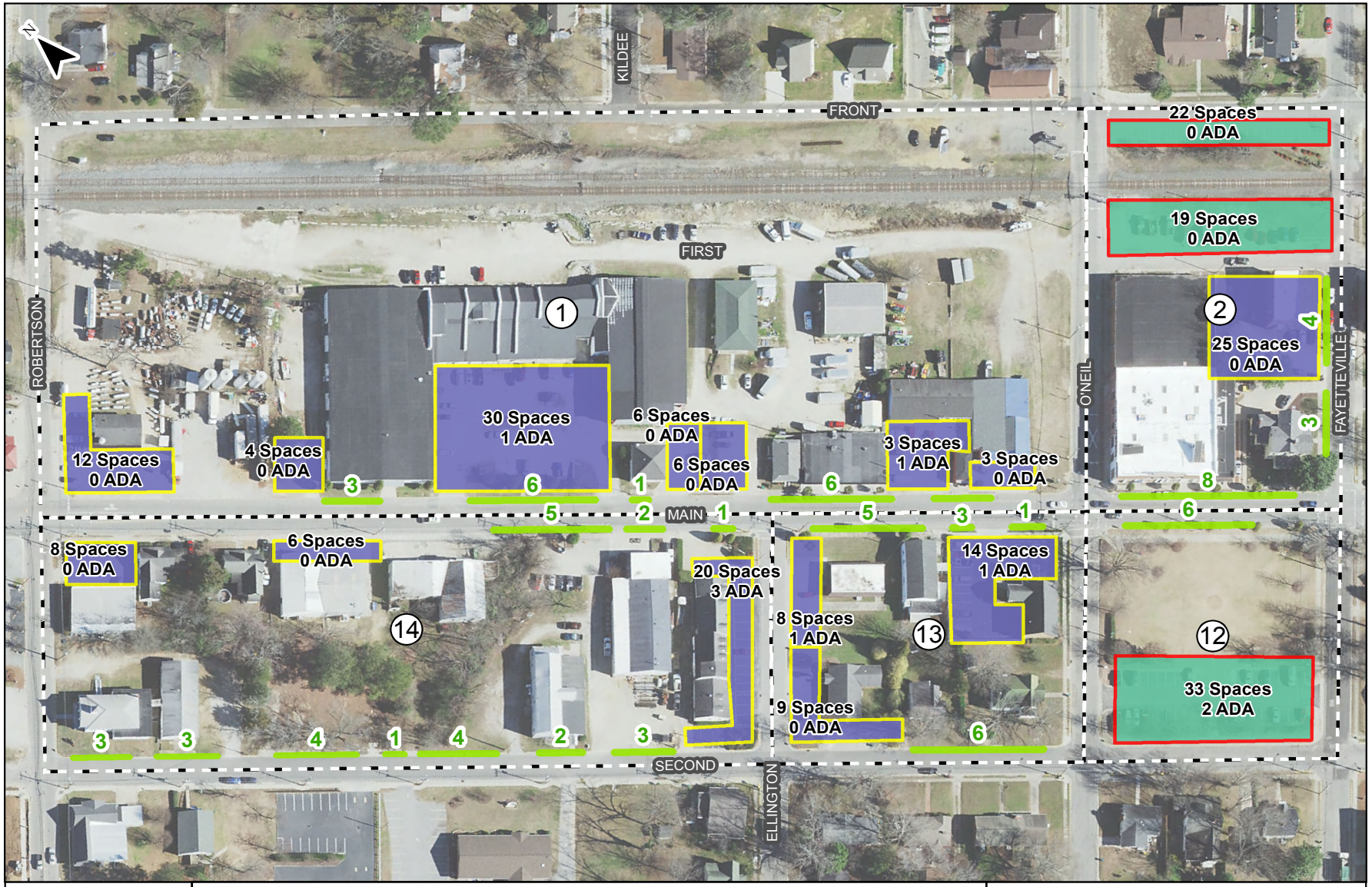
Parking Assessment - Overview

0 250 500 1,000 Feet

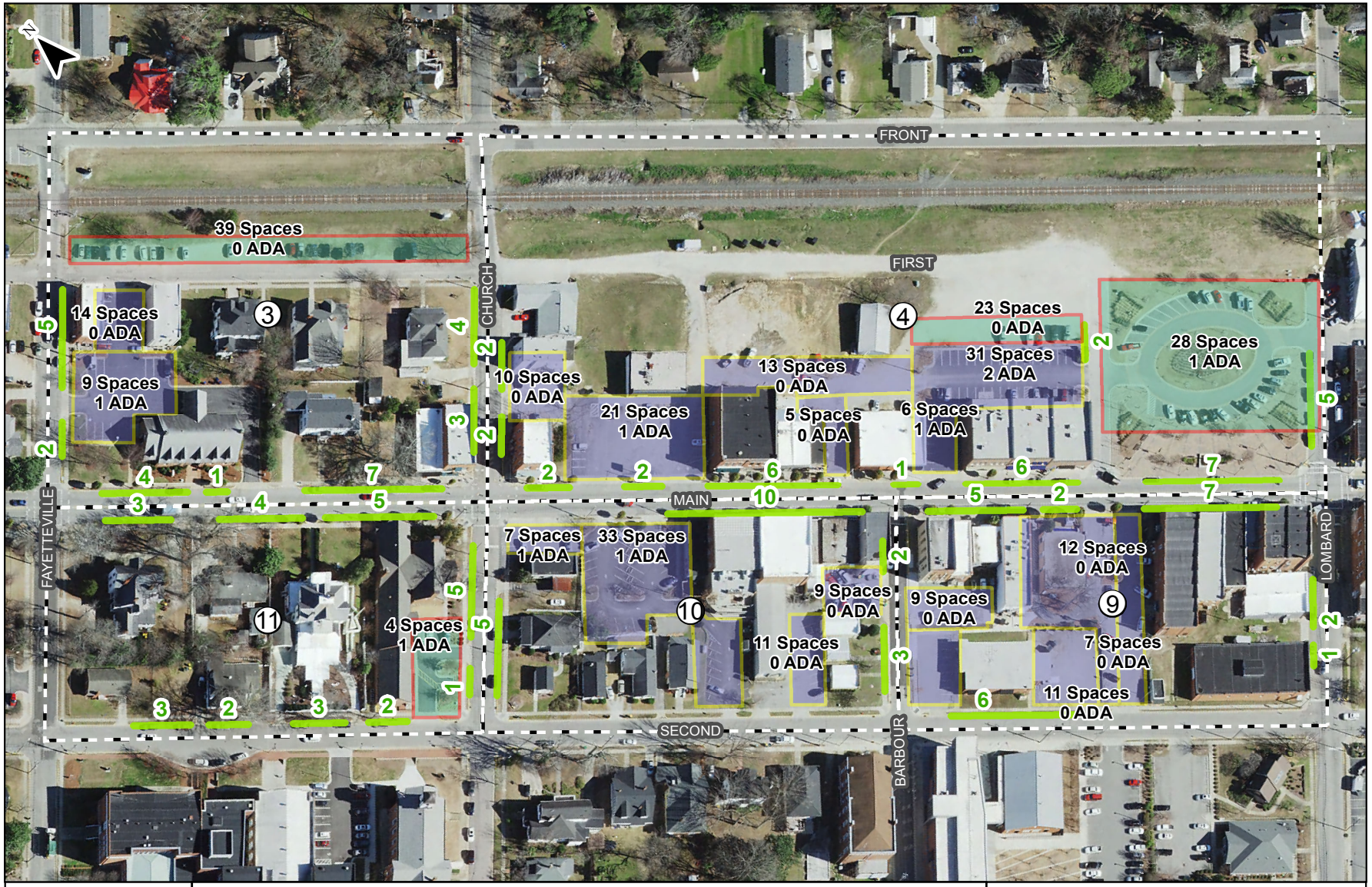
Private Lot

Public Lot

Block Not Surveyed for Lots



Parking Assessment - Blocks 1, 2, 12, 13, 14



Parking Assessment - Blocks 3, 4, 9, 10, 11

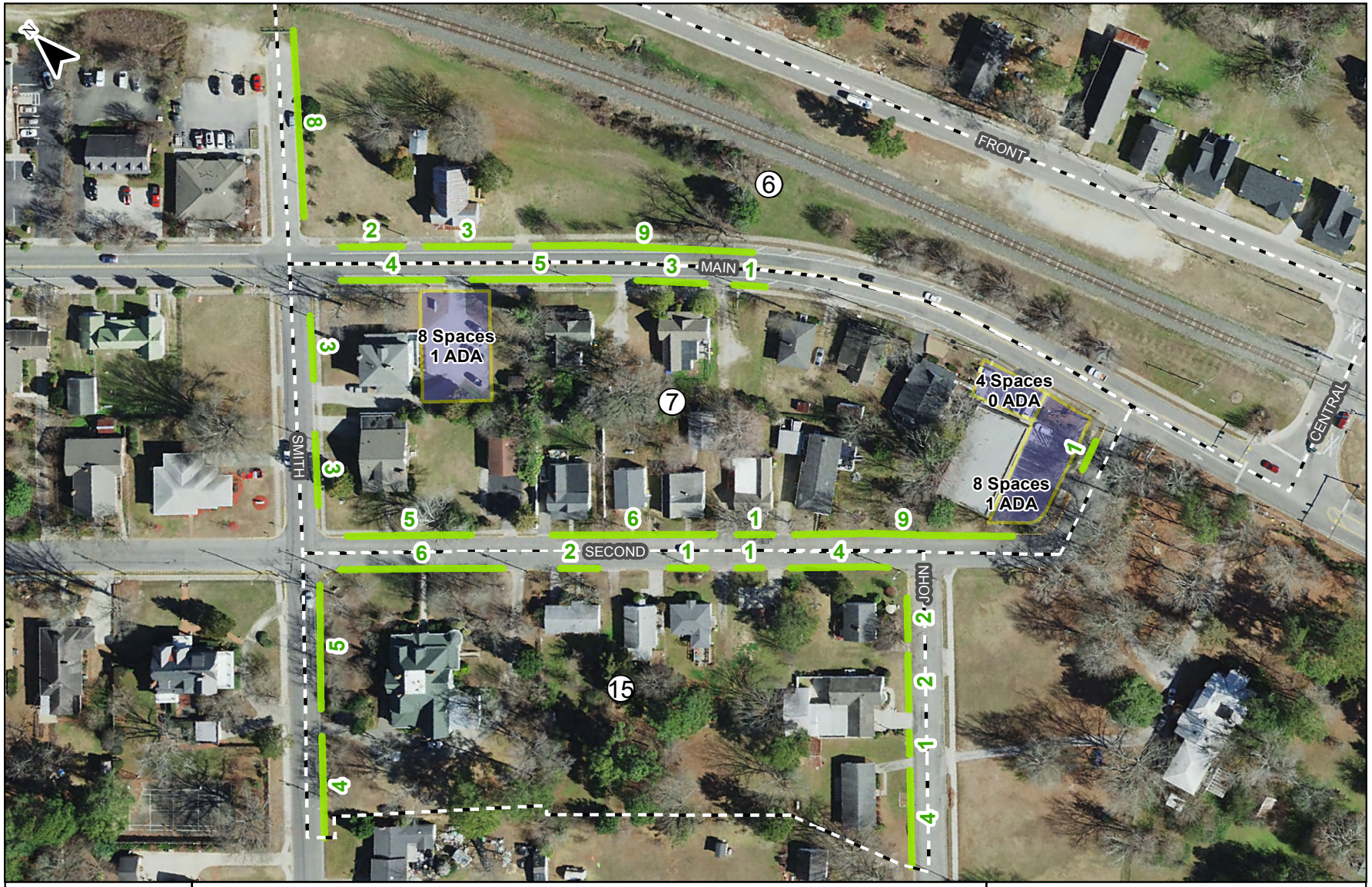
0 75 150 300 Feet

Private Lot

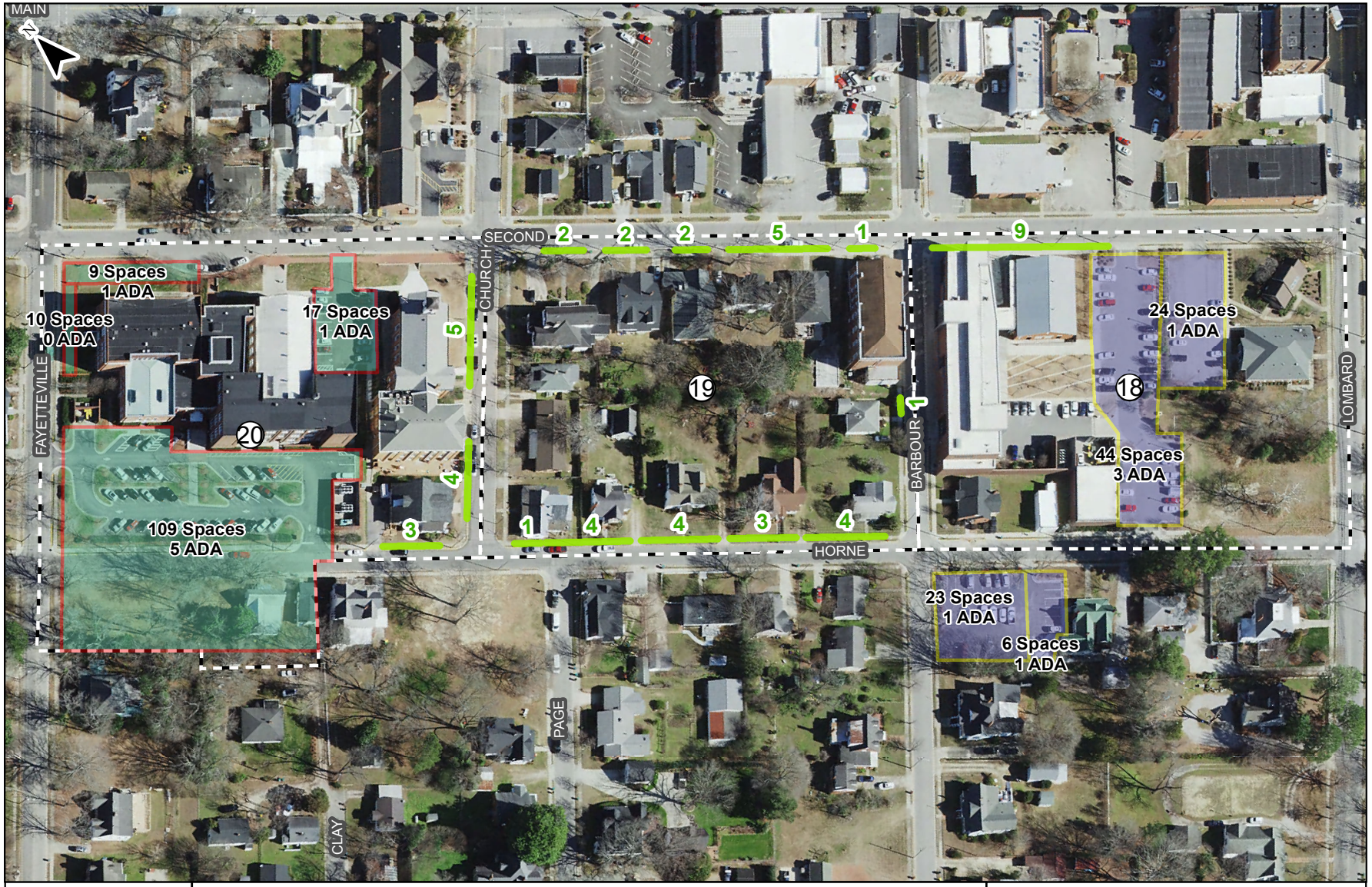
Street Parking

Public Lot

Parking Assessment - Blocks 5, 8, 16, 17



Parking Assessment - Blocks 6, 7, 15



Parking Assessment - Blocks 18, 19, 20

NORTH CAROLINA CLAYTON 1869

Parking Assessment - Blocks 21, 22, 23

0 75 150 300 Feet

Private Lot

Street Parking

Public Lot

Downtown Clayton Parking Inventory

Block	Non-ADA Parking	ADA Parking	On-Street Parking	Off-Street Parking	Public Parking (Off-Street)	Public Parking (Off and On-Street)
1	83	2	19	64	N/A	19 (23% of total)
2	81	0	15	66	37 (46% of total)	52 (64% of total)
3	88	1	26	62	39 (44% of total)	65 (74% of total)
4	172	5	35	137	51 (30% of total)	86 (50% of total)
5	150	4	36	114	N/A	36 (24% of total)
6	22	0	22	0	N/A	22 (100% of total)
7	61	2	41	20	N/A	41 (67% of total)
8	126	3	44	82	N/A	44 (35% of total)
9	69	1	23	46	N/A	23 (33% of total)
10	80	2	20	60	N/A	20 (25% of total)
11	32	1	28	4	4 (13% of total)	32 (100% of total)
12	39	3	6	33	33 (85% of total)	39 (100% of total)
13	44	2	13	31	N/A	13 (30% of total)
14	62	3	28	34	N/A	28 (45% of total)
15	32	0	32	*	N/A	32 (100% of total)
16	15	0	15	*	N/A	15 (100% of total)
17	143	5	11	132	N/A	11 (8% of total)
18	106	6	9	97	N/A	9 (8% of total)
19	29	0	29	*	N/A	29 (100% of total)
20	157	9	12	145	145 (92% of total)	157 (100% of total)
21	37	0	37	*	N/A	37 (100% of total)
22	37	0	37	*	N/A	37 (100% of total)
23	50	0	50	*	N/A	50 (100% of total)

* Not Surveyed for Off-Street Parking

Type	# Spaces	% of Total Off-Street
Informal	354	31.4%
Formal	773	68.6%
Private Off-Street	818	72.6%
Public Off-Street	309	27.4%
Total Off-Street:	1,127	
Total On-Street:	588	

Total Parking: 1,738

Non-ADA Parking: 1,715

ADA Parking: 23

Off-Street Parking: 1,127

On-Street Parking: 588

July 9, 2021

Parking Occupancy Data—Collected June 23, 2021

Percent Off-Street Parking Occupancy by Block, Normalized by Block

Block	7:00:00 AM	10:00:00 AM	12:30:00 PM	2:30:00 PM	6:00:00 PM
1	20%	50%	42%	55%	41%
2	45%	88%	77%	58%	21%
3	13%	48%	37%	35%	52%
4	13%	52%	70%	61%	50%
5	19%	41%	32%	35%	16%
7	10%	35%	40%	30%	30%
8	13%	41%	38%	39%	7%
9	7%	57%	54%	54%	30%
10	12%	32%	58%	47%	10%
11	0%	75%	50%	50%	25%
12	42%	76%	91%	70%	21%
13	13%	23%	29%	26%	32%
14	15%	35%	29%	50%	15%
17	7%	36%	34%	40%	15%
18	31%	52%	49%	52%	39%
20	13%	40%	37%	48%	12%

Block-Hours with greater than 50% of occupancy (for that block) have been highlighted in red

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Percent Off-Street Parking Occupancy by Block out of Total Available Off-Street Parking

Block	7:00:00 AM	10:00:00 AM	12:30:00 PM	2:30:00 PM	6:00:00 PM
1	1.2%	2.8%	2.4%	3.1%	2.3%
2	2.7%	5.1%	4.5%	3.4%	1.2%
3	0.7%	2.7%	2.0%	2.0%	2.8%
4	1.6%	6.3%	8.5%	7.4%	6.0%
5	2.0%	4.2%	3.3%	3.5%	1.6%
7	0.2%	0.6%	0.7%	0.5%	0.5%
8	1.0%	3.0%	2.8%	2.8%	0.5%
9	0.3%	2.3%	2.2%	2.2%	1.2%
10	0.6%	1.7%	3.1%	2.5%	0.5%
11	0.0%	0.3%	0.2%	0.2%	0.1%
12	1.2%	2.2%	2.7%	2.0%	0.6%
13	0.4%	0.6%	0.8%	0.7%	0.9%
14	0.4%	1.1%	0.9%	1.5%	0.4%
17	0.8%	4.3%	4.0%	4.7%	1.8%
18	2.7%	4.4%	4.3%	4.4%	3.4%
20	1.7%	5.1%	4.7%	6.1%	1.5%

Block-Hours with greater than 5% of total parking occupied (> ~57 spaces) have been highlighted in red

July 9, 2021

Parking Occupancy Data—Collected June 23, 2021

Public Off-Street Parking Occupancy by Block

	7:00 AM		10:00 AM	
Block	**# Occupied**	**% Occupied**	**# Occupied**	**% Occupied**
2	24	65%	35	95%
3	6	15%	11	28%
4	9	18%	31	61%
11	0	0%	3	75%
12	14	42%	25	76%
20	19	13%	58	40%

	12:30 PM		2:30 PM	
Block	**# Occupied**	**% Occupied**	**# Occupied**	**% Occupied**
2	29	78%	25	68%
3	11	28%	10	26%
4	46	90%	40	78%
11	2	50%	2	50%
12	30	91%	23	70%
20	53	37%	69	48%

	6:00 PM	
Block	**# Occupied**	**% Occupied**
2	10	27%
3	29	74%
4	31	61%
11	1	25%
12	7	21%
20	17	12%

Block-Hours with greater than 50% public off-street parking occupancy have been highlighted in red

Block	**2**	**3**	**4**	**11**	**12**	**20**
Public Spaces Off-Street	37	39	51	4	33	145

July 9, 2021

June 23, 2021 Clayton Downtown Parking Study – Notes:

As defined in the March 2007 *Clayton Downtown Parking Needs Assessment & Inventory* report, informal parking was defined as "parking areas where individual spaces are not marked in some fashion." For the updated study, we maintained this definition of informal parking. Formal parking are spaces that are clearly delineated by striping, curb stops, or some other parking area component that officially marks a space.

The project area mirrored that of the 2007 study, save for the addition of two lots at the corner of Barbour Street & East Horne Street, which are located just outside of Block 18.

Several new parking lots were identified during the course of this study:

- Block 1:
  - 7 total spaces (1 ADA) between 2 lots
- Block 2:
  - 22 total spaces within 1 lot
- Block 5:
  - 15 total spaces within 1 lot
- Block 7:
  - 4 total spaces within 1 lot
- Block 8:
  - 26 total spaces (2 ADA) within 2 lots
- Block 10:
  - 11 total spaces within 1 lot
- Block 18:
  - 78 total spaces (5 ADA) within 3 lots
- Block 20:
  - 38 total spaces (2 ADA) within 3 lots

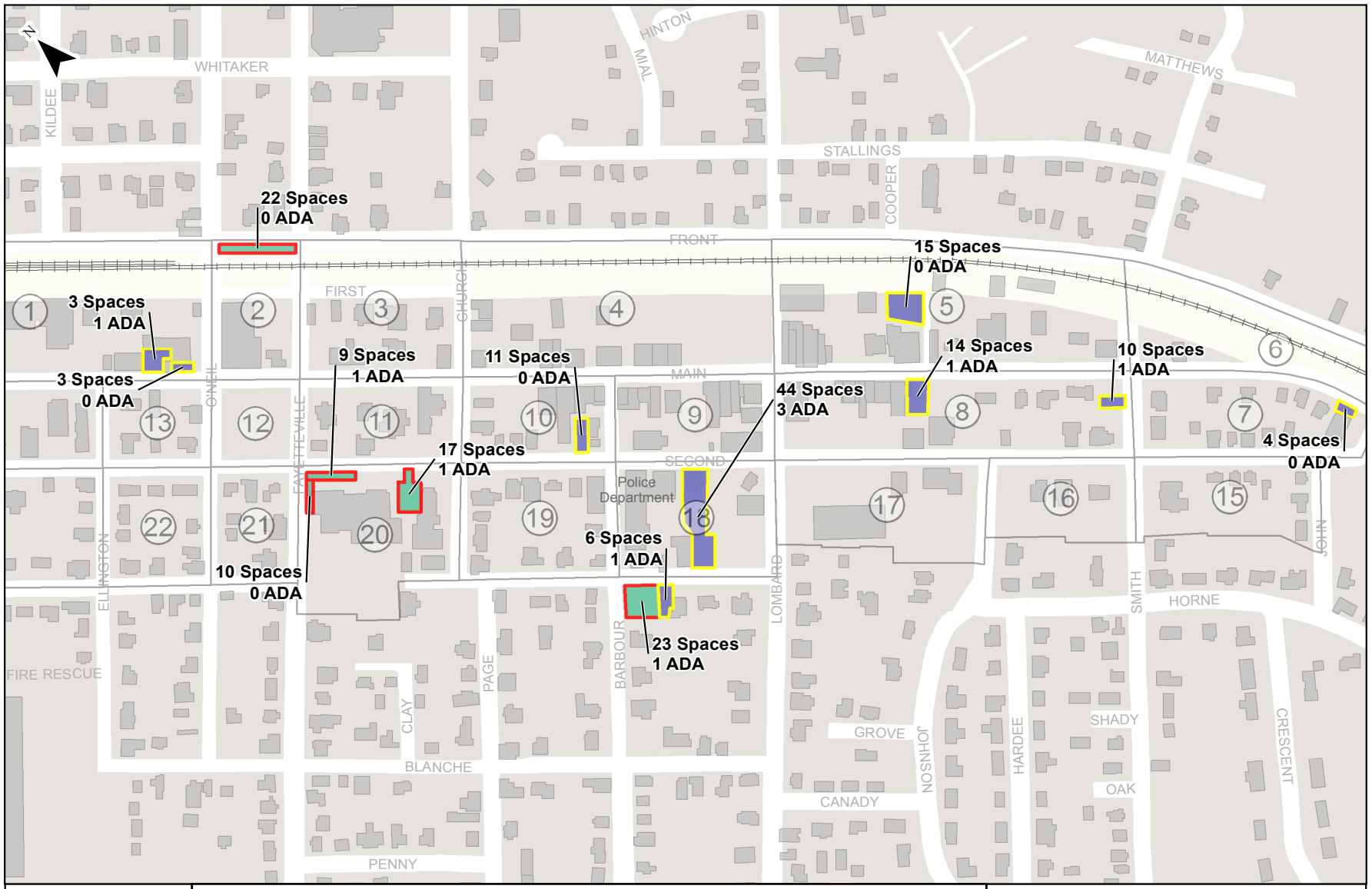
Surveyors noted that in several lots, parking spaces were occupied by construction dumpsters, including one that was blocking an ADA parking spot.

Data Limitations:

Due to the limited manpower and time in which parking data was able to be collected, only off-street parking occupancy was tallied over the course of five time periods on Wednesday, June 23, 2021.

This study serves as a snapshot of parking on one particular day and therefore may not be indicative of general parking patterns.

Similar studies conducted by the Town of Apex and Fuquay-Varina tallied occupancy on three separate days. The Town of Apex collected occupancy data three times over the course of two months. Two of these were weekdays and the last was during a large event. The Town of Fuquay-Varina collected occupancy data three times over the course of three months. Once during a "typical weekday," once on the weekend, and once during a special event.



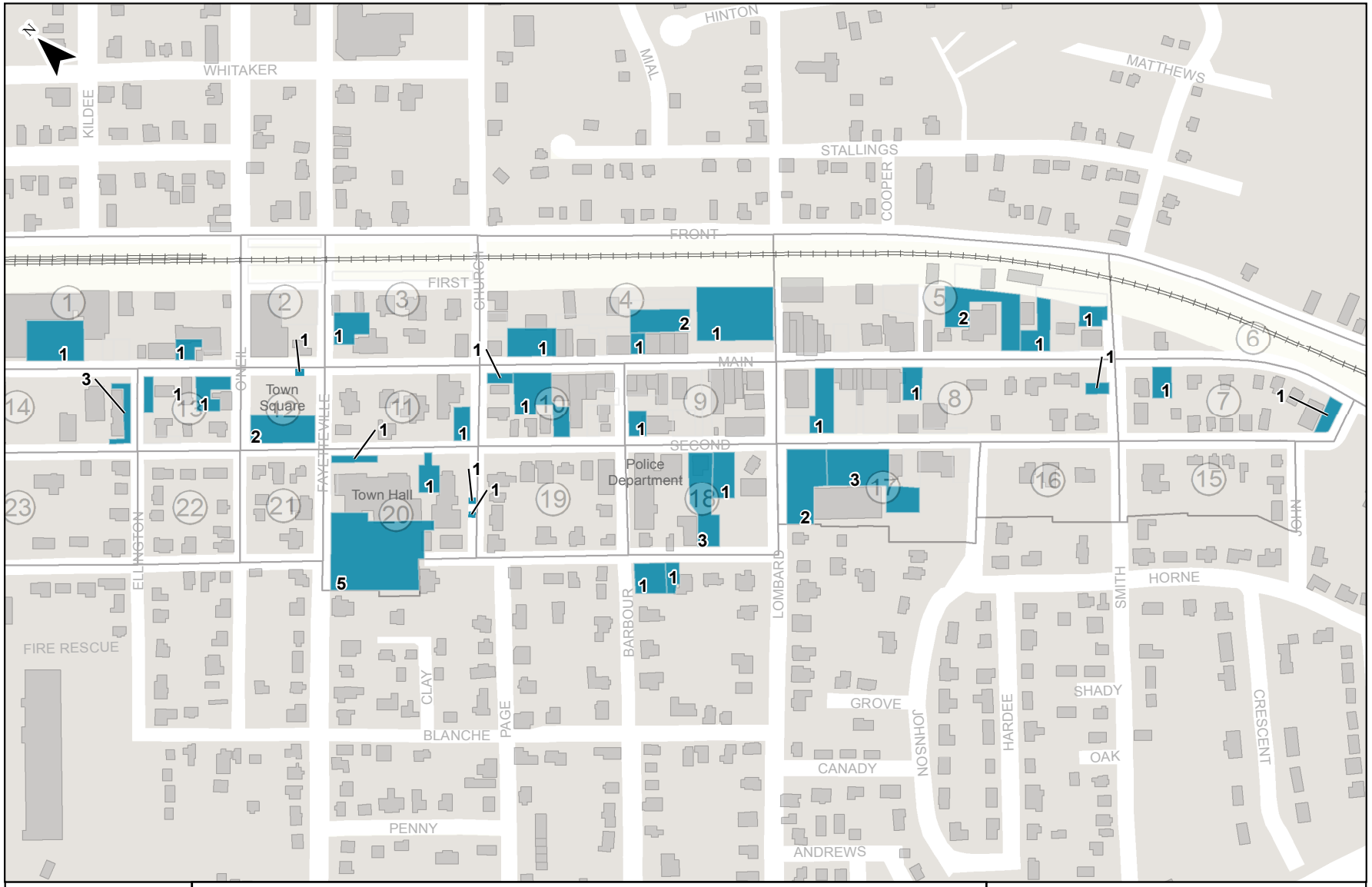
Parking Assessment - June 23, 2021
New Parking Lots

0 200 400 800 Feet

(1) **Block Number**

Private

Public

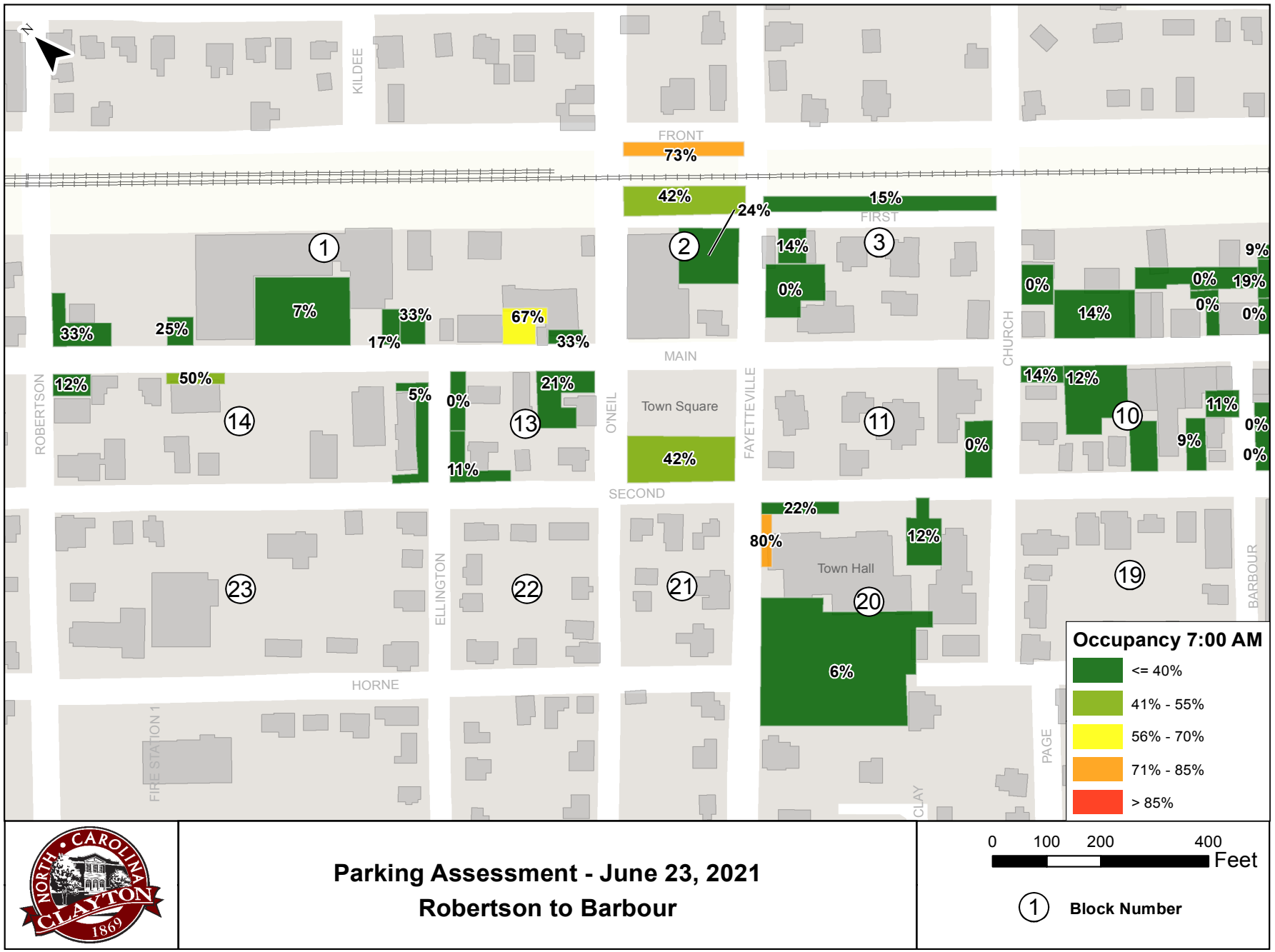


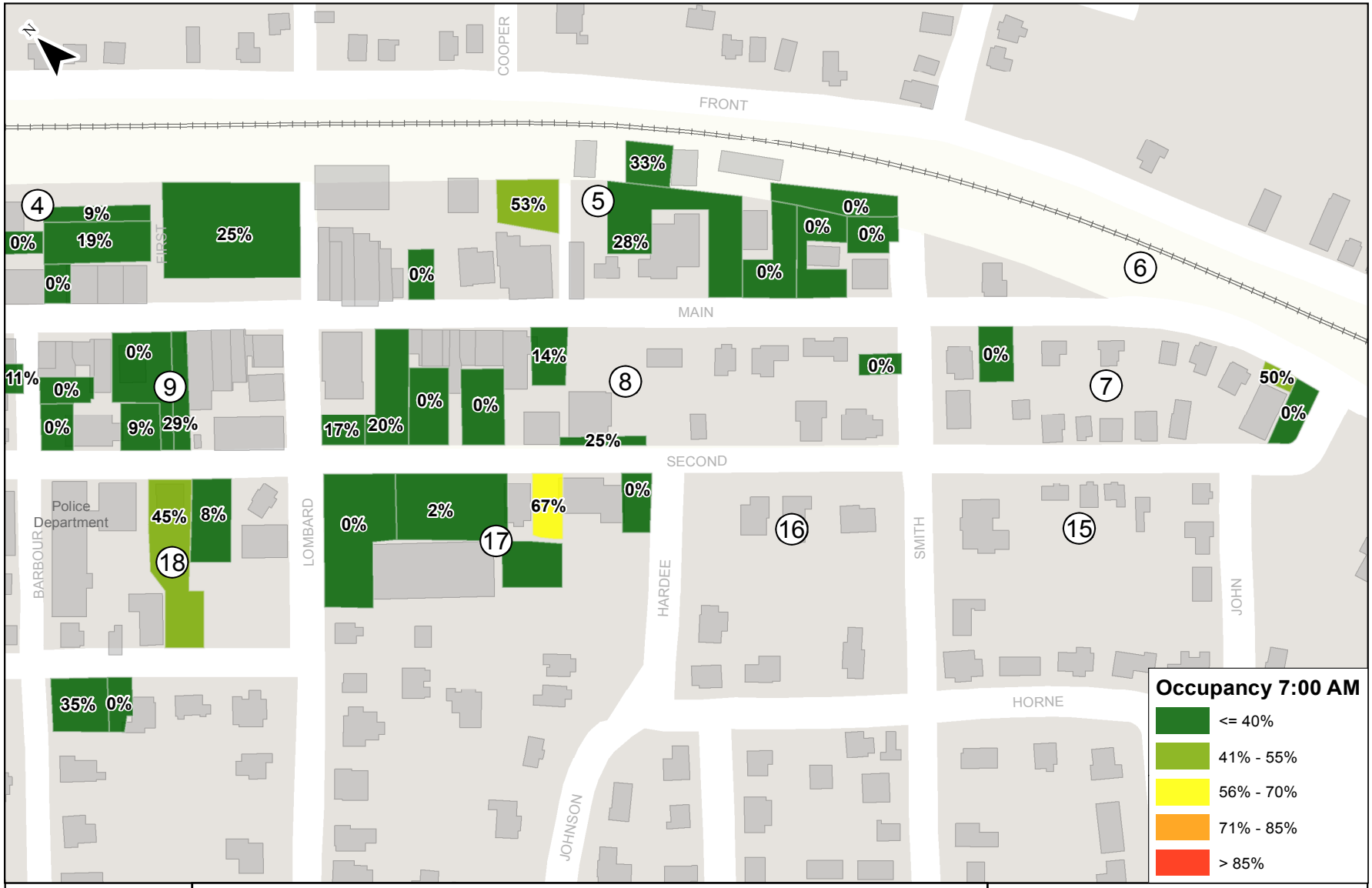
Parking Assessment - June 23, 2021

ADA Parking

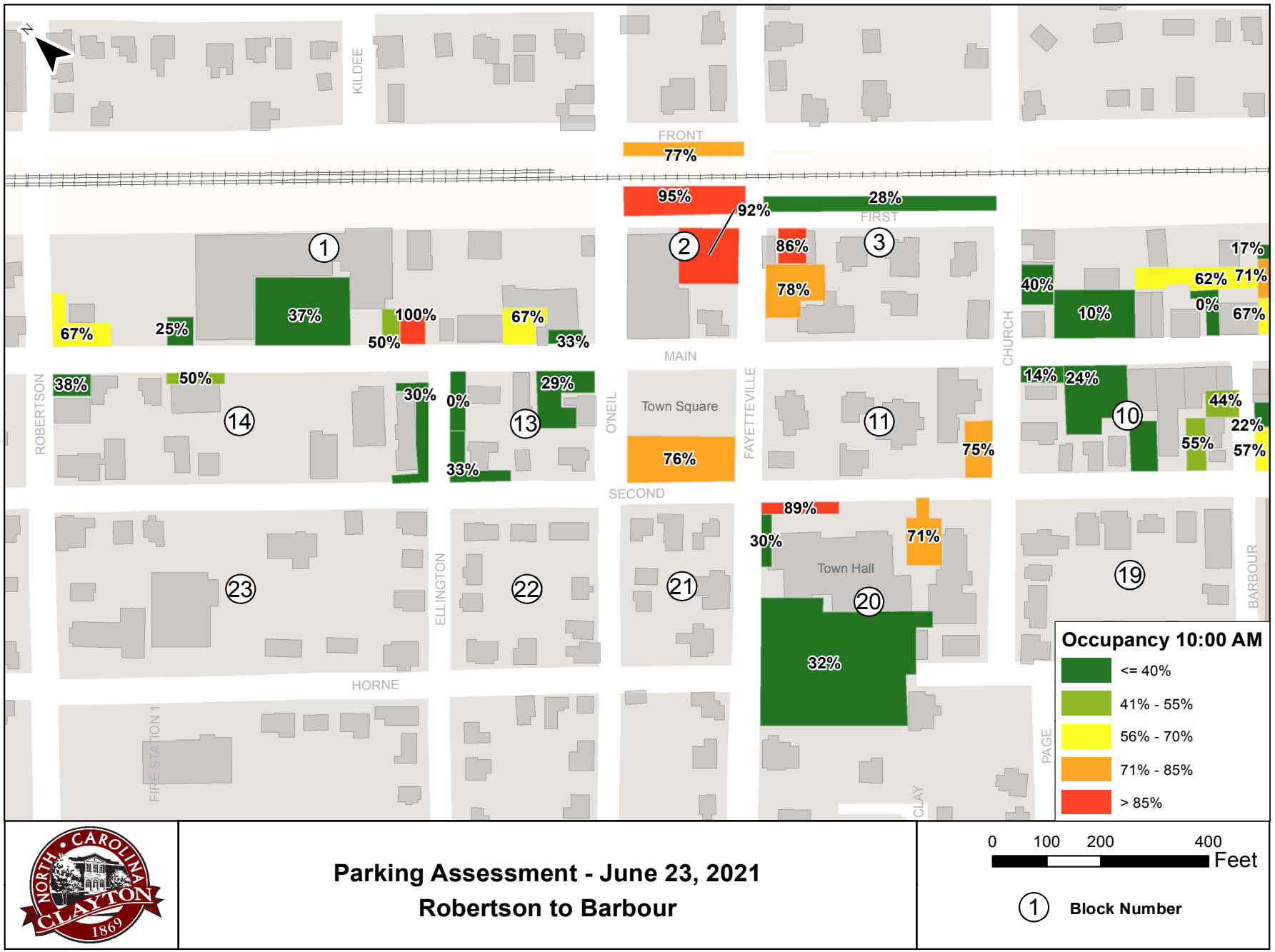
0 200 400 800 Feet

(1) **Block Number**

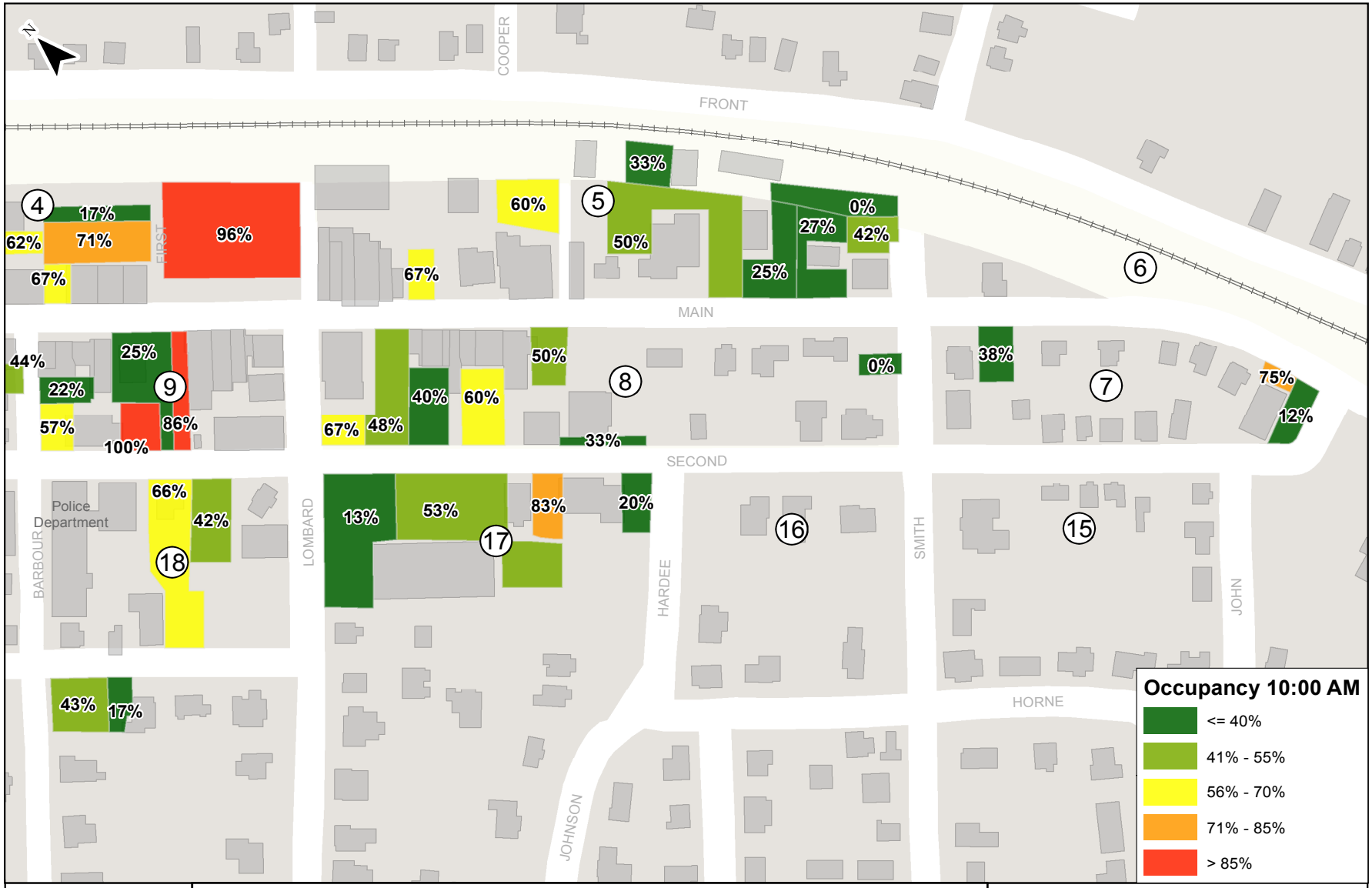

N
KILDEE
FRONT
73%
42%
24%
15%
FIRST
1
2
3
7%
33%
25%
33%
17%
67%
33%
14%
0%
0%
14%
0%
19%
0%
0%
9%
MAIN
CHURCH
ROBERTSON
12%
50%
5%
14
0%
21%
13
11%
O'NEIL
Town Square
42%
FAYETTEVILLE
11
0%
14%
12%
10
11%
9%
0%
0%
SECOND
22%
80%
12%
Town Hall
20
6%
19
BARBOUR
23
ELLINGTON
22
21
HORNE
FIRE STATION 1
PAGE
CLAY
Occupancy 7:00 AM
<= 40%
41% - 55%
56% - 70%
71% - 85%
> 85%
NORTH CAROLINA
CLAYTON
1869
Parking Assessment - June 23, 2021
Robertson to Barbour
0
100
200
400
Feet
1
Block Number



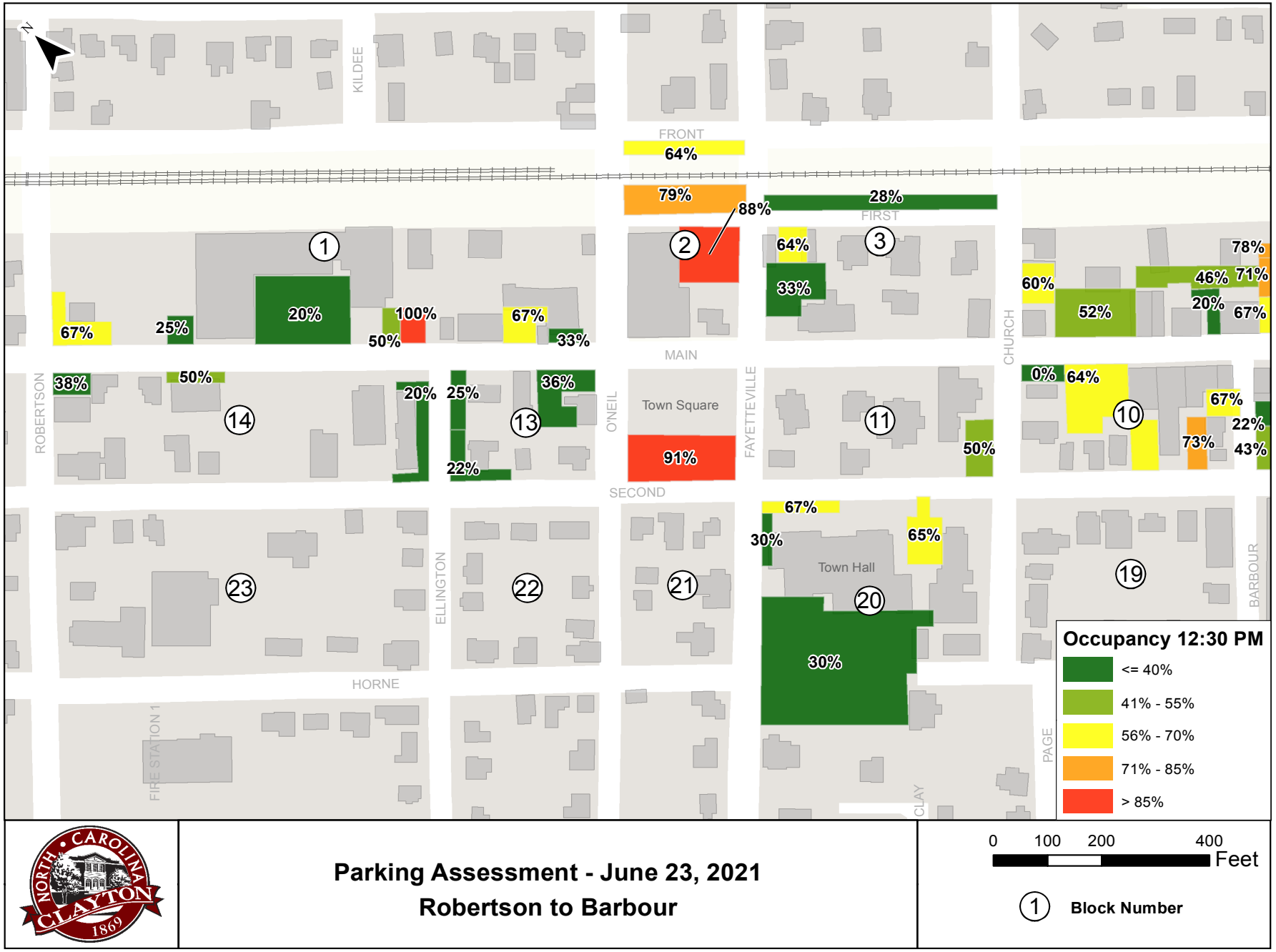
Parking Assessment - June 23, 2021
Barbour to John



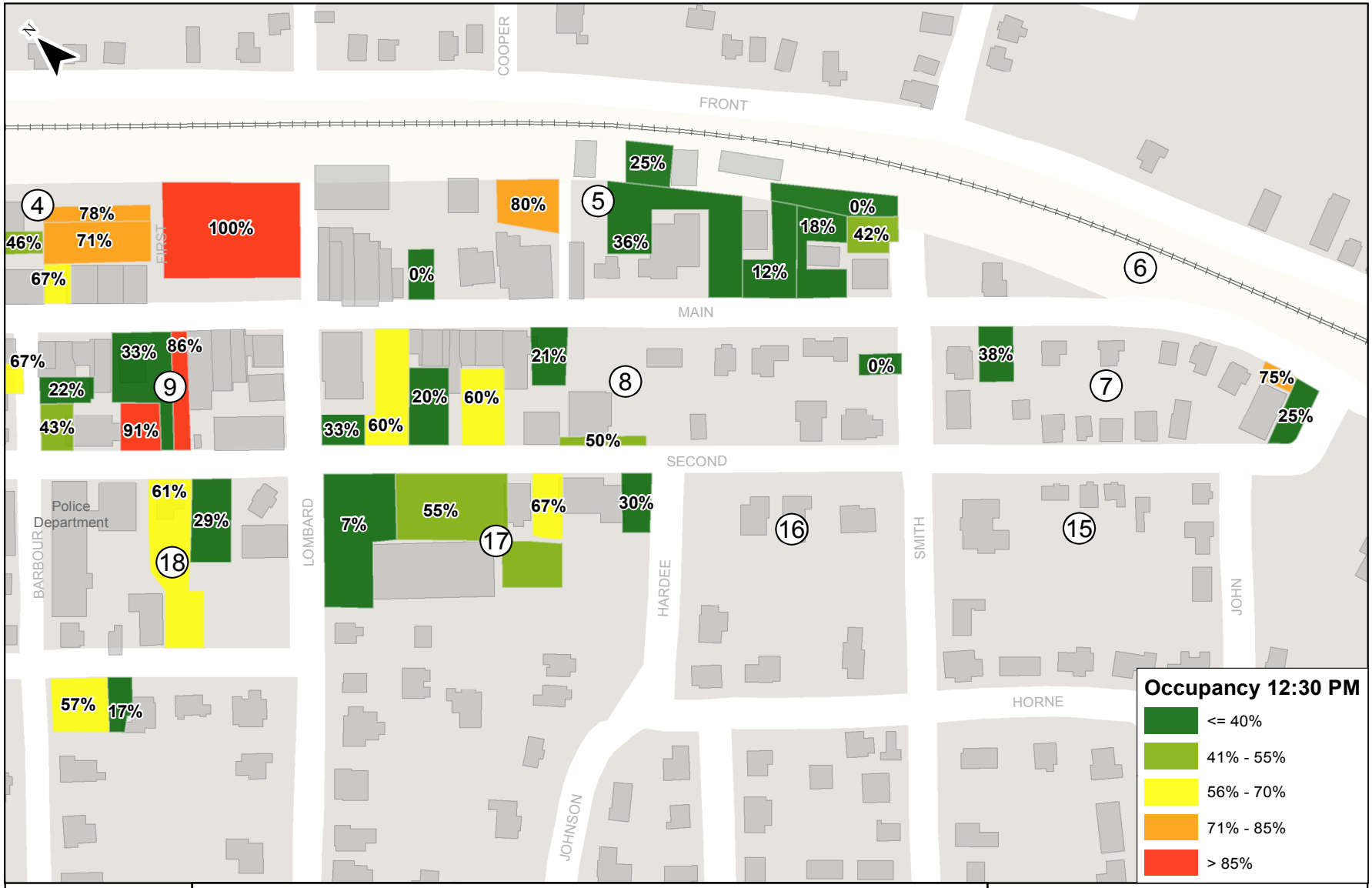
Parking Assessment - June 23, 2021
Robertson to Barbour



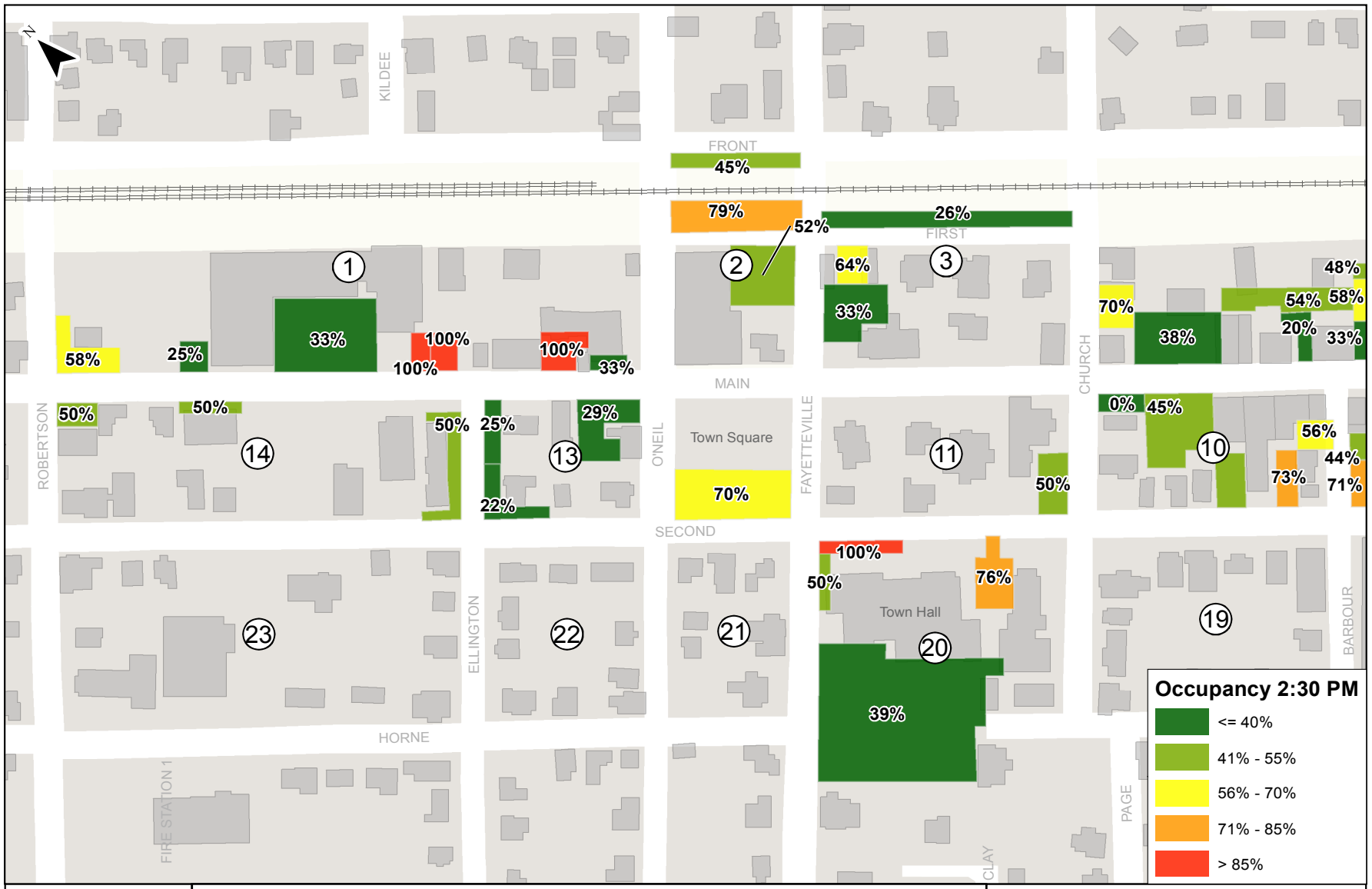
Parking Assessment - June 23, 2021
Barbour to John



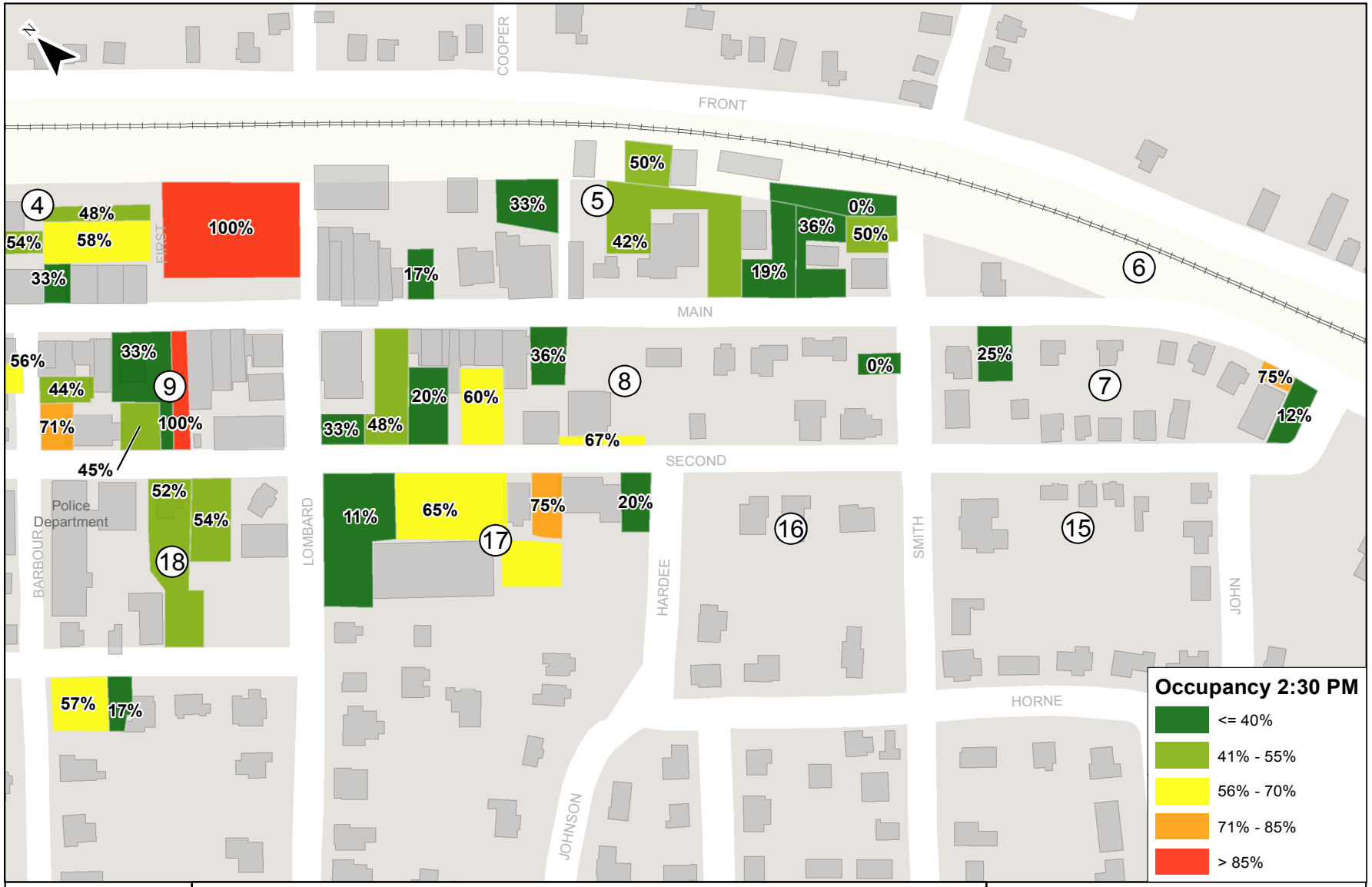
Parking Assessment - June 23, 2021
Robertson to Barbour



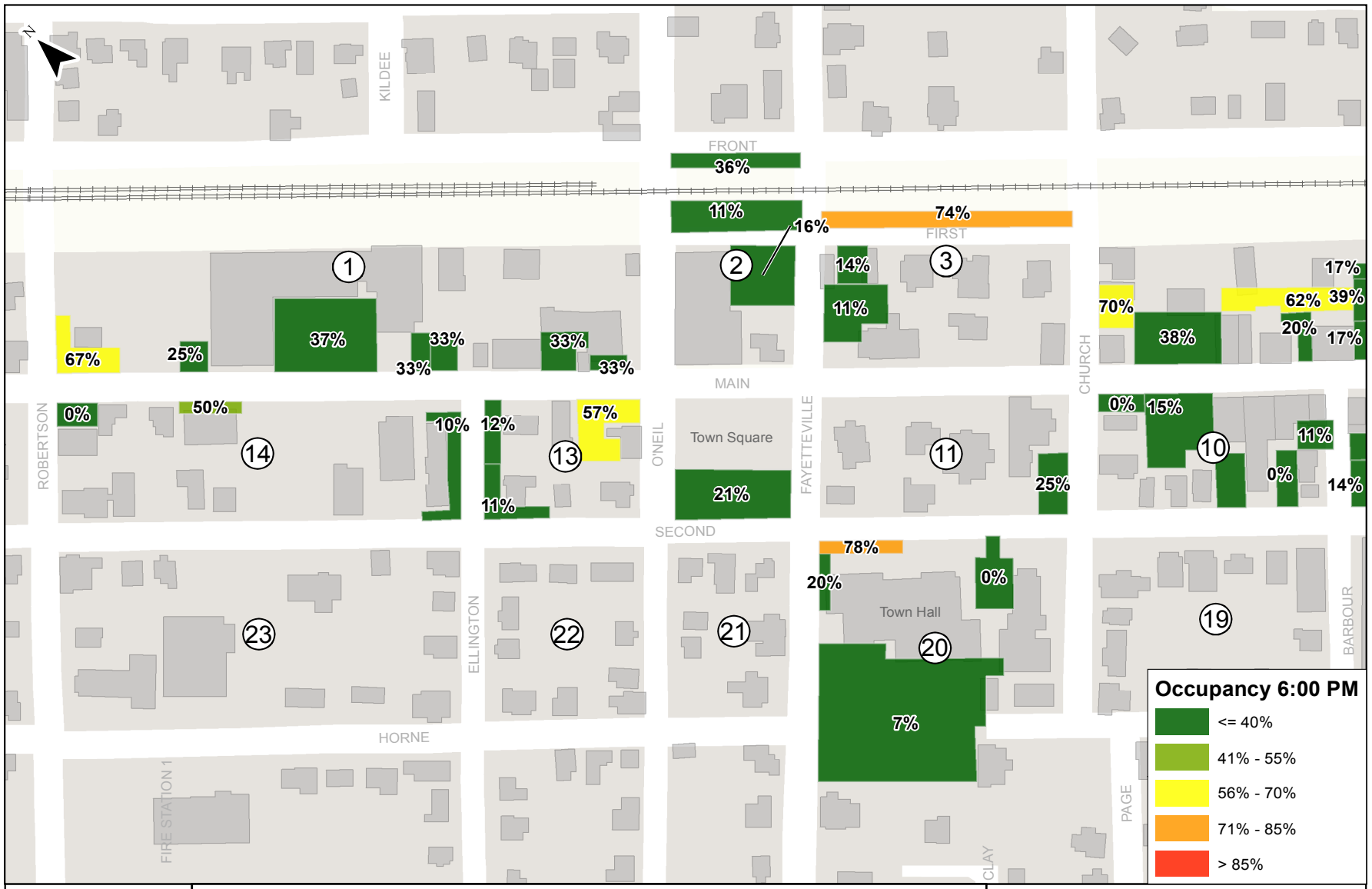
Parking Assessment - June 23, 2021
Barbour to John



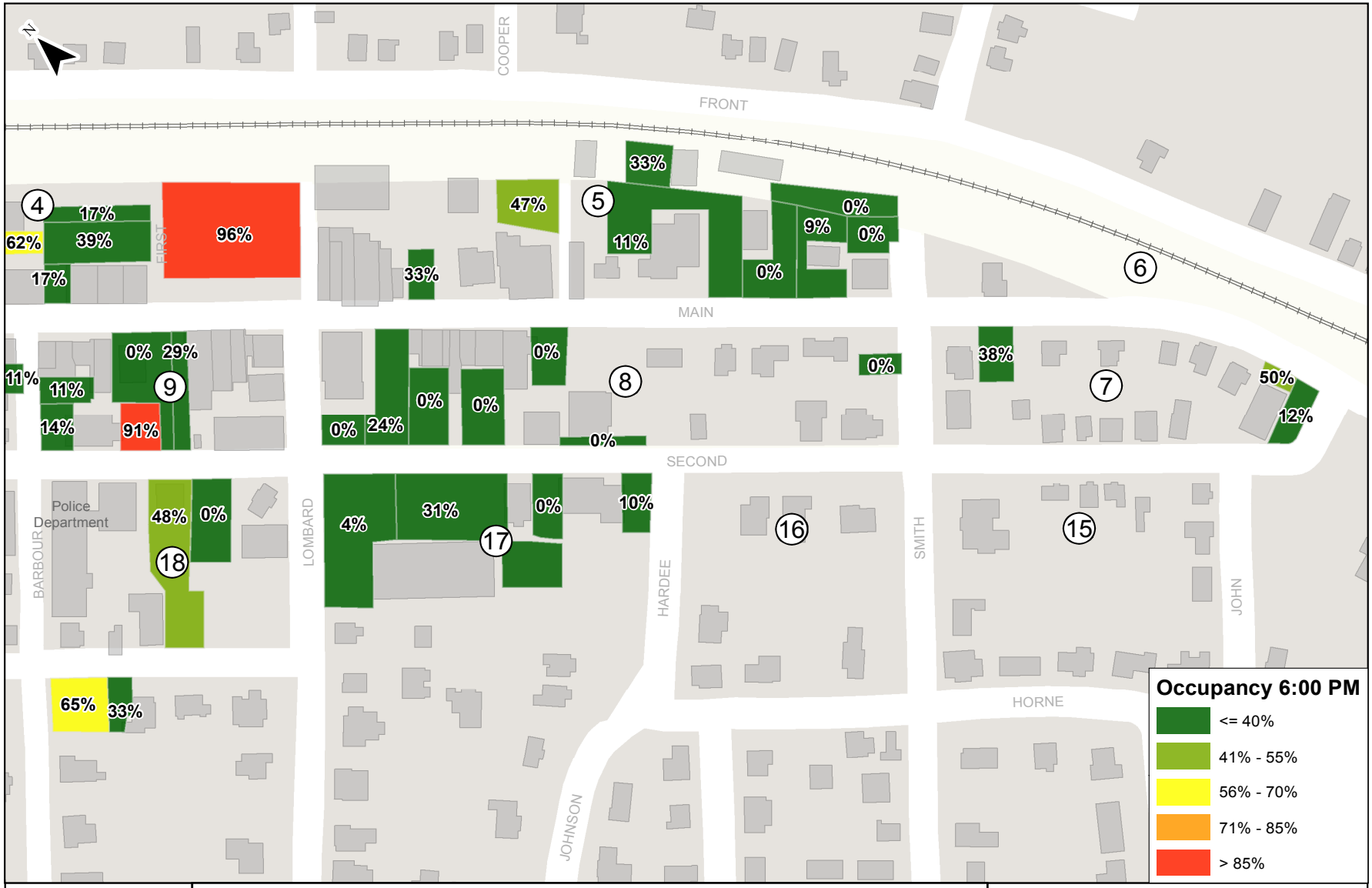
Parking Assessment - June 23, 2021
Robertson to Barbour



Parking Assessment - June 23, 2021
Barbour to John



Parking Assessment - June 23, 2021
Robertson to Barbour



Parking Assessment - June 23, 2021
Barbour to John

Clayton Downtown Parking Needs Assessment & Inventory

Final Report

Prepared for:

The Town of Clayton, North Carolina

NORTH CAROLINA PROFESSIONAL SEAL 17586 ENGINEER J. TODD BROOKS

3/26/07

Prepared by:

PBS&J

1616 East Millbrook Road, Suite 310
Raleigh, NC 27609

March 2007

Executive Summary

Project Purpose and Description

The Town of Clayton understands that a quality, well-planned parking system is needed to support existing businesses and residences as well as support future development within the downtown. To document and assess its current downtown parking situation, the Town of Clayton contracted with the professional engineering consultants of PBS&J to conduct an inventory and evaluation of downtown parking.

The purpose of this project is to identify existing parking deficiencies, to recommend actions to rectify them and to enhance the current parking system within the central business district (CBD). The project examines on-street (curbside) parking spaces and off-street parking lots, both public and private. It is intended to build upon and complement the work accomplished through recent planning projects in downtown Clayton, namely the Clayton Downtown Improvements Project and the Front Street Traffic Calming Plan. Major project tasks include:

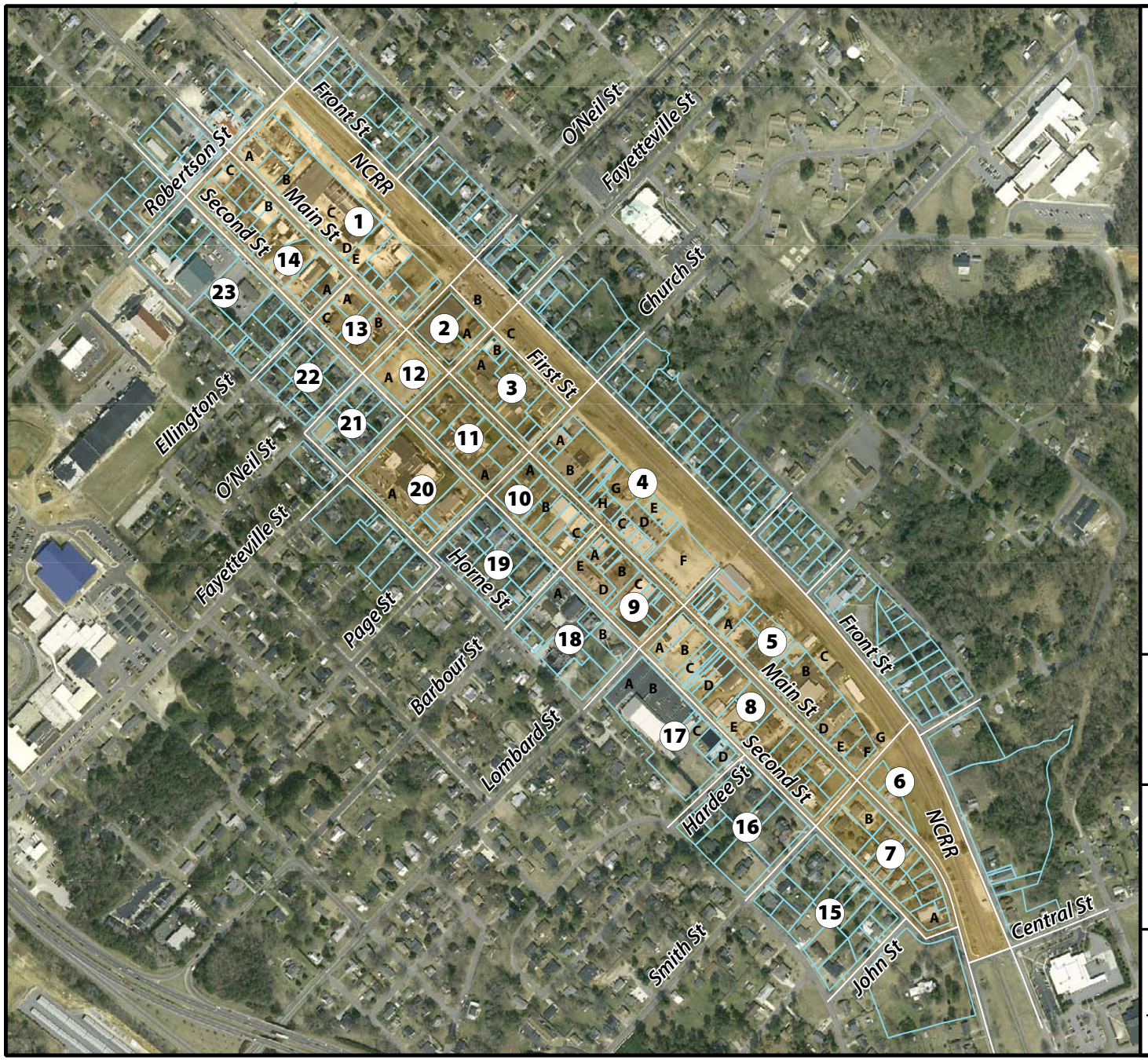
1. Inventory, survey and analyze the existing parking supply and usage.
2. Identify problems with the existing parking system and recommend improvements to correct them.
3. Identify and recommend additional potential strategies to readily enhance and expand the current parking system.

The goal of this project is to identify strategies to make parking in downtown Clayton readily accessible and convenient to the public. The project is based wholly upon an examination of existing conditions and did not include an estimation and evaluation of future parking demands.

The project area, shown in **Figure ES-1**, encompasses approximately 15 blocks centered on Main Street between Robertson Street and Central Street in the heart of downtown Clayton. The project boundaries include Front Street to the northeast and Second Street to the southwest. The block containing the Clayton Center is also included.

Inventory

PBS&J conducted a comprehensive inventory of the existing parking supply, both public and private, to document the total number, type and location of parking spaces available on a daily basis for people who come to the project area. The inventory included all on-street spaces and off-street areas normally and regularly used for parking. There are approximately 1,486 existing parking spaces within the project area, 947 (64%) of which are in off-street parking lots and the remaining 539 (36%) of which are on-street (curbside). These numbers are approximate since individual parking spaces are not marked in many of the parking lots and along most



LEGEND

- Project Area
- Parcel Boundary
- 1 Block Number
- A Parking Lot Number

Clayton

Downtown Parking Needs Assessment and Inventory

Johnston County

PBS&J

N W E S

Not to Scale

Block and Lot Numbers

Figure ES-1

streets. Parking areas where individual spaces are not marked in some fashion are referred to as "informal" parking areas. The inventory provided the following additional information concerning the off-street parking lots:

- There are approximately 281 parking spaces in 17 informal parking areas compared with 666 spaces in 37 formal parking lots.
- The largest parking lot is the informal Town-owned dirt lot at the intersection of Main Street and Lombard Street (Lot 4F) which has an estimated 60 parking spaces. The smallest parking lot is Lot 14C with only 4 spaces. The average size of an off-street parking lot in downtown is 17.5 spaces.
- There are four Town-owned parking lots (4F, 12A, 18A, 20A) that account for 204 spaces (21.5%). (Note that Lot 11A serving the library had to be excluded from the inventory since the lot was closed for construction of the library expansion).
- Four lots (2B, 3C, 5C and 5G) appear to lie within the North Carolina Railroad right-of-way and account for 64 spaces (6.8%).
- The 46 privately-owned lots contain 679 spaces (71.7%)

Usage Surveys

To determine how the existing parking is being used, to assess parker behavior and tendencies and to ascertain people's perceptions and attitudes concerning parking in downtown, PBS&J conducted the following three types of parking usage surveys:

1. Parking Occupancy Surveys – Occupancy is the percentage of spaces occupied during a given time interval, typically a one-hour period. Occupancy surveys simply count the number of occupied parking spaces during each time interval throughout the survey day.
2. Parking Turnover Surveys – Turnover surveys not only provide occupancy data but also reveal the average duration that a specific vehicle occupies the space (i.e., length of stay) and the frequency at which the parking space turns over from one vehicle to the next.
3. Parker Surveys (Interviews) – Parker surveys or interviews help correlate where people park with particular destinations and trip purposes. Parkers were asked either in person or via a postcard left on their windshield questions about general trip purpose, origin, destination, and how long they parked.

Surveys were conducted on three separate weekdays between the last week of September and the first week of November 2006 and were conducted for eight consecutive hours between 10:00am and 6:00pm.

Results of Off-Street Parking Lot Surveys

The occupancy survey data reveals that the peak hour of occupancy for the off-street parking lots occurred between 1:30pm and 2:30pm. A total of 386 vehicles were observed parked in the off-street parking lots within the project area during this one-hour period. **Figure ES-2** shows the project area parking lots colored-coded by occupancy level. While some individual parking lots experienced high usage during this peak hour, only 41% of the 947 off-street parking spaces within the project area were actually being used during this peak. A secondary peak was observed late morning between 11:00am and noon with 369 vehicles parked in the off-street parking lots (i.e., 39% occupied).

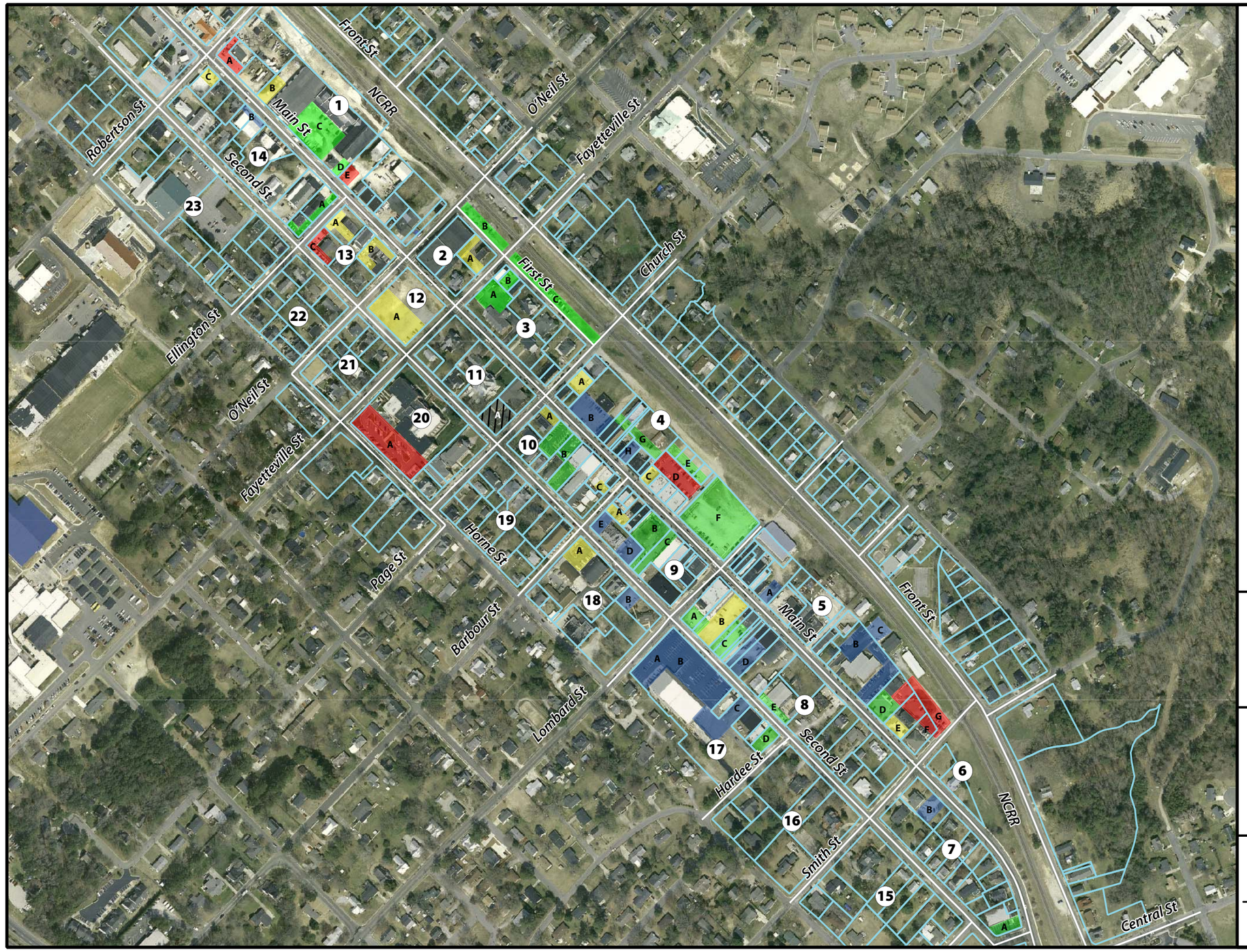
Turnover surveys were conducted for eight off-street parking lots within the project area (4B, 4D, 4E, 4F, 8A, 8B, 10B and 20A). These surveys revealed that the average length of stay in the parking lots was between 2 hours and 2.5 hours. Lot 8A serving the Flip Side and the Coffee Mill experienced the shortest stay with cars parked for an about 1 hour on average. Vehicles remain parked the longest in lot 8B beside the Barbour Building, where they stay for roughly 3 hours on average. The two parking lots experiencing the highest turnover rates are lot 4D, which serves the building with Home Towne Realty, and Lot 20A at the Clayton Center.

Results of On-Street Parking Space Surveys

The use of on-street parking peaks between noon and 1:00pm with 27% of spaces occupied. This peak occupancy level is only 6% higher than the average on-street parking occupancy for the entire survey day, which was 21%. There is little variation in the on-street parking occupancy levels throughout the day. No less than 73% of the on-street parking spaces were available (vacant) at any given time throughout the day.

The on-street parking turnover surveys recorded average turnover rates ranging from 0.33 to 4.67 cars per space, and average lengths of stay ranging from 0.6 hours to 2.4 hours. Most on-street parkers appear to stay parked for 1-2 hours in the downtown. The number of hours that each on-street space within the core of the project area was occupied during the turnover surveys is illustrated in **Figures ES-3a** and **ES-3b**.

These figures show that some 19 on-street spaces within this area remained occupied for 6 hours or more. They also show that some on-street spaces were not used at all. The unused spaces were observed on the Smith Street end of Main Street between Lombard Street and Smith Street (Blocks 5 and 8), as well as on Smith Street. A similar condition occurs at the Church Street end of Main Street between Church Street and Lombard Street where there is considerable off-street parking available.



LEGEND

- ≥ 80% Occupancy
- 50 - 79% Occupancy
- 30 - 49% Occupancy
- 0 - 29% Occupancy
- Not Surveyed
- Parcel Boundary
- 1 Block Number
- A Parking Lot Number

Clayton

Downtown Parking Needs Assessment and Inventory

Johnston County

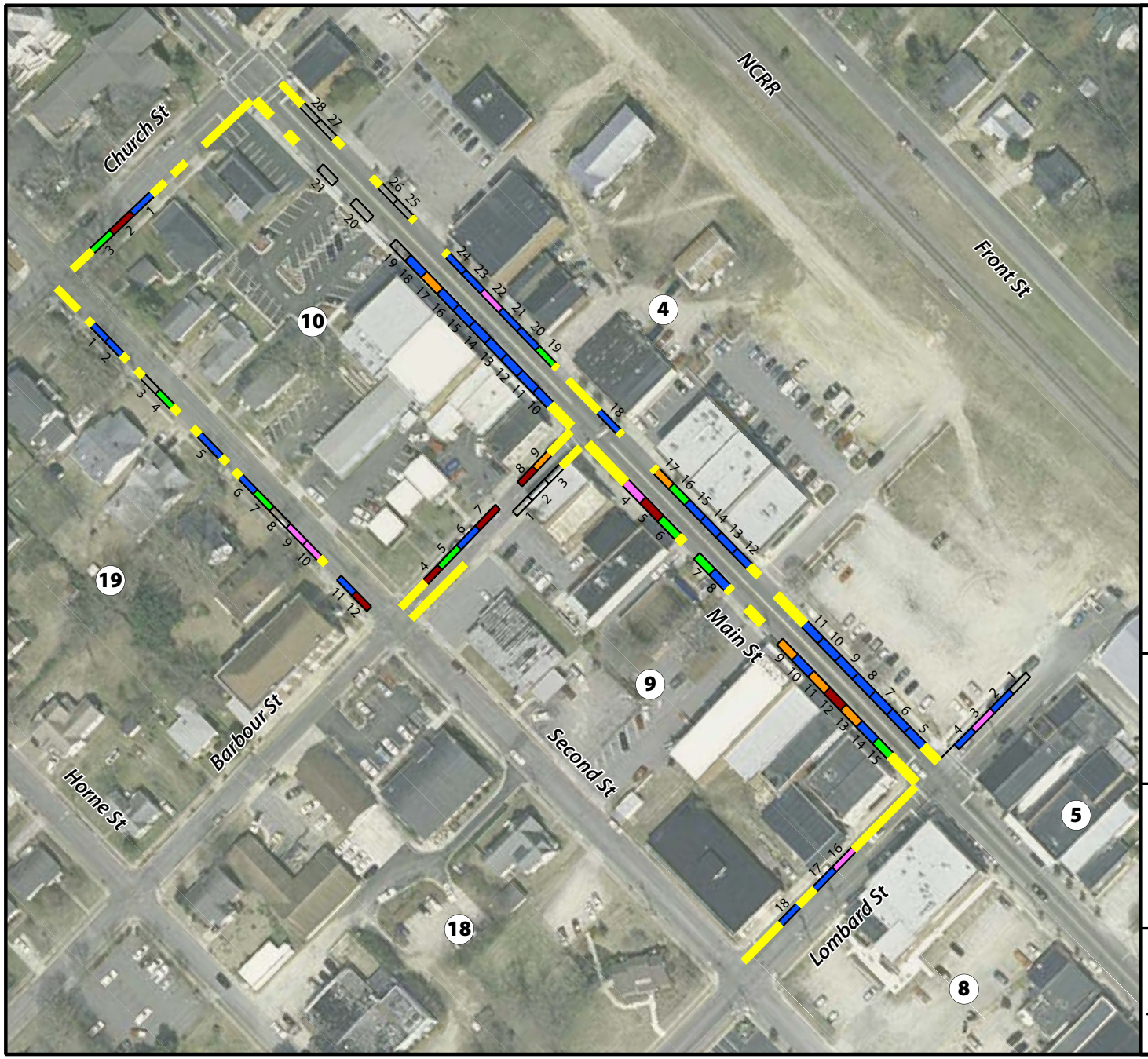
N W E S

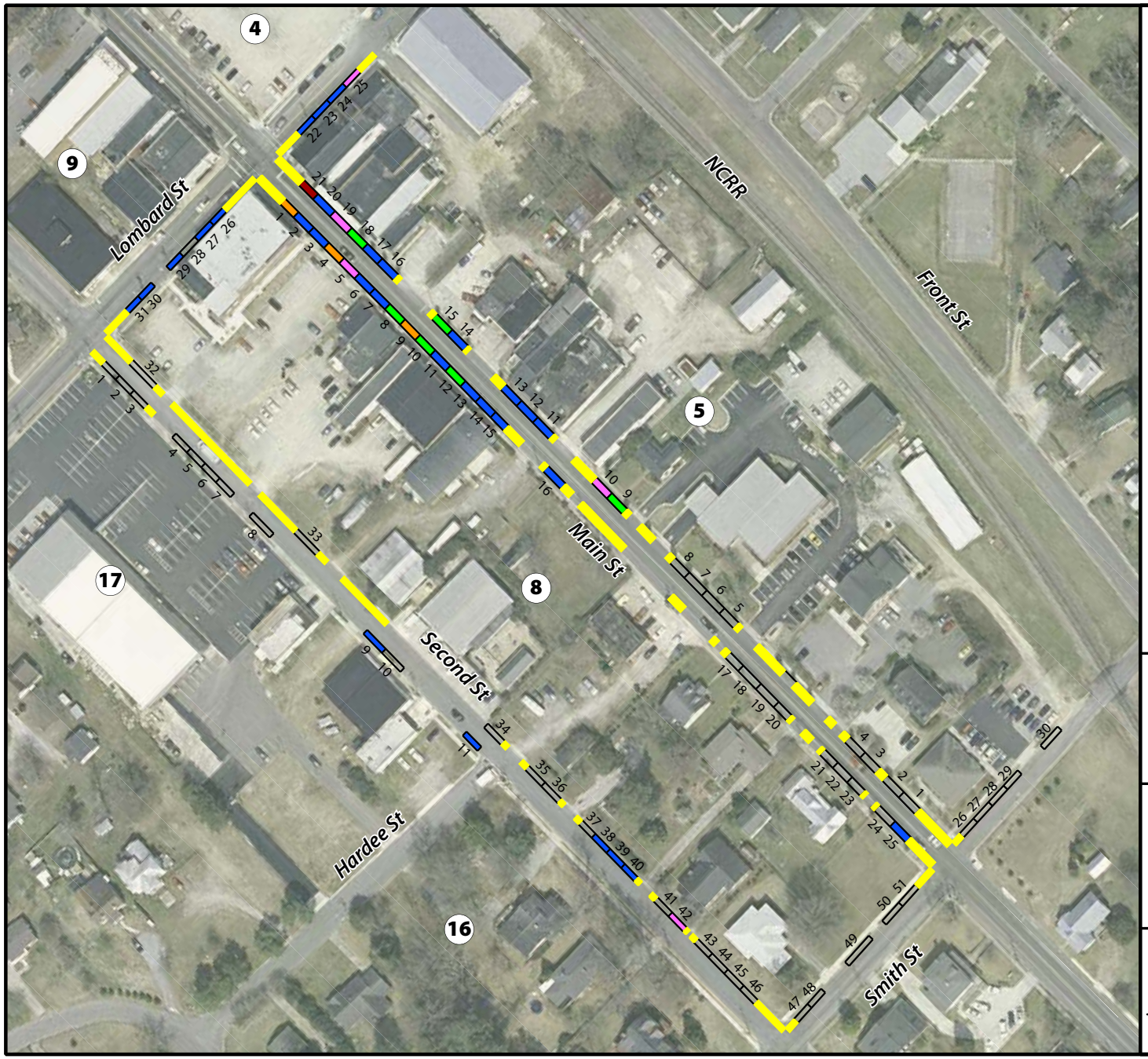
Not to Scale

Off-Street Parking Lot Occupancy

Figure ES-2

Off-Street Peak Hour 1:30 pm to 2:30 pm


Church St
NCRR
Front St
Main St
Second St
Barbour St
Horne St
Lombard St
10
4
19
9
18
5
8
LEGEND
7.5-8 Hour Occupancy
6-7 Hour Occupancy
5-5.5 Hour Occupancy
4-4.5 Hour Occupancy
0.5-3.9 Hour Occupancy
Parking Prohibited (Yellow Curb)
8 Parking Space Number
1 Block Number
Clayton
Downtown Parking Needs Assessment and Inventory
Johnston County
N
W
E
S
Not to Scale
PBSJ
On-Street Parking Space Occupancy
Figure ES-3a



LEGEND

- 7.5-8 Hour Occupancy
- 6-7 Hour Occupancy
- 5-5.5 Hour Occupancy
- 4-4.5 Hour Occupancy
- 0.5-3.9 Hour Occupancy
- Parking Prohibited (Yellow Curb)
- 8 Parking Space Number
- 1 Block Number

Clayton

Downtown Parking Needs Assessment and Inventory

Johnston County

N
W E
S

Not to Scale

On-Street Parking Space Occupancy

Figure ES-3b

There were some on-street spaces where the same vehicle occupied the same parking space continuously for four hours or more. Many of these parkers remained for the entire day. These long durations are usually an indicator that a business owner or an employee is parking in the space rather than a customer or client. However, this does not appear to be a widespread problem.

Results of Parker Surveys (Interviews)

Based on the ninety-nine parker surveys that were collected, the predominant reason for parking downtown is for work (43 out of 99 responses). The other reasons are for shopping/dining or for personal business. The most popular destinations in the downtown area are the restaurants and the retail stores. Over half (58%) of the 99 parkers occupied their parking space for 2 hours or less, with over one-third of parkers staying for one hour or less. One out of every five parkers stayed for over 7 hours.

Key Stakeholder Interviews

In an effort to gain insight into the perceptions of those familiar with downtown parking, PBS&J was tasked with conducting eight interviews with key business owners and downtown merchants (i.e., stakeholders) recommended by the Town of Clayton as a representative cross-section of the project area. These stakeholders were asked for their opinions of existing conditions as well as parking strategies that could be used in the future. The following summarizes the comments that were received.

- Only one person considered parking “really bad.” The majority thought parking needed some minor improvement.
- Most do not hear patrons complaining about not being able to find a place to park or having to park too far away.
- All but one stated that parking for employees is convenient and available.
- Half of the respondents said that their customers often have to cross the street from where they park, but only one expressed concerns about pedestrian safety.
- Respondents were split as to whether on-street parking should be restricted to one side of Main Street instead of being allowed on both sides as it is currently.
- All stakeholders said that parking in downtown should be remain free at all times and in all locations.
- Most think there should be some reasonable limits on how long cars can park in on-street spaces to ensure that they remain available for customers. The consensus time limit seemed to be 2 hours, but none wanted to see time limits for off-street parking.

- Most expressed a desire to see the Town-owned lot at the intersection of Main Street and Lombard Street improved when asked what suggestions they had for improving downtown parking.

Current Parking Demand

A block-by-block compilation of the current parking demand and usage within the project area as observed through the parking surveys is presented in **Table ES-1**. A graph of the data contained in Table ES-1 is presented in **Figure ES-4**.

The peak hour of the project area is the one-hour period when the most parking spaces are in use over the entire the project area (on-street and off-street combined). The peak of individual curb faces and parking lots may not coincide with this overall peak. The peak hour of overall parking for downtown occurs between **11:30am and 12:30pm**.

During this peak hour of the day, 493 (33%) of the 1,486 parking spaces within the project area are occupied. **Figure ES-5** illustrates the occupancy levels of the off-street parking lots during this peak period. The average hourly occupancy level of all project area parking spaces is approximately 30%. Overall, there is an abundant supply of parking spaces available within the project area during all hours of the day, including the peak hour.

Existing Parking Supply vs. Current Demand

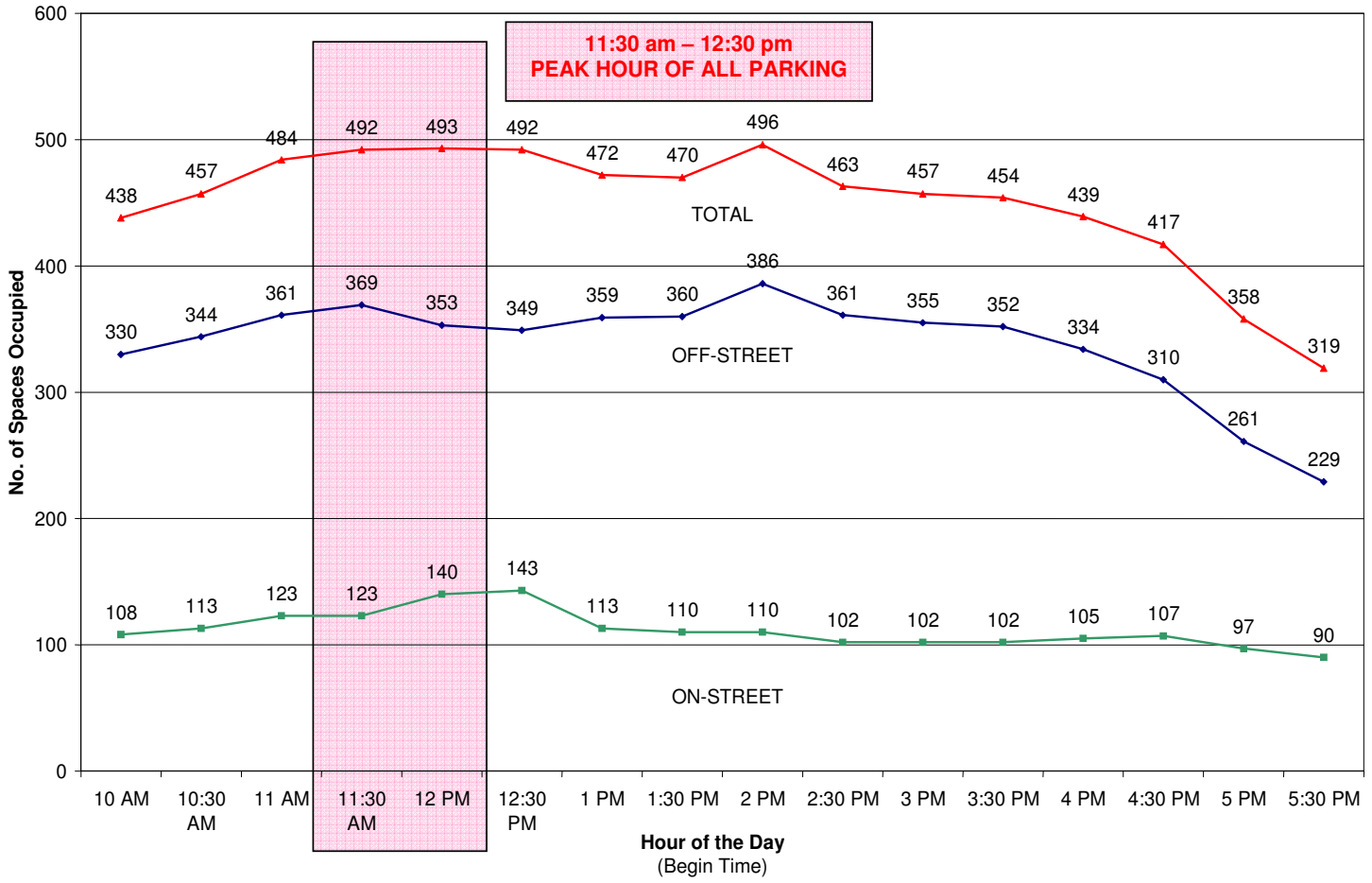
Maximum parking demand is the total number of parking spaces that would be needed to handle the peak demand for each block during the peak hour of that block. In other words, it is "worst case" demand that would occur if all blocks peaked simultaneously, which typically does not happen. However, it does provide a general, "big picture" indication of the whole parking system's ability to accommodate current and future demands.

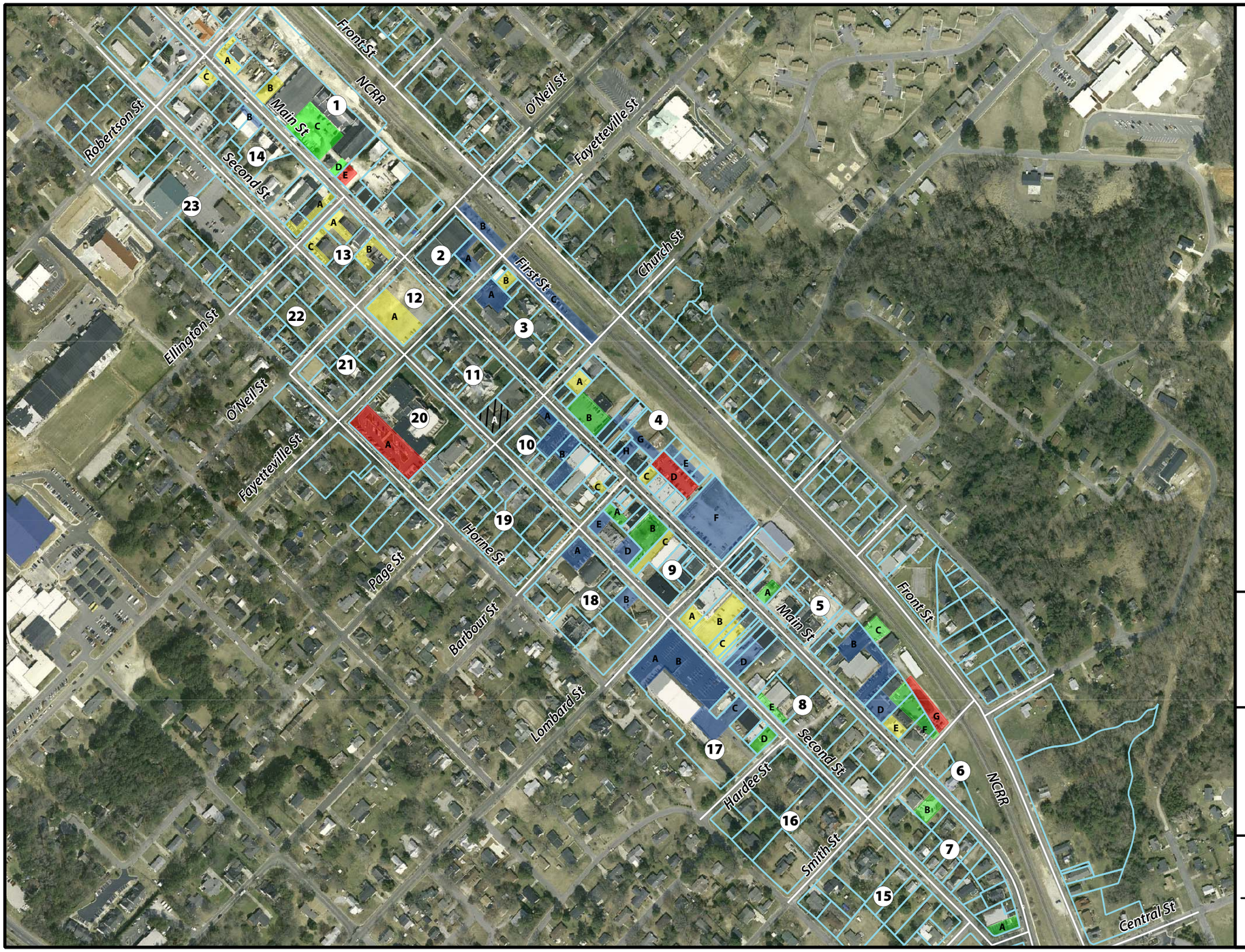
The maximum parking demand in the project area is approximately 579 spaces. This figure reflects a maximum usage of approximately 39% and shows that there is an overall surplus of 907 parking spaces during periods of maximum demand. A review of **Table ES-2** shows that all blocks within the project area currently have a surplus of parking spaces at all times during the day.

Table ES-1. Summary of Peak Hour Parking Occupancies

Block	Parking Lot Spaces	On-Street Parking Spaces	TOTAL Parking Spaces	Number of Cars parked in each interval (10:00am until 6:00pm)																Average Occupancy Level	Average Occupancy Percent
				10:00 AM	10:30 AM	11:00 AM	11:30 AM	12:00 PM	12:30 PM	1:00 PM	1:30 PM	2:00 PM	2:30 PM	3:00 PM	3:30 PM	4:00 PM	4:30 PM	5:00 PM	5:30 PM		
1	45	35	80	26	26	26	26	27	27	25	25	28	28	32	32	28	28	21	21	27	33%
2	26	19	45	8	8	9	9	7	7	11	11	17	17	12	12	10	10	8	8	10	23%
3	57	32	89	24	24	27	27	24	24	21	21	28	28	24	24	30	30	18	18	25	28%
4	163	32	195	62	68	71	79	83	85	83	85	87	76	69	72	64	53	49	50	71	36%
5	100	30	130	45	50	51	48	48	50	48	43	51	46	48	45	47	42	42	27	46	35%
6	0	22	22	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
7	18	46	64	10	10	10	10	11	10	7	7	11	12	16	15	15	17	15	11	12	18%
8	97	51	148	44	49	50	50	53	49	48	42	38	38	39	34	36	30	29	32	41	28%
9	52	18	70	22	25	25	26	27	29	27	25	27	29	24	21	19	17	17	13	23	33%
10	63	21	84	26	24	24	27	31	31	36	38	38	26	27	25	27	32	27	24	29	34%
11	0	32	32	21	21	17	17	16	16	15	15	11	11	12	12	15	15	15	15	15	48%
12	35	18	53	26	26	26	26	23	23	28	28	29	29	28	28	27	27	15	15	25	48%
13	40	22	62	22	22	28	28	23	23	22	22	30	30	27	27	19	19	14	14	23	37%
14	30	43	73	13	13	19	19	19	19	12	12	15	15	18	18	18	18	12	12	16	22%
15	0	13	13	0	1	1	0	0	0	0	0	0	0	0	0	6	7	7	0	1	11%
16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
17	156	11	167	27	26	30	29	24	26	23	31	25	23	23	30	31	29	36	25	27	16%
18	23	0	23	6	6	5	5	5	5	8	8	5	5	5	5	3	4	3	3	5	22%
19	0	19	19	5	6	6	8	8	8	8	9	8	3	3	3	4	4	5	5	6	31%
20	42	37	79	48	49	52	51	57	53	47	45	45	44	47	48	37	32	22	23	44	55%
21	0	12	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
22	0	7	7	2	2	0	0	1	1	1	1	0	0	0	0	0	0	0	0	1	7%
23	0	19	19	1	1	7	7	6	6	2	2	3	3	3	3	3	3	3	3	4	18%
TOTALS	947	539	1486	438	457	484	492	493	492	472	470	496	463	457	454	439	417	358	319	450	
Study Area Occupancies				29%	31%	33%	33%	33%	33%	32%	32%	33%	31%	31%	31%	30%	28%	24%	21%		30%

Figure ES-4. Graph of Total Parking Demand





LEGEND

- ≥ 80% Occupancy
- 50 - 79% Occupancy
- 30 - 49% Occupancy
- 0 - 29% Occupancy
- Not Surveyed
- Parcel Boundary
- 1 Block Number
- A Lot Number

Clayton

Downtown Parking Needs Assessment and Inventory

Johnston County

N W E S

Not to Scale

Off-Street Parking Lot Occupancy

Figure ES-5

Project Area Peak Hour
11:30 am to 12:30 pm

Table ES-2. Per Block Parking Supply vs. Peak Demand

Block Number	Total Parking Spaces	Peak Block Usage	Parking Surplus (+) or Deficit (-)
1	80	32	+48
2	45	17	+28
3	89	30	+59
4	195	87	+108
5	130	51	+79
6	22	0	+22
7	64	17	+47
8	148	53	+95
9	70	29	+41
10	84	38	+46
11	32	21	+11
12	53	29	+24
13	62	30	+32
14	73	19	+54
15[1]	13	7	+6
16[1]	0	0	0
17[1]	167	36	+131
18[1]	23	8	+15
19[1]	19	9	+10
20	79	57	+22
21[1]	12	0	+12
22[1]	7	2	+5
23[1]	19	7	+12
TOTAL	**1486**	**579**	**907**

[1] Blocks 15-19 and 21-23 were only partially inventoried and surveyed, so numbers do not reflect the true total supply and demand within those blocks.

Conclusions and Recommendations

The parking surveys and observations of the project area did not reveal any acute capacity deficiencies in the current parking supply. In fact, they showed that there is a generous overall surplus of parking in the project area. Therefore, there are no pressing needs to create new parking facilities. The primary need is for improving and promoting what parking downtown Clayton already has and making the current parking system more inviting as well as more effective and efficient. This is especially true of the informal and unpaved parking areas, nearly all of which are privately owned.

There appear to be several opportunities to promote interconnectivity and shared usage of off-street parking lots. There also appear to be opportunities for closing,

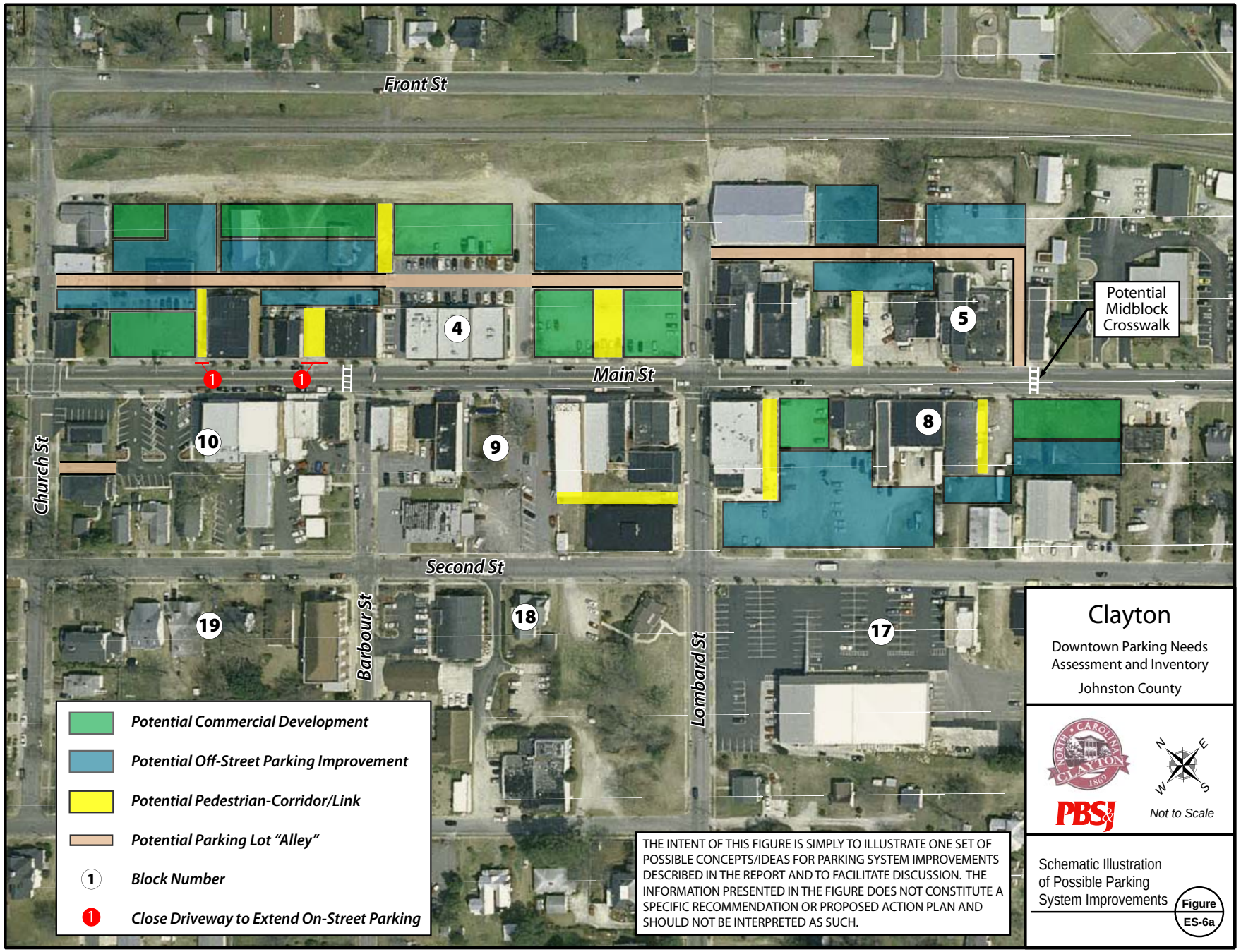
consolidating or narrowing of some the abundant driveway cuts along Main Street between Robertson Street and O'Neil Street so that additional on-street parking spaces can be created. While many of these driveway revisions would have to be coupled with off-street improvements to the associated parking lots and the links between them, some could be implemented independently of the off-street actions.

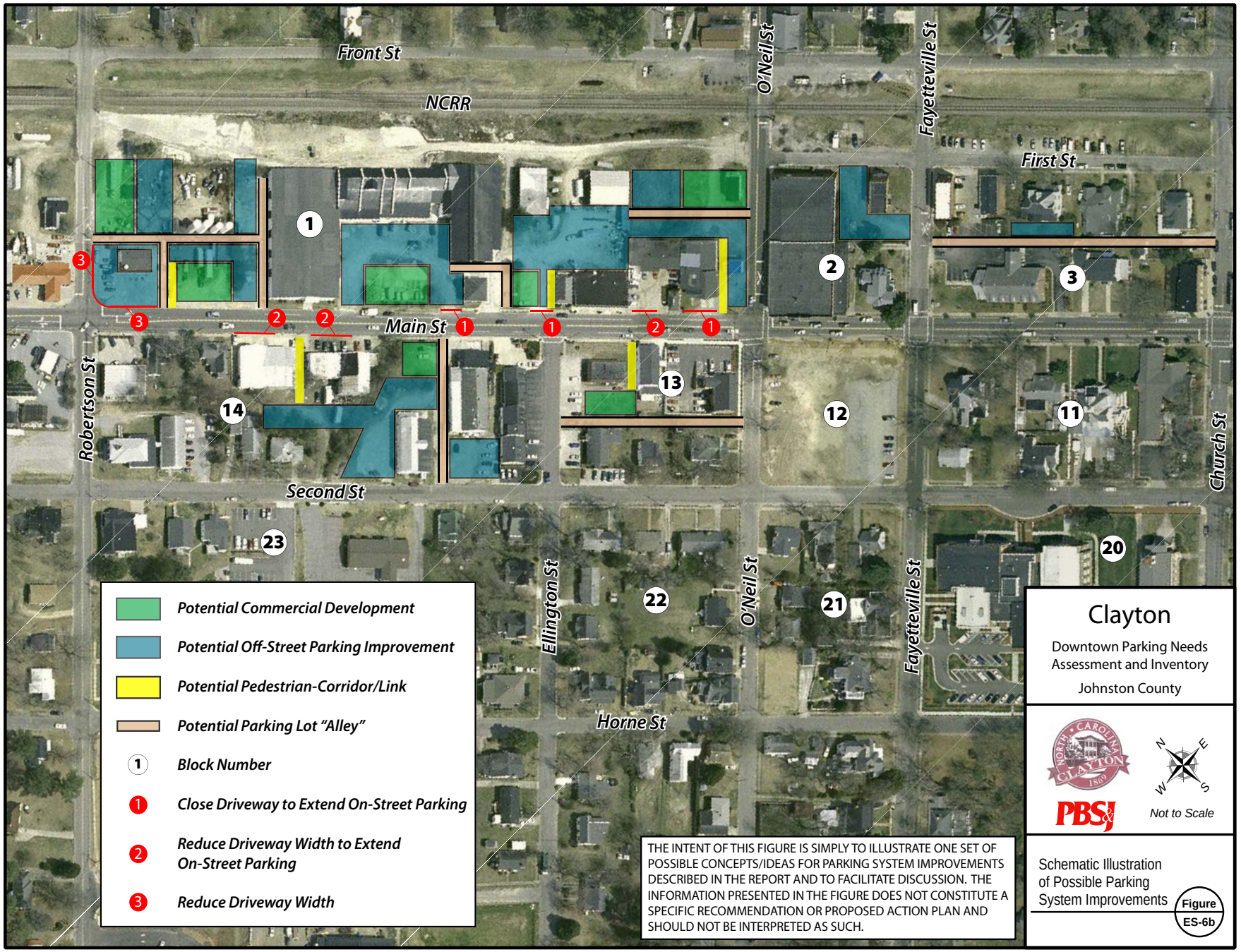
Figures ES-6a and ES-6b illustrate schematically some fundamental concepts and practices for promoting sustainable transportation through site design. These concepts and principles are presented in a similarly titled proposed recommended practice of the Institute of Transportation Engineers (ITE). Some of the key principles and guidelines recommended by ITE that appear applicable to downtown Clayton and that are illustrated schematically in the report figures are summarized as follows:

1. Locate buildings close to the street to encourage pedestrian activity and to "enliven" the street front. Locate new buildings parallel to the street and align them with the faces of adjacent existing buildings to provide a continuous, well-defined street front or edge.[1]
2. Locate parking in the interior of blocks at the rear of buildings as much as possible to improve pedestrian safety and increase the visibility of buildings from the sidewalk.[2]
3. Link parking for adjacent properties through continuous, cross-property parking aisles.[3] Develop cross-property alleys at the rear of buildings to access off-street parking areas and to promote off-street truck loading and use by service vehicles.
4. Consolidate the off-street parking access points of multiple adjoining sites and reduce the width of, consolidate or eliminate driveway cuts wherever possible to increase the length of curb face available for on-street parking.[4]
5. Provide smaller, more dispersed parking areas instead one large parking area.[5]

It is important to point out that Figures ES-6a and ES-6b are simply schematic illustrations of how some key concepts for improving the parking system could be applied to the project area. It is not the intent of these figures to make specific recommendations for any given site or to provide some sort of action plan. The figures are only intended to aid in the understanding of and discussion of some key

[1] The Institute of Transportation Engineers, Promoting Sustainable Transportation through Site Design, (Washington, DC: ITE, 2004), p. 17.
[2] Promoting Sustainable Transportation through Site Design, p. 19.
[3] Promoting Sustainable Transportation through Site Design, p. 29.
[4] Promoting Sustainable Transportation through Site Design, pp. 22-23, 29.
[5] Promoting Sustainable Transportation through Site Design, p. 19.


Front St
Main St
Second St
Church St
Barbour St
Lombard St
Potential Midblock Crosswalk
4
5
8
9
10
17
18
19
1
1
Potential Commercial Development
Potential Off-Street Parking Improvement
Potential Pedestrian-Corridor/Link
Potential Parking Lot "Alley"
1 Block Number
1 Close Driveway to Extend On-Street Parking
THE INTENT OF THIS FIGURE IS SIMPLY TO ILLUSTRATE ONE SET OF POSSIBLE CONCEPTS/IDEAS FOR PARKING SYSTEM IMPROVEMENTS DESCRIBED IN THE REPORT AND TO FACILITATE DISCUSSION. THE INFORMATION PRESENTED IN THE FIGURE DOES NOT CONSTITUTE A SPECIFIC RECOMMENDATION OR PROPOSED ACTION PLAN AND SHOULD NOT BE INTERPRETED AS SUCH.
Clayton
Downtown Parking Needs Assessment and Inventory
Johnston County
PBSJ
N
E
W
S
Not to Scale
Schematic Illustration of Possible Parking System Improvements
Figure ES-6a


Front St
NCRR
O'Neil St
Fayetteville St
First St
Main St
Second St
Robertson St
Church St
Ellington St
Horne St
1
2
3
11
12
13
14
20
21
22
23
Potential Commercial Development
Potential Off-Street Parking Improvement
Potential Pedestrian-Corridor/Link
Potential Parking Lot "Alley"
Block Number
Close Driveway to Extend On-Street Parking
Reduce Driveway Width to Extend On-Street Parking
Reduce Driveway Width
THE INTENT OF THIS FIGURE IS SIMPLY TO ILLUSTRATE ONE SET OF POSSIBLE CONCEPTS/IDEAS FOR PARKING SYSTEM IMPROVEMENTS DESCRIBED IN THE REPORT AND TO FACILITATE DISCUSSION. THE INFORMATION PRESENTED IN THE FIGURE DOES NOT CONSTITUTE A SPECIFIC RECOMMENDATION OR PROPOSED ACTION PLAN AND SHOULD NOT BE INTERPRETED AS SUCH.
Clayton
Downtown Parking Needs Assessment and Inventory
Johnston County
PBSJ
N
E
W
S
Not to Scale
Schematic Illustration of Possible Parking System Improvements
Figure ES-6b

principles. The figures should be viewed simply as just one conceivable "what if" scenario, and other scenarios are certainly conceivable.

First-time or infrequent visitors to downtown Clayton need to know where they can find parking. The Town should consider installing signs to identify the Town-owned public parking lots, especially the lot at the intersection of Main Street and Lombard Street. Not only are signs needed at the entrances to these lots, off-site signs are needed to trailblaze visitors to these parking facilities as they enter downtown. Installing these signs is probably the quickest and least costly step the Town could take toward improving parking in downtown, and it would be a highly visible improvement.

The average occupancy of the unpaved Town-owned parking lot at the intersection of Main Street and Lombard Street is only 15 vehicles on an average day and its peak occupancy is only 20 vehicles. In light of this low current usage and considering that Block No. 4 in which it resides has an overall surplus that exceeds 100 parking spaces at its peak usage, paving the entire lot to provide parking spaces may be excessive. The Town can reasonably consider selling some or all of the front half of the lot to be developed for commercial use. Proceeds from the sale of this valuable property could be used to fund or reimburse the cost of improving the rear half of the lot as surface parking. Development of commercial buildings at the front of this lot could forward some of the infill objectives of the Clayton Downtown Improvements Project of creating a continuous streetscape across the full width of the lot and in line with existing streetscape faces. Regardless what the Town ultimately does with this lot, it is clear that doing something with this lot other than leaving it in its current unpaved condition is viewed as the highest priority of any of the improvements under consideration in the eyes of most citizens and business owners who provided input on this parking project.

The current width of Main Street measured between its curb faces is too narrow to properly accommodate two-lanes of vehicular traffic plus parallel on-street parking on both sides of the street. Main Street is also too narrow to provide on-street angle parking, even if such parking is limited to just one side of the street. PBS&J concurs with the Main Street design concepts recommended by the Clayton Downtown Improvements Project that call for parallel parking to be limited to one side of Main Street as part of any project to improve the Main Street streetscape.[6]

All parkers become pedestrians when they leave their vehicles, so it is important to provide safe and convenient pedestrian routes between parking and downtown destinations. PBS&J recommends that the Town consider two measures to improve pedestrian connectivity and safety in the downtown: 1) installation of pedestrian signals and pushbuttons at traffic signals; and 2) installation of appropriately located midblock pedestrian crossings on Main Street.

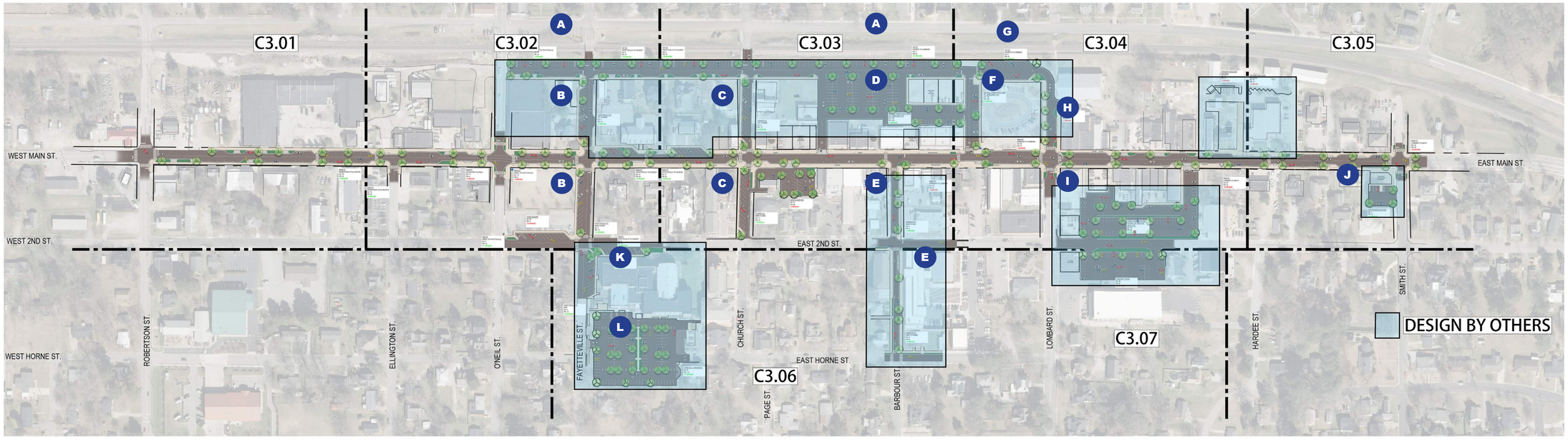
[6] obs Landscape Architects and Winstead Wilkinson Architects, PLLC, Clayton Downtown Improvements Project, August 20, 2001, pp. I-24 – I-25.

To facilitate safe pedestrian crossings of project area streets, particularly for persons with mobility challenges and disabilities, pedestrian signals and pushbuttons should be added to the existing traffic signals at the following intersections:

- Main Street at Lombard Street;
- Main Street at Church Street;
- Main Street at O'Neil Street;
- Main Street at Robertson Street;
- Lombard Street at Second Street.

If the Church Street railroad grade crossing is permanently closed as NCDOT has proposed, consideration should be given to relocating the existing traffic signal at the Church Street intersection to the Fayetteville Street intersection one block to the west to handle the expected diversion of vehicular and pedestrian traffic.

To reduce the walking distances in the blocks of Main Street between Church Street and Smith Street, midblock locations should be considered for two locations: 1) across the west leg Main Street at its unsignalized intersection with Barbour Street; and 2) a location that is approximately 450 feet east of Lombard Street. Both of these locations are depicted on previous Figure ES-6a.



TOTAL PARKING QUANTITIES	
EXISTING PARKING (194 GRAVEL)	537
PROPOSED PARKING (ALL PAVED)	776
ADDED SPACES:	239
TOTAL NEW PAVED SPACES:	433

BLOCK BY BLOCK ON STREET PARKING QUANTITIES	EX	PR
MAIN STREET		
ROBERTSON TO ELLINGTON	19	23
ELLINGTON TO O'NEIL	11	9
O'NEIL TO FAYETTEVILLE	13	6
FAYETTEVILLE TO CHURCH	21	25
CHURCH TO BARBOUR	16	11
BARBOUR TO LOMBARD	20	15
LOMBARD TO SMITH	44	34
1ST STREET		
O'NEIL TO FAYETTEVILLE	21	24
FAYETTEVILLE TO CHURCH	9	47
CHURCH TO LOMBARD	0	91
2ND STREET		
O'NEIL TO FAYETTEVILLE	0	11
FAYETTEVILLE TO CHURCH	0	10
FAYETTEVILLE ST.		
1ST TO MAIN	7	13
MAIN TO 2ND	0	13
2ND	0	10
CHURCH ST.		
1ST TO MAIN	5	13
MAIN TO 2ND	11	13
BARBOUR ST.		
MAIN TO 2ND	2	3
2ND TO HORNE	0	6
LOMBARD ST.		
1ST TO MAIN	10	3
TOTAL	209	380

OFF STREET PARKING	EX	PR
BRICK AND MORTAR	31	26
REVIVAL, PRIMO PIZZA, MAIN ST. JEWELERS, ETC	132	135
JONES CAFE, CLAYTON SCHOOL OF CREATIVE ARTS, ETC.	79	98
STEWART MCLEOD BUILDING	14	11
SANDY STEPHENSON BUILDING	0	12
TOWN HALL EXPANSION	37	114
TOWN SQUARE	35	0
TOTAL	328	396

LEGEND

- LIGHT FIXTURE
- TRASH RECEPTACLE
- BENCH
- TABLE AND CHAIRS
- BOLLARD
- WAYFINDING SIGNAGE
- STREET TREE
- CURB RAMP
- EXPANDED CROSSWALK
- B — NEW OR EXPANDED PARKING AREA

CLAYTON STREETSCAPE: PLAN OVERVIEW

03/14/19

NTS

STEWART

SUMMARY
EFFICIENT PARKING LAYOUT
IMPROVED PEDESTRIAN SPACE
NO ROOM FOR OUTDOOR SEATING OR DINING

SHEET C3.01

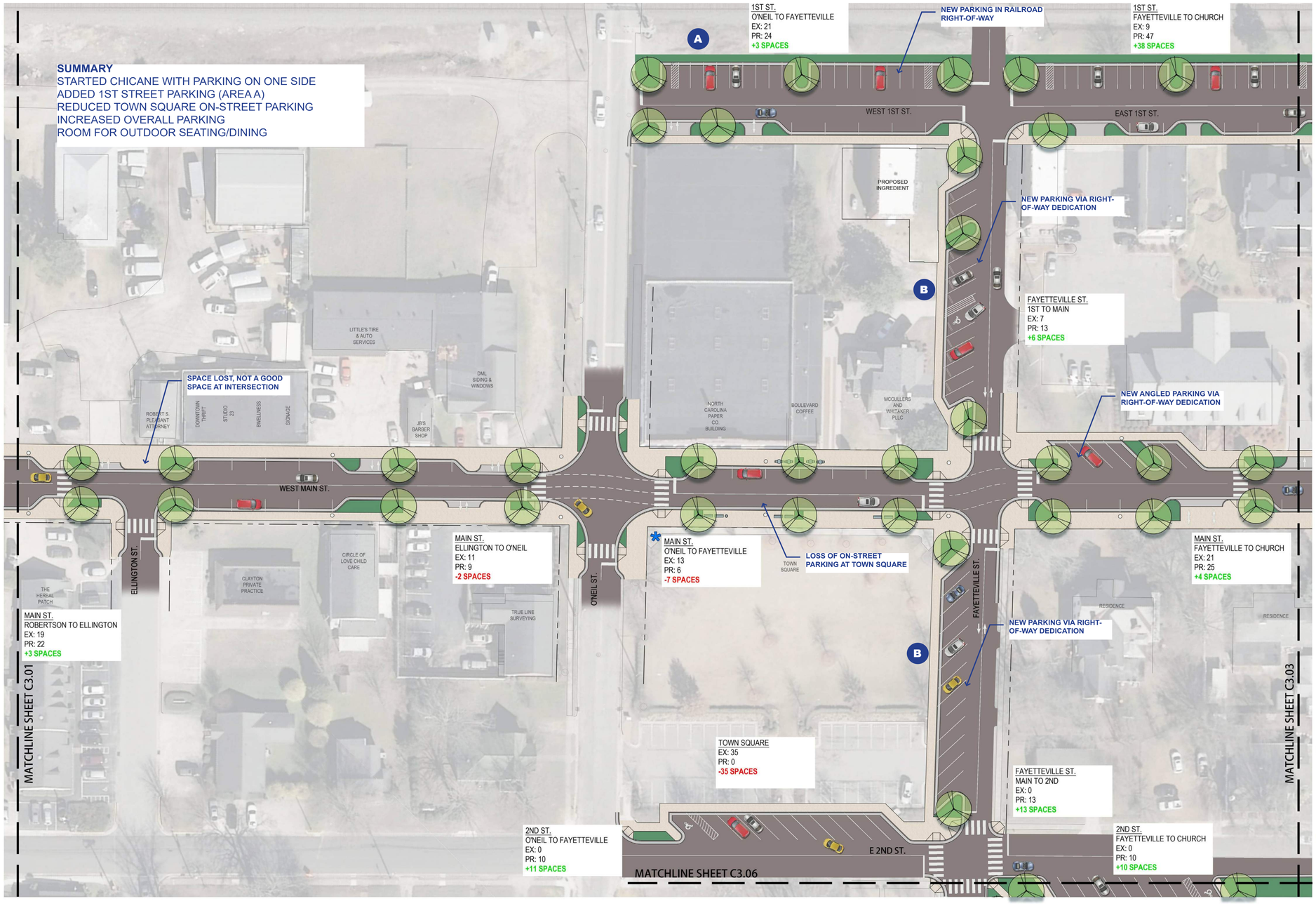
LEGEND
- LIGHT FIXTURE
- TRASH RECEPTACLE
- BENCH
- TABLE AND CHAIRS
- BOLLARD
- WAYFINDING SIGNAGE
- STREET TREE
- CURB RAMP
- EXPANDED CROSSWALK

CLAYTON STREETSCAPE: PLAN

03/14/19

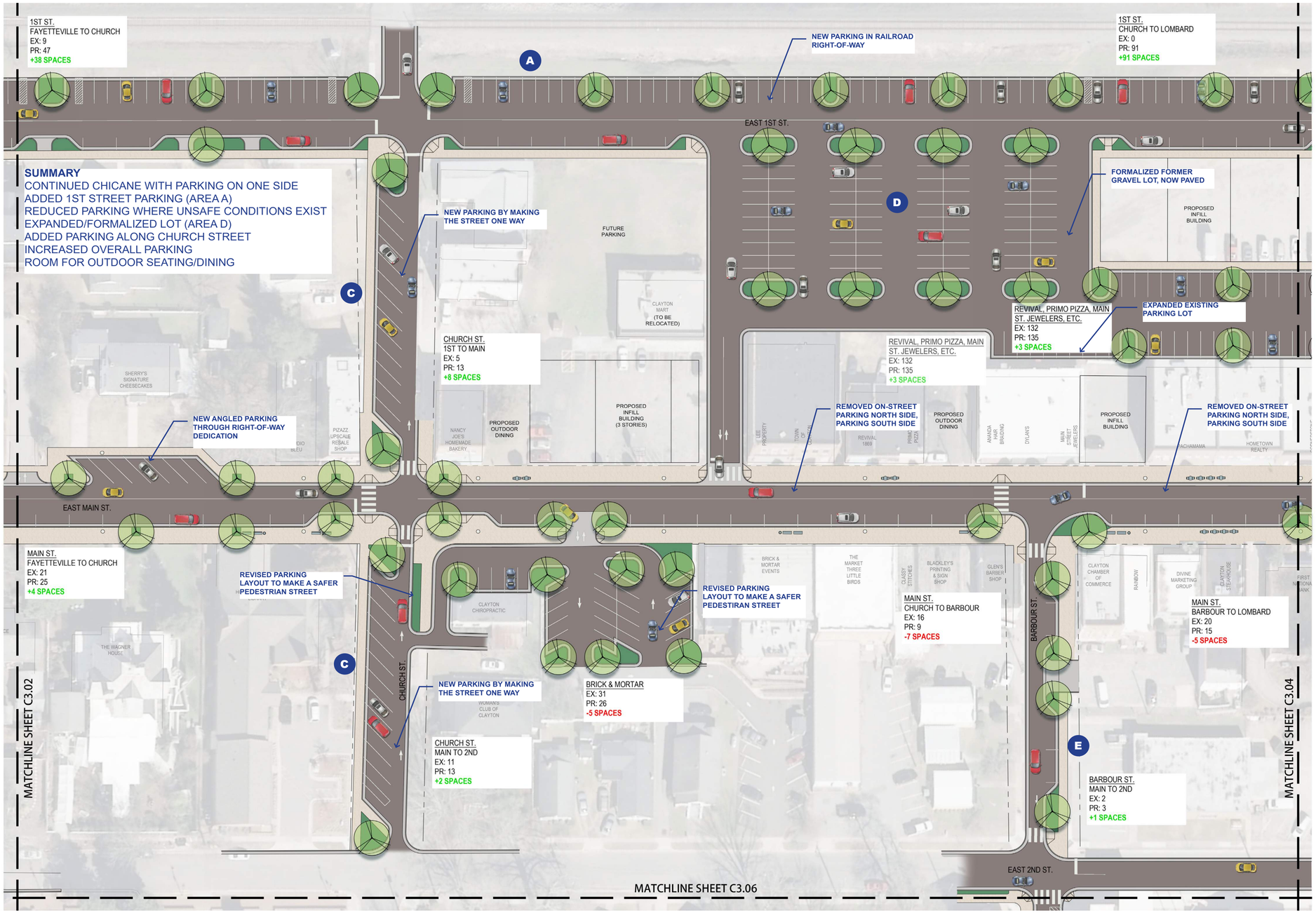
0 20 30 60

STEWART



CLAYTON STREETSCAPE: PLAN

03/14/19



CLAYTON STREETSCAPE: PLAN

03/14/19

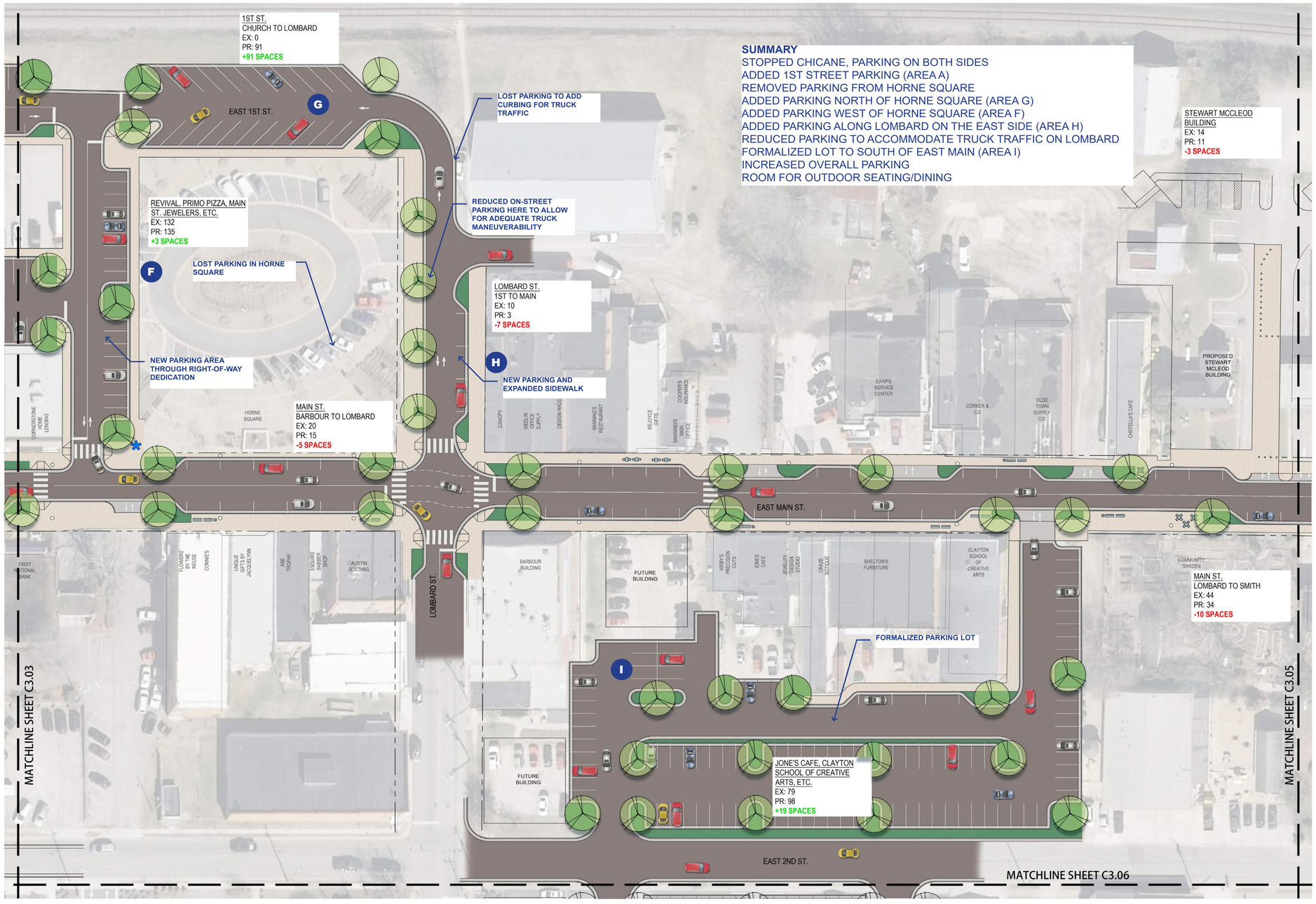
SHEET C3.03

LEGEND

- LIGHT FIXTURE
- TRASH RECEPTACLE
- BENCH
- TABLE AND CHAIRS
- BOLLARD
- WAYFINDING SIGNAGE
- STREET TREE
- CURB RAMP
- EXPANDED CROSSWALK

0 20 30 60

STEWART



SHEET C3.04

LEGEND

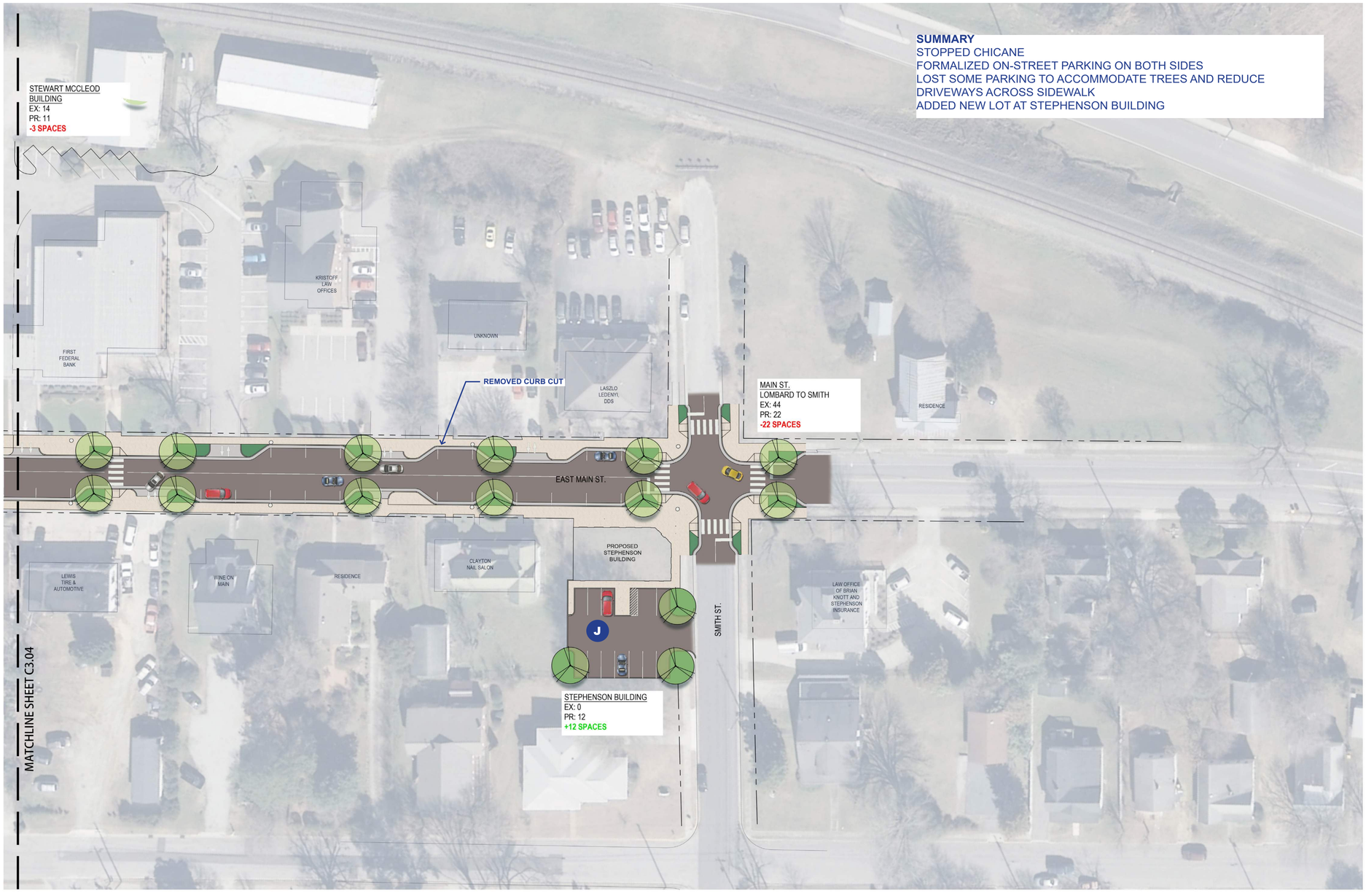
- LIGHT FIXTURE
- TRASH RECEPTACLE
- BENCH
- TABLE AND CHAIRS
- BOLLARD
- WAYFINDING SIGNAGE
- STREET TREE
- CURB RAMP
- EXPANDED CROSSWALK

CLAYTON STREETSCAPE: PLAN

03/14/19

0 20 30 60

STEWART



SHEET C3.05

LEGEND

- LIGHT FIXTURE
- TRASH RECEPTACLE
- BENCH
- TABLE AND CHAIRS
- BOLLARD
- WAYFINDING SIGNAGE
- STREET TREE
- CURB RAMP
- EXPANDED CROSSWALK

CLAYTON STREETSCAPE: PLAN

03/14/19

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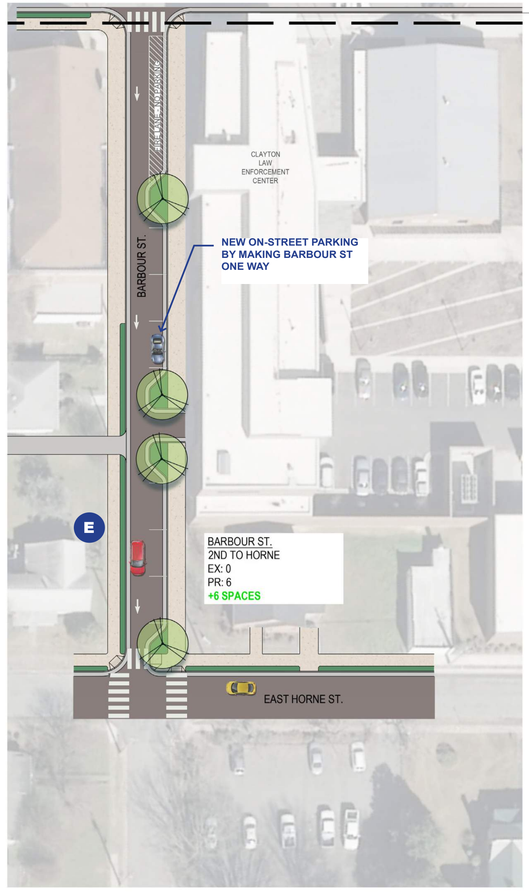
STEWART

MATCHLINE SHEET C3.02

MATCHLINE SHEET C3.03



SHEET C3.06

LEGEND

- LIGHT FIXTURE
- TRASH RECEPTACLE
- BENCH
- TABLE AND CHAIRS
- BOLLARD
- WAYFINDING SIGNAGE
- STREET TREE
- CURB RAMP
- EXPANDED CROSSWALK

CLAYTON STREETSCAPE: PLAN

03/14/19

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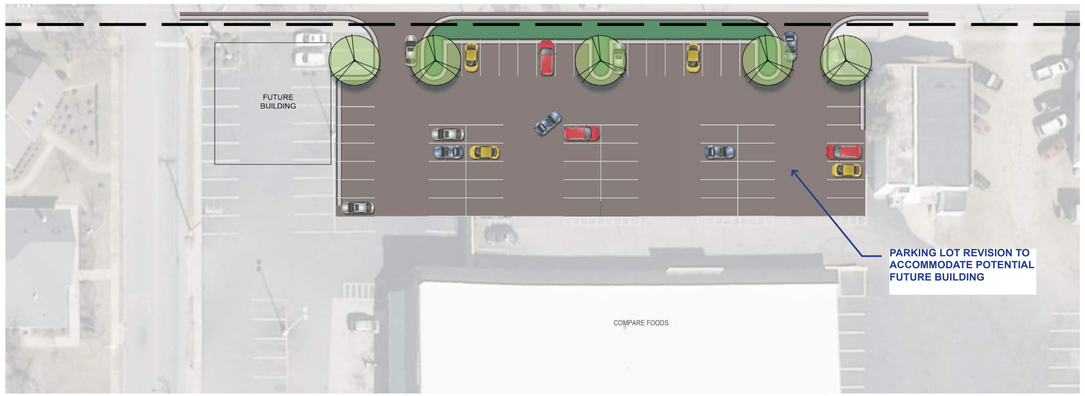
STEWART

MATCHLINE SHEET C3.04



SHEET C3.07

LEGEND

- LIGHT FIXTURE
- TRASH RECEPTACLE
- BENCH
- TABLE AND CHAIRS
- BOLLARD
- WAYFINDING SIGNAGE
- STREET TREE
- CURB RAMP
- EXPANDED CROSSWALK

CLAYTON STREETSCAPE: PLAN

03/14/19

0 20 30 60

STEWART

> Parking Payment in Lieu

Council Committee on Economic Sustainability

April 9, 2021

CHAPEL HILL OPEN2.BIZ

> Parking Payment in Lieu

Defined:

- Parking payment in-lieu, or in-lieu fees, allow, encourage, or require developers to pay a predetermined amount to the city in-lieu of constructing private parking
- Funds contributed to the in-lieu account are used by the city to provide an appropriate number of spaces in municipal parking facilities or to provide an alternative means of arriving to the site
- By definition, the fee in-lieu is tied to satisfying a requirement to provide a minimum number of parking spaces. However, the Town of Chapel Hill currently has no parking requirements in the downtown
  - Update fee associated with LUMO
  - Develop and adopt parking standards and expectations for Town Center zoning district related to parking
  - Set an expectation level for new private parking (50% maximum?)

GOAL: To reduce private parking lots, increased public parking usage and to encourage multi-modal options including walkability and activation.

CHAPEL HILL OPEN2.BIZ

Private Parking Supports Individual Businesses

Public Parking Supports the Entire Downtown

An imbalance between Public and Private Parking
can create bad outcomes

An effective system balances multiple modes of transportation

Pedestrians

Bicyclists

Bus Riders

Drivers

> Best Practices

Downtown Coconut Grove Business District, Miami, Florida

By Code, the City of Miami, Florida allows the payment in-lieu to meet the minimum off-street requirements as required by zoning. This has been successfully used in Coconut Grove business improvement district for funding parking while encouraging redevelopment. For the year ended September 30, 2017, the reported Parking waiver and surcharge fees amounted to over $600,000.

Town of Pasadena, California

The Town of Pasadena, California implemented the Zoning Credit Parking Program in its historic district, Old Pasadena, to enable developers, business owners, and other property owners to provide parking for their users while discouraging (and, in fact, disallowing) any construction of new parking. The program enables shared use (not exclusive use) of public parking spaces located in existing public parking structures; the number of spaces allowed per use is determined based on minimum parking requirements set forth in the City of Pasadena Zoning Code (Article 4). An initial $738 application processing fee is required to join the program, followed by annual payments of $250 per space. Processing requires sign-off by the City's planning, transportation, and building and safety departments.

City of Golden, Colorado

By code, the City of Golden, Colorado allows a payment in-lieu for providing required parking within the Downtown development district. The owner may request to provide a payment rather than the parking for approval using one of three calculations, subject to the city council approval.

> Parking Payment in Lieu

History

- Evaluated and best practices presented as a part of our 2018 Parking Study
- Presented option to Council in February of 2019 – Council authorized work to proceed. Staff team met over the summer of 2019 into late year and then reconvened in fall of 2020

> Proposed steps from February 2019:

- Evaluate the current leased parking program
- Explore shared parking with private sector
- Wallace Deck Additional 100 spaces
- Future development of parking infrastructure
- Engage with UNC leadership to discuss shared needs, assets
- Payment in Lieu for future development

> Parking Payment in Lieu

Parking Payment in Lieu (PIL)

1) Update PIL fee in Code of Ordinances

2) Re-establish downtown parking requirement in LUMO with generation rates

3) Set expectation for amount of new private parking (50% maximum?)

4) Consider fee differentiation if it is shared resources (meaning 5pm/6pm to 8am) $10,000 regular and $5,000 for shared initiation fee. Still pays monthly costs.

> Parking Payment in Lieu

Principles of Sustainability

Moving toward a shared and balanced system

1. Improvements to Transit Service
2. Improvements to Pedestrian and Bicycle Service
3. Shared Parking for appropriate uses (residents and office workers)

> Parking Payment in Lieu

In-Lieu Parking Fees and Centralized Parking

Municipalities establish in-lieu parking fees as an alternative to requiring on-site parking spaces. With in-lieu fees, developers are able to circumvent constructing parking on-site by paying the city a fee. The city, in return, provides centralized, off-site parking that is available for use by the development's tenants and visitors. The fees are determined by the city and are generally based on the cost of providing parking. Cities set fees in one of two ways, either by calculating a flat fee for parking spaces not provided by a developer on-site or by establishing development-specific fees on a case-by-case basis. Shoup reports that in-lieu fees in the United States range from $5,850 to $20,180 per parking space. These fees can be imposed as a property tax surcharge.

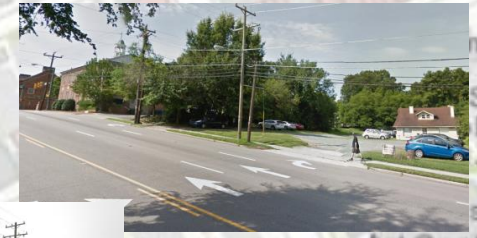
– ***Donald Shoup*** *(*from *Parking Requirements Reform: A White Paper)*

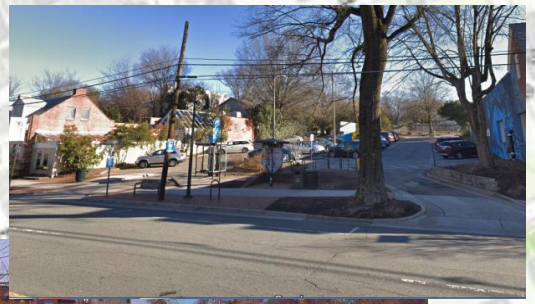
> Parking Payment in Lieu

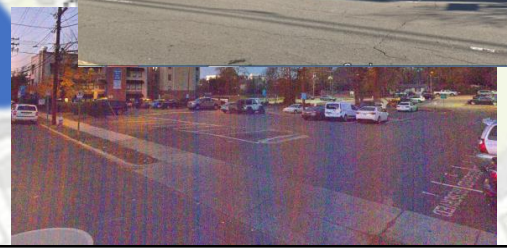
Shared Parking

Different types of land uses attract customers, workers, and visitors during different times of the day. Shared parking is another alternative that city planners can employ when setting parking requirements in mixed-use areas. An office that has peak parking demand during the daytime hours, for example, can share the same pool of parking spaces with a restaurant whose demand peaks in the evening. This alternative also reduces overall development costs.

From February 2019







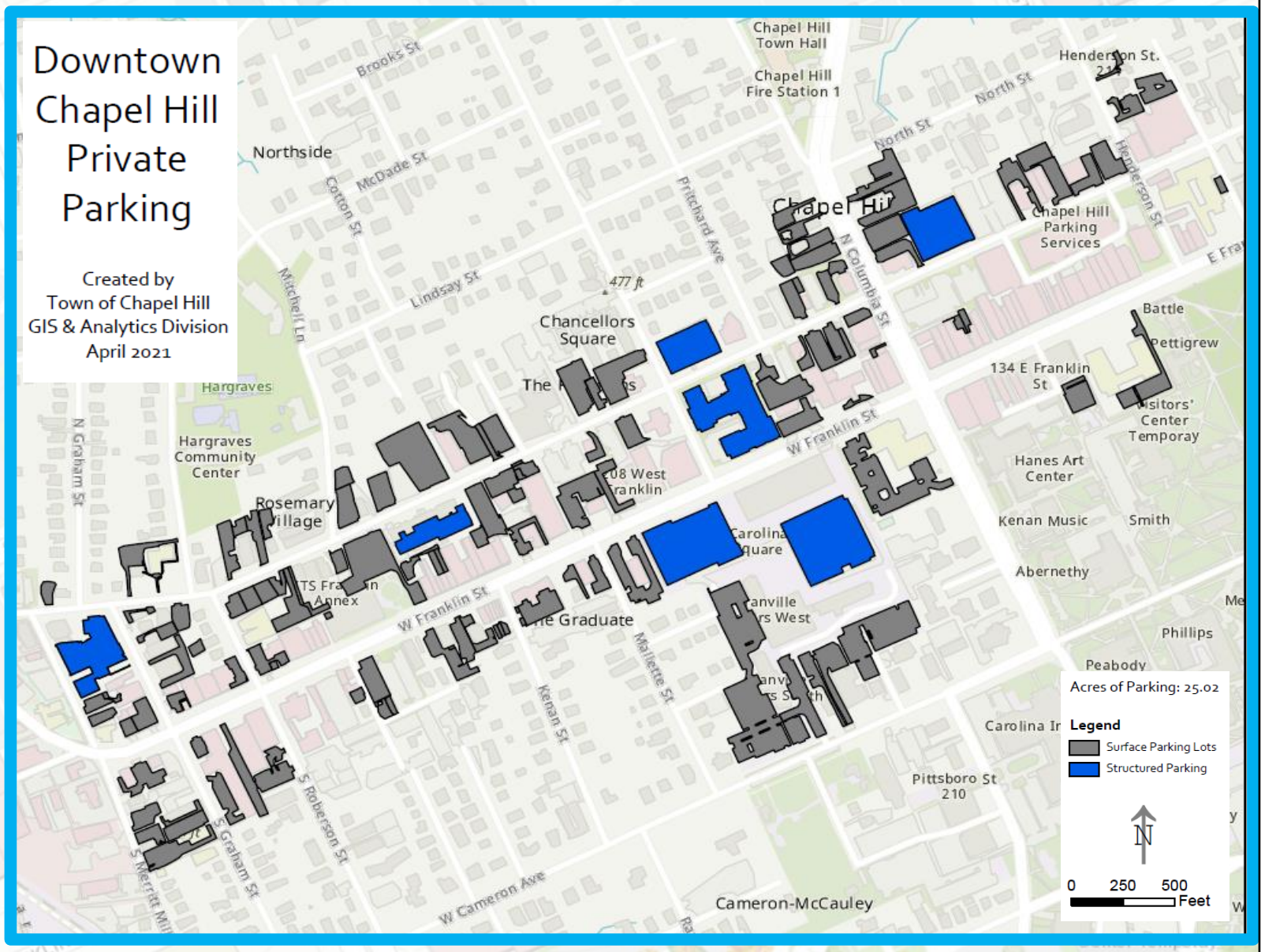
1 2 3 4 5 6 7 8

Potential opportunities for future development.

Private Parking lots

Downtown is roughly 85 acres, so private parking at 25 acres is roughly 29% of land use.

(Plus, private parking spaces accounts for over 3,100 spaces)



Does Council desire to proceed with Parking Payment in Lieu to reduce private parking lots, increased public parking usage and to encourage multi-modal options including walkability and activation?

CHAPEL HILL

OPEN2.BIZ

Town of Clayton

Hocutt-Ellington Library

Site and Financial Analysis Review

UNC
SCHOOL OF GOVERNMENT

Jan 14, 2021

DFI Engagement

- In March 2020, the Town of Clayton engaged DFI to provide technical assistance evaluating the redevelopment potential of the Hocutt-Ellington Library. The scope of work includes:
  - ✓ Community Scan and Parcel Analysis
  - ✓ Market Analysis
  - ✓ High level Site and Financial Feasibility analysis
  - ✓ Recommendations on strategies to realize public interests

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Analysis Overview

Site Analysis

- Site is parking constrained
- Very few offsite parking options exist within close proximity
  - We've identified two options

Financial Feasibility

- Significant capital requirements
  - Building Costs + Library Operations
- Maximizing private development helps support public investment

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Site & Program Analysis

Program/Development Assumptions

- Assumed 20,000 SF library (Vision document indicated 25,000 SF)
- Modelled max development scenario
  - 4 stories (up to 50 ft high)
  - ~20,000 SF footprint (allowable per setback requirements)
- No onsite parking (utilizing all property area for development)
- Modeled ground floor library with 1) office or 2) residential above
- Analyzed public investment – Library lease or ownership scenario

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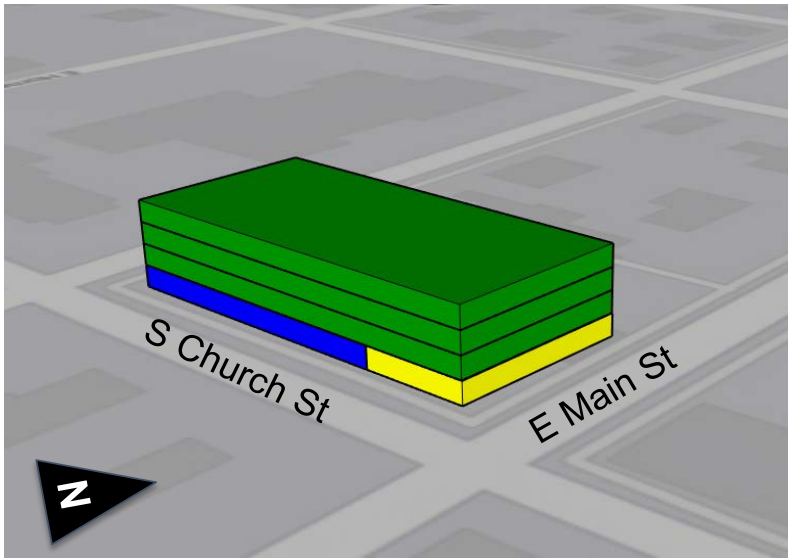
Office Program



Office Massing

- Floor 1
  - Up to 20,000 SF Library
  - Potential for retail
- Floor 2-4
  - 60,000 SF Office

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Residential Program

Residential Massing

- Floor 1
  - 20,000 SF Library
  - Potential for retail
- Floor 2-4 (16,000 SF per floor)
  - ~54 Rental Units
    - 12 Studios at 600 SF
    - 30 1BRs at 750 SF
    - 12 2BRs at 950 SF

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Parking Requirements

	Office	Residential	Library
Zoning Requirement	1 space per 300 SF	1 space per bedroom + 1 space per every 4 units	1 space per 200 SF[1]
Program Need	180 spaces	80 spaces	90 spaces

[1] Assumption based on nearby library parking ratios

Program – 25% Shared	Office	Residential
Offsite Parking Needed	~200	~130

* Assumes no retail parking requirement

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Office Parking Complimentary to Library Use

Group	Timeframe	Min Daily Users	Max Daily Users	Req. Spaces: 3 Per Car
Morning	9am-11am	128	198	43-66
Lunch	11am-1pm	50	95	17-32
Afternoon	1pm-3pm	40	70	14-24
After School	3pm-5pm	65	95	22-32
Evening	5pm-9pm	193	298	65-100

Hocutt-Ellington Memorial Library Vision Document

- Most library users anticipated in the evening slot
- Timing of library use makes shared parking opportunity most compatible with office program
- Number of users per car may vary for different groups at different timeframes

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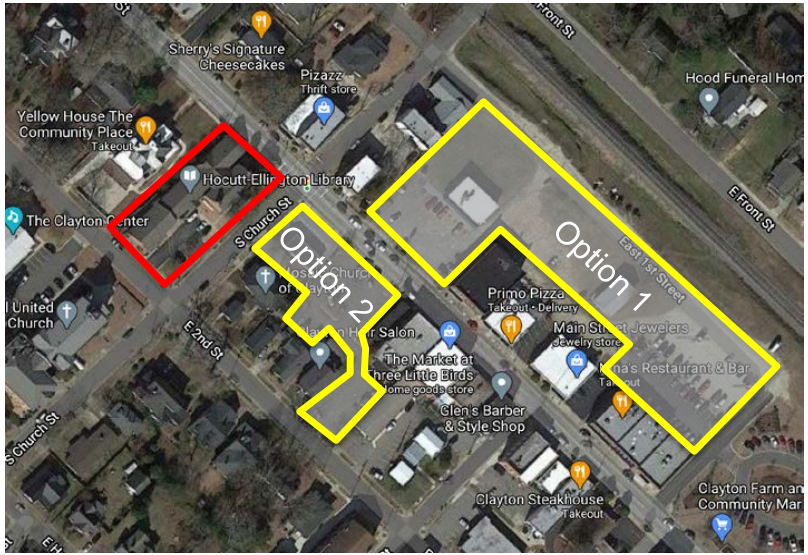
Potential Offsite Parking Options

Option 1: Lipscomb P3 – ~125 surface spaces, ~250 structured (table-top) spaces

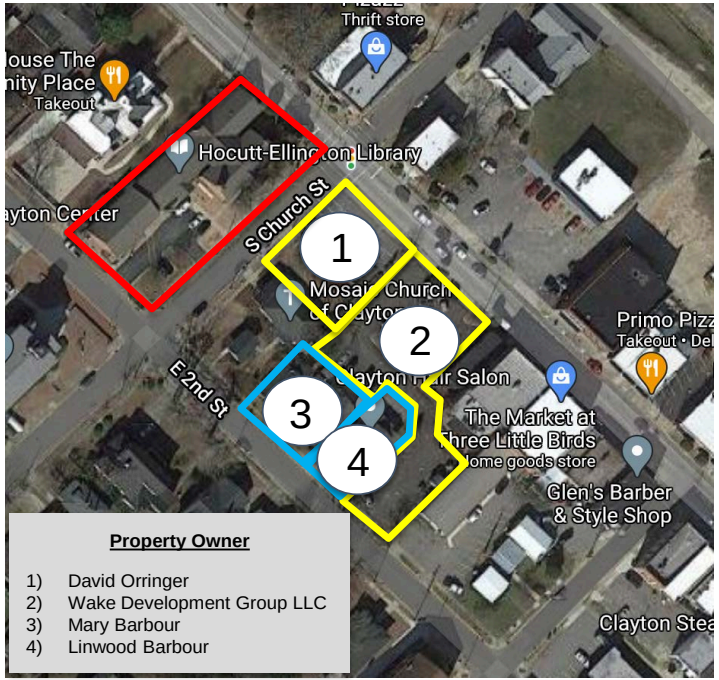
Option 2: Properties along S Church & E Main – ~100+ surface spaces



Option 1 – Lipscomb P3

- Partner with developer James Lipscomb on planned project
- Use P3 to add a parking structure with 250 spaces (table-top), more with traditional deck

Option 2 – Church & Main



- Acquire sites 1 & 2
  - Time + Cost
- Raze existing structures
- Surface parking total up to 100 spaces; leaving additional spaces needed
- Acquiring sites 3 & 4 creates potential for structured parking and additional development

Development Program Considerations

Office

- Requires substantially more parking
- Can accommodate potential future library expansion
- Timing of use more suitable to shared parking
- Pre-leasing (in addition to library) likely necessary for financing

Residential

- Proximity of parking matters
- Potential expansion of library space into upper stories not feasible
- Library is an amenity to residents
- Low unit count results in inefficient operating expenses

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Financial Analysis

Projected Development Costs

- DFI Projects the total cost of a new ~20k SF library to be $8M - 10M
  - $8M construction costs ($400 PSF) – includes upfit, technology infrastructure, FF&E
  - Offsite parking costs for library alone (+/- 90 spaces):
    - $450k for surface spaces ($5,000/space)
    - $1.8M for table-top/structured parking ($20k/space)
    - Not including cost of potential site acquisition

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Library Cost Comparison

Nearby Libraries	Year Complete	Cost	All-in Cost/SF
Durham County renovation	2020	$47.1M	$554/SF
Morrisville Community Library	2020	$3.5M	$398/SF
Fuquay-Varina Community Library	2019	$4.5M [1]	$490/SF
Cary Regional Library	2019	$10.7M	$450/SF
Clayton Hocutt-Ellington Library	TBD	$8-10M	$400-500/SF

[1] Cost include additional infrastructure required to support facility to grow to regional library of 21,000 SF

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Potential Library Investment Scenarios

Library as Anchor Tenant	Year 1	20 year total
Lease payments ($35/SF – all in costs)	$700,000	$17M
Potential offsetting property tax revenue (assuming a $20M TAV) [1]	$116,000	$2.6M
Library as Owner		
Loan payments (@ $8M Library)	$557,000	$11.1M
Potential offsetting property tax revenue (assuming a $12M TAV) [1]	$70,000	$1.5M

[1] Assumes Town taxes at $0.58/100 rate, and a 1% increase YoY

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17

Parking Cost Considerations

Parking Cost	
Land Purchase (Fair market value)	TBD
Surface parked @ $5,000/space	$450,000
Table-top parking/structured @ $20,000/space	$1.8M
Total	**$500k – 3M**

Public-Private Partnership Considerations

- Residential and office programs are feasible with library as anchor (paying increased rent to cover higher library costs)
- Offsite parking solution needed under any development scenario
  - Office increases parking requirement significantly (~70 spaces)
- Site control for parking needed to consider developing the library site
- Larger P3 scenario (combining additional sites) may provide additional support for library investment

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Additional Finance Tools to Facilitate Effective P3

- Project Development Financing
  - Town (and potentially County) pledges incremental gain in property tax revenues (onsite and related offsite) as security for project debt or lease payments
- New Market Tax Credits
  - Maps will be redrawn in next 12 months – site currently 2 blocks away from qualifying census tract
  - Could potentially be a source for up to 25% of project costs
- Grants (LSTA), gifts, and donation

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Next Steps

1. Determine desired size of library
2. Determine amount of financial support for costs:
   - Library construction & increased operations
   - Parking supporting downtown development
3. Consider site control options and potential for P3
4. DFI Pre-development process (see appendix)

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Questions?

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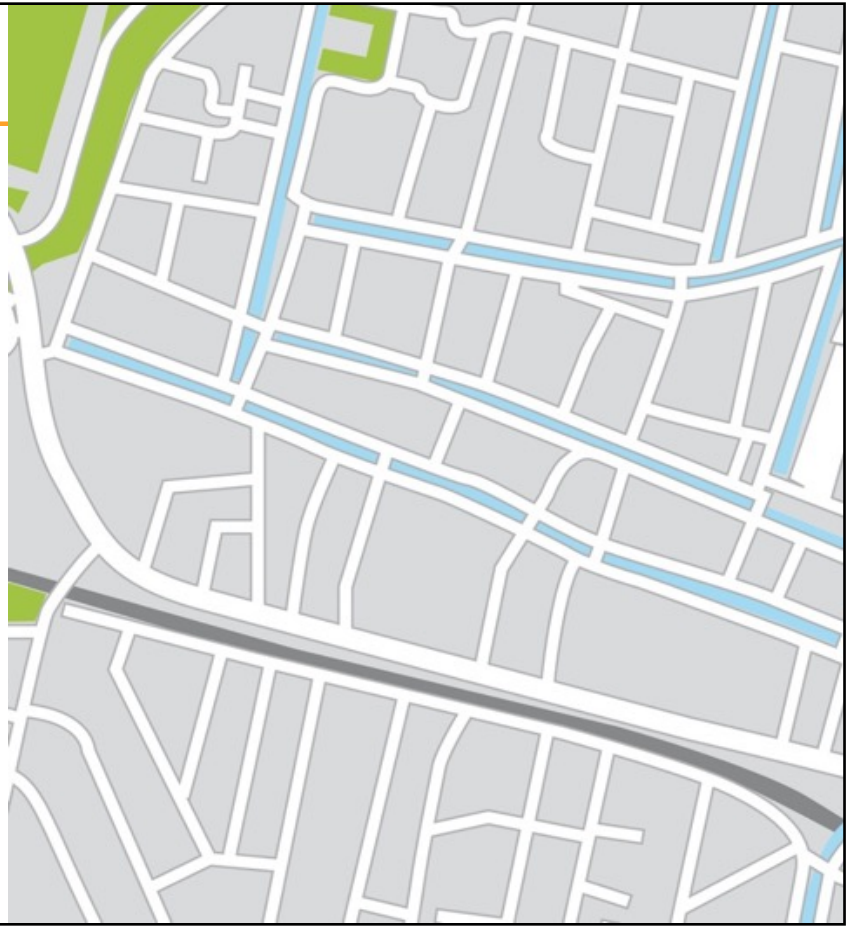

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Appendix

Market Analysis Summary

- No recent growth in supply and rents for **office**, but downtown is experiencing minimal vacancy and lacks class A space
- Despite a nascent market, rapid absorption supports need of increased **residential** development in market area
- Low vacancy, rising rents, and no new supply underscores demand for **retail**, and according to a survey – residents are asking for more

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Guiding Public Interests

- Utilize the library site as a flexible space that acts as a social, cultural, and experiential activity center in downtown while engaging community members of all ages
- Realize a library facility that promotes educational, developmental, and cultural advancement for the Clayton of tomorrow
- Develop quality commercial and residential spaces that contribute to the dynamism, vibrancy, and walkability of downtown
- Preserve the charm and historic character of Downtown Clayton while adapting to the town’s growing population and needs

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Wake County Library Comparables

- Morrisville Library (brand new) is 8,800 SF
  - Parking: 7.5 per 1000 SF (1 per 133 SF)
- Fuqua-Varina Library is 9,800 SF
  - Parking: ~6.66 per 1000 SF (1 per 150 SF)
- Cary Regional Library is 31,750 SF
  - Parking: ~4 per 1000 SF (1 per 265 SF)
- Standard Community Library Branches in Wake County are approx. 8,500 SF in size

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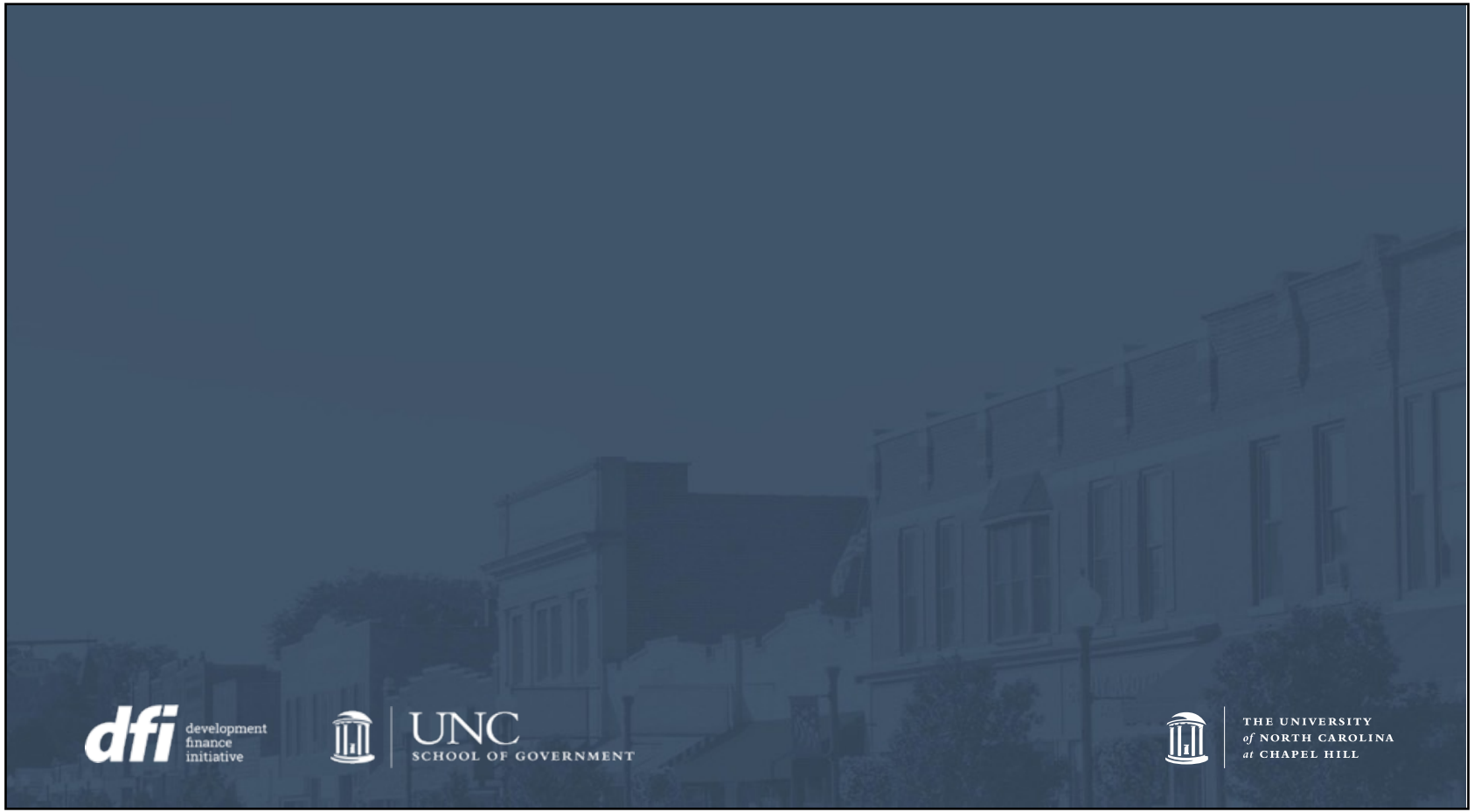
DFI Pre-Development Services

DFI pre-development service would provide:

- Detailed site and financial analysis
- Structure P3 scenarios for Council approval
- Engage community stakeholders
- Attract development partner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of NORTH CAROLINA
at CHAPEL HILL

CAPITAL CITY DEVELOPMENT CORP

BOISE CITY OF TREES

DOWNTOWN BOISE

Parking Strategic Plan

APPENDIX I2

Parking Planning White Paper Series

Parking In Lieu Fees

Kimley»Horn

Expect More. Experience Better.

KIMLEY-HORN AND ASSOCIATES, INC.

Parking Planning White Paper Series

Parking In Lieu FEES

Kimley-Horn and Associates, Inc.

Parking In Lieu FEES

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Minimum Parking Requirements Considered as Impact Fees 11

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Fees In Lieu of Required Parking

Introduction

Some cities allow developers to pay a fee in lieu of providing parking spaces required by zoning ordinances, and use this revenue to finance public parking spaces to replace the private parking spaces the developers would have been required to provide.

These in-lieu programs can reduce the cost of development, encourage shared parking, improve urban design, support historic preservation and allow development of sites that cannot physically accommodate the required parking. Establishment of in-lieu fees also reveals that the cost of complying with minimum parking requirements is more than four times the cost of the impact fees that cities levy for all other public purposes combined. The high cost of meeting parking requirements suggests other promising in-lieu policy options that allow developers to reduce parking demand rather than increase the parking supply and provide a mechanism to support alternative transportation modes that help accomplish that goal. Reducing parking demand can cost far less than increasing the parking supply.

Advantages of In-Lieu Fees

In-lieu fees have five major advantages for both cities and developers.

1. *A NEW OPTION.* In-lieu fees give developers an alternative to meeting the parking requirements on sites where providing all the required parking spaces would be difficult or extremely expensive.
2. *SHARED PARKING.* Public parking spaces allow shared use among different sites where the peak parking demands occur at different times. Shared public parking is more efficient and cost effective than single-use private parking because fewer spaces are needed to meet the total peak parking demand. Shared parking also allows visitors to leave their cars parked while making multiple trips on foot, and is one of the easiest ways to make better use of scarce urban land.
3. *BETTER URBAN DESIGN.* Cities can put public parking lots and structures where they have the lowest impact on vehicle and pedestrian circulation. Less on-site parking allows continuous storefronts without "dead" gaps for adjacent surface parking lots. To improve the streetscape, some cities dedicate the first floor of the public parking structures to retail uses. Developers can undertake infill projects without assembling large sites to accommodate on-site parking, and architects have a greater range of design options that can translate into more attractive buildings.

4. *FEWER VARIANCES.* Developers often request parking variances when providing the required parking would be difficult. These variances create unearned economic windfalls, granted to some but denied to others. If developers can pay cash rather than provide the required parking, cities do not have to grant parking variances and can therefore treat all developers consistently.
5. *HISTORIC PRESERVATION.* In-lieu fees allow adaptive reuse of historic buildings where the new use requires additional parking that is difficult to provide. The in-lieu policy therefore makes it easier to preserve historic buildings and rehabilitate historic areas.

Disadvantages of In-Lieu Fees

Officials in many cities recommended in-lieu fees, but some report that developers were initially skeptical. The following four points summarize the potential disadvantages mentioned by developers.

1. *LACK OF ON-SITE PARKING.* Parking is a valuable asset for any development. A lack of on-site, owner- controlled parking can reduce a development's attractiveness to tenants and customers. While a lack of on-site parking is a real disadvantage, developers who are concerned about this problem can normally provide the parking rather than pay the fee.
2. *HIGH FEES.* Cities may not construct and operate parking facilities as efficiently as the private sector. For example, cities may pay extra to improve the architectural design of parking lots and structures. The resulting in-lieu fees may be high. Although some cities charge high in-lieu fees, most set their in-lieu fees lower than the cost of providing a public parking space. Because the fixed cost for ramps, elevators, stairwells, and curb cuts can be spread among more spaces in large public parking structures, economies of scale in building these structures can further reduce the in-lieu fees.
3. *NO GUARANTEES.* Cities may intend to use the in-lieu fee revenue to finance public parking, but they do not guarantee when or where the parking spaces will be provided. To address this concern, some cities build public parking structures before receiving the in-lieu fees. The in-lieu fees are then used to retire the debt incurred to finance the structures. Other cities return the in-lieu fees if they do not provide the parking within a certain time. A city can also delay collecting the in-lieu fees until the revenue is needed to construct the public parking.
4. *FEWER PARKING SPACES.* In-lieu fees will reduce the parking supply if cities provide fewer than one public parking space for each in-lieu fee paid. A smaller parking supply can put an area at a competitive disadvantage. Cities may not provide one public parking space for each in-lieu fee paid, but if a city uses in-lieu fees to build public parking spaces rather than grant variances to reduce parking requirements, the in-lieu policy will increase rather than

decrease the parking supply. Even if an in-lieu policy does reduce the parking supply, shared public parking reduces the parking supply needed to meet the sum of all individual peak parking demands.

While the developers' concerns cannot be ignored, officials in most of the surveyed cities said that the fees had become a form of administrative relief for developers who do not want to provide the required parking spaces. In practice, the in-lieu fees have benefited developers by offering them an alternative to building expensive parking spaces.

In Lieu Parking Program Examples

Miami's Coconut Grove, Florida (an upscale neighborhood of Miami)

Coconut Grove adopted a fee-in-lieu program in 1993 and has experienced considerable success. The fee is $10,000 per stall, or payments of $50/month/stall. Developers have opted out of 938 spaces, generating approximately $3 million in revenues. The majority of the funds were used to develop a 416-space garage with ground floor retail. The fund also paid for a $250,000 study for a downtown circulator, and $100,000 for a Parking Mitigation Project, that included landscaping changes and installation of traffic control devices to improve parking and pedestrian access. Business licenses can be revoked after 90 days of non-payment.

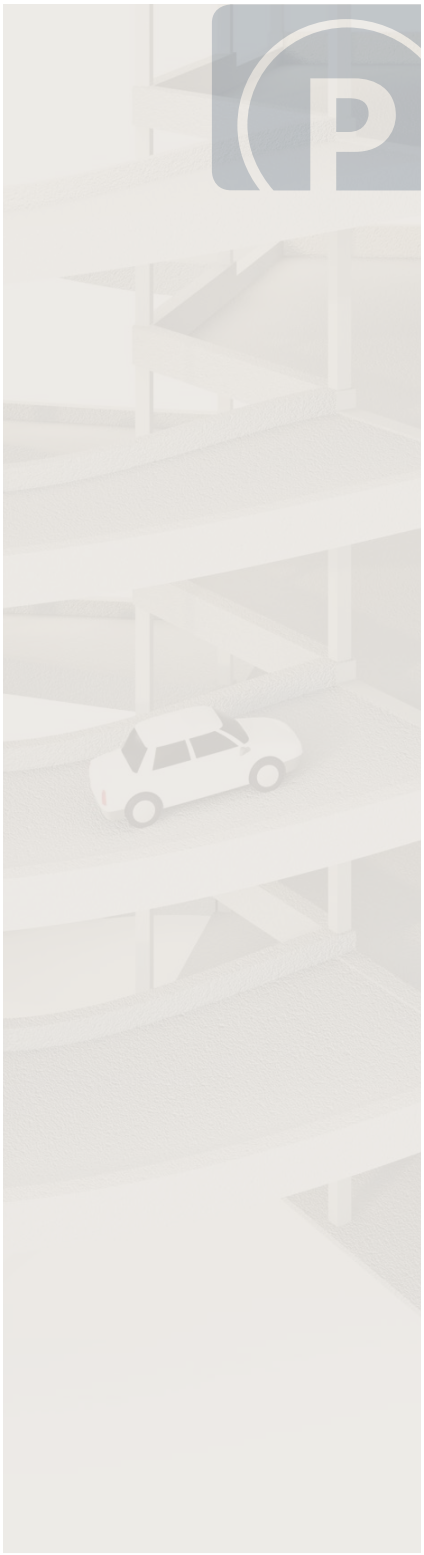
Lake Forest, Illinois

Lake Forest has had a fee-in-lieu policy for about 15 years. All funds generated must pay for parking acquisition or development. The impetus was a desire to preserve the historic character of the downtown. The fee was recently increased from $14,000 to $22,000 per stall. The parking requirements are also relatively high in Lake Forest, at four spaces per thousand. Still, developers want to use the option because of the scarcity of developable land.

The city considers the program effective, and developers use the option frequently. Originally, it was an automatic opportunity for developers to pay instead of building. However, due to limited opportunities for the city to provide new facilities, they recently restricted the fee-in-lieu option to a special use permit.

Jackson, Wyoming

Jackson Wyoming adopted a fee-in-lieu policy in 1994, in conjunction with a new Comprehensive Plan and the adoption of parking minimums. The fee-in-lieu option was in response to concerns that the parking minimums would hinder economic development. The per-stall fee ranges from $1,000 (up to four stalls) to $10,000 (more than 41 stalls), depending on the number of stalls being opted out. The City does not have a specific obligation



regarding timeline or proximity of new parking, but the funds raised are restricted to construction of parking only.

The policy is used frequently. When the fee-in-lieu was adopted, existing properties that did not have parking were given transferable parking credits, so that even as the properties have been redeveloped, there has been no parking requirement. The City Planner interviewed felt that a Local Improvement District would have been more effective for providing parking.

Bend, Oregon

Bend's policy was adopted in 1992. It was initiated due to concerns about constrained land for development. Developers have the option of building, leasing off-site, or paying the fee. The option has been used frequently but the fee was set very low ($510 per stall). There are no specific obligations regarding timeline or proximity, but the fees must go into the parking fund and can pay for parking only (no TDM) either in or adjacent to the CBD. They are currently having their policy evaluated, with consideration of increased fee. The limited funds generated have become problematic with expectations from property owners for the city to provide for parking.

Skokie, Illinois

Skokie adopted its fee-in-lieu policy in 1976. It was used primarily in the early 1980s, and once in the 90s, but not since. The city has high downtown vacancy rates (up to 40%), and parking shortages was not severe. The impetus for the policy was a desire to maintain the urban landscape, and to keep employee parking in the periphery of the core. The fee was set at $3,500, which most businesses consider "outrageous". There were no specific guarantees regarding proximity, timeline, etc, but the money was limited to parking only. Developers do not have an option to variance out: they must either build parking or pay the fee. With adoption of a downtown redevelopment plan, the parking requirements were modified to a uniform one stall per 400 sf (commercial) and one per unit (residential). Most of the development recently has been mixed use with residential, so developers have provided parking.

Kirkland, Washington

The City of Kirkland adopted a fee-in-lieu policy in the late 1970s for use in the downtown core. The fee is set at $6,000 per stall, and has generated approximately $300,000. Some of the funds were used to conduct various parking studies. In addition, a portion of the funds was contributed to a parking structure the city recently built, but was not a significant share. The city has no specific obligations regarding proximity or timeline, but has not had problems with expectations on the part of property owners. The impetus was to reduce create shared parking facilities. The primary use of the program has been for changes in existing properties to uses that require more parking (such as changing retail to restaurant). It has not been used for new development or redevelopment projects, and therefore the funds

generated have been limited.

City of Parksville, BC Canada

The City of Parksville adopted the following specific amendments to their cash-in-lieu parking program:

Within the area identified as "Downtown Core" on Schedule "B" of the Official Community Plan, the Municipal Council will accept cash payment in lieu of the provision of on-site parking in the amount of $9,800.00 per space. (AMENDMENT BYLAW NO. 2000.25)

Notwithstanding the foregoing, 100% of the parking requirement may be met through cash-in-lieu payment or a combination of cash payment in lieu of parking and the provision of on-site parking is acceptable. (Amendment Bylaw No. 2000.25)

All monies received pursuant to the requirements of this Section shall be placed in a reserve fund established under Section 378 of the Municipal Act for the provision of new and existing off-street parking space, and the City shall use such funds only for that purpose.

The requirements contained in this Section shall not be applied to any land, building or structure existing at the date of the adoption of this Bylaw so long as the land, building or structure continues to be put to a use which does not require more off-street parking spaces than were required of the use existing at the time this Bylaw was adopted.

How Cities Set the Fees

Cities use two basic approaches to set their in-lieu fees. The first is to calculate the appropriate fee per space on a case-by-case basis for each project. The second is to have a uniform fee per space for all projects.

One city has employed both methods. Until 1994, Beverly Hills used the first approach – a specific fee for each project. The in-lieu fee for a project was the estimated land-and-construction cost per space to build a nearby public parking structure. Between 1978 and 1992, developers paid in-lieu fees for 52 parking spaces. The per-space fee set for each project was the sum of (1) the value of 60 square feet of land within a 300 foot radius of the site, and (2) the average construction cost per space in municipal parking structures. The average fee was $37,000 per space, and the highest was $53,000 per space. Therefore, in the extreme case, a developer was willing to pay the city $53,000 for the right not to provide a parking space (Beverly Hills 1992).

This case-by-case procedure required a land-value appraisal to estimate the cost of public parking near each project that applied to pay the fee. After waiting four to six months to be notified of the fee, applicants usually appealed to the City Council to reduce

it. Developers complained that not knowing the fee until after the appraisal created uncertainty in project planning. The case-by-case approach was complicated, time-consuming, and expensive.

To address these problems, Beverly Hills adopted the second approach in 1994 – it set uniform fees for all projects. These new fees are easier for the city to administer and for developers to use. Developers can easily incorporate the fee in a financial analysis and decide whether to provide the required parking or pay the fee. Thirty-seven of the 46 surveyed cities set uniform fees, probably because of their certainty, simplicity, and equity. Most cities' in-lieu fees do not cover the full cost of providing a public parking space. Cities aim to set their fees high enough

to pay for public parking, yet low enough to attract development. Most cities have no explicit policy, regarding how often to revise their fees, and some cities' fees have not changed for many years. A few cities automatically link their fees to an index of construction costs. For example, Beverly Hills and Palo Alto adjust their fees annually by the ENR Construction Cost Index, a measure of cost inflation in the construction industry.

Kirkland has two unusual in-lieu options. Developers can pay $6,000 per parking space not provided, and the subsequent owners must purchase one parking permit in a public lot for every three spaces not provided (because the city estimates that employees use one-third of the required parking spaces). Alternatively, developers pay no initial in-lieu fee but subsequent owners must purchase a parking permit in a public lot for each space not provided. This annual option reduces the capital cost of development and encourages the use of public parking. A property owner may cancel the annual agreement at any time by providing the required on-site parking.

German cities often have a graduated schedule of in-lieu fees (Ablösebeträge). The fees are highest in the city center and decline with distance from the center. For example, Hamburg's fee is $20,705 per parking space in the city center, and $11,300 in the area surrounding the center.

Vancouver has the most sophisticated method for calculating its in-lieu fee ($9,708 per space). This fee is the parking subsidy implicit in constructing a new public parking space, as measured by: (1) the land-and-construction cost per space in a public parking structure, minus (2) the present discounted value of the net operating income per space during the expected 30-year life of the structure, minus (3) the present discounted value of the residual property value of the structure, per space, after 30 years. The in-lieu fee is thus the expected net present cost per space – all parking costs minus all parking revenues – over the structure's life. Developers who pay the fees do not subsidize the city, and the city does not subsidize developers. Instead, developers subsidize parking.

To summarize, some cities set the fees on a case-by-case basis, but most set uniform fees for all development. Cities use a wide variety of methods to set their in-lieu fees, which range from $2,000 to $27,520 per parking space not provided.

Who Decides Whether to Provide Parking or Pay Fee?

Most cities allow developers to choose whether to pay the fee or provide the parking, but a few cities require developers to pay the fee rather than provide the parking. Officials in these latter cities cited several reasons for requiring developers to pay the fees: to centralize parking facilities, put more of the parking supply under public management, encourage shared parking, discourage the proliferation of surface parking lots, emphasize continuous shop fronts, improve pedestrian circulation, reduce traffic congestion, and improve urban design. Some cities allow property owners to remove existing required spaces by paying in-lieu fees. This option consolidates scattered parking spaces, facilitates reinvestment in older buildings, and encourages more efficient use of scarce land previously committed to surface parking.

Most American cities reduce their parking requirements in the central business district (CBD). In contrast, German cities often have uniform parking requirements throughout the city, but allow developers in the CBD to provide only part of the required parking, and require them to pay fees for the rest.

For example, developers may provide at most 25 percent of the parking required for land uses in the center of Hamburg, and must pay fees in lieu of providing the rest of the parking.

In-lieu fees in the United States are legally justified by the nexus between the fees and the cost of providing public parking spaces. American cities therefore offer the in-lieu option only where they are prepared to spend the fee revenue to provide new public parking facilities. The nexus argument does not necessarily imply that the in-lieu revenue must be used to provide public parking, however, because a variety of transportation improvements can substitute for more parking. For example, British and German cities often use the in-lieu revenue to improve public transportation.

THE IMPACT FEES IMPLICIT IN MINIMUM PARKING REQUIREMENTS

In some ways, parking requirements resemble impact fees. Many cities require developers to pay impact fees to finance public infrastructure – such as roads and schools – that development makes necessary. In Regulation for Revenue, Alan Altshuler and José Gómez-Ibáñez (1993) define these impact fees as "mandated expenditures by private land developers, required as a price for their

obtaining regulatory permits, in support of infrastructure and other public services" (vii).

Parking requirements resemble impact fees because developers provide the required infrastructure – parking spaces – to obtain building permits. In-lieu parking fees also resemble impact fees because developers pay the fees to obtain building permits, and cities then use the revenue to pay for public infrastructure – parking spaces– that the development makes necessary. When cities require developers to pay the fees rather than provide the parking, the in-lieu fees are impact fees.

We can use the in-lieu fees to estimate the impact fees implicit in parking requirements. Impact fees are usually levied per square foot of building area, while in-lieu fees are levied per required parking space not provided. To compare in-lieu fees with impact fees, we must first convert the in-lieu fees into a cost per square foot of building area. We can do this because cities usually require parking spaces in proportion to building area (on the assumption that building area determines parking demand). The in-lieu parking fees per square foot of building area reveal the impact fees implicit in the parking requirements themselves.

CITY	IN-LIEU PARKING FEE	LAND USE	PARKING REQUIREMENT	PARKING IMPACT FEE
	($/SPACE)		(SPACES PER 1,000 SQUARE FEET)	($/SQUARE FOOT)
(1)	(2)	(3)	(4)	(5)=(2)X(4)/1,000
Palo Alto, Calif.	$17,848	OFFICES	4.0	$71
Beverly Hills, Calif.	$20,180	OFFICES	2.9	$59
Walnut Creek, Calif.	$16,373	OFFICES	3.3	$55
Kingston upon Thames, UK	$20,800	OFFICES	2.3	$48
Carmel, Calif.	$27,520	OFFICES	1.7	$46
Mountain View, Calif.	$13,000	OFFICES	3.0	$39
Sutton, UK	$13,360	OFFICES	2.7	$36
Harrow, UK	$14,352	OFFICES	2.3	$33
Hamburg, Germany	$20,705	OFFICES	1.5	$32
Lake Forest, Ill.	$9,000	OFFICES	3.5	$32
Mill Valley, Calif.	$6,751	OFFICES	4.4	$30
Palm Springs, Calif.	$9,250	OFFICES	3.1	$28
Reykjavik, Iceland	$13,000	OFFICES	2.2	$28
Claremont, Calif.	$9,000	OFFICES	2.9	$26
Concord, Calif.	$8,500	OFFICES	2.9	$24
Davis, Calif.	$8,000	OFFICES	2.5	$20
Orlando, Fla.	$9,883	OFFICES	2.0	$20
Kitchener, Ontario	$14,599	OFFICES	1.3	$19
Chapel Hill, N.C.	$7,200	OFFICES	2.5	$18
Kirkland, Wash.	$6,000	OFFICES	2.9	$17
Hermosa Beach, Calif.	$6,000	OFFICES	2.6	$16
Berkeley, Calif.	$10,000	OFFICES	1.5	$15
Burnaby, British Columbia	$7,299	OFFICES	2.0	$15
Vancouver, British Columbia	$9,708	OFFICES	1.0	$10
State College, Penn.	$5,850	OFFICES	1.3	$8
Ottawa, Ontario	$10,043	OFFICES	0.7	$7
Calgary, Alberta	$9,781	OFFICES	0.7	$7
Port Elizabeth, South Africa	$1,846	OFFICES	2.3	$4
Waltham Forest, U.K.	$2,000	OFFICES	0.9	$2
MEAN	$11,305		2.3	$26
MEDIAN	$9,781		2.3	$24

In-lieu fees and parking requirements are for the city center in 1996. In-lieu fees and impact fees are expressed in US$. To obtain the parking requirement in spaces per 100 square meters, multiply the required spaces in Column 4 by 1 .076. To obtain the parking impact fee in dollars per square meter, multiply the impact fee in Column 5 by 10.76.

Minimum Parking Requirements Considered as Impact Fees

(for office buildings)

CITY	IN-LIEU PARKING FEE ($/SPACE)	LAND USE	PARKING REQUIREMENT (SPACES PER 1,000 SQUARE FEET)	PARKING IMPACT FEE ($/SQUARE FOOT)
(1)	(2)	(3)	(4)	(5)=(2)X(4)/1,000
Beverly Hills, Calif.	$20,180	RESTAURANT	22.2	$448
Palm Springs, Calif.	$9,250	CABARET	28.6	$264
Mountain View, Calif.	$13,000	ASSEMBLY HALL	18.0	$234
Kingston upon Thames, UK	$20,800	FOOD SUPERSTORE	7.7	$160
Davis, Calif.	$8,000	FUNERAL HOME	20.0	$160
Sutton, UK	$13,360	FOOD SUPERSTORE	8.5	$114
Kitchener, Ontario	$14,599	MANUFACTURING	7.7	$112
Calgary, Alberta	$9,781	BILLIARD PARLOR	10.3	$101
Ottawa, Ontario	$10,043	CHURCH	9.8	$98
Claremont, Calif.	$9,000	THEATER	10.0	$90
Hermosa Beach, Calif.	$6,000	THEATER	13.0	$78
Burnaby, British Columbia	$7,299	ART GALLERY	10.3	$75
Palo Alto, Calif.	$17,848	ALL USES	4.0	$71
Mill Valley, Calif.	$6,751	ASSEMBLY HALL	10.0	$68
Harrow, UK	$14,352	GARDEN CENTER	4.6	$67
Hamburg, Germany	$20,705	GARDEN CENTER	3.1	$64
Walnut Creek, Calif.	$16,373	NONRESIDENTIAL	3.3	$55
Kirkland, Wash.	$6,000	RESTAURANT	8.0	$48
Carmel, Calif.	$27,520	COMMERCIAL	1.7	$47
Concord, Calif.	$8,500	RESTAURANT	4.0	$34
Port Elizabeth, South Africa	$1,846	RECREATION HALL	18.6	$34
Reykjavik, Iceland	$13,000	NONRESIDENTIAL	2.2	$28
Lake Forest, Ill.	$9,000	RESTAURANT	2.5	$23
Orlando, Fla.	$9,883	NONRESIDENTIAL	2.0	$20
Chapel Hill, N.C.	$7,200	OFFICES	2.5	$18
Berkeley, Calif.	$10,000	NONRESIDENTIAL	1.5	$15
Vancouver, British Columbia	$9,708	NONRESIDENTIAL	1.0	$10
Waltham Forest, U.K.	$2,000	SHOPS	4.5	$9
State College, Penn.	$5,850	ALL USES	1.3	$8
MEAN	$11,305		8.3	$88
MEDIAN	$9,781		7.7	$67

In-lieu fees and parking requirements are for the city center in 1996. In-lieu fees and impact fees are expressed in US$. To obtain the parking requirement in spaces per 100 square meters, multiply the required spaces in Column 4 by 1.076. To obtain the parking impact fee in dollars per square meter, multiply the numbers in Column 5 by 10.76.
The land uses are those with the highest minimum parking requirements in each city.

Minimum Parking Requirements Considered as Impact Fees

(for land uses with the highest parking requirements)

The average parking impact fee for the U.S. cities in the Table above is $31 per square foot, which dwarfs the impact fees levied for all other public purposes. A 1991 survey of 100 U.S. cities found that the impact fees for all purposes (roads, schools, parks, water, sewers, flood control, and the like) averaged $6.97 per square foot of office buildings (see Altshuler and José Gómez-Ibáñez 1993, 40). The average parking impact fee for office buildings is thus 4.4 times the average impact fee for all other public purposes combined. If impact fees reveal a city's priorities for public services, many cities' highest priority is free parking.

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