

Appendix S

Evacuation Study

Date: February 27, 2026
Prepared by: Cameron Lukos and Meghan Macias, EPD Solutions, Inc.
To: CSG Consultants, Inc. and City of Thousand Oaks
Site: Downtown Thousand Oaks
Subject: **Evacuation Analysis for the Downtown Thousand Oaks Project**

This memo provides an evaluation of potential strategies for evacuation or shelter-in-place for the proposed Downtown Thousand Oaks (DTTO) Project (Project) in the event of a fire or other emergency. The analysis is based on review of the previous evacuation analysis prepared for the City, existing wildfire emergency planning, and a determination of whether the Project is consistent with these previous planning efforts. The proposed Project comprises 16 complete parcels, two partial parcels, and three public right-of-way segments totaling 17.68 acres. The proposed Project site is located in the City of Thousand Oaks in the eastern portion of the City, approximately 0.7 miles east of the Highway (Hwy) 23 and US 101 interchange. The site sits in a low-lying area of the City along E. Thousand Oaks Boulevard and is visible from nearby hillside trails to the north.

The objectives of the proposed Project are to provide a mixed-use community including housing, commercial, and entertainment uses; renovate and rehabilitate the existing City Hall administrative offices; provide a new hotel use of sufficient scale and density to support the performing arts venues on the site by creating overnight accommodation for visitors and/or performers; and add public park features. The Project would also incentivize alternative modes of travel such as rideshare, bicycling, and walking to, from, and within the site by consolidating parking, providing pedestrian-focused street design, and including active ground-floor commercial or entertainment uses in all structures.

Access to the Project area would be primarily provided from E. Thousand Oaks Boulevard directly adjacent to the Project. The location of the Project site is shown in Figure 1, *Project Location*. The proposed Project would introduce additional and modified access points from E. Thousand Oaks Boulevard, including West Road, which provides a new entrance to the Project area, and from E. Thousand Oaks Boulevard, at the west end of the Project. The existing Dallas Drive intersection would be enhanced and serve as the primary site entrance and link to the proposed Main Street, running east and west through the core area of the Project site. Table 1, *Roadway Improvements*, presents the roadway improvements for the proposed Project.

Table 1: Roadway Improvements

Roadway Name	Improvements
Thousand Oaks Boulevard	<ul style="list-style-type: none"> • A total of 30 diagonal parking spaces, 9 feet wide by 20 feet deep, would be created along the Project Area’s approximately 1,000 linear feet of frontage on E. Thousand Oaks Boulevard. • New 10-19-foot-wide sidewalks would be enhanced with 10 new parkway trees, and 3 existing trees, planters, and other pedestrian amenities, including seat walls, benches, pedestrian drop-off areas, bike parking, and pedestrian-level lighting.
Dallas Drive	<ul style="list-style-type: none"> • Dallas Drive would serve as a primary entrance and visual focal point from E. Thousand Oaks Boulevard to the Project site. • Intersection upgrades at Thousand Oaks Boulevard and Dallas Drive would improve the existing signalized intersection with a pedestrian crosswalk across Dallas Drive. • Dallas Drive would provide two 14-foot-wide travel lanes in each direction, connecting Thousand Oaks Boulevard and Main Street, with a total length of 165 feet. • 20-foot-wide sidewalks would be provided on both sides of Dallas Drive and would include new parkway trees and pedestrian lighting. The overall street width would be 72 feet. • Access to the new hotel at the Dallas Drive and Main Street intersection would include a shared drop-off area for hotel guests and visitors to Carpenter Park and Civic Arts Plaza building (C1) during performances.
Main Street	<ul style="list-style-type: none"> • East Main Street would be a pedestrian-only promenade and 24-foot-wide emergency vehicle access way, providing a connection between the Dallas Drive intersection with East Main Street, to The Lakes Drive. • West Main Street is a proposed 24-foot-wide street with two 12-foot-wide travel lanes with 9-foot-wide parallel parking spaces on either side, 10-30-foot-wide sidewalks, parkway trees, and pedestrian lighting. • Main Street would include a mid-block pedestrian crossing where the building pass-through provides access to the Thousand Oaks Boulevard street frontage. • Ground-floor levels of buildings along Main Street would primarily accommodate commercial uses.
West Road	<ul style="list-style-type: none"> • West Road is a two-way street connecting E. Thousand Oaks Boulevard to W. Main Street and south to the proposed Oakwood Drive roundabout. • West Road varies from 72 feet to 68 feet wide with 9-foot-wide parallel parking on each side of the street, three 11-foot-wide travel lanes, 8-foot-wide sidewalks, and a landscaped parkway on the east side. • Two travel lanes head south into the property, and one lane leads north toward E. Thousand Oaks Boulevard. • Left-hand turns can be made onto West Road entering the site, while only right-hand turns can be made exiting the site onto E. Thousand Oaks Blvd.
Oakwood Drive	<ul style="list-style-type: none"> • Oakwood Drive is an existing 40-foot-wide right-of-way with two-way 12-foot-wide travel lanes extending from Zuniga Ridge Place to its current terminus at a cul-de-sac at the southwestern corner of the Project site. • Oakwood Drive would be improved to create a formal roundabout at the existing location of the cul-de-sac and extended east to the entrance to the existing parking structure. In addition, the Oakwood Drive extension would provide access to the second and 3rd levels of the new podium parking structure in the proposed mixed-use Building E2. • The new connection to Oakwood Drive would provide additional site access to the signalized intersection of Thousand Oaks Boulevard and Zuniga Ridge Place, including alternative entry and exit egress to the Project site and existing parking structure.

Parking for the proposed Project would be provided through a shared parking program to promote a “park once” environment. The existing parking structure would be the primary parking for commercial and visitor uses. In future development of the project, the sixth floor of the existing parking structure would also be used as the valet parking for the proposed hotel portion of the Project. Parking for the proposed residential mixed-use buildings would be provided by a new podium structure and subterranean structure. In addition to the new parking structures, new surface parking will be provided on West Road and Main Street and angled parking will be added along E. Thousand Oaks Boulevard. Additional off-site parking is accessible during peak demand. An alternative transportation mode incentive would also provide short-term and long-term bicycle parking. Table 2, *Parking Space Summary*, provides a breakdown of parking locations and the number of parking spaces.

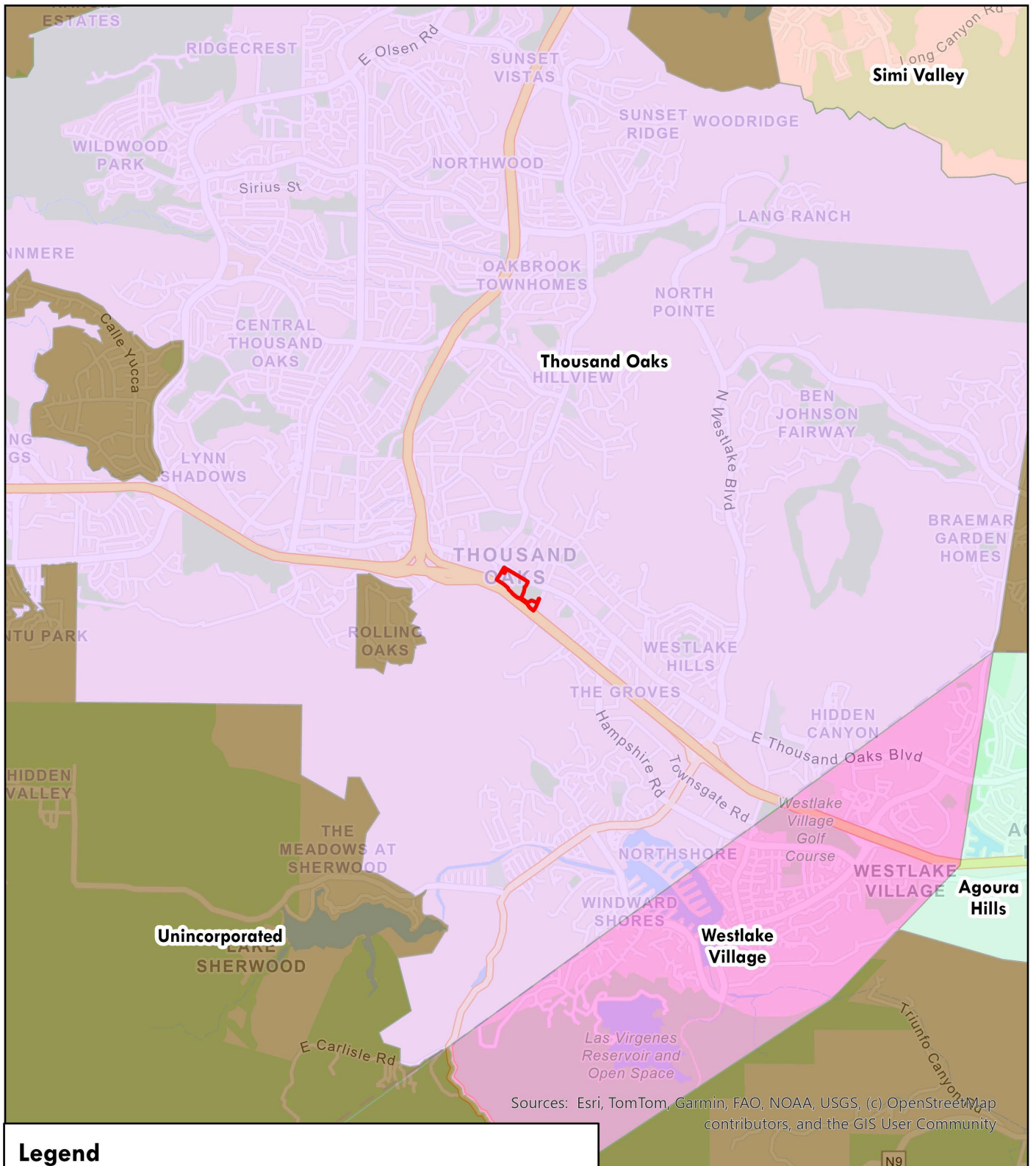
Table 2: Parking Space Summary

Parking Location ¹	Number of Parking Spaces
CAP Parking Structure (Bldg C2)	705
Valet (Additional spaces at the top level of Bldg C2)	40
Podium Parking Garage (Bldg E2)	212
Subterranean Parking Garage (E3)	77
Onsite Surface Spaces	22
Offsite Surface Spaces (Angled stalls on Thousand Oaks Blvd)	30
Off-site surface spaces (CVUSD, Transportation Ctr)	300
TOTAL	1,386

Project features, circulation and access, and egress intersections are shown on Figure 2, *Architectural Site Plan*.

Emergency Responders Access


All access roads would meet emergency vehicle access standards. Additional access for emergency responders is provided by an existing service driveway that connects Conejo School Road to the rear loading area of the current Civic Arts Plaza. Emergency vehicle access would also be provided along a planned pedestrian pathway connecting to the proposed East Main Street (part of Phase 2B) that connects Dallas Drive and Lakes Drive. The Project site is identified by Appendix B of the General Plan Safety Element (Safety Element Evacuation Analysis) as an area that has a single entrance and exit road. With implementation of the Project, four points of access would be provided to the surrounding roadway network.



Legend

 Project Boundary	 Thousand Oaks
 Agoura Hills	 Unincorporated
 Simi Valley	 Westlake Village

0 1 2 Miles



Fire Hazard Severity Zones

Per Public Resource Code §4202 and Government Code §51178; the State Fire Marshal and the California Department of Forestry and Fire Prevention (CAL FIRE) are required to classify the severity of fire hazards in State Responsibility Areas (SRAs). Mapping was mandated across California under California Public Resources Code §4201-§4204 for all SRAs.

Most of the City of Thousand Oaks is designated as a Very High Fire Hazard Severity Zone (VHFHSZ). The City has a large abundance of open space and vegetated hillsides spread out in various areas of the City. Areas within the City's limits are designated as "Local Fire Responsibility Areas" (LRA), placing them under the management and responsibility of the Ventura County Fire Department (VCFD). Unincorporated portions surrounding the City are designated as SRAs and are the responsibility of CAL FIRE.

The proposed project is located within the City's limit and so is classified as an LRA. Like most of the City, the proposed project area is designated as VHFHSZ by VCFD. The VHFHSZ designation makes the proposed project area subject to VCFD Ordinance 34 (effective Jan 1, 2026) Article 4 Chapter 6 and CA State Title 14 Fire Safe Regulations.

Current Emergency Safety Plans

The City currently has two documents analyzing safety in the event of a citywide emergency. The first document is the Safety Element that is part of the City's General Plan and the second is the Tri-Cities Emergency Evacuation Awareness Plan produced in conjunction with the City of Moorpark and the City of Simi Valley.

Tri-Cities Emergency Evacuation Awareness Plan

The Tri-Cities Emergency Evacuation Awareness Plan (Tri-Cities Plan) is intended to be a living document for the cities of Moorpark, Simi Valley, and Thousand Oaks to protect residents and visitors, provide actionable and orderly evacuation routes and procedures, and facilitate coordination and communication amongst all involved agencies and organizations. The Tri-Cities Plan analyzes the risks of various hazards by identifying and evaluating hazards and assessing the vulnerability of different locations within the Tri-Cities area to identify and clearly designate evacuation routes and areas including primary and secondary routes for each city. Additionally, the Tri-Cities Plan identifies and designates evacuation areas determined by risk assessments and population density. The Tri-Cities Plan lays out an evacuation plan in accordance with Appendix B *Emergency Evacuation Analysis*, of the City's General Plan Safety Element. To ensure proper implementation of the Tri-Cities Plan, the City must establish clear protocols and procedures, provide public education and awareness, conduct training and drills, ensure proper resource allocation, implement technologies, and collaborate with stakeholders. Proper maintenance of the Tri-Cities Plan is also critical to ensure procedures and technology are not out of date. To ensure maintenance, the City should conduct regular plan reviews and updates; conduct and review after-action reports after incidences or drills; provide a space for public feedback; review, maintain, and update training and drill schedules; maintain and improve funding and grant acquisitions; monitor and evaluate plan effectiveness; and maintain regular communication and engagement with Emergency Management Partners.

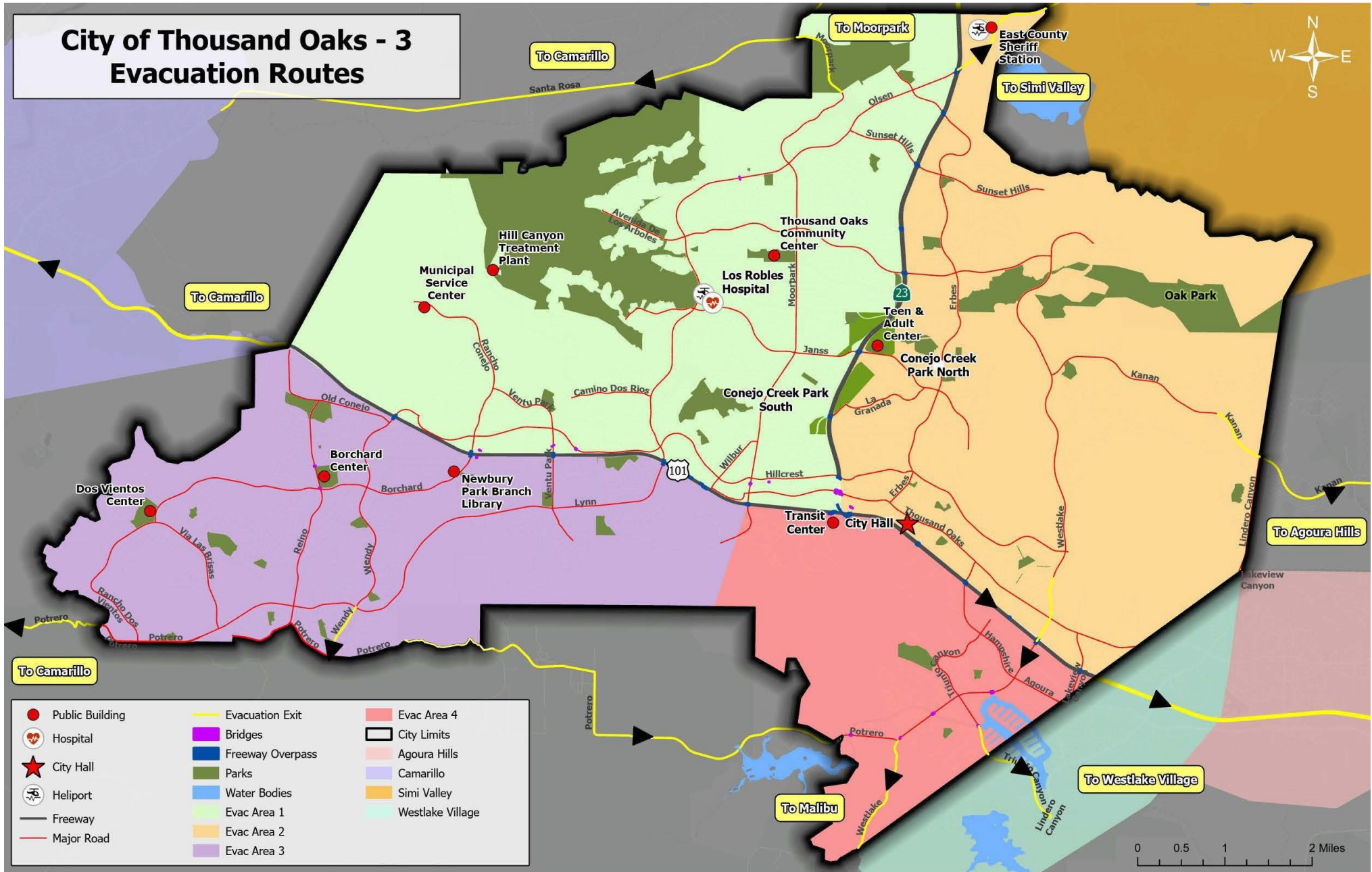
The Tri-Cities Plan also provides narratives of each of the cities' evacuation routes, procedures, and any other special considerations. For the City of Thousand Oaks, the narrative divides the City into four distinct areas. Table 3, *Evacuation Routes Narrative*, provides a breakdown of each area, their evacuation routes and procedures, and any special considerations. The project is located in Area 2 Northeastern Thousand Oaks. Figure 3, *City of Thousand Oaks Evacuation Routes Map*, shows the various evacuation areas and corresponding evacuation routes.

Table 3: Evacuation Routes Narrative

Area	Geographic Boundaries	Evacuation Route	Evacuation Procedure	Special Considerations
Area 1: Northwestern Thousand Oaks	From Rancho Conejo/Vento Park to Olsen Rd/Sunset Hills Blvd	<p>Primary Route: Rancho Conejo Boulevard and Ventu Park Road southbound to the 101 Freeway.</p> <p>Secondary Route: Olsen Road eastbound to Moorpark Road, connecting to the 23 Freeway.</p>	<p>Residents should prioritize using Rancho Conejo Boulevard and Ventu Park Road for direct access to the 101 Freeway.</p> <p>Olsen Road will serve as an alternate route, providing east-west access and connecting major north-south arteries</p>	<p>Coordination with Ventura County Sheriff's Office to ensure smooth traffic flow on major routes.</p> <p>Utilize public communication channels to inform residents of real-time conditions and alternative routes.</p>
Area 2: Northeastern Thousand Oaks	From Sunset Hills Blvd./Erbes Rd through Kanan Road/Westlake Blvd., and Thousand Oaks Blvd/Erbes Rd.	<p>Primary Route: Erbes Road southbound to Thousand Oaks Boulevard and eastbound to the 23 Freeway.</p> <p>Secondary Route: Kanan Road and Westlake Boulevard southbound to the 101 Freeway.</p>	<p>Evacuation efforts will focus on moving traffic southbound on Erbes Road and Kanan Road towards significant freeways.</p> <p>Thousand Oaks Boulevard will serve as a primary east-west artery for evacuating residents towards the 23 Freeway.</p>	<p>Coordination with local schools and businesses to facilitate evacuation of students and employees.</p> <p>Establish evacuation assistance points for residents requiring special assistance.</p>
Area 3: Southern Thousand Oaks	From Westlake Blvd./Potrero Road through Hampshire Road/Westlake Blvd.	<p>Primary Route: Westlake Boulevard northbound to the 101 Freeway.</p> <p>Secondary Route: Potrero Road eastbound to Lynn Road, providing an alternate route to the 101 Freeway.</p>	<p>Westlake Boulevard will serve as the main evacuation artery, emphasizing northbound movement towards the freeway.</p> <p>Potrero Road will serve as an alternate route, offering additional east-west connectivity.</p>	<p>Coordination with neighboring jurisdictions to ensure synchronized evacuation efforts along shared roadways.</p> <p>Deployment of signage and personnel to guide traffic efficiently.</p>
Area 4: Western Thousand Oaks (including portions of Newbury Park)	From Ventu Park Rd/Lynn Road through Rancho Dos Vientos.	<p>Primary Route: Lynn Road eastbound to the 101 Freeway.</p> <p>Secondary Route: Rancho Dos Vientos westbound to Potrero Road, providing an alternate route to the 101 Freeway.</p>	<p>Lynn Road will be the primary evacuation route, focusing on eastbound movement towards the freeway.</p> <p>Rancho Dos Vientos will serve as an alternate route, providing additional options for residents in the western region.</p>	<p>Close traffic flow monitoring to ensure smooth passage along primary and secondary routes.</p> <p>Establish communication points to provide residents with updates and assistance.</p>

Source: City of Thousand Oaks, City of Moorpark, City of Simi Valley. (2025). *Tri-Cities Emergency Evacuation Awareness Plan*.

Figure 3: City of Thousand Oaks Evacuation Routes Map



Nick Walker, GIS Technician II | City of Thousand Oaks | Finance/IT-GIS Dept. | July 2024

City of Thousand Oaks Safety Element

The City's Safety Element is specific to describing natural and human-induced hazards the City faces and establishes goals and policies to protect people, property, and the natural environment. Additionally, as part of the General Plan update, the City conducted an Emergency Evacuation Analysis that has been added as an appendix of the Safety Element and is described below.

Appendix B: Emergency Evacuation Analysis

Appendix B of the Safety Element, *Emergency Evacuation Analysis*, is a broad planning level assessment of the City's transportation system capacity in the event of a citywide evacuation. The analysis identifies residential developments that have a single entrance and exit road and evaluates the consequences of a large-scale evacuation on the City's roadway system. This analysis was conducted by Rincon in compliance with Senate Bill 99 and Assembly Bill 747. The Emergency Evacuation Analysis utilized daily traffic on the City's roadways and evaluated four scenarios: "Baseline," "Fire from the Southeast," "Fire from the Southwest," and "Fire from the North." The analysis provided recommendations and strategies that are implemented in the General Plan's Safety Element. Table 4, *Safety Element Evacuation Strategies*, summarizes the category of recommendations and the recommended actions to take to improve evacuation.

Table 4: Emergency Evacuation Analysis Strategies

Evacuation Strategy	Recommendation
Traffic Management	<ul style="list-style-type: none"> • Reverse one or more lanes of a highway (SR 23 or Highway 101) to accommodate an increased flow of traffic in one direction. • Redirect all lanes of a designated evacuation route to accommodate rapid evacuation from a city or region. • Temporarily close inbound travel lanes on selected unlimited access arterials (such as parkways and boulevards) to allow outbound traffic to utilize these lanes during evacuation. • Close inbound lanes on highways (SR 23 or Highway 101) utilized for evacuation routes to prevent drivers on these routes from entering the City while evacuation is underway. • Minimize left-turn movements along evacuation routes and on roads leading to evacuation routes. • Signage: Use variable message board equipment and targeted installation of permanent dynamic message signs on evacuation routes to improve communications and reduce public confusion. • Consider how to stage tow trucks at key bottleneck locations along evacuation routes to help detect and clear minor crashes and maintain traffic flow. • Increase the green time and/or progression band for through movements leading out of an evacuation zone. • Install signal battery backups in case signal operations need to be maintained during a power outage. Consider using channeling devices, static signs, and coning strategies to manage intersection flow during power outage if the signals lack power. • Identify and communicate with communities that have at least two access points. Prioritize adding additional access to communities which are currently served by only one or two access points. • Develop transportation solutions such as the use of a bus system for evacuating individuals with special needs (such as those with mobility limitations). • Establish traffic control points (i.e., locations along designated evacuation routes with emergency management personnel) to maintain a greater degree of evacuation management. These locations could enhance the efficiency of an evacuation, reduce public confusion, and allow increased operational flexibility during an evacuation.
Communications	<ul style="list-style-type: none"> • Strengthen and maintain communication among coordinating emergency event agencies. This could be achieved through systems such as the Public Information Emergency System and Emergency Satellite Communications. • Implement a traffic control center to coordinate all evacuation activities. This center would have up to the minute reports on traffic patterns and can communicate directly with the broadcast media to let drivers know about roadway congestion and conditions and direct them to alternate routes. • Install counters and/or CCTV cameras to assess traffic flow, volume of vehicles evacuating, and monitor incidents. • Develop communication plan to provide information regarding primary and secondary evacuation routes and incidents to the public.
Vulnerable Populations	<ul style="list-style-type: none"> • Understand if there are areas in the City with a greater percentage of senior adults, disabled people, mobility impaired, visually impaired, people with medical conditions, and people without vehicles with the objective of identifying areas that should be prioritized by first responders during an evacuation. • Develop system to ensure hearing impaired receive evacuation warnings. • Provide special assistance to mobility impaired, visually impaired, people with medical conditions, and people without vehicles such as paratransit. • Translated materials should be prepared to support communication to non-English speaking populations including during evacuation. • Evacuation centers should provide dialysis machine or other life-sustaining equipment. • Provide resources for free to unshowered populations during evacuation.

Rincon. (2023). Appendix B Emergency Evacuation Analysis (pp. B-1-B-14).

Population Assumptions for Study

To conduct the Safety Element Emergency Evacuation Analysis in accordance with AB 747, transportation and population data were collected for use in the four fire analysis scenarios. The transportation network was created using “ESRI StreetMap Premium” which provided enriched network data based on commercial street data and local data suppliers. Population was modeled using the “ESRI Enrich Layer” tool which appends demographic and landscape variables into polygon features. For the Emergency Evacuation Analysis, the input was one-quarter-mile hexagons that covered the City. Daytime population data was added to the hexagons. Daytime population was taken from a combination of inputs such as “ESRI Updated Demographics,” the decennial census, and the American Community Survey. The daytime population includes residents and workers in the City on weekdays during standard working hours (9 AM to 5 PM). The population was determined to be 152,397 for these scenarios. Evacuation of the daytime population was modeled using the ESRI Closest Facility tool and average daily traffic (ADT) to determine evacuation routes and traffic effects.

Based on the proposed Project plans, there is a potential increase to the population on the Project site. The increased population must be estimated to assess possible impacts in case of a citywide emergency. The increased population created by the proposed Project only includes the additional new population to the City that was not accounted for in the Emergency Evacuation Analysis or the City’s General Plan. Table 5, *Population Increase Assumptions* describes the population assumptions for each component of the proposed project and the estimated population increase. As shown by Table 5, the estimated increase in population would be 1,491 people. This is a worst-case estimate, assuming that all businesses are open and the performance venue is operating at full capacity. The total population used to calculate the percentage increase in population is the existing daytime population of 152,397 per the Emergency Evacuation Analysis.

Table 5: Population Increase Assumptions

Development Type	Additional Population	Population Increase Justification	
RESIDENTIAL			
Building E2, Residential Component	443	The additional population is calculated based on the estimated number of people per household as provided by the City of Thousand Oaks Housing Element (2.75) multiplied by the number of units anticipated to be built. Building E2 would include 161 units (161 x 2.75 = 443).	
Building E3, Residential Component	217	The additional population is calculated based on the estimated number of people per household as provided by the City of Thousand Oaks Housing Element (2.75) multiplied by the number of units anticipated to be built. Building E3 would include 79 units (79 x 2.75 = 217).	
Residential Total	660		
EMPLOYEES			
Building B1, Restaurant	16	The additional population is based on Table II-A, Derivation of Square Feet per Employee Based on Median Employees per Acre and Median FAR, Other Retail/Svc. Land use, of the Employment Density Study Summary Report, dated October 31, 2001, prepared for the Southern California Association of Governments, prepared by The Natelson Company, Inc. Building B1 would have 6,725 square feet of commercial space. The median employment density for this use type is 412 square feet per employee. ¹ (6,725/412 = 16)	
Building C1, Civic Arts Plaza	79 (69 daily)	Use	Justification
		Public Library Outpost = 7	The additional population is based on Table II-A, Derivation of Square Feet per Employee Based on Median Employees per Acre and Median FAR for Ventura County, Other Retail/Svc. Land use, of the Employment Density Study Summary Report. ¹ The library outpost would have 2,680 square feet of space. The median employment density for this use type is 412 square feet per employee. (2,680/412 = 7)
		Police Depot = 3	The additional population is based on Table II-A, Derivation of Square Feet per Employee Based on Median Employees per Acre and Median FAR for Ventura County, Government Offices Land use, of the Employment Density Study Summary Report. ¹ The police depot would have 360 square feet of office space. The median employment density for this use type is 120 square feet per employee. (360/120 = 3)
		Retail = 6	The additional population is based on Table II-A, Derivation of Square Feet per Employee Based on Median Employees per Acre and Median FAR for Ventura County, Other Retail/Svc. Land use. ¹ The retail use would have 2,410 square feet of retail space. The median employment density for this use type is 412 square feet per employee. (2,410/412 = 6)
		Public Market = 33	The additional population is based on Table II-A, Derivation of Square Feet per Employee for Based on Median Employees per Acre and Median FAR Ventura County, Other Retail/Svc. Land use. ¹ The public

			market use would have 13,500 square feet of retail space. The median employment density for this use type is 412 square feet per employee. (13,500/412 = 33)
		Art Incubator Space = 12	The additional population is based on Table II-A, Derivation of Square Feet per Employee Based on Median Employees per Acre and Median FAR for Ventura County, Other Retail/Svc. Land use. ¹ The art incubator use would have 4,800 square feet of space. The median employment density for this use type is 412 square feet per employee. (4,800/412 = 12)
		Performance Venue = 10*	The additional population is based on Table II-A, Derivation of Square Feet per Employee Based on Median Employees per Acre and Median FAR for Ventura County, Other Retail/Svc. Land use. ¹ The performance venue use would have 4,260 square feet of space. The median employment density for this use type is 412 square feet per employee. (4,260/412 = 10) *This use would only generate a new employee population during events and would not be staffed on a daily basis.
		Non-institutional office space = 8	The additional population is based on Table II-A, Derivation of Square Feet per Employee Based on Median Employees per Acre and Median FAR for Ventura County, Low-Rise Office Land use. ¹ The non-institutional office use would have 5,210 square feet of space. The median employment density for this use type is 659 square feet per employee. (5,210/659 = 8)
Building E1, Hotel	68	The additional population is based on Table II-A, Derivation of Square Feet per Employee Based on Median Employees per Acre and Median FAR for the Five Counties (SCAG) region, Hotel/Motel Land use. ¹ The hotel use would have 122,873 square feet of space, including the ground floor restaurant, rooftop bar, banquet/meeting space, and hotel administration. The median employment density for this use type is 1,804 square feet per employee. (122,873/1,804 = 68)	
Building E2, Commercial Component	22	The additional population is based on Table II-A, Derivation of Square Feet per Employee Based on Median Employees per Acre and Median FAR for Ventura County, Other Retail/Svc. Land use. ¹ The commercial component use would have approximately 8,866 square feet of retail space. The median employment density for this use type is 412 square feet per employee. (8,866/412 = 22)	
Building E3, Commercial Component	46	The additional population is based on Table 11A, Derivation of Square Feet per Employee Based on Median Employees per Acre and Median FAR for Ventura County, Other Retail/Svc. Land use. ¹ The commercial component use would have approximately 19,048 square feet of retail space. The median employment density for this use type is 412 square feet per employee. (19,048/412 = 46)	
Employees Total	231		
ATTENDEES & PERFORMERS			
Building B2, Bandshell and Amphitheatre	350	The assumed number of show attendees is based on existing outdoor City-run events of similar style and content held in public parks throughout the City.	
Attendees & Performers Total	350		
HOTEL GUESTS			

	Room Type	Justification
Building E1	Single = 144	The CBC categorizes hotel uses under Residential Group R-1. Residential R-1 uses are required to have an occupancy level of minimum 200 square feet per 1 person. The largest proposed square footage for the single rooms is 316 square feet, therefore the single rooms could have an average occupancy of 1.58 persons ($316/200 = 1.58$). Ninety-one single rooms are proposed, therefore 144 hotel guests are expected for this room type at full occupancy ($91 \times 1.58 = 144$).
	Double = 82	The CBC categorizes hotel uses under Residential Group R-1. Residential R-1 uses are required to have an occupancy level of minimum 200 square feet per 1 person. The largest proposed square footage for the double rooms is 364 square feet, therefore the double rooms could have an average occupancy of 1.82 persons ($364/200 = 1.82$). Forty-five double rooms are proposed, therefore 82 hotel guests are expected for this room type at full occupancy ($45 \times 1.82 = 82$).
	Suite = 24	The CBC categorizes hotel uses under Residential Group R-1. Residential R-1 uses are required to have an occupancy level of minimum 200 square feet per 1 person. The largest proposed square footage for the suites is 811 square feet, therefore the suites could have an average occupancy of 4 persons ($811/200 = 4.06$). Six suites are proposed, therefore 24 hotel guests are expected for this room type at full occupancy ($6 \times 4 = 24$).
Hotel Guests Total	250	
POPULATION INCREASE TOTAL	1,491	
¹ The Natelson Company, Inc. Southern California Association of Governments. <i>Employment Density Study Summary Report</i> . 2001. PDF. Accessed December 02, 2025.		

*Source: CSG Consultants, Wildfire Study Downtown Thousand Oaks Project. February 2026.

Safety Element Emergency Evacuation Analysis

As described previously, the Safety Element Emergency Evacuation Analysis describes evacuation routes and results of different citywide fire emergencies. Four different conditions were assessed, including “Baseline,” “Fire from the Southeast,” “Fire from the Southwest,” and “Fire from the North.”

Under “Baseline” conditions (no emergency), the largest traffic volumes were found along Hwy 101 and State Route 23 (SR 23), with traffic volumes along Hwy 101 greater than 120,000 average daily trips (ADT) and 60,001-120,000 ADT along SR 23. Most other routes had traffic volumes less than 30,000 ADT. The analysis determined that all expected evacuation routes (Hwy 101 and SR 23) would be accessible. Figure 4 is taken from the Safety Element Evacuation Analysis Assessment showing the ADT of roads in the City under baseline conditions.

Under the “Fire from the Southeast” condition, evacuating east and southeast would not be possible as roads such as Westlake Boulevard and Thousand Oaks Boulevard would not be accessible. Under this scenario, southbound Hwy 101 would also not be viable as an evacuation route, increasing traffic on the northbound SR 23 and northbound Hwy 101. It was identified that due to proximity, SR 23 would evacuate the northern portion of the City while northbound Hwy 101 would evacuate the southern portion of the City. It would be critical for responders to maintain the northbound onramps as these ramps will experience higher traffic volumes due to the position of the fire. The Emergency Evacuation Analysis suggests that responders consider opening a lane from the opposite direction and traffic management on these ramps to expedite evacuation. Additional roads noted to be monitored under this scenario were Kanan Road, Thousand Oaks Boulevard, and Erbes Road. Figure 5 is taken from the Emergency Evacuation Analysis showing the ADT of roads in the City under “Fire from the Southeast” conditions.

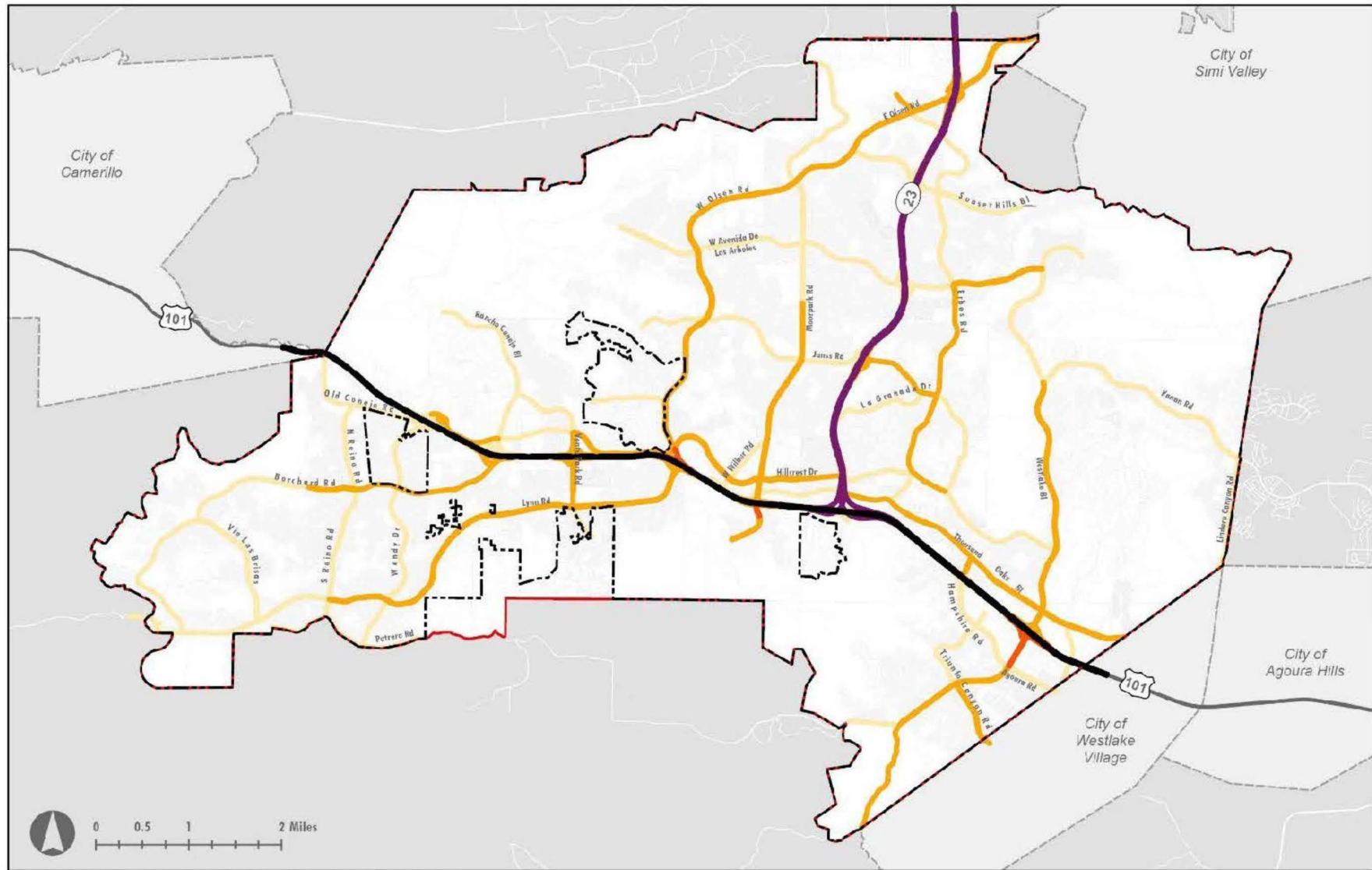
Under the “Fire from the Southwest” condition, evacuating west and southwest would not be possible on roads such as Potrero Road and northbound Hwy 101. Because the northbound Hwy 101 would not be viable as an evacuation route, traffic on northbound SR 23 and southbound Hwy 101 would be increased. It was identified that due to proximity, SR 23 would evacuate the northern portion of the City while southbound Hwy 101 would evacuate the southern portion of the City. Like the “Fire from the Southeast” scenario, it would be critical for responders to maintain the southbound onramps as these ramps would experience higher traffic volumes. Responders should also consider opening a lane from the opposite direction and traffic management on these ramps to expedite evacuation. Figure 6 is taken from the Safety Element Evacuation Analysis Assessment showing the ADT of roads in the City under “Fire from the Southwest” conditions.

Under the “Fire from the North” condition, evacuating north would not be possible, making northbound SR 23 unviable as an evacuation route. Because northbound SR 23 would not be viable as an evacuation route, traffic on southbound SR 23 and Hwy 101 would be increased. In addition to the increased traffic on SR 23 and Hwy 101, portions of Erbes Road, Janss Road, East Avenida de Los Arboles, Olsen Road, and Moorpark Road would also have high traffic volumes. Like the other scenarios, onramps to SR 23 and Hwy 101 are critical to maintain as well as the connector to Hwy 101. Responders should also consider opening a lane from the opposite direction and traffic management on these ramps to expedite evacuation. Figure 7 is taken from the Safety Element Evacuation Analysis Assessment showing the ADT of roads in the City under “Fire from the North” conditions.

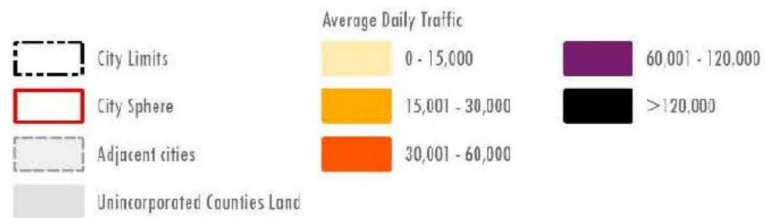
The Safety Element Emergency Evacuation Analysis concluded that based on these scenarios, there are large portions of the City’s evacuation network that would be unviable for evacuation depending on the direction of a wildfire. Portions of Hwy 101 or SR 23 as evacuation routes would be unviable, placing more burden on other roads and prompting emergency traffic management. Based on this conclusion, various recommendations were provided to assist the City in improving their evacuation procedures. Such

recommendations included traffic management, communications, and identifying concentrations of vulnerable populations.

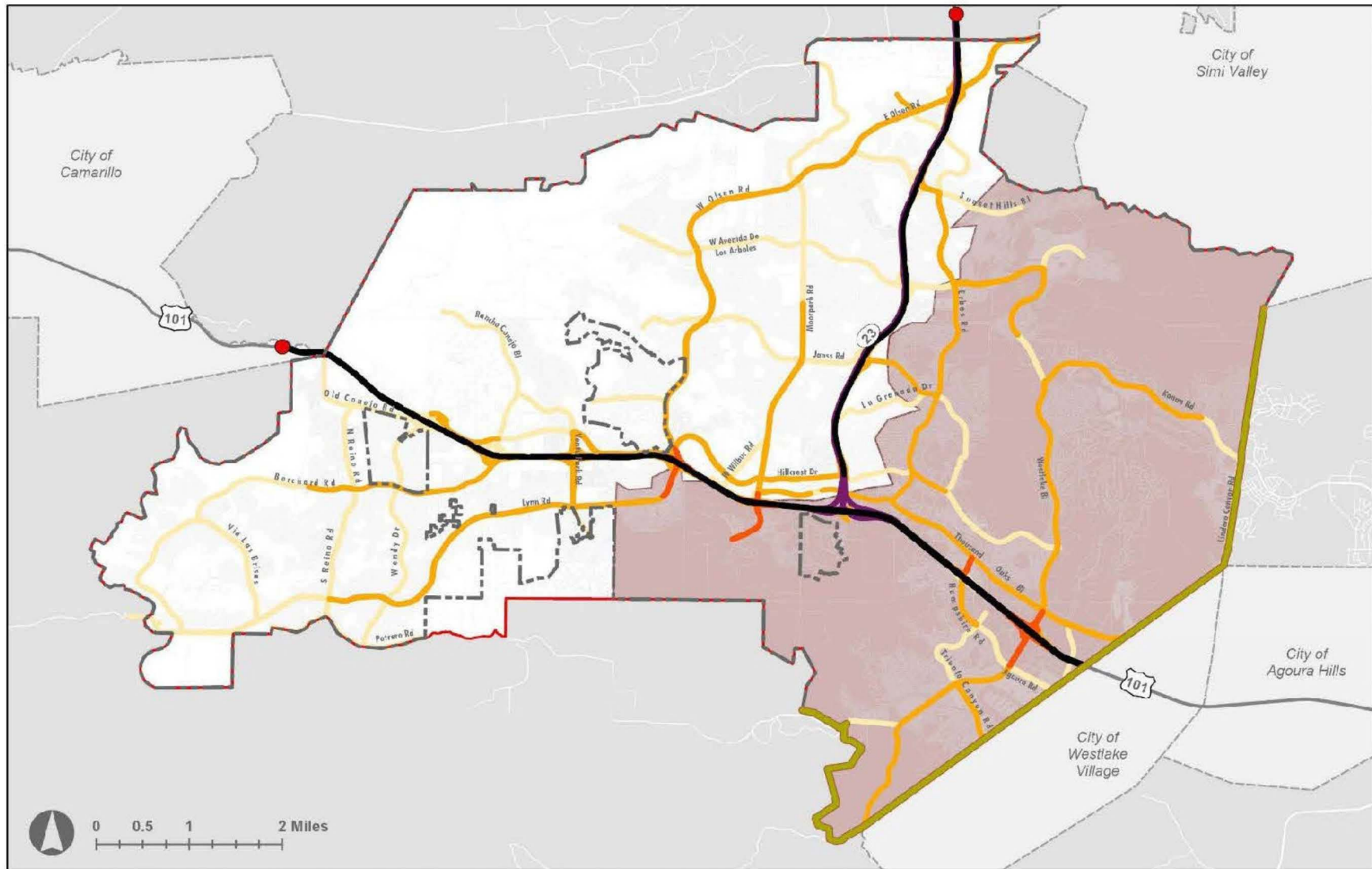
The proposed Project would create new housing and economic opportunities for the City which would increase the population of the area. This increase in population may cause further impact on traffic in the event of an emergency. Based on the population assumptions provided in Table 1, *Roadway Improvements*, the increase in population would be approximately 1,491 people, which is an approximately 0.97% increase compared to existing conditions. This increase in population is anticipated to have a negligible effect on the City's current emergency and evacuation planning; thus, the recommendations provided in Safety Element Evacuation Analysis are still relevant and applicable.



Raimi | Associates 2023 | Data Source: City of Thousand Oaks, County of Ventura, County of Los Angeles



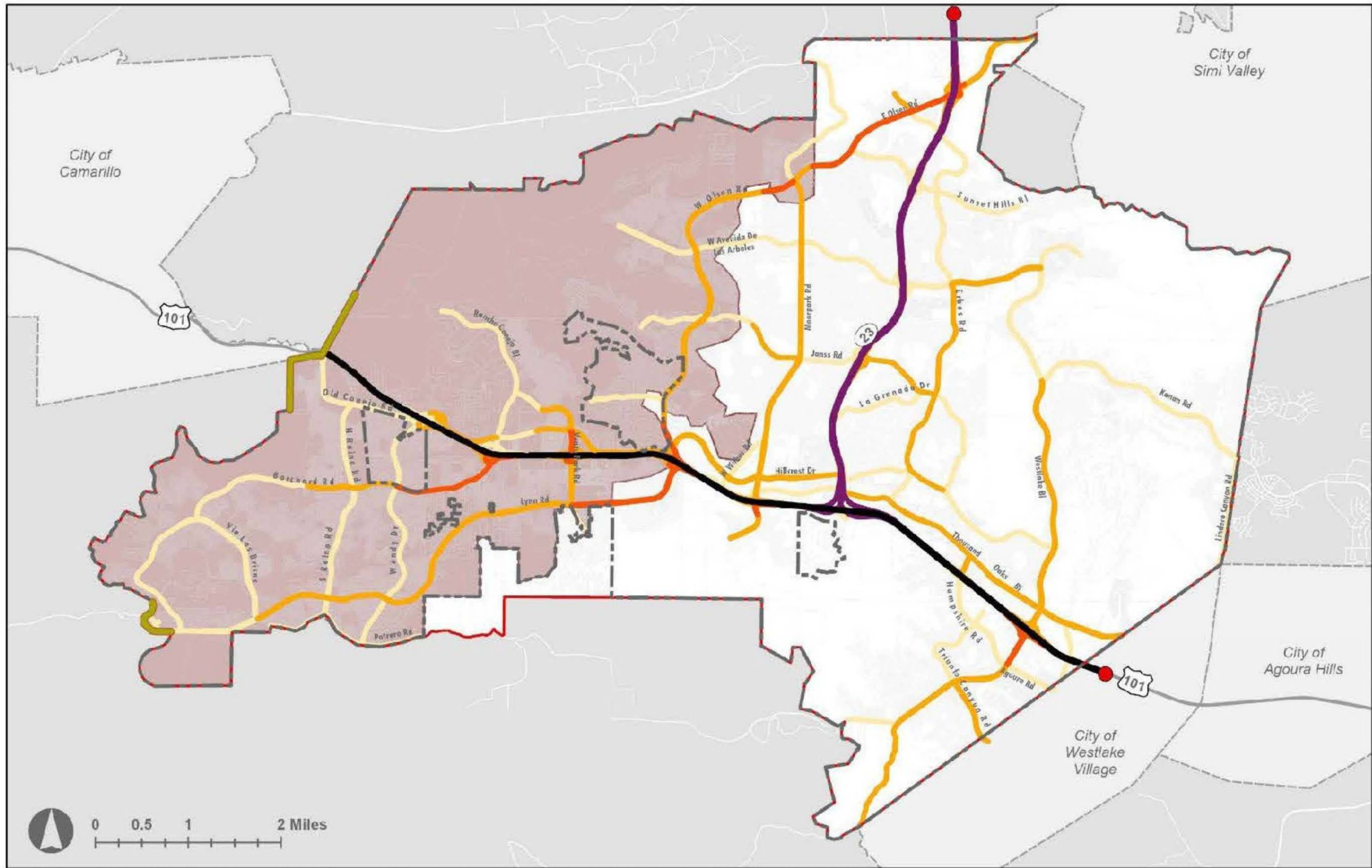
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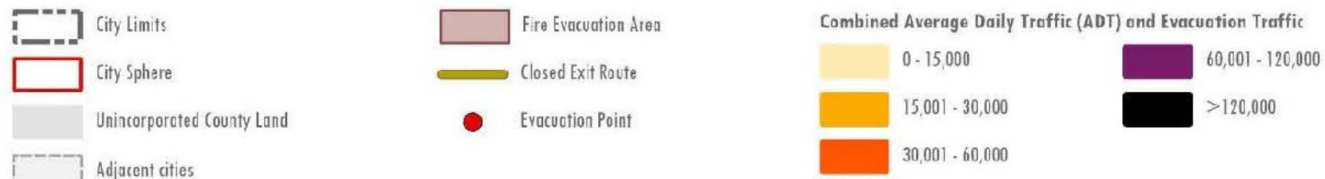
Raimi + Associates 2023 | Data Source: City of Thousand Oaks, County of Ventura, County of Los Angeles, CAL FIRE, Esri, HERE



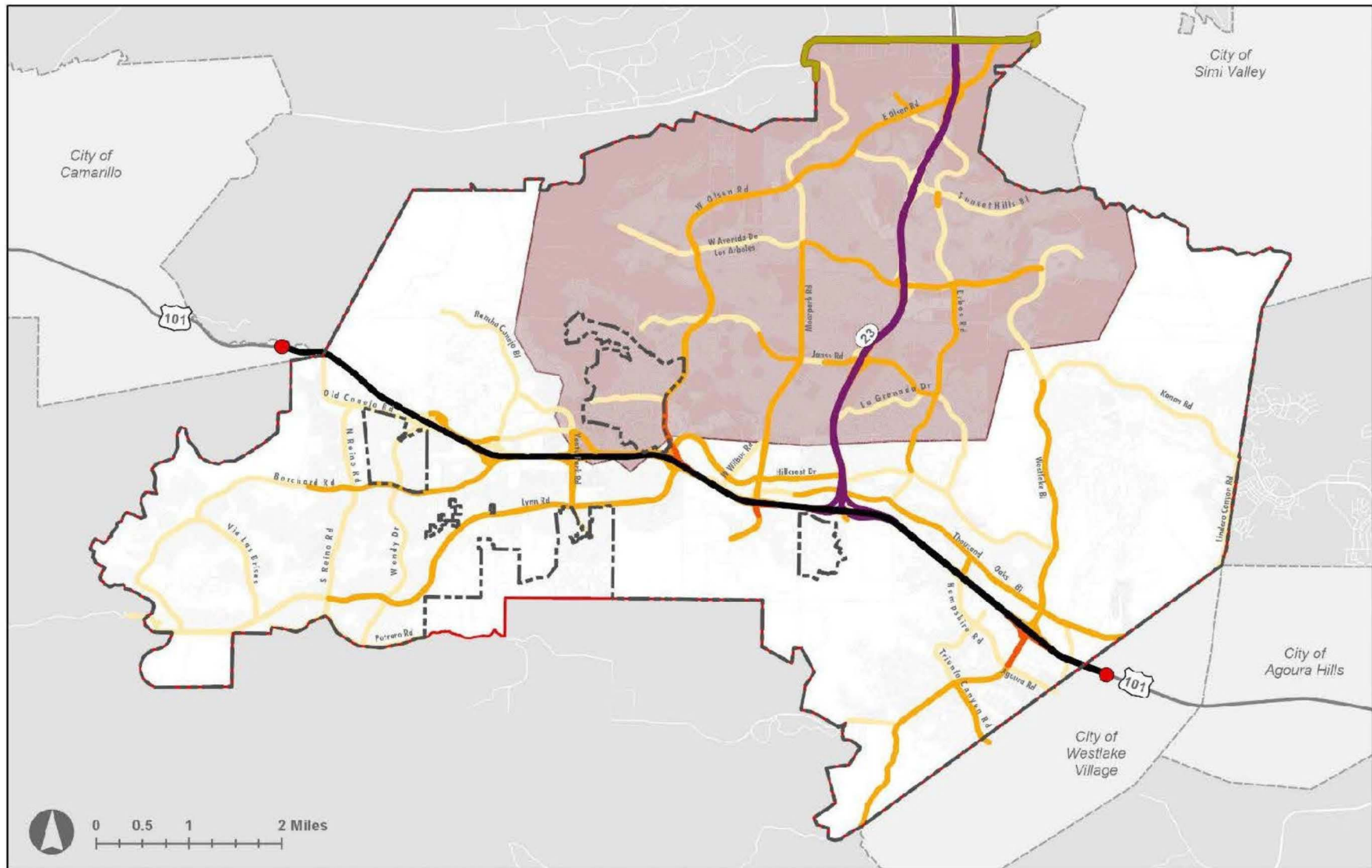
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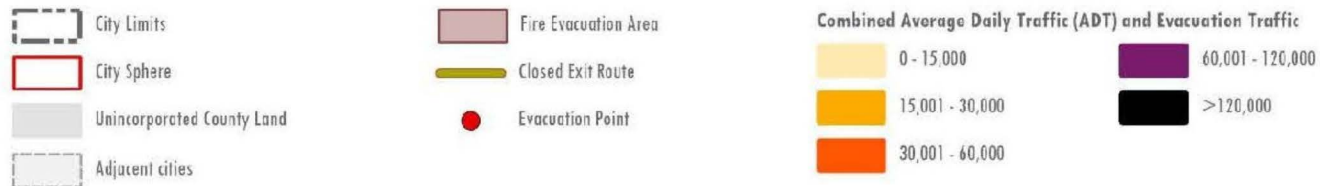
Raimi + Associates 2023 | Data Source: City of Thousand Oaks, County of Ventura, County of Los Angeles, CAL FIRE, Esri, HERE



Original from Appendix B of Emergency Evacuation Analysis



Raimi + Associates 2023 | Data Source: City of Thousand Oaks, County of Ventura, County of Los Angeles, CAL FIRE, Esri, HERE



Original from Appendix B of Emergency Evacuation Analysis

Conclusion

The proposed Project would provide a mixed-use community including housing, commercial, and entertainment uses; renovate and rehabilitate the existing City Hall administrative offices; provide a new hotel use of sufficient scale and density to support the performing arts venues on the site by creating overnight accommodation for visitors and/or performers; and add public park features. These additions would increase the population of the area by an estimated 1,491 people, which is an approximately 0.97% increase compared to existing conditions. This increase in population only includes the additional new population to the City that was not accounted for in the Safety Element's Emergency Evacuation Analysis or the City's General Plan. The increase in population is anticipated to have a negligible effect on the City's current emergency and evacuation planning. Thus, the recommendations provided in Emergency Evacuation Analysis are still relevant and applicable. Such recommendations like identifying vulnerable populations, development and implementation of a communication plan to provide evacuation information to the public, and traffic management during an emergency would all be paramount to protecting the City's increased population. A full list of recommendations is provided in Table 4, *Safety Element Evacuation Strategies*, of this document.

While the increased population is anticipated to have a negligible effect, the population increase would enhance the continued need to improve and maintain regional planning documents and regional emergency plans such as The Tri-Cities Emergency Evacuation Awareness Plan. Interagency communications and collaboration would provide clarity and direction for emergency service providers who would be operating in the region, ensuring alignment with local, State, and national goals and objectives to protect citizens from wildfires.

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