



# City of Del Mar Staff Report



TO: Honorable Mayor and City Council Members

FROM: Jon Terwilliger, Senior Management Analyst  
Via Scott W. Huth, City Manager

DATE: January 5, 2015

SUBJECT: Review of the Draft 2015 Downtown Parking Management Plan

## REQUESTED ACTION/RECOMMENDATION:

Staff recommends that the City Council receives the draft 2015 Downtown Parking Management Plan, along with staff's initial recommendations, and provide direction to staff on initial recommendations, priorities and strategies suggested in the report.

## DISCUSSION/ANALYSIS:

At the direction of the City Council, staff has embarked on a comprehensive, citywide evaluation of parking. The goals are to: (1) identify parking issues, concerns, and needs – both current, and to the extent possible, anticipated future needs; and (2) identify implementation strategies to address the stated issues, concerns and needs.

For purposes of accomplishing the task, the geography of the City was divided into the following five geographic areas: 1) Downtown Commercial Area; 2) Beach Colony Area; 3) Fairgrounds and North Commercial Area; 4) Hillside Area; and 5) Area South of 10<sup>th</sup> Street and West of Camino Del Mar. The attached Plan addresses the first of the areas, and is specific to the Downtown Commercial Area, defined as from the railroad tracks on the west to Lunetta Drive on the east; L'Auberge Hotel and Zuni Drive on the north to 10<sup>th</sup> Street on the south.

The Plan endeavors to put forth strategies which address the following six long-standing challenges:

1. Lack of accessible and convenient parking inventory in high-demand areas;
2. Overall lack of general on-street parking inventory in the Commercial corridor (1000-1500 blocks of Camino Del Mar and 15<sup>th</sup> Street);
3. Surplus of private off-street parking inventory that is often underutilized due to a lack of coordination/management;

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City Council Action:

4. Impact of visitor, patron and employee parking on residential areas adjacent to the Commercial corridor;
5. Planning for future parking needs today, when the opportunity presents itself, through efforts such as the implementation of the Camino del Mar Streetscape Plan, Parking Master Plan and City Hall project; and
6. Funding the selected solutions and strategies – both for present and future.

The proposed strategies listed in the Plan are primarily focused on solutions in the commercial area, instead of relying on continued encroachment into residential areas to accommodate commercial parking needs. In summary, the Plan estimates that that the City needs 140+ additional parking spaces for local employees and patrons, and a minimum of 50 in-lieu parking spaces. The table below summarizes the current conditions.

<b>User Group</b>	<b>Current Conditions</b>
<b>Employee Parking</b>	Employees displace parking for business patrons, and park in residential areas (140+ stalls )
<b>Business Patron Parking</b>	Shortages exist in high demand periods and areas for both on and off street parking.
<b>In-Lieu Parking Program</b>	18 of the 50 stalls are currently being leased from the In-Lieu Parking Program. The DMMC requires designation of the parking reservoir and implementation of parking/shuttle.
<b>Residential Parking</b>	Subject to competing parking from business patrons, employees and beachgoers
<b>Recreational Event Parking</b>	Beach visitors occupy significant amounts of residential and time restricted parking

### **Meeting the Parking Demand**

In order to address the employee parking demand, shortages in high demand areas during peak times, and in-lieu parking program demand, it is estimated that there is a need for 200+ additional stalls in Downtown. It is estimated that approximately 100 stalls can be provided through the combination of proposed Management Strategies, modifications to parking standards to optimize parking, and the designation of key existing on-street parking locations for employee parking. The remaining 100+ stalls are projected to be provided by increasing new on-street and off-street parking supply.

### **On-Street Parking Supply**

The potential of increasing on-street parking inventory in the 900-1500 blocks of Camino Del Mar is currently being reviewed as part of the Streetscape Sidewalk capital improvement project in this area. Design options are scheduled to come forward for public review in Spring 2015. Preliminary engineering work has indicated that the on-street supply could be increased by reconfiguring the existing roadway and the adjacent parking area. It is estimated that approximately 30 new spaces could be added through a combination of the installation of "Town and Country" parking on the west side of the 1000 block of Camino del Mar (in front of the current City Hall) and other minor right of way alterations, while maintaining the existing vehicle and bike lanes. It is also possible that the on-street supply could be increased by approximately 75 spaces by installing diagonal parking in conjunction with the "Sharrow" design concept, wherein bicycles and vehicles share a lane. These and other options will still need to be fully vetted; however, there is clearly a potential to add new parking stalls through this future project.

### **Off-Street Parking Supply**

The Parking Plan indicates that there are a number of alternatives for adding new off-street parking spaces. City staff has explored all of the alternatives with representatives for private properties. Only St. Peters Church has expressed a desire to work with the City to provide additional public parking. Although the Church's plan for working with the City to provide future parking on their site is a possibility, the proposed costs per space would be clearly higher at their location and the flexibility for the public to use the site would be limited by the Church's use. This type of shared public parking use is not currently allowed in its Conditional Use Permit (CUP) so there would be a need to seek approval through the public process of a CUP Amendment/Zoning Code Change to allow such a use. The Church site location offers the potential to provide additional parking where the highest demand exists. This option could be a variable option to explore in the future if the Church can obtain the zoning changes to allow public parking.

At this point in time there is only one Downtown alternative that the City controls and is available to move forward on, which is adding public parking to the City Hall site. Based upon preliminary studies during the City Hall/Town Hall planning process, the City Hall site could accommodate in excess of 100 new public parking spaces to meet the parking demand.

### **Plan Implementation Costs and Funding Sources**

The strategies listed in the Plan are currently unfunded. The total costs of the Program Strategies are estimated to be between \$300,000 and \$350,000 for one-time startup costs and approximately \$160,000 annual costs (this includes \$100,000 for an on-going

valet parking program). These estimated costs would be less if the City Council did not move forward with some of the strategies. The City's costs to construct 100 new parking spaces, both on-street (30 stalls) and in a parking structure (70 stalls), is approximately \$3,800,000. The Plan delineates a number of funding strategies that can be used to cover these costs. Staff is recommending implementation of paid parking throughout the business area, which is estimated to generate approximately \$400,000 annually to support these programs and construct new parking inventory.

### **Staff Recommendation for Parking Strategy Prioritization**

The plan identifies numerous strategies to help resolve the six challenges stated above, as well as facilitating the approximately 200 parking stalls needed by employees, patrons and In-Lieu Parking Program participants (see Exhibit 1 of the attached Plan). Staff prioritized the strategies described in the Plan into three categories listed below. Staff is recommending that Priority 1 strategies be implemented, and/or the review process be undertaken, as soon as possible.

#### **Priority 1 Strategies (Implemented as soon as possible)**

- PM1: Formation of Parking Management Plan Implementation Team (PMPIT)
- PM2: Expansion of Paid Parking in the Downtown Commercial Area
- PM5: Parking Information Systems
- PM8: Loading Zones
- PM10: Shared Parking
- PM11: Employee Parking
- PM12: Alternative Transportation
- PM13: Carpooling Program
- SU1 & SU6: Build or Acquire New Parking Inventory (City Hall and parking structures)
- SU7: Parking Efficiencies
- SU8: Bicycle Parking
- ST1: Evaluate City Parking Administration Structure
- ST2: Review Code Requirements: Use Categories
- ST3: Review Code Requirements: Restriction of On-Site Paid Parking
- ST4: Review Code Requirements: In-Lieu Parking
- ST5: Review Code Requirements: Valet Parking
- ST6: Review Code Requirements: Maximize Utilization of Parking Areas
- ST7: Review Code Requirements: Shared Use Parking
- ST8: Review Code Requirements: Encourage Alternative Transportation
- ST9: Amend Code Requirements: Site-Specific Parking Management Plan
- FT1 & PM2: Expansion of On-Street Paid Parking

*Priority 2 Strategies (Implemented following additional review and generally implemented following completion of Priority 1 strategies)*

- PM4: Parking Time Limits
- PM6: Valet Parking
- PM7: Expand Peripheral Parking Opportunities
- SU3: Off-Street Parking: Optimize Striping to Add Parking Inventory
- SU4: On-Street Parking: Optimize Striping to Add Parking Inventory
- ST10: Enforcement: Review the Courtesy Time
- FT2: Off-Street Parking Rate Review and Technology Upgrades
- FT3: District-Based Pricing
- FT4: Dynamic Pricing
- FT5: Mobile Vehicle Recognition and Digital Chalking Enforcement

*Priority 3 Strategies (Implemented in the future)*

- PM3: Reinvestment of Parking Revenues
- PM9: Residential Parking Sticker/Placard Program (if needed)
- SU1: Build or acquire other new parking inventory
- SU2: Private off-street parking encouraged to be open for public use
- SU5: Establish Peripheral Parking, with agreements for public use

The implementation of parking management measures and strategies requires the sustained involvement of City departments, local businesses, residents and stakeholder organizations. Once the City Council gives direction on which measures/strategies to pursue, staff will move forward with those measures immediately. Strategies will be vetted within the community and through public meetings and hearings as needed or required. Stakeholders could include residents, City Councilmembers, Planning Commission, Traffic and Parking Advisory Committee, Business Support Advisory Committee, Del Mar Village Association, and Downtown businesses and property owners. Some measures (such as Parking Code changes) would require a legislative process as well as Coastal Commission approval, and would add additional time to the implementation process.

FISCAL IMPACT:

Monies are allocated in the Fiscal Year 2014-2015 Operating and Capital Budget for the development of the Parking Management Plan. The strategies recommended in the Plan are currently not funded. The total costs of the Program Strategies are estimated to be between \$300,000 and \$350,000 for one-time startup costs and approximately \$160,000 annually. The cost to construct 100 new spaces, both on-street (30 stalls) and in a parking structure (70 stalls), is approximately \$3,800,000. The Plan delineates a number of funding strategies that can be used to offset these costs. Staff is recommending implementation of paid parking throughout the business area, which is

estimated to generate approximately \$400,000 annually to support these programs, and construct new parking inventory.

ENVIRONMENTAL IMPACT:

In accordance with California Environmental Quality Act (CEQA) Guidelines Section 15301(c), this is not defined as a project and is therefore exempt from the provisions of CEQA. Depending on City Council direction, future actions related to parking management may be subject to CEQA review.

PRIOR CITY COUNCIL REVIEW:

The City Council reviewed parking management strategies associated with the Village Specific Plan, including 2012 parking inventories, at the March 5, 2012 and June 4, 2012 meetings. The City Council initiated the preparation of a Comprehensive Parking Management Plan at the October 22, 2012 meeting and authorized the City Manager to enter into as-needed agreements with qualified consultants at the May 6, 2013 meeting. On November 18, 2013, staff provided an update to the City Council regarding the Downtown Parking Management Plan, the first phase of the Comprehensive Parking Management Plan. Staff was directed to return to Council with an update.

ATTACHMENTS:

Attachment A – 2015 Downtown Parking Management Plan

2015

# DOWNTOWN PARKING MANAGEMENT PLAN



City of Del Mar  
1050 Camino del Mar  
Del Mar, CA 92104



# Downtown Area Parking Management Plan

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# Downtown Area Parking Management Plan

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## EXECUTIVE SUMMARY

At the direction of the City Council, the City has embarked on a Citywide Comprehensive Parking Management Plan. The goals of the Plan are to: identify parking issues, concerns, and needs -- both current, and to the extent possible, future -- and to identify management strategies and infrastructure improvements to address the stated issues, concerns and needs. For purposes of accomplishing the Plan, it was determined that the City should be separated into areas that share common characteristics related to parking. This led to the City being divided into the following areas: Downtown Commercial Area, Beach Colony Area, Fairgrounds and North Commercial Area, Hillside Area and the area south of 10<sup>th</sup> Street and west of Camino Del Mar. This initial effort focuses on the Downtown Commercial Area, which has an area of influence defined as starting from the railroad tracks on the west to Lunetta Drive on the east; L'Auberge Hotel and Zuni Drive on the north to 10<sup>th</sup> Street on the south (ref. Exhibit 2).

The City seeks to maximize the effectiveness of both public and private parking, better utilize available parking for higher efficiencies, and promote the appropriate use of parking in high-demand locations in the downtown Commercial area. The demand for these spaces is generated by a variety of users, including residents, employers/employees, and visitors (beachgoers, retail patrons, restaurant/bar patrons, special event attendees/participants, etc.), who share a common desire for convenient, on-street parking. This Downtown Parking Management Plan specifically addresses these unique parking demands and contains dynamic components and strategies to address the needs of all users of a multi-modal transportation circulation system.

Parking has long been perceived as a significant issue in Del Mar, and has therefore been studied numerous times. Surveys over the last 14 years have consistently found that on-street public parking is often fully occupied, or nearly fully occupied, in certain commercial and residential areas (i.e. 15<sup>th</sup> Street, 1300-1400 blocks of Camino del Mar, Stratford Court, Coast Boulevard, Lunetta Drive) at peak times on peak days, while private on-site commercial parking areas show vacancies throughout peak periods. This Plan endeavors to put forth strategies to address the following six long-standing challenges:

- Lack of accessible and convenient parking inventory in high-demand areas;
- Overall lack of general on-street parking inventory in the Commercial corridor (1000-1500 blocks of Camino Del Mar and 15<sup>th</sup> Street);
- Surplus of private off-street parking inventory that is underutilized due to a lack of coordination/management;
- Impact of visitor, patron and employee parking on residential areas adjacent to the Commercial corridor;
- Planning for future parking needs today, when the opportunity presents itself, through efforts such as the Camino del Mar Streetscape Plan, Parking Master Plan and City Hall project; and
- Funding the selected solutions and strategies – for both present and future.

The proposed strategies are primarily focused on solutions in the commercial area, instead of relying on continued encroachment into residential neighborhoods to accommodate commercial parking needs.

### **Existing Downtown Parking Supply & Management**

Parking is currently provided both within the public right-of-way (on-street) and within parking areas, garages and lots on private property (off-street), which are typically reserved for the use at that location. There are two public parking lots (off-street) located 1) at City Hall and 2) at the L'Auberge Hotel, 15<sup>th</sup> Street side. Within the study area, there are approximately 691 on-street public parking stalls (295 in commercially-zoned areas and 396 in residentially-zoned areas) and 1,184 off street parking stalls (140 being public parking and 1,044 being private commercial parking). This results in a total capacity of 1,875 parking stalls, excluding residential off-street parking.

Parking Area Type		Parking Capacity
Off-Street Parking Areas	Private	1,044
	Public	140
<b><i>Off-Street Capacity Sub-Total</i></b>		<b><i>1,184</i></b>
On-Street Parking Areas	Commercial	295
	Residential	396
<b><i>On-Street Capacity Sub-Total</i></b>		<b><i>691</i></b>
<b>Total Study Area Parking Capacity</b>		<b>1,875</b>

Currently, parking on the downtown public streets and in public lots in the commercial district is managed by either time restrictions or paid parking meters. Enforcement is provided by the City of Del Mar. Valet parking is used at peak times by the Del Mar Plaza and L'Auberge Del Mar. The Del Mar Village Association (DMVA) runs a valet program for additional downtown parking during peak summer months. At present, there are no other management efforts for parking. There are only limited areas in the adjacent residential zone with parking time restrictions while the rest of the residential area has unrestricted parking.

During peak time and on peak days (summer and weekends in the commercial area), the 295 on-street parking stalls are well utilized; as mentioned earlier, on-street parking in the 15th Street corridor is "fully occupied." During this same peak time, parking surveys have shown as many as 500 of the 1,044 off-street (private) business parking stalls dispersed throughout the business area are underutilized, with the majority of these stalls being south of 13th Street. These stalls are generally tied to numerous individual leases and are very difficult to fee up for general public use. Survey data also indicated that 140+ of the 691 on-street stalls are being utilized by commercial employees. This number increases during the summer months. The following table summarizes the current conditions.

User Group	Current Conditions
<b>Employee Parking</b>	Employees displace parking for business patrons, and park in residential areas (140+ stalls )
<b>Business Patron Parking</b>	Shortages exist in high demand periods and areas for both on and off street parking. ”
<b>In-Lieu Parking Program</b>	18 stalls of the 50 are currently being leased from the “In-Lieu Parking Program
<b>Residential Parking</b>	Subject to competing parking from business patrons, employees and beachgoers
<b>Recreational Event Parking</b>	Beach visitors occupy significant amounts of residential and time restricted parking

### **Meeting the Parking Demand**

In order to address the employee parking demand, shortages in high demand areas during peak times, and in-lieu parking program demand, it is estimated that there is a need for 200+ additional stalls. It is estimated that approximately 100 stalls can be provided through the combination of proposed Management Strategies, modifications to parking standards to optimize parking, and the designation of key existing on-street parking locations for employee parking. The remaining 100+ stalls are projected to be provided by increasing new on-street and off-street parking supply.

### **On-Street Parking Supply**

The potential of increasing on-street parking inventory in the 900-1500 blocks of Camino Del Mar is currently being reviewed as part of the Streetscape Sidewalk capital improvement project in this area. Design options are scheduled to come forward for public review in Spring 2015. Preliminary engineering work has indicated that the on-street supply could be increased by reconfiguring the existing roadway and the adjacent parking area. It is estimated that approximately 30 new spaces could be added through a combination of the installation of “Town and Country” parking on the west side of the 1000 block of Camino del Mar (in front of the current City Hall) and other minor right-of-way alterations, while maintaining the existing vehicle and bike lanes. It is also possible that the on-street supply could be increased by approximately 75 spaces by installing diagonal parking in conjunction with the “Sharrow” design concept, wherein bicycles and vehicles share a lane. These and other options will still need to be fully vetted; however, there is clearly a potential to add new parking stalls through this future project.

### **Off-Street Parking Supply**

The Parking Plan indicates that there are a number of alternatives for adding new off-street parking spaces. City staff has explored all of the alternatives with representatives for private properties. Only St. Peters Church has expressed a desire to work with the City to provide

additional public parking. Although the Church's plan for working with the City to provide future parking on their site is a possibility, the proposed costs per space would be clearly higher at their location and the flexibility for the public to use the site would be limited by the Church's use. This type of share public parking use is not currently allowed so there would be a need to seek approval through the public process of a CUP Amendment/Zoning Code Change to allow such a use. The Church site location offers the potential to provide additional parking where the highest demand exists. This option could be a variable option to explore in the future if the Church can obtain the zoning changes to allow public parking.

At this point in time there is only one alternative that the City controls and is available to move forward on and that is adding parking to the City Hall site. Based upon preliminary studies during the City Hall/Town Hall planning process, the City Hall site could accommodate in excess of 100 new parking spaces to meet the parking demand.

### **Plan Implementation Costs and Funding Sources**

The strategies listed in the Plan are currently unfunded. The total costs of the Program Strategies are estimated to be between \$300,000 and \$350,000 for one-time startup costs and approximately \$160,000 annually (this includes \$100,000 for a valet parking program). These estimated costs would be less if City Council were not to move forward with some of the strategies. The City's costs to construct 100 new parking spaces, both on-street (30 stalls) and in a parking structure (70 stalls), is approximately \$3,800,000. This Plan delineates a number of funding strategies that can be used to cover these costs. Staff recommends implementation of paid parking throughout the commercial area, which is projected to generate approximately \$400,000 annually to support these programs and construction of new parking inventory.

### **Plan for Stakeholder Meetings & Community Input**

Along with many iterations of parking studies, and years of discussion of parking issues within the community, some strategies contained within this study have already been discussed with the Traffic & Parking Advisory Committee (TPAC), Business Support Advisory Committee (BSAC) and with members of the Del Mar Village Association. However, the entire Plan will first be provided to the City Council for their review; it is envisioned that once the City Council determines which strategies are worthy of further evaluation, those strategies would be vetted within the community and through public meetings and hearings as needed or required. Stakeholders could include residents, City Councilmembers, Planning Commission, Traffic and Parking Advisory Committee, Business Support Advisory Committee, Del Mar Village Association, and Downtown businesses and property owners.

### **Implementation Steps and Timeline**

The implementation of parking management measures and strategies requires the sustained involvement of City departments, local businesses, residents and stakeholder organizations. These measures call for a host of actions, including changing parking rules and pricing, parking equipment changes, zoning code changes, and new parking management techniques. Once the City Council provides direction on which measures/strategies to pursue, staff will move forward with development of a timeline to implement those measures. Some measures (such as Parking Code changes) will require a legislative process as well as California Coastal Commission approval, adding additional time to the implementation process.

Whereas some parking measures require capital investment, many others are programs

that can be adjusted to respond to changing conditions. For this reason, it is suggested that an assessment of parking management be completed once a year for the summer and non-summer seasons. These assessments should consider issues such as off-peak and summer parking occupancy patterns, customer satisfaction, visitor levels, retail sales, and correspondence to downtown goals and vision.

### **Organization of Document**

Based on the inputs received and the parking management analysis, this Plan recommends a wide range of strategies to address the challenges listed above. While some of these strategies have already been addressed in the past, these strategies are grouped into four categories: Parking Management, Parking Supply, Parking Standards, and Financial & Technological.

1. **Parking Management** – Expand parking availability through management programs, time limits, shared and valet parking, etc.
2. **Parking Supply** – Increase inventory through new on-street and structure parking, identification of peripheral parking lots, and increased bicycle parking.
3. **Parking Standards** – In-lieu programs; proposed parking code modifications to help optimize parking.
4. **Financial and Technological Solutions** – Improve parking turnover and increase revenue through implementation of new technologies.

The Plan Strategies are listed and briefly described in Exhibit 1, and complete descriptions of each strategy are also available in Sections 4, 5 and 6.

**EXHIBIT 1  
Parking Plan Matrix**

	Number	Strategy	Current Conditions	Short-Term	Medium- and Long-Term	City Cost if Applicable
<b>Parking Management</b>	PM1	<b>Formation of Parking Management Plan Implementation Team (PMPIT)</b>	No oversight body currently exists.	Create a PMPIT, partnering the City, the Business Support Advisory Committee, DMVA and other businesses to help manage the parking issues and resources in the Downtown Area, and the implementation of Plan strategies selected by the City Council.	Continued participation in the Parking Management Body. Continue implementation of those strategies selected by the City Council.	Included in current staff cost – no new staff anticipated. Start-up anticipated at 20 hours x \$75/hour = \$1,500, and \$5,400 annual at 6 hours per month
	PM2	<b>Expansion of Paid Parking in Downtown Commercial Area</b>	Limited paid parking currently exists (Maiden Lane and L'Auberge garage).	Install paid parking in the following locations: 15 <sup>th</sup> Street corridor between Stratford Court and Camino del Mar; 1000-1500 blocks of Camino del Mar.		Phase 1: (13 <sup>th</sup> -15 <sup>th</sup> St.) 6 PPD machines x \$10,000 = \$60,000 + \$3,200 staff time.  Phase 2: 10 <sup>th</sup> -12 <sup>th</sup> St. 6 PPD machines x \$10,000 = \$60,000 + \$3,200 staff time.
	PM3	<b>Reinvestment of Parking Revenues</b>	Very limited paid parking at present. Parking revenues exceed the costs of enforcement, and any revenues currently go to the General Fund for any City purpose.	Increase public acceptance of paid parking through the reinvestment all surplus revenues from paid parking in the Downtown Area into parking programs, projects and solutions, streetscape, and infrastructure improvements in the Downtown Area.		To be determined
	PM4	<b>Reevaluate Parking Time Limits</b>	Most on-street locations have a two-hour maximum.	Evaluate parking time limits to ensure the existing limits are encouraging turnover.	Use graduated parking pricing to incentivize parking turnover in prime locations.	
	PM5	<b>Parking Information Systems</b>	Public parking signage exists for City parking lots.	Expand the use of event-based signage. Expand signage which guides patrons to off-street private business parking locations. Develop a mobile device-based parking application to better direct patrons to available parking.	Research discrete changeable message signs that would blend into to the community character, while allowing information to be communicated.  Long-term – add parking sensors & real-time parking guidance system.	Sensor based smart parking system for 200 spaces in downtown = \$240/space activation and \$18/month per space. Setup cost at \$50,000 with \$30,000 to \$45,000 per year based upon five-year contract.

**EXHIBIT 1  
Parking Plan Matrix**

<b>PM6</b>	<b>Valet Parking</b>	Currently have several private valet operations at hotels and restaurants and the DMVA's summer valet program.	Encourage private valet to better use facilities. Propose a code change to allow valet parking to meet parking requirements. Look into the possibility of a year-round program.	Shared downtown valet program.	It is estimated that the City's share of a year round program could be as much as \$100,000
<b>PM7</b>	<b>Expand Peripheral Parking Opportunities</b>	Current locations: City Hall site, Shores Park site, Seagrove lot, and Fairgrounds lots.	Expand the supply of parking on marketing to increase underutilized peripheral lots. Continue to work with St. Peters Church, Train Station site, Post Office and others to facilitate more parking in the Commercial Area.	Expand parking through lease or partnership.	To be determined
<b>PM8</b>	<b>Loading Zones</b>	Currently have a process to address requests for additional loading zones.	Evaluate the current loading practices and determine if there are solutions that reduce the impact on traffic movement and residents.	Create shared loading spaces to respond to business growth.	To be determined
<b>PM9</b>	<b>Residential Parking Sticker/Placard Program</b>	No program in place.	Review with the Community the options of creating a resident parking placard/sticker program for areas impacted by business activity. Free to residents or minimal (\$0-20) fee for the production costs of permit. Work with Coastal Commission to negotiate some time limit (e.g. 4 hours) in high-impact residential areas to discourage employee parking.		Coastal Commission approval estimated at 40 hours x \$75/hour = \$3,000. Staff costs of \$75 hour x 25 hours for staff reports, TPAC = \$1,875. Total estimated staff cost is \$4,875. Permit program is estimated to cost \$10,000 to implement.
<b>PM10</b>	<b>Shared Parking</b>	Shared parking is allowed pursuant to the Municipal Code.	Make changes to the Municipal Code to make shared parking more realistic to adopt. City interaction with private businesses to encourage and incentivize shared parking.	Condition new developments to share parking. Expand program so that parking that is exclusively devoted to one use is the exception.	Staff costs of \$75 hour x 25 hours for staff reports, TPAC = \$1,875

**EXHIBIT 1  
Parking Plan Matrix**

<b>PM11</b>	<b>Employee Parking</b>	Employees generally park where it is convenient, free and unrestricted. In many cases, this is the residential areas. Estimated 140+ on-street parking stalls are used by employees.	Create local business employee parking placard/sticker program that allows an employee to park in designated areas both on and off street in the Commercial zone, on public or contracted private parking lots. Incentivize parking on employer site or at peripheral parking locations, carpooling, transit, etc.	Transit linkage to Solana Beach Transit Station and surrounding communities. Designate employee parking areas.	To be determined
<b>PM12</b>	<b>Traffic Demand Management Program (TDM): Alternative Transportation</b>	Some options currently in place (e.g. taxi, Uber and transit). However, there isn't a coordinated effort for the entire City.	Develop a traffic demand management program and designate a n existing staff person to oversee the program. Marketing/education for alternative transportation options. Evaluate a shuttle program.	Bicycle and pedestrian improvements. Bus linkages to Solana Beach Transit Station for peak summer visitors.	To be determined
<b>PM13</b>	<b>Traffic Demand Management Program (TDM): Carpooling Program</b>	No designated public programs	Work with SANDAG and other employers to establish registry of eligible carpooling vehicle participants. Establish designated, signed carpool only parking spaces in desirable parking locations.	Expand program to include free parking in certain metered spaces, while vehicle occupants are actively carpooling.	Potential annual costs manage program with SANDAG \$5,000
<b>PM14</b>	<b>Evaluate City Parking Administration Structure</b>	Parking enforcement is managed by Community Services, and other management issues are handled by Planning, Public Works and City Manager's Office.	Improve coordination among City departments. Evaluate tying parking administration into Traffic Demand Management.	Consolidate parking administration in City. Consider a program to improve coordination between City & businesses. Long-term: Consider Alternative organizational structures such as a Parking Authority, Privatization, etc.	To be determined
<b>SU1</b>	<b>Build or acquire new off-street parking inventory</b>	The City has discussed partnering with St. Peters Church, and other private property owners, to provide more parking in the Commercial area. The City is also looking at building parking at the City Hall site.	Work with private property owners to allow their property to be used for public parking. Build new parking on City streets and on City property.		Estimated costs range between \$35,000 and \$50,000 per space for structure parking and approximately \$5,000 per stall for on-street parking.

**EXHIBIT 1  
Parking Plan Matrix**

Parking Supply

<b>SU2</b>	<b>Open Up Private Off-Street Lots to Public Use</b>	Most of this parking is part of the businesses required off-street parking however a lot is underutilized	Encourage private property owners to offer public parking and to stop tying actual on-site parking to leases to each business tenant.	Encourage new off-street parking to share parking. Look into the option to mandate new development off-street parking to be share parking or open parking and not leased directly to tenants.	To be determined
<b>SU3</b>	<b>Off-Street Parking Optimization</b>	Not all parking is optimized in its striping configuration.	Work with property owners to optimize their existing on-site parking. Review space size standards for efficiency.		
<b>SU4</b>	<b>Addition of On-Street Parking</b>	As part of the proposed street scape plan staff is looking at ways to optimize on-street parking.	Introduce additional angled/parallel parking layouts (e.g. Camino del Mar) as part of optimizing on-street parking.		Ranges from \$300,000 to \$1,200,000.
<b>SU5</b>	<b>Peripheral Parking</b>	Have four locations, which cover westerly, northerly, and southerly access to the downtown. City Hall and the Shores property (southerly) have the most supply and are the only locations controlled by the City. The Seagrove lot and the Train Partners private lots to the west, and the Fair grounds to the north, could be available for peripheral public parking.	Establish agreements with the Train Partners, Seagrove Lot owners, St. Peters Church lot and the Fair grounds to utilize their lots when not being used by the owners for public parking.	Expand/seek additional sites.  Long term: Enter into partnerships to use those sites.	
<b>SU6</b>	<b>Parking Efficiencies</b>	Not allowed to count towards required parking in the current Parking Code.	Modify the Parking Code to allow mechanical parking. Allow tandem or stacked parking in code calculations for defined land uses. Special event stacked parking at peripheral or City lots.		To be determined. (This is addressed in the Code Requirements section.)

**EXHIBIT 1  
Parking Plan Matrix**

	<b>SU7</b>	<b>Promote Cycling</b>	Some City-owned bicycle racks in the public right of way of Downtown.	Encourage employees and patrons to cycle. Install bike racks and bike stations at key locations. The more people cycle the more parking spaces will be available.	Modify parking code requirements to provide credit for on-site bike parking/bike lockers.	\$500-\$1,500 per unit installed
<b>Parking Standards</b>	<b>ST1</b>	<b>Code Requirements: Use Categories</b>	Requirements for Use Categories are found in DMMC 30.80.030.	Review & amend DMMC 30.80.030 as directed by City Council. A mixed-use category could be created, as a blended rate representative of the other categories.	Implement changes to DMMC by instituting policies, programs, as directed by Council.	Staff costs of \$75 hour x 25 hours for staff reports, TPAC = \$1,875
	<b>ST2</b>	<b>Code Requirements: Restriction of On-Site Paid Parking</b>	Requirements for On-Site Paid Parking is found in DMMC 30.80.010-D.	Review & amend DMMC 30.80.010-D as directed by City Council. Decouple the provision of parking and charging for parking in order to encourage better utilization.	Implement changes to DMMC by instituting policies, programs, as directed by Council.	Staff costs of \$75 hour x 25 hours for staff reports, TPAC = \$1,875
	<b>ST3</b>	<b>Code Requirements: In-Lieu Parking</b>	Requirements for In-Lieu Parking are found in DMMC 30.80.170.	Review & amend DMMC 30.80.170 as directed by City Council. Increase, or remove altogether, 50% cap to provide better flexibility for businesses to operate and to allow parking to be built and funded in centralized and/or most utilized areas. Modify or change requirements for year-round shuttle system implemented by the City. Modify in-lieu fee for greater use to fund parking structure and/or shuttle.	Implement changes to DMMC by instituting policies, programs, as directed by Council.	Staff costs of \$75 hour x 25 hours for staff reports, TPAC = \$1,875
	<b>ST4</b>	<b>Code Requirements: Valet Parking</b>	Requirements for Valet Parking are found in DMMC 30.80.160.	Review & amend DMMC 30.80.160 as directed by City Council. Include benefits and incentives for operating a valet parking program, such as application towards on-site parking requirements.	Implement changes to DMMC by instituting policies, programs, as directed by Council.	Staff costs of \$75 hour x 25 hours for staff reports, TPAC = \$1,875
	<b>ST5</b>	<b>Code Requirements: Maximized Utilizations of Paved Surfaces</b>	Requirements for Utilization of Paved Surfaces are found in DMMC Chapter 30.80.80.	Review & amend DMMC Chapter 30.80.80 as directed by City Council. Allow tandem and/or stacked parking in appropriate situations. Include a requirement for a percentage of the overall required parking to be comprised of micro-stalls.	Implement changes to DMMC by instituting policies, programs, as directed by Council.	Staff costs of \$75 hour x 25 hours for staff reports, TPAC = \$1,875

**EXHIBIT 1  
Parking Plan Matrix**

<b>ST6</b>	<b>Code Requirements: Off-Site Shared Use Parking</b>	Requirements for Off-Site Shared Use Parking are found in DMMC 30.80.140.	Review & amend DMMC 30.80.140 as directed by City Council. Increase or remove requirement that an off-site parking area must be located no more than 500 feet from the building that the parking is intended to serve. Remove requirement that an off-site parking area must have the same owner(s) as the parcel on which sits the building that the parking is intended to serve. Remove requirement for minimum 15-year lease.	Implement changes to DMMC by instituting policies, programs, as directed by Council.	Staff costs of \$75 hour x 25 hours for staff reports, TPAC = \$1,875
<b>ST7</b>	<b>Code Requirements: Alternative Transportation Encouragements</b>	There are currently no requirements for Alternative Transportation Encouragements in DMMC.	Review & amend DMMC 30.80 as directed by City Council. Include a component incentivizing on-site bicycle parking and/or rideshare programs for businesses, perhaps by allowing a certain percentage of required parking to be offset by bicycle parking.	Implement changes to DMMC by instituting policies, programs, as directed by Council.	Staff costs of \$75 hour x 25 hours for staff reports, TPAC = \$1,875
<b>ST8</b>	<b>Code Requirements: Site-Specific Parking Management Plan</b>	There are currently no requirements for a Site-Specific Parking Management Plan in DMMC.	Review & amend DMMC 30.80 as directed by City Council. Allow for a site-specific Parking Management Plan, utilizing a tailored combination of parking strategies, to meet the parking requirements.	Implement changes to DMMC by instituting policies, programs, as directed by Council.	Staff costs of \$75 hour x 25 hours for staff reports, TPAC = \$1,875
<b>ST9</b>	<b>Enforcement</b>	Currently in place.	Improve public perception of enforcement through a courtesy time of five to ten minutes past allowed on-street time requirements.	Vehicle recognition technology and enforcement or sensor based	Sensor-based costs see Strategy FT1 below.
<b>FT1</b>	<b>On-Street Meters</b>	Currently in place.	Add parking meters or paid parking along the 15th street corridor and 900-1500 block of Camino del Mar. Review the possibility to use variable rates to facilitate turnover and to create revenue for transportation/parking improvement. Annual rate adjustment procedure (CPI). Extend meter hours. Develop a phone-based parking application to better direct patrons to available parking.	Dynamic pricing for on-street meters to achieve 85 % occupancy.	Park, Pay by Space Machines compatible with sensor-based technologies - \$10,000 per machine, one per block street side. Initial setup at \$240/space, annual at \$200/space

**EXHIBIT 1  
Parking Plan Matrix**

<b>Financial &amp; Technological</b>	<b>FT2</b>	<b>Off-Street Rates</b>	Currently in place.	Adjust rates to enhance utilization and free up on-street spaces. Develop a mobile device-based parking application to better direct patrons to available parking. Off-street rates lower than on-street rates to encourage rapid turnover of on-street spaces.	Assess new payment & enforcement approaches to reduce labor costs, increase visitor convenience. Dynamic pricing for on-street meters to achieve on- and off-street parking occupancy goals.	
	<b>FT3</b>	<b>District-Based Pricing</b>	Does not currently exist.	If paid parking is widely implemented in the commercial area, evaluate on- & off-street rates differentiated by district to improve turn-over.		
	<b>FT4</b>	<b>Dynamic Pricing and New Metering Technology</b>	Does not currently exist.	Seasonal adjustment to parking prices.	Annual adjustment of parking prices, such as CPI or other factors. Adjust parking prices for 85% occupancy.	
	<b>FT5</b>	<b>Mobile Vehicle Recognition and Digital Chalking Enforcement</b>	Does not exist in Del Mar	Evaluate the purchase of mobile parking vehicle and license plate or vehicle recognition cameras and technology.		Parking vehicle and technology cost estimated at \$80,000 per City of Los Altos PMP.

## SECTION 1 – INTRODUCTION

Parking has long been perceived as a significant issue in the Downtown area of Del Mar, and has therefore been studied numerous times. Surveys over the last 14 years<sup>1</sup> have consistently found that on-street public parking is often fully occupied, or nearly fully occupied, in certain commercial and residential areas (i.e. 15<sup>th</sup> Street, 1300-1400 blocks of Camino del Mar, Stratford Court, Coast Boulevard, Lunetta Drive) at peak times on peak days. Meanwhile, private property commercial parking areas show vacancies throughout peak periods. The private parking supply is fragmented and controlled by a variety of property owners that are not actively involved with contributing to solutions to solve the parking challenges beyond what is required for their own establishments. This issue is particularly prominent during peak summer conditions, when, in addition to the usual Downtown attractions, Del Mar is a popular destination because of its beaches and summertime events. Parking, primarily in the public realm, becomes scarcer, while reserved spots in private lots sit vacant part of the day.

At the direction of the City Council, the City has embarked on a Citywide Comprehensive Parking Management Plan. The goals of the Plan are to: identify parking issues, concerns and needs -- both current, and to the extent possible, future -- and to identify strategies to address the stated issues, concerns and needs. Through the implementation of a Parking Management Plan, the City of Del Mar seeks to maximize the effectiveness of the existing public parking and existing publicly-accessible private property parking spaces in the Downtown area.

For purposes of accomplishing the Plan, it was determined that the City should be divided into areas that share common characteristics related to parking. This led to the City being divided into the following areas: Downtown Commercial Area, Beach Colony Area, Fairgrounds and North Commercial Area, Hill Area and the area south of 10<sup>th</sup> Street and west of Camino Del Mar. This initial effort focuses on the Downtown Commercial Area. Upon completion of identifying and implementing strategies in this area, the City will proceed with the other areas. It is important to note that although this is a comprehensive study, there may be a number of strategies that are initiated as test programs and reviewed prior to the completion of the entire study. The City began with the Downtown Commercial area for the following reasons: 1) complexity of parking-related needs; 2) simultaneous streetscape and pedestrian improvements along Camino Del Mar that are being studied in this area; and 3) consideration of community parking needs as part of the proposed City Hall/Civic Center development review.

### Purpose and Intent

The purpose and intent of this Parking Management Plan is to develop a toolbox of strategies to manage parking efficiently. Individually, many parking management strategies may have modest impacts, typically improving parking capacity by 5% to 15% in a given area. In the Downtown area, this capacity improvement represents approximately 90 to 280 additional or more accessible (new and/or more efficiently used existing) parking spaces. However, when

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<sup>1</sup> Walker Parking Consultants' *City of Del Mar Current Parking Conditions and Recommendations* (2013); CLUE Group's *Revitalization Plan for the Del Mar Village* (2007) & *Retail Development Strategy Report* (2013); Meyer, Mohaddes Associates' *Parking Master Plan Report: Village Center and North Beach Areas* (2000); City of Del Mar *Camino del Mar Streetscape Plan* (1996); City of Del Mar *Community Plan* (1975)

parking management strategies are combined, strategies can synergistically improve parking conditions by 20% to 30% -- up to 560 more accessible (new and more efficiently used existing) parking spaces.

Therefore, the City seeks to maximize the effectiveness of public parking and publicly-accessible private property parking in the Downtown commercial area through a Parking Management Plan containing innovative and tested parking management strategies that compliment other City plans and policies. The demand for these parking spaces is generated by a variety of users including residents, employers/employees, and visitors (beach-goers, retail patrons, restaurant/bar patrons, special event attendees/participants, etc.). This Parking Management Plan specifically addresses these unique parking demands and contains dynamic components and strategies to satisfy the needs of all users of a multi-modal transportation circulation system, including pedestrians, bicyclists, children, persons with disabilities, seniors, movers of commercial goods, users of public transportation, and motorists.

The Downtown Parking Management Plan is organized into the following sections:

- **Section 1:** Introduction and intent;
- **Section 2:** Contains the background information, including recent and historical assessment of current parking conditions as well as recommendations, economic revitalization studies, and the City of Del Mar's policy documents;
- **Section 3:** Summarizes the existing parking conditions, current (2014) management activities, and capacity and occupancy data for the study area;
- **Section 4:** Contains the recommended parking management strategies, techniques and funding mechanisms;
- **Section 5:** Addresses operational strategies; and
- **Section 6:** Summarizes implementation and measures of effectiveness to assess the program during implementation and make adjustments as necessary.

## SECTION 2 – BACKGROUND INFORMATION & STUDIES

The City has, over the years, prepared a wealth of parking data and information that, along with input from the community, City staff, and decision-makers, supports the development of a Parking Management Plan. This plan maximizes the effectiveness of existing and publicly accessible parking resources.

With regard to previous studies, particular attention has been focused on the data and assessments most recently conducted by Walker Parking in 2013. The following includes a brief discussion of the most applicable planning or design efforts from the Walker Parking study and their relevance to the Downtown parking operations.

### ***Walker Parking Consultants’ City of Del Mar Current Parking Conditions and Recommendations (2013)***

Walker Parking Consultants (Walker) performed a survey of parking demand and supply in the Del Mar Village area of the City of Del Mar in August 2013. Walker’s observation was that the Del Mar Village and the adjacent area do not suffer from a lack of parking spaces overall but rather concentrated areas of high parking occupancy rates in the most convenient spaces. All parkers are competing for the finite number of “most convenient” (typically on-street) spaces. In order to better manage parking demand in and around Del Mar Village, a portion of the parking demand needs to be redistributed using policies that discourage long-term parking in spaces that should serve visitors and customers while encouraging the use of unoccupied parking spaces off street, typically on private properties. As such, Walker recommended the following strategies:

- Develop an employee parking program to mitigate the impact of employees who park for long periods of time in locations that should prioritize visitor parking in the commercial area. Elements of this program should include:
  - i. The opening of some private off-street lots (including some belonging to houses of worship) to allow employee and/or public parking in these lots after the close of the business day or when spaces are generally observed to be highly underutilized;
  - ii. Improving way-finding to the public parking available at the City Hall lot, and providing clearer signage at the entrance to the lot (*note: this has been implemented*); and
  - iii. Incentivizing employees to park in designated off-street parking areas while discouraging long-term parking in high visitor locations on the street.
- Increase turnover of long-term vehicles parked on Camino del Mar and the vicinity by: expanding paid parking in the highest demand commercial areas; extending hours of enforcement into the evening/night hours between 7:00 and 10:00pm; and/or expanding access to off-street parking after hours with shared parking or lease arrangements.
- Improve parking availability for residents with appropriate actions per Coastal Commission regulations, potentially through permit parking or timed parking.

The Walker Parking Study provides the relevant data and core recommendations that are the foundation for this Parking Management Plan.

### ***CLUE Group’s Revitalization Plan for the Del Mar Village (2007) & Retail Development Strategy Report (2013)***

In 2007, at the direction of the Del Mar Village Association (DMVA), the Center for Land Use &

Economics (CLUE) prepared a *Revitalization Plan for the Del Mar Village*; this was followed by a *Retail Development Strategy* report in 2013. The CLUE report supported many of the recommendations made in the 2000 Parking Master Plan Report, and recommended that the City reopen discussions with the Coastal Commission about the 2000 report's recommendations that were rejected by the Commission at that time. The CLUE Group's observation was that older downtown commercial areas, such as Del Mar, were not designed for the type or volume of traffic they must now accommodate, and the solutions to alleviating parking and congestion problems are ultimately unique to each community. As such, they suggested the following strategies:

- Balance retail uses with office, residential and other non-retail uses so that Downtown area retail functions are supported as much as possible by auto-independent shoppers (i.e. downtown employees and residents of nearby neighborhoods);
- Persuade, induce or require Downtown area employees to use parking spaces that are further away from the Downtown core, leaving closer spaces for customers and short-term users;
- Plan business locations so that, to the extent possible, nearby businesses and institutions can share parking (e.g., grouping offices that use parking primarily during the day near restaurants that use parking primarily in the evening);
- Encourage use of alternative, more land-efficient forms of transportation, like biking, ride-sharing, and light rail;
- Redevelop the City Hall site for continued use as a City Hall, but with more intensive site development. This would help alleviate parking problems, provide larger spaces for restaurants, and provide room for a theatre. It would also create a stronger activity node at the southern end of Del Mar, and hopefully generate new revenue for the City.

As supported by numerous studies and reports over the years, the CLUE Group observed that Del Mar's parking supply is fragmented and controlled by a variety of owners, with public perception shaped largely by the availability, condition and enforcement of only the most visible parking spaces in the district. As such, both of the CLUE Group's reports advocated that a parking authority manage all the district's parking spaces (public spaces, plus those private spaces for which owners are willing to partner with the City in a central parking management program); this would best address the parking needs of the downtown commercial area, and would mitigate the impacts on the adjacent residential areas. The CLUE Group also recommended the following strategies:

- Adopt newer parking enforcement technology (e.g. retrofit existing parking meters to accept smartcards for payment; meter-less parking management technologies that give shoppers and visitors more control over parking, while also ensuring that the City collects parking revenues; new systems which allow for remote monitoring, which could allow for efficiency gains in the City's parking enforcement program);
- Allow developers to pay in-lieu parking development fees towards a City-constructed parking facility, rather than creating on-site parking;
- Encourage the use of alternative modes of transportation (e.g. bicycles, shuttles) to reduce the number of cars on the roads and alleviate perceived demand for parking;
- Actively promote positive aspects of parking availability in Del Mar;
- Continued operation and evolution of the City's valet parking program; this could include applicability of valet parking towards parking requirements.

Lastly, the CLUE Group and other parking management experts point to the parking management guidance of Donald Shoup, UCLA professor and author of *The High Cost of Free Parking*. Shoup advocates that a successful Downtown parking program must follow three

rules, working in tandem: 1) Parking should be priced so that there are one or two open parking spaces per block at all times (a concept referred to as “demand based pricing”); 2) Parking revenues should be reinvested in the district from which they are generated; and 3) Regulations mandating a minimum number of parking spaces should be abolished.

The CLUE Reports, while not adopted by the City of Del Mar, provide guidelines and the relationship of parking and economic development critical for the Downtown.

### ***Meyer, Mohaddes Associates’ Parking Master Plan Report: Village Center and North Beach Areas (2000)***

In 1998, the City Council commissioned the consulting firm of Meyer, Mohaddes and Associates to develop a Parking Master Plan for the Village Center, North Beach District and adjacent residential neighborhoods. The purpose of completing the Parking Master Plan was to have a long-term and comprehensive strategy for the management of existing parking resources as well as identifying new parking opportunities in the Village Center, North Beach District and adjacent residential neighborhoods.

The Plan was completed in three phases: 1) the completion of technical data including the review of existing parking resources and City documents, a supply and demand analysis including parking inventory, capacities of on- and off-street parking, and a parking use study; 2) the development of potential solutions to address parking needs and a public workshop for the community to express ideas and opinions about parking, identify common philosophy and provide the foundation for the parking management strategies; 3) technical data and potential solutions together with options for constructing more parking, best management for existing parking resources, and a list of options for future parking facilities and/or improvements.

The Plan identifies the existing parking constraints and opportunities, and determines a variety of possible solutions that could be implemented to help alleviate parking concerns. The concerns included the following:

- There is a significant parking deficiency in the Northern portion of the Village Center area, most notably in the area near Camino Del Mar/15th Street. The deficiency is due to a combination of factors including the lack of parking in the commercial buildings on the southwest corner of 15th Street and Camino del Mar, lack of adequate parking in adjacent multi-family housing, lack of post office patron parking (along with increases in the number of postal boxes), lack of parking for the employees of the building at 110 15<sup>th</sup> Street and other factors.
- On-street parking along 15th Street and Camino Del Mar south of 15<sup>th</sup> Street is in high demand year-around
- There is significant parking demand in the summer, and substantial parking intrusion into residential areas by non-residents in the summer time. Virtually all parking spaces are occupied throughout typical summer beach days in the entire North Beach area.
- Private off-street parking is relatively underutilized, as is parking at City Hall and various other locations

Parking management options were also identified to help alleviate the parking problems. The following goals and objectives were recommended:

- Provide adequate and convenient parking for residents
- Provide adequate and convenient parking for business patrons and beach visitors,

while protecting residential parking from encroachment by business spillover and beach visitors

- Make parking management revenue neutral by minimizing non-recoverable costs
- Optimize parking aesthetics
- Encourage use of existing residential garages
- Share parking among businesses
- As redevelopment/conversion occur, move toward code-standard parking for the Village as a whole
- Encourage a pedestrian oriented environment to help reduce parking demand
- Encourage alternative transportation modes to help reduce parking demand
- Comply with regulations regarding handicap parking per standards of the Americans with Disabilities Act (ADA) and other State and Federal regulations

While prepared nearly 15 years ago, the recommended goals and objectives stated above are still valid and relevant, with the need for implementation to realize effectiveness. Prior plans, including the *Land Use Plan of the Local Coastal Program* and the *Camino Del Mar Streetscape Plan*, have also indicated a need to address parking problems within the community.

### **City of Del Mar’s *Camino del Mar Streetscape Plan (1996)***

The *Camino del Mar Streetscape Plan* (CDMSP) was originally adopted in 1996, and guides streetscape development within the Downtown area. The CDMSP creates detailed action programs and implementation strategies for land use, building form, site design, streetscape, and economic development. The comprehensive planning process used to create the CDMSP provided customized techniques to integrate community goals and policies for useful and effective revitalization of the Downtown area. Design guidelines and statements in this report are meant to inspire and serve as a benchmark for excellence, not constrain creativity.

The CDMSP has two components:

- A narrative describing the unique and special qualities of Camino del Mar with a series of diagrams and illustrations guiding the design of the streetscape and prepared to determine the overall concept for Camino del Mar. It contains general guidelines as well as specific recommendations for “typical” situations that may be appropriate in more than one situation. Illustrative drawings and descriptions of materials are also provided to give the character of the improvements; included are specific recommendations related to illustrative drawings with descriptions of materials, street furnishings, paving and planting improvements, mixed-use and signage guidelines for the “Village” and compliance with the American with Disabilities Act (ADA). These diagrams included traffic, pedestrian and bicycle circulation, planting, parking and the spatial sequence and visual quality of the experience of traveling along Camino del Mar.
- Technical plans to guide the overall geometry of the public right-of-way for the entire length of Camino del Mar. These drawings indicate improvements to Camino del Mar’s infrastructure – the northbound and southbound traffic lane configurations, parking, bicycle lanes, signalized and all-way stop intersections, medians, and parkways. Pedestrian paths, planting areas, bus stops and other streetscape elements are also shown on these drawings.

The CDMSPP is the guideline for physical implementation of streetscape improvements, and as such, directly guides any physical improvements as a result of the implementation of the Parking Management Plan.

### ***City of Del Mar Community Plan (1975, rev. 1985) and Local Coastal Program & LCP Implementing Ordinances (1993, 2001)***

The *Del Mar Community Plan* (City of Del Mar, 1975 with update in 1985) is the adopted, comprehensive long-term plan that guides the physical development of the City. The general plan expresses the community's goals and embodies public policy relative to the distribution of future land uses; both public and private (Office of Planning & Research, State of California). The plan provides a broad vision intended to preserve and enhance the unique character and quality of life for the community. It consists of four main sections: environmental management, transportation, community development and precise plans.

The overall thrust of the plan is the preservation of Del Mar's unique environment, low density character and pristine quality of life. The Community Plan preserves said environment by preserving open space and natural resources, minimizing the impacts of automobiles while enhancing safer pedestrian capabilities, preserving Del Mar's quaint residential character, locating all retail and office space in a pedestrian-oriented area, and guaranteeing public participation in the city planning and development process.

Goal 2 of the Community Plan reads as follows: "Minimize the impact of the automobile on the character on Del Mar and emphasize a more pedestrian oriented environment, safer sidewalks, landscaped buffer zones, and alternate means of transportation." The Plan suggests the following parking-related objectives and policies:

- Encourage a pedestrian-oriented, non-motorized community by developing a system of bicycle rights-of-way and pedestrian paths, and discouraging high speed traffic along City streets;
- Facilitate the movements of traffic in a safe and congested manner consistent with a pedestrian-oriented community;
- Encourage alternate solutions to the transportation needs of Del Mar such as local transit and delivery systems and regional rapid transit;
- Minimize air pollution by encouraging alternatives to the use of the automobile.

The Community Plan is the policy document of the City of Del Mar, and as such, any parking implementation actions, should be consistent with the land use policies.

The City of Del Mar falls within the coastal zone of the State of California, and as such, is regulated by the California Coastal Act of 1976, as amended. The California Coastal Commission certified Del Mar's adopted Local Coastal Plan (LCP) in 1993 (LCP Land Use Plan) and its implementing ordinances in 2001. The purpose of the LCP is to ensure that all land use and development activities within the City of Del Mar are in conformance with the policies of the California Coastal Act of 1976, as amended. This Land Use Plan is implemented and enforced by its Implementing Ordinances, adopted as the Del Mar Municipal Code, particularly Section 30, Zoning Code. Two sections of the Implementing Ordinance have a direct relationship to parking in the City of Del Mar: 1) Chapter 30.61, PUBLIC ACCESS, whose purpose "is to ensure that physical access is provided to coastal recreation areas for the general public without creating a public safety concern, overburdening the City's public improvements, degrading the City's natural resources, or causing substantial adverse impacts

to adjacent private properties”; and 2) Chapter 30.80, PARKING, whose purpose is to “establish regulations pertaining to the off-street parking spaces...required to serve allowed and accessory uses on properties within the City”.

Consistent with the provisions and intent of the Coastal Act, the regulations found within the Implementing Ordinances, including Chapter 30.80, PARKING, are not subject to the type of “relief” available under the Variance process for other provisions of the City’s Zoning Code. Therefore, exceptions to or relief from the requirements found within these Implementing Ordinances are limited to that which is specified within the language of the Implementing Ordinances themselves. Likewise, any amendment to these Implementing Ordinances, including Chapter 30.80, PARKING, is subject to review and certification by the California Coastal Commission as LCP amendments.

Therefore, any Parking Management Plan Implementation Measure that requires an amendment to the Del Mar Municipal Code will also require an Amendment to the LCP and certification by the California Coastal Commission.

### ***City of Del Mar Zoning Code Chapter 30.80, PARKING***

Off-street parking in Del Mar is regulated by Chapter 30.80 of the Del Mar Zoning Code, a section of the Del Mar Municipal Code (DMMC). Chapter 30.80 addresses the number of parking spaces required for each land use; the design of parking spaces, including size, layout, location, access, and dimensions; standards and accessible parking regulations; “Town and Country” parking; parking improvements; and a variety of measures to accomplish the parking standards including:

- Shared-Use Parking Permit (Section 30.80.140) where two or more non-residential uses may share parking given no substantial overlap of uses, per the issuance and conditions of a Shared Use Parking Permit;
- Off-Site Parking Permit (Section 30.80.150) wherein the required (non-residential) parking is provided on a separate site, subject to the issuance and conditions of an off-site parking permit;
- Valet Parking Permit (Section 30.80.160) wherein valet parking is permitted through a Conditional Use Permit; and the
- In-Lieu Parking Fee Program (Section 30.80.170) which allows the partial satisfaction of required off-street parking spaces to be met with the payment of an established In-Lieu fee (Central Commercial Zone only).

As stated above, this section of the DMMC is also part of the Local Coastal Program Implementing Ordinances and is not subject to relief.

## SECTION 3 – EXISTING PARKING CONDITIONS

For purposes of this effort, the Downtown commercial area of influence is defined as from the railroad tracks on the west to east of Lunetta Drive on the east, L'Auberge Hotel and Zuni Drive on the north to 10<sup>th</sup> Street on the south (ref. maps in Exhibit 2). Parking is currently provided both within the public right-of-way (on-street) and within parking areas, garages and lots on private property (off-street), which are typically reserved for the use at that location. There are two off-street public parking lots located 1) at City Hall and 2) at the L'Auberge Hotel garage, 15<sup>th</sup> Street side. Within the study area, there are approximately 691 on-street public parking stalls (295 in commercially-zoned areas and 396 in residentially-zoned areas) and 1,184 off-street parking stalls (140 being public parking and 1,044 being private commercial parking). In total, the Downtown Parking Management Plan study area contains approximately 1,875 parking spaces, excluding residential off-street parking.

<b>Downtown Parking Inventory</b>		
Commercial On-Street	295	
Residential On-Street	396	
	<i>Sub-Total</i>	<i>691</i>
Public Off-Street	140	
Private Off-Street	1,044	
	<i>Sub-Total</i>	<i>1,184</i>
	<b>Total</b>	<b>1,875</b>

Currently, parking on the downtown public streets (excluding residential) and in public lots is managed by either time restrictions or paid parking meters. Enforcement is provided by the City of Del Mar. Valet parking is used at peak times by the Del Mar Plaza and L'Auberge Del Mar. The Del Mar Village Association (DMVA) runs a valet program for additional downtown parking during peak summer months; this is for customer convenience and has no bearing or benefit on parking code requirements. At present, there are no other management efforts for parking.

### City Parking Management

Parking operations within the Downtown area are managed by various departments within the City.

#### ***Community Services – Parking Enforcement Division***

The Community Services Department enforces the parking regulations within the City. These regulations include, but are not limited to, violations of parking time limits, painted curb restrictions, meter payment, parking striping, and other Municipal Code and California Vehicle Code provisions.

The Community Services Department also manages 364 on-street parking meters/pay & display stalls in eight different locations throughout the City, of which two areas are in the downtown. Functions for this Department include installation and replacement of meters, and repair and maintenance of pay stations and change machines. In addition, the Parking Enforcement Division conducts daily manual revenue collections.

Through a cooperative agreement, the Community Services Department also enforces some of the private off-street parking lots, such as the Seagrove Lot (outside the study area on Coast Blvd.) and St. Peter's Episcopal Church.

### ***Finance Department***

The Finance Department manages the revenue from all of the paid parking amenities (meters, lots, permits, etc.) throughout the City. The department reconciles the revenue to bank deposits, which are then recorded in the general ledger. The following parking permits, which require holders to abide by applicable time restrictions, are managed by the department:

- General City Parking Permit: Allows permit holders to park at all City meters and eligible City pay parking lots;
- L'Auberge Garage Parking Permit: Allows permit holders to park in designated stalls at the L'Auberge Hotel;
- City Official Business Parking Permit: Allows City Councilmembers and City staff to park in public spaces while performing official City business.

In addition, the Finance Department collects the In-Lieu Parking fee and maintains it in a dedicated account, pursuant to the Municipal Code.

## **Downtown Off-Street Parking Facilities Enforced by the City**

### ***City Hall Lot – 1050 Camino del Mar (57 Public Parking Stalls)***

The City Hall lot is available for free public parking year-round, but parking spaces are not reserved or guaranteed. The lower level of the lot is occupied on Saturdays by the Del Mar Farmers' Market, which reduces the parking inventory by roughly fifty percent, and the upper level lot is generally full during the operation of the Farmers' Market.

### ***L'Auberge Hotel Garage – 1540 Camino del Mar (54 Public Parking Stalls)***

54 parking spaces at the L'Auberge Hotel parking garage are allocated for public parking. Of those, 31 are metered parking, and 23 stalls are designated for City-issued permit parking, available at the following rates: \$175 for 3 months, \$350 for 6 months, \$450 for 9 months, or \$600 annually. Parking is available daily from 9am-8pm at a rate of \$1.00 per hour (\$2.00 per hour during the summer). The parking spaces are available 24 hours a day, 7 days a week and are monitored / enforced by the Community Services Department.

### ***St. Peter's Episcopal Church / Maiden Lane – 331 14<sup>th</sup> Street (21 Public Parking Stalls)***

The City has a joint-use agreement with St. Peter's Church which allows for paid public parking along Maiden Lane. The stalls are available daily from 9am-8pm, on a first-come basis, at a year-round rate of \$1.00 per hour.

## **City Parking Permit Program**

The City of Del Mar offers various parking permits which are summarized as follows in Table 1.

**Table 1  
Parking Permit Summary**

Parking Permit Type	Permit Users	Permit Cost	Permit Use	Maximum Number of Permits
<b>L'Auberge Permit</b>	Any	\$175 per quarter, or \$600 annually	At City meters & permit parking stalls in L'Auberge Parking Lot	Unlimited
<b>General Permit</b>	Any	\$300 per year	At specified meters & specified City pay parking lots; allows user to park for double the posted time limit	Unlimited

## On-Street Parking

Daily street parking is restricted from 9 a.m. to 6 p.m. throughout the Downtown area, with various time restrictions noted on street signs. In general, the maximum time limit between 9 a.m. and 6 p.m. is two hours. Parking is free at all unmetered locations.

## Downtown Parking Management Plan Study Area

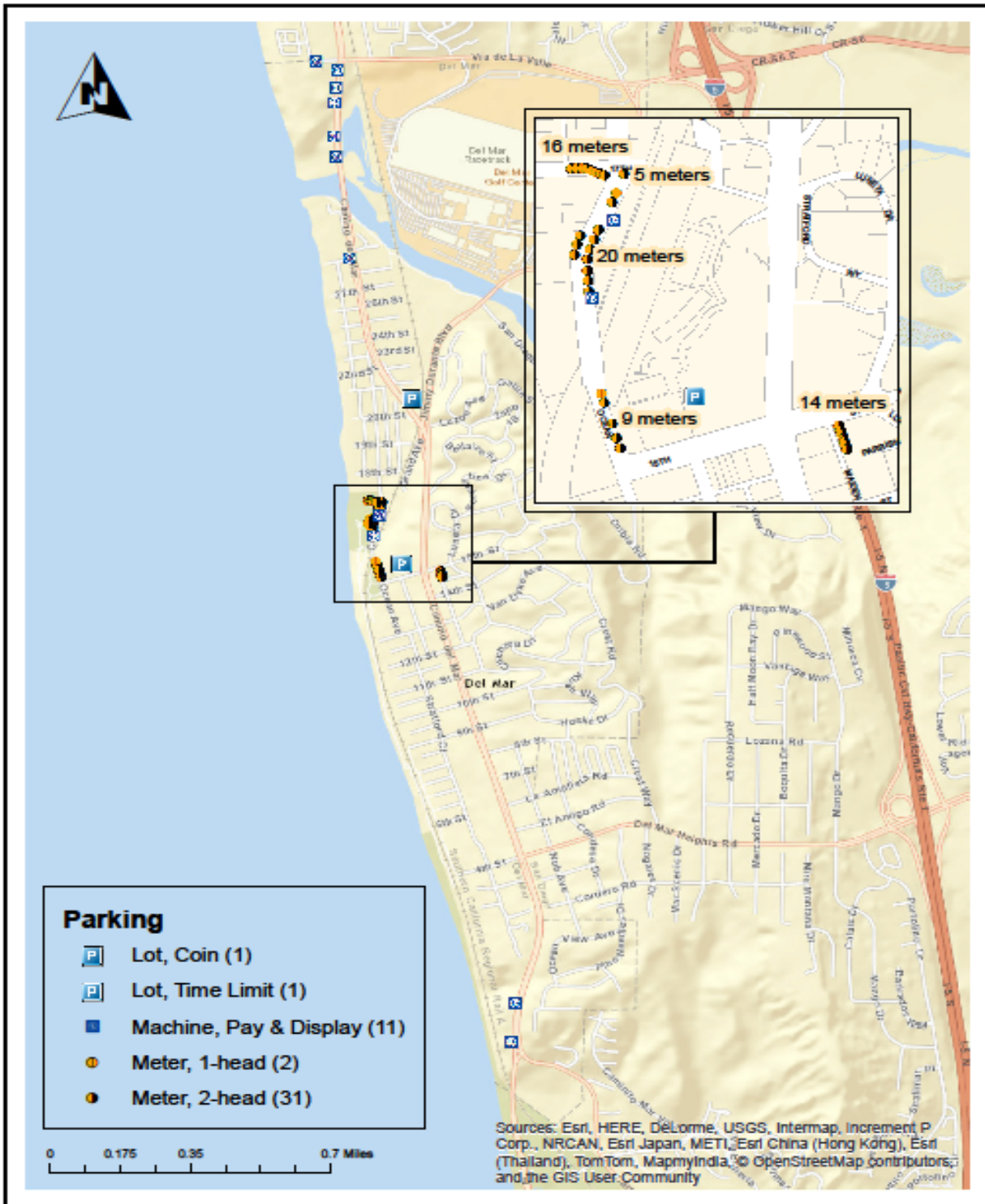
The Downtown Parking Management Plan study area consists of the Downtown commercial area from the railroad tracks on the west to east of Lunetta Drive on the east, L'Auberge Hotel and Zuni Drive on the north to 10<sup>th</sup> Street on the south. Exhibit 2 that follows shows the project study area.



ATTACHMENT A

The image below shows the location of the public/publicly-accessible on and off-street parking locations in or near Downtown Del Mar.

## Public Paid Parking Locations



Note: Double-click map to enlarge the image.

## Parking Capacity

Parking supply or capacity is the term used to describe the actual parking spaces within an area, in this case the Downtown study area. The parking capacity is determined through visual observations and field counts. The existing parking capacity of the Parking Management Plan study area consists of all public on-street parking within the study area, private off-street commercial parking, plus the following public off-street parking locations:

- City Hall parking lot (1050 Camino del Mar) – 57 stalls
- Public parking at L’Auberge Hotel (1540 Camino del Mar) – 54 stalls
- Metered parking at St. Peter’s Episcopal Church / Maiden Lane (331 14<sup>th</sup> Street) – 21 stalls

The baseline of current parking activity, parking occupancy and capacity counts is based on the KOA Corporation’s *Winter 2012 Downtown Parking Assessment* and Walker Parking Consultants’ *2013 Current Parking Conditions and Recommendations*. The study area was evaluated during the following conditions:

- Weekday Daytime Conditions (Thursday, August 22, 2013) from 12:30pm on;
- Weekend Daytime Conditions (Saturday, August 24, 2013) from 12:30pm on;
- Weekday Evening Conditions (Thursday, August 22, 2013) from 7:00pm on;
- Weekend Evening Conditions (Saturday, August 24, 2013) from 7:00pm on;

Table 2 below summarizes the parking capacity provided within the study area.

**Table 2**  
**Study Area Parking Capacity**

Parking Area Type		Parking Capacity
Off-Street Parking Areas	Private	1,044
	Public	140
<b>Off-Street Capacity Sub-Total</b>		<b>1,184</b>
On-Street Parking Areas	Commercial	295
	Residential	396
<b>On-Street Capacity Sub-Total</b>		<b>691</b>
<b>Total Study Area Parking Capacity</b>		<b>1,875</b>

## Parking Occupancy at Publicly Available Parking Locations

Parking occupancy is the term used to describe the percentage of total publicly available parking supply occupied by a car during the study period. Parking occupancy is determined on an hourly basis by dividing the number of parked vehicles (occupancy) by the available number of parking spaces (capacity). Reviewing parking occupancy can help identify areas of “parking congestion,” where 90% of parking supply is in use. The upper limit of 90% is typically used within the industry to determine where parking availability is limited to only a few parking spaces, often requiring motorists to “cruise” or circle an area to find convenient parking, thus contributing to traffic congestion. Figure 1 shows the parking occupancy for the Downtown study area.

The City worked with Walker Parking Consultants to review and analyze the January 2012 *Village Parking Survey* parking data and existing conditions, collect and analyze peak summer 2013 occupancy and turnover data, and refine strategies based upon priorities to better utilize parking. The study found that the summertime peak parking occupancy and duration counts were comparable conditions to those observed during the January off-peak period, as well as what was observed in the 1999 study. In short, the data confirms that the on-street (public) parking in areas at peak times on peak days is very well utilized and is at or near capacity. Those streets include 1100-1500 blocks of Camino del Mar, Ocean Avenue, and 11<sup>th</sup>, 12<sup>th</sup>, 13<sup>th</sup>, 14<sup>th</sup> and 15<sup>th</sup> Streets between Stratford and Lunetta. However, the off-street (public and private) commercial parking is only moderately (54.5% percent) utilized at these same times. Only Del Mar Plaza's parking garage was at or near capacity at peak times. Excluding Del Mar Plaza, the average utilization dropped even lower to 44%. This would indicate that there are approximately 500+ parking spaces available (underutilized) on private commercial properties during peak times.

Walker Parking also conducted a study of turnover rates to substantiate the observed employee parking on-street in residential neighborhoods. They conservatively estimated that 25 percent (or 100) of the spaces not subject to time restrictions are occupied by residents during peak times; of the remaining vehicles, they projected that approximately half belonged to employees of downtown businesses.

Lastly, the City took a two-pronged approach to reevaluate the employee parking demand for spaces in the public right-of-way. Staff conducted an evaluation of on-street employee parking in residential areas adjacent to the Downtown commercial area, and surveyed large employers and property owners to gauge their employee parking demand. These efforts concluded that there are approximately 140 on-street parking spaces being used by local business employees at any given time, in Residential-Commercial (transitional) or Residential zoned areas. This number increases 20+ during the summer, on holidays, or during special events – consistent with the Walker study.

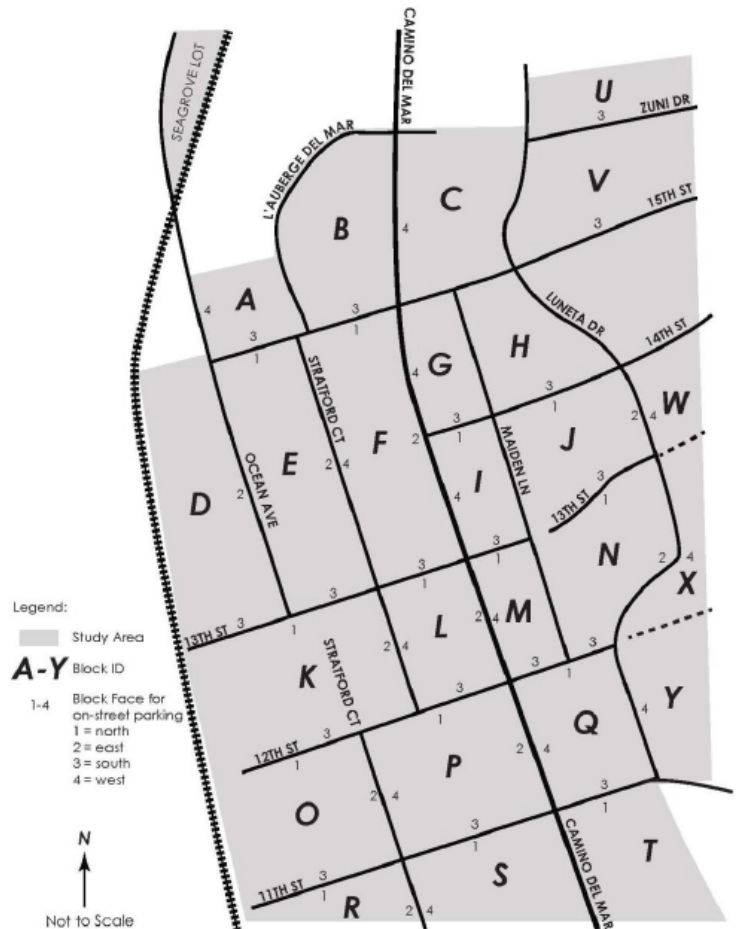
## **Parking Occupancy at Off-Street (Private) Parking Locations**

Although this Parking Management Plan primarily addresses publicly accessible parking facilities, it is important to understand the parking occupancy of the private off-street parking facilities within the study area. This section shows the results and findings of the off-street parking occupancy based on *Del Mar Village Current Parking Conditions & Recommendations (Walker, 2013)*. Figure 1 below shows the parking occupancy at the off-street parking areas in the study area.

**Figure 1**  
**Off-Street Supply and Parking Occupancy by Block - Weekday**

Block (Jan 2012 Block)	Inventory	Walker Collected Data		Jan 2012	Walker Collected	
		Thurs. August 22, 2013		Thursday	Thursday August 22, 2013	
		12:30pm		12:00pm	6:00pm	
		Demand	Utilization	Utilization	Demand	Utilization
A (B)	47	20	43%	48%	20	43%
B (C)	128	88	69%	20%	82	64%
C (D)	340	190	56%	85%	357	105%*
F (G)	135	63	47%	62%	62	46%
G (H)	59	31	53%	51%	23	39%
H (I, J)	60	11	18%	87%	18	30%
I (K)	78	40	51%	48%	34	44%
L (P)	39	24	62%	97%	13	33%
M (Q)	78	47	60%	51%	28	36%
P (U)	50	35	70%	75%	8	16%
Q (V)	24	17	71%	86%	5	21%
S (Z)	57	24	42%	41%	6	11%
T (AA)	89	29	33%	55%	13	15%
<b>Total</b>	<b>1184</b>	<b>619</b>	<b>52%</b>	<b>63%</b>	<b>669</b>	<b>57%</b>
<b>Total Without Plaza Del Mar</b>	<b>844</b>	<b>429</b>	<b>51%</b>	<b>53%</b>	<b>312</b>	<b>37%</b>

\* = Demand in the Plaza Del Mar lot exceeds regular supply in the evening due to valet operations



**Figure 2**  
**Observed Mid-day Parking Utilization – Weekday August 2013**



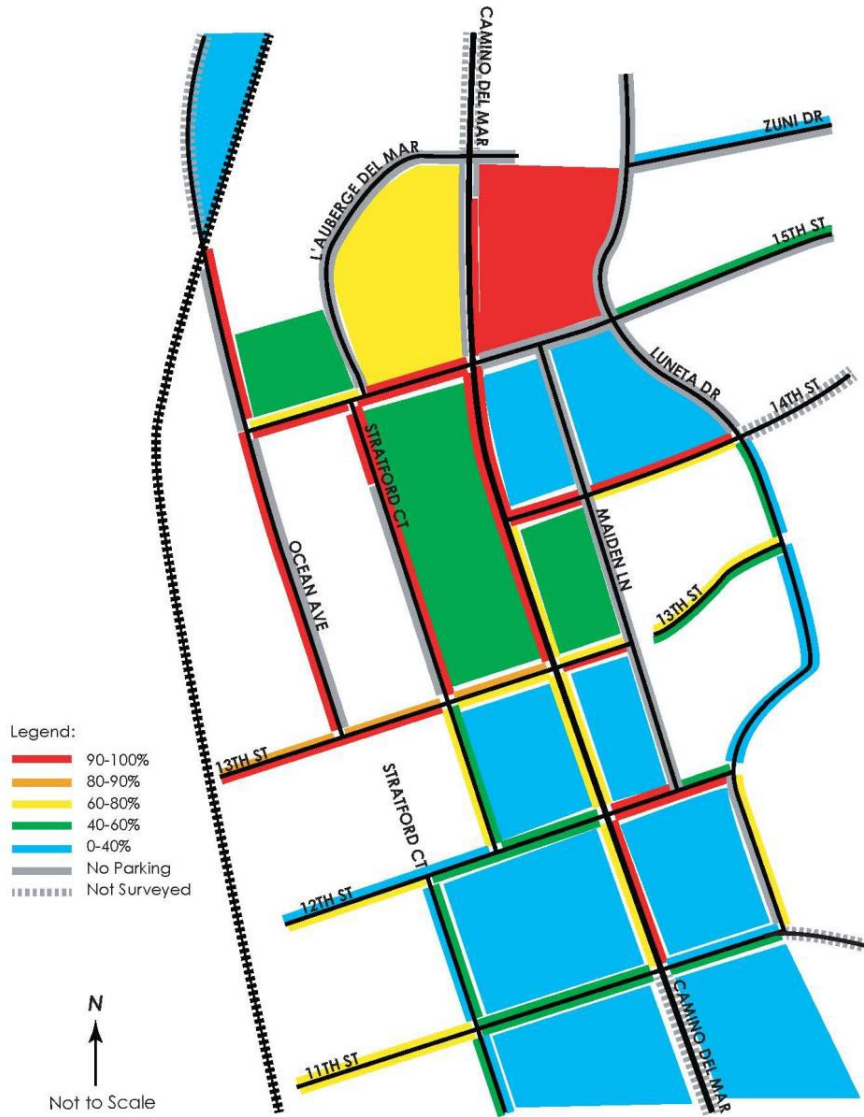
**THURSDAY 12:30 PM ON- AND OFF-STREET PARKING UTILIZATION**

Figure 2

**Figure 3**  
**On-Street Supply and Parking Occupancy by Block - Weekday**

Block (Jan 2012 Block)	Inventory	Walker Collected Data		Jan 2012 Study	Walker Collected Data	
		Thurs. August 22, 2013		Thursday	Thursday August 22, 2013	
		12:30pm		12:00pm	6:00pm	
		Demand	Utilization	Utilization	Demand	Utilization
A (B)	17	13	76%	63%	14	82%
B (C)	14	14	100%	87%	14	100%
C (D)	8	8	100%	67%	8	100%
D (E)	34	32	94%	83%	31	91%
E (F)	25	23	92%	88%	24	96%
F (G)	80	67	84%	85%	77	96%
G (H)	10	8	80%	91%	10	100%
H (I, J)	18	17	94%	94%	17	94%
I (K)	26	21	81%	66%	19	73%
J (L)	42	28	67%	92%	26	62%
K (M, N, O)	42	39	93%	63%	27	64%
L (P)	43	40	93%	88%	25	58%
M (Q)	17	13	76%	100%	13	76%
N (R)	31	14	45%	50%	10	32%
O (S, T)	36	25	69%	90%	17	47%
P (U)	73	65	89%	72%	41	56%
Q (V)	38	32	84%	91%	30	79%
R (X, Y)	22	7	32%	71%	12	55%
S (Z)	24	14	58%	48%	10	42%
T (AA)	18	10	56%	43%	9	50%
U	22	9	41%	NA	7	32%
V	16	6	38%	NA	8	50%
W	10	7	70%	NA	2	20%
X (W)	12	7	58%	67%	2	17%
Y (W)	13	10	77%	NA	10	77%
<b>Total</b>	<b>691</b>	<b>529</b>	<b>77%</b>	<b>76%</b>	<b>463</b>	<b>67%</b>

**Figure 4**  
**Observed Evening Parking Utilization – Weekday August 2013**



**THURSDAY 6:00 PM ON- AND OFF-STREET PARKING UTILIZATION**

Figure 3

As noted in Figures 1 and 2 above, a peak parking occupancy for weekday occurred during summertime mid-day, when 1,198± vehicles were parked in the study area (77% on-street and 52% off-street inventory occupied). It is important to note that the off-street is well below the industry standard of 85% occupancy. Therefore, while the on-street parking supply is between 67% and 77% occupancy during the summer weekdays, the off-street parking supply has an available parking supply of up to 515 parking spaces.

**Figure 5**  
**Off-Street Supply and Parking Occupancy by Block – Saturday**

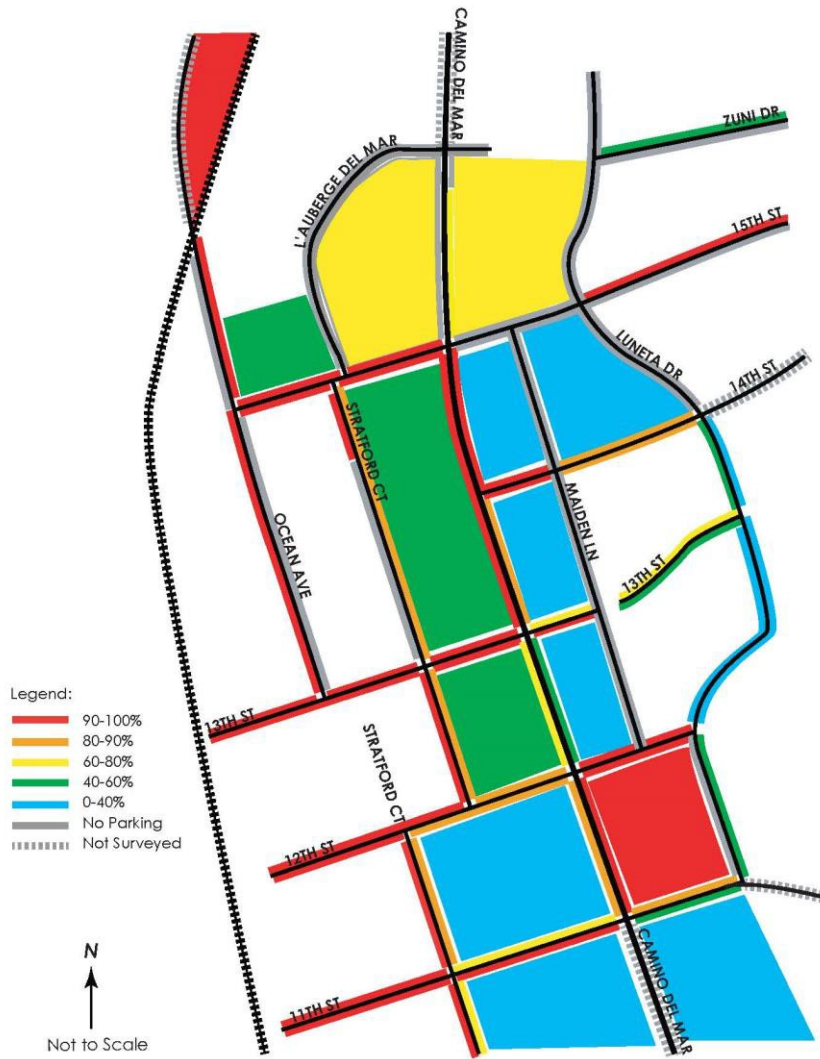
Block (Jan 2012 Block)	Inventory	Walker Collected Data		Jan 2012	Walker Collected	
		Saturday August 24,		Saturday	Saturday August 24,	
		12:30pm		1:00pm	7:00pm	
		Demand	Utilization	Utilization	Demand	Utilization
A (B)	47	19	40%	48%	22	47%
B (C)	128	93	73%	79%	109	85%
C (D)	340	223	66%	85%	386	113%*
F (G)	135	57	42%	47%	66	49%
G (H)	59	20	34%	24%	17	29%
H (I, J)	60	21	35%	26%	21	35%
I (K)	78	24	31%	38%	15	19%
L (P)	39	20	51%	68%	14	36%
M (Q)	78	27	35%	15%	22	28%
P	50	18	36%	27%	6	12%
Q (V)	24	21	88%	62%	6	25%
S (Z)	57	10	18%	45%	3	5%
T	89	23	26%	36%	7	8%
<b>Total</b>	<b>1184</b>	<b>576</b>	<b>49%</b>	<b>57%</b>	<b>694</b>	<b>59%</b>
<b>Total Without Plaza Del</b>	<b>844</b>	<b>353</b>	<b>42%</b>	<b>44%</b>	<b>308</b>	<b>36%</b>

\* = Demand in the Plaza Del Mar lot exceeds regular supply in the evening due to valet operations

**Figure 6**  
**On-Street Supply and Parking Occupancy by Block - Saturday**

Block (Jan 2012 Block)	Inventory	Walker Collected Data		Jan 2012 Study	Walker Collected Data	
		Saturday August 24, 2013		Saturday	Saturday August 24, 2013	
		12:30pm		1:00 PM	7:00pm	
		Demand	Utilization	Utilization	Demand	Utilization
A (B)	17	17	100%	38%	17	100%
B (C)	14	14	100%	87%	14	100%
C (D)	8	5	63%	100%	8	100%
D (E)	34	33	97%	94%	33	97%
E (F)	25	24	96%	92%	25	100%
F (G)	80	81	101%	97%	79	99%
G (H)	10	11	110%	73%	9	90%
H (I, J)	18	16	89%	100%	18	100%
I (K)	26	21	81%	72%	25	96%
J (L)	42	28	67%	65%	30	71%
K (M, N, O)	42	43	102%	86%	41	98%
L (P)	43	35	81%	95%	36	84%
M (Q)	17	12	71%	100%	14	82%
N (R)	31	13	42%	50%	8	26%
O (S, T)	36	35	97%	100%	33	92%
P (U)	73	59	81%	93%	38	52%
Q (V)	38	35	92%	89%	28	74%
R (X, Y)	22	21	95%	84%	16	73%
S (Z)	24	19	79%	82%	7	29%
T (AA)	18	8	44%	26%	2	11%
U	22	10	45%	NA	17	77%
V	16	16	100%	NA	16	100%
W	10	4	40%	NA	4	40%
X (W)	12	4	33%	0%	3	25%
Y (W)	13	7	54%	NA	7	54%
<b>Total</b>	<b>691</b>	<b>571</b>	<b>83%</b>	<b>83%</b>	<b>528</b>	<b>76%</b>

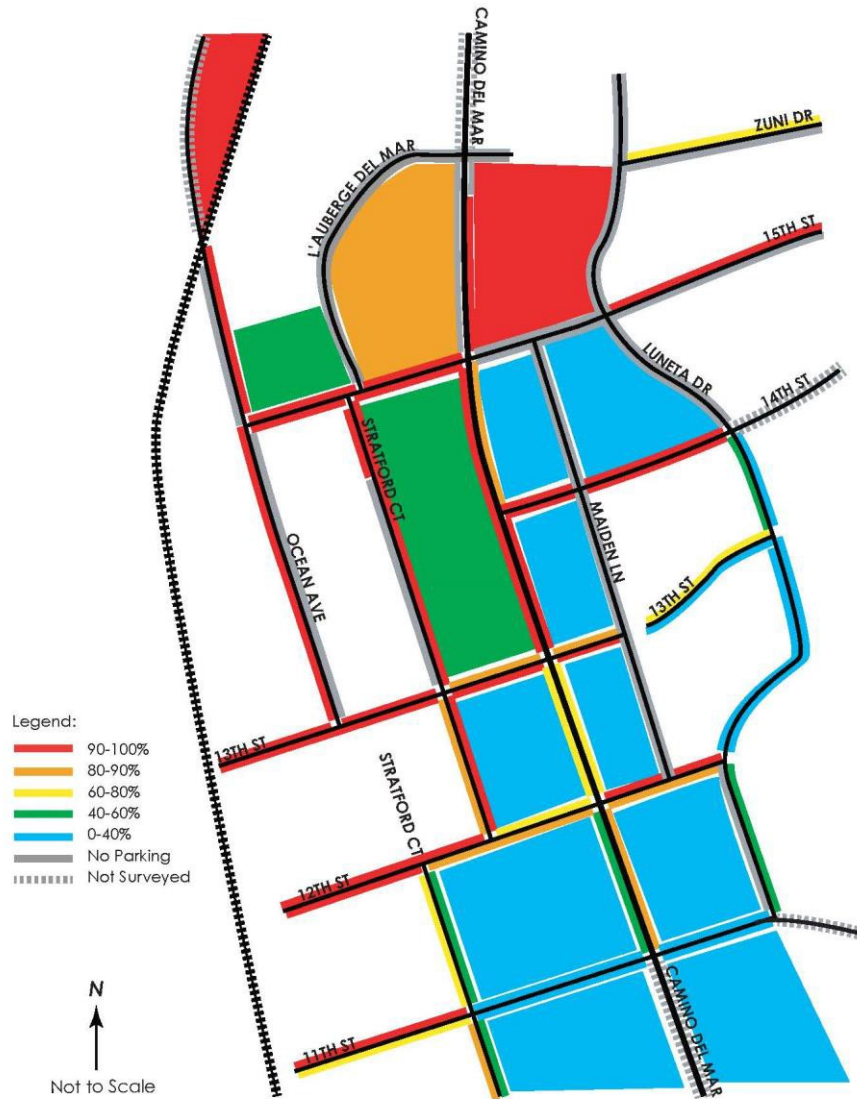
**Figure 7**  
**Observed Mid-day Parking Utilization – Saturday August 2013**



**SATURDAY 12:30 PM ON- AND OFF-STREET PARKING UTILIZATION**

Figure 4

**Figure 8**  
**Observed Evening Parking Utilization – Saturday August 2013**



**SATURDAY 7:00 PM ON- AND OFF-STREET PARKING UTILIZATION**

Figure 5

As shown in Figures 5 and 6 above, a peak parking occupancy occurred at 7 p.m. during the summer weekend, when 1,222± vehicles were parked in the study area (76% on-street and 59% off-street inventory occupied). It is important to note that the off-street is well below the industry standard of 85% occupancy. Excluding parking at Del Mar Plaza, which exceeded 100% of its “regular” capacity due to valet operations on Saturday evening, only 36% of off-street spaces were occupied. The peak parking occupancy rate for on-street spaces occurs during the Saturday mid-day (lunchtime) period, when 83 percent of on-street spaces are occupied. Therefore, while the on-street parking supply is between 76% and 83% occupancy during the summer weekend, the off-street parking supply has an available parking supply of up to 490 parking spaces.

## Overview of Parking Conditions

Based on the aforementioned data and conditions, following are observations regarding the overall state of parking:

- Looking at the entire study area (commercial and adjacent residential area), the business area does not specifically suffer from a lack of parking stalls overall, but rather **there are concentrated areas of high parking occupancy in the most convenient stalls (e.g. 15<sup>th</sup> Street corridor and 1100-1500 blocks of Camino del Mar’s on-street public parking)**. The issues regarding year-round parking availability are generally the result of the management of all spaces, rather than the quantity.
- An estimated average of **65% of the off-street commercial parking stalls (500+) have available capacity, while on-street parking has little capacity** (at times, some on-street stalls are over 100% capacity indicating parkers are circling blocks looking for parking). **However, this private off-street capacity is neither accessible to, nor controlled by the City, which makes it difficult to make it available for public use.**
- Many commercial properties (older sites predating the requirement for on-site parking) have pre-existing rights or legally non-conforming parking to meet the parking currently required by code based on their building uses. **Owners of these properties have an economic disincentive to more efficiently utilize their sites for parking.**
- **Most of the off-street parking is privately owned;** the City has no control over its utilization, and coordination regarding parking is lacking between entities and the commercial area as a whole. When approached by the City, **owners of those properties with potential for adding additional parking inventory have not shown interest in doing so.**
- On-street parking is largely free and unregulated, and **employees of local business encroach into on-street parking in residential areas – utilizing an estimated 140+ of the 691 total on-street public parking inventory.** Unregulated parking results in a negative impact on residents who experience a “balloon effect” of employee vehicles parking in their neighborhoods.
- Current parking standards set forth in the *Del Mar Municipal Code* **accommodates both visitors and employees in its numbers but does not determine they must park on-site.**
- The current low rate of parking turnover in the afternoon and evening hours is **not conducive to supporting a strong business economy and a turnover in visitors.**
- The commercial area’s proximity to the coastline results in **competing parking interests in both commercial and residential areas from businesses, patrons, employees, recreational users, and intermittently, construction parking.**

## SECTION 4 – PARKING MANAGEMENT STRATEGIES

The City seeks to maximize the effectiveness of both public and private parking, better utilize available parking for higher efficiencies, and to promote the appropriate use of parking in high-demand locations in the downtown Commercial area. The demand for these spaces is generated by a variety of users including residents, employers/employees, and visitors (beachgoers, retail patrons, restaurant/bar patrons, special event attendees/participants, etc.), who share a common desire for convenient, on-street parking. This Downtown Parking Management Plan specifically addresses these unique parking demands and contains dynamic components and strategies to address the needs of all users of a multi-modal transportation circulation system.

### Employee Parking

The employee use of on-street public parking is estimated to be ±140 stalls, with a large portion of these in the residential area adjacent to the commercial area. Most of these employees are parking on the street because of a lack of available parking on their employment site.

The intent of the Employee Parking strategies is to reduce the residential area impact and increase regular turnover in those parking stalls that serve customers and visitors. The following are strategies to help address this situation:

- ❖ Facilitate parking for employees in the commercial areas or other suitable non-residential areas (e.g. City Hall, Fairgrounds);
- ❖ Reduce vehicular travel and associated parking demand, by encouraging/promoting alternative modes of transportation.

In order to accomplish these strategies, the following action plans are suggested:

#### Employee Specific Permit Parking:

- Designate the 11<sup>th</sup>, 12<sup>th</sup>, 13<sup>th</sup>, and 14<sup>th</sup> Street on-street parking stalls in Central Commercial Zone only (between Maiden Lane and Del Mar Lane on either side of Camino del Mar) for employee-specific permit parking (estimated 85 stalls).
- Designate areas at the following public properties for employee-specific peripheral parking:
  - City Hall (current/existing surplus stalls for use by in-lieu program and employee parking; 50+ potential future stalls);
  - City-controlled spaces at L'Auberge Hotel (45 active City permits); some or all spaces could be designated, but may result in a reduction in revenue;
  - Shores Park (potential number of stalls unknown);
  - Pump Station/Tennis Courts property (10 potential stalls)
- Partner with or acquire portions of the following private properties for employee-specific permit parking:
  - St. Peter's Church (interested);
  - United States Post Office (interested);
  - Fairgrounds (potential);
  - Former Train Station property (potential);
  - Seagrove Parking Lot (private) during off-season (potential)

#### Optimization of Off-Street Commercial Parking and Demand Reduction:

- Optimize existing private commercial property parking, to increase on-site parking quantities, by incorporating best practices strategies into the *DMMC* Parking code. Examples include tandem parking, and stacked parking; valet parking and requirements for shared-use parking; allow for off-street parking (e.g. in-lieu, shared-

- use programs) to be fully counted towards on-site parking requirements. These options are explored in greater detail in forthcoming sections.
- Reduce vehicle trips and required parking through transportation demand measures. Staff has engaged the SANDAG iCommute program to identify methods which could reduce the number of vehicle trips made to Del Mar daily. Programs include:
    - Incentivized carpooling programs (incentivized financially or via preferential parking); City staff are currently working with SANDAG's iCommute program representatives, and hope to serve as a model employer program for the community;
    - Alternative transportation options (i.e. train, bus, bicycle); encourage and facilitate bike usage through the addition of bicycle parking and repair facilities (the City anticipates adding 65 bicycle racks and 3 repair facilities in public areas in the short-term)
  - Control the on-street environment to disincentivize employee parking in residential areas
    - Add additional demand-based paid parking in the commercial area;
    - Review the potential for permit parking zones (along with time limits) in adjacent residential areas adjacent to commercial area, and provide disincentives for employees to park there. Potential areas include the high impact areas along Lunetta Drive; Stratford Court; 11<sup>th</sup>, 12<sup>th</sup>, 13<sup>th</sup> and 14<sup>th</sup> Streets. As an example, residents could park any time with a permit at a free or nominal fee (e.g. \$0-20) to cover the cost of permit production/issuance, and others would be regulated by a four hour time limit.

## Business Patrons

Business patrons can be generally grouped into two groups: local patrons who know where and how to find parking and visiting patrons, who generally will park where they can find the first parking spot – which is generally on-street.

The intent of the Business Patron strategies is to facilitate easy access to destinations. The following strategies encourage this situation:

- ❖ Facilitate parking for business patrons in the commercial areas or other suitable non-residential areas (e.g. City Hall, Fairgrounds);
- ❖ Encourage/promote alternative modes of transportation (non-automotive) for residents to patronize local businesses, which will reduce vehicular travel and associated parking demand;
- ❖ Clearly direct and sign locations for parking;
- ❖ Coordinate private off-street parking through a voluntary management district.

In order to accomplish these goals, the following actions are suggested:

- Add additional demand-based paid parking in the commercial area to allow patrons to park longer in low-demand areas and encourage regular parking turnover in high-demand areas;
- Create more on-street parking through Camino del Mar parking layout, bicycle and pedestrian streetscape infrastructure improvements (options for this will be evaluated as part of the future Capital Improvement Program streetscape project);
- Enhance and promote the pedestrian experience through safety, lighting and walkway improvements;
- Promote alternative transportation options (i.e. bus, bicycle, walking) in the commercial area;
- Optimize existing private commercial property parking by incorporating best practices strategies into the *DMMC* parking code. Examples include: adding the ability to

utilize tandem parking, micro stalls and stacked parking; expanding the ability to use valet parking to meet parking requirements; modifying the requirements for shared-use parking to promote a walkable downtown; and readdressing in-lieu requirements based upon current parking utilization data;

- Implement a parking management district.

## Residents

Del Mar residents adjacent to the commercial corridor often encounter competing interests for parking on residential streets from businesses, patrons, employees, beachgoers, Fairgoers, and intermittently, construction workers.

The intent of the Resident's Parking strategies is to reduce the residential area impact and increase regular turnover in those parking stalls on residential streets. In order to better facilitate parking for residents and visitors in their respective neighborhoods, the following strategies are suggested:

- ❖ Mitigate residential parking and traffic circulation issues caused by business deliveries in 1400 block of Stratford Court, through designated delivery loading/unloading zones with consolidated and coordinated times of deliveries to occur at off-peak hours;
- ❖ Review the concept of limited zones for resident permit parking, complimented by guest parking and 4-hour open parking (nominal permit fee to cover the cost of permit production/issuance). Potential areas include Lunetta Drive; Stratford Court; 11th, 12th, 13th, 14th, 15th Streets east of Camino del Mar; limited areas on 11th, 12th, 13th, 14th Streets west of Camino del Mar;
- ❖ Require construction sites Citywide to submit a construction site parking plan for City approval, in order to coordinate parking in advance and minimize the impact of construction-related parking upon residential neighborhoods;
- ❖ Encourage residents to utilize their on-site parking.

## Recreational Users

The City of Del Mar is fortunate to have a multitude of recreational attractions – beaches, walking trails, and special events for example – which draw both residents and non-residents alike to the area. However, as Del Mar is built-out and has a finite/limited parking inventory, the parking demand can exceed supply during peak seasons (summer, special events).

The intent of the Recreational User's Parking strategies is to maintain coastal access. Two strategies are identified to help address this situation:

- ❖ Facilitate parking and coastal access for recreational users;
- ❖ Reduce vehicular travel and associated parking demand by encouraging/promoting alternative modes of transportation.

In order to better facilitate parking for residents and visitors in their respective neighborhoods, the following action plans are suggested:

- Reduce vehicle trips and required parking through alternative transportation options (i.e. pedestrian, bicycle) and additional bike parking facilities to encourage and facilitate bike storage;
- Add and maintain convenient beach-adjacent parking inventory at key locations;
- Increase commercial area parking for business patrons & employees, which would in-turn reduce impact in beach areas;
- Create designated loading/unloading zones to help address parking and traffic circulation issues;

## STRATEGIES

This section identifies a set of parking strategies to address the unique parking demands of the aforementioned user groups. The parking strategies are not intended for use as stand-alone techniques; rather, the strategies should be implemented in combination as complimentary strategies. Staff has distilled this information into the following key themes related to both parking supply and management:

### 1. **Parking Management Techniques**

Implement a parking management district, tools and techniques, to coordinate, optimize the use of, and expand inventory of existing on-street and off-street parking in areas zoned for commercial use (management).

### 2. **Parking Supply**

Increase parking inventory in key locations to help address capacity issues at peak demand times, reduce patron and employee parking impacts on adjacent residential neighborhoods, and provide inventory for future needs so as not to continue to impact residential areas (supply).

### 3. **Parking Standards**

Review specific municipal parking codes to maximize the applicability of shared parking, employee parking, valet parking, tandem parking, stacked parking, micro-stalls and in-lieu parking as tools in areas zoned for commercial and public use (supply and management).

### 4. **Financial and Technology Strategies**

Improve parking turnover and increase revenue through implementation of new technologies.

### 5. **Funding Strategies and Mechanism**

Evaluate potential funding sources and revenue streams that could be used to support implementation of the Downtown Parking Management Plan (financial and technological).

## 1. Parking Management Techniques

The following is a description of a number of Parking Management techniques along with background supporting information.

### PM1 - Formation of Parking Management Implementation Team (PMPIT)

This strategy would create a PMPIT, partnering the City, the Business Support Advisory Committee, DMVA, and other business to help manage the parking issues and resources in the Downtown Area, and the implementation of Plan strategies selected by the City Council.

### PM2 - Expansion of Paid Parking in Downtown Commercial Area

Limited paid parking currently exists (Maiden Lane and L'Auberge garage). This strategy would provide for installation of paid parking in the following locations: 15th Street corridor between Stratford Court and Camino del Mar; 1000-1500 blocks of Camino del Mar.

### PM3 - Reinvestment of Parking Revenues

Currently, there is very limited paid parking at present. Parking revenues exceed the costs of enforcement, and any revenues currently go to the General Fund for any City purpose. This strategy would increase public acceptance of paid parking through the reinvestment all surplus revenues from paid parking in the Downtown Area into parking programs, projects and solutions, streetscape, and infrastructure improvements in the Downtown Area.

### PM4 – Reevaluate Parking Time Limits

Evaluate parking time limits to ensure the existing limits are encouraging turnover.

### PM5 - Parking Information Systems & Signage

Parking information systems provide electronic guidance and wayfinding for visitors searching for available parking spaces. Adequate signage also creates a better sense of awareness for visitors unfamiliar with the Downtown area, helping direct visitors to available parking locations, which reduces the amount of time visitors are circulating the area looking for an available parking space. Dynamic changeable message signs can provide specific directions to available parking within a parking facility, and also provide general directions to parking garage locations within a business district. These can be as detailed as alerting drivers to key blocks with the specific number of available spaces.

Static message signs display information that does not continuously change, which may include peripheral parking locations, beach parking locations, etc. It should be noted that too much signage or unnecessary signage could have a negative effect on the community.

The main concern from the community regarding parking information systems relates to the size and appearance of the message signs. Although the community understands the value of directing motorists to available parking spaces, they desire that the signage must fit aesthetically with the Del Mar architecture and scale of the Downtown area. Signage should be simple, easy to understand, and displayed only if there is a direct benefit to visitors of Del Mar. It is important to provide branding on parking facility signage that is



consistent with that of the core business district. This includes but is not limited to designing signage to complement the artistic and beach atmosphere of the Downtown area.

In 2013, the City embarked on a program to provide directional signs to key public parking lots at City Hall (10<sup>th</sup> Street) and L'Auberge Hotel (15<sup>th</sup> Street). These large directional signs, illustrated above, are located on the key streets and provide better clarity for public parking lots. Since their installation, public parking in the City Hall lot has increased by 20% during peak times. It is recommended that new parking areas that have publicly accessible parking utilize the same signage program for consistency and visual clarity.

## Dynamic Signage

Many cities utilize dynamic signage within the public right-of-way and on-site as a means to inform and direct customers to available parking. San Jose, Walnut Creek, Portland, and Seattle are all cities with good examples of dynamic signage for parking.

Dynamic signage is linked to occupancy information collected (usually through loop detector/parking counter systems) at individual or multiple parking sites. This information is displayed on site in reader boards/blade signs at the building entry plazas and/or at remote locations to downtown, usually major roadway entry portals. The signs provide guidance information (an address or facility name) and information on real-time stall availability.



Such systems have been extremely effective both from a traffic/congestion point of view and in terms of stall management. Customers find the systems to be highly useful and “customer friendly.” Many such systems can now be programmed to link wirelessly to on-site counter systems and are reasonably priced (\$10,000 for on-site signage; \$25,000 – \$45,000 in right-of-way).

The most successful programs tie into parking “branding.” This “branding” is incorporated into both the on-site signage and the rights-of-way signage. This provides customers a visual cue that translates from their first encounter in the roadway to being able to conveniently identifying a parking location. For instance, Portland (SmartPark) and Seattle (e-Park) have rolled out this type of branding link.



Dynamic signage is also compatible with and complementary of parking app functions, which can be linked in real-time to smartphones and/or web links.

### *Recommended Parking Information Systems & Signage Strategies*

- Implement event-based signage during summer fair and race season.
- Further enhance parking lot signage and branding of public parking lots.
- Install dynamic message signs within the study area. Signage should be designed on a smaller scale and consider the architecture of the Downtown area. Consider regulating signage on private parking facilities.
- Install parking sensors and real-time guidance systems within the Downtown study area for use with dynamic signage.

### **PM6 - Valet Parking**

A valet parking program is a widely used technique for increasing parking supply during peak parking conditions. Although valet parking may not appeal to everyone, it does provide a benefit for those not wishing to search for parking. It has the associated benefit of freeing up parking that would have otherwise been utilized by the valet patrons. Valet parking increases parking capacity since a professional valet operator can park vehicles closer together while also stacking vehicles two to four rows deep depending on the location and type of event.

For example, the Old Town Pasadena shared valet parking program might be a good fit for Downtown Del Mar. The Pasadena valet program allows visitors to leave their car with a valet attendant at one location and pick up their car at a different location, all within downtown. For example, a visitor can leave their car by the restaurant where they are eating dinner, and then if they decide to walk the Downtown to go shopping, they can pick their car up at a different valet station closer to their final destination. This requires multiple valet stations to strategically be located in prime pick-up/drop-off locations. This valet parking program may be a great fit for Downtown Del Mar since the area has a compact, walkable grid system with multiple destinations on each block.

### **PM7 – Expand Peripheral Parking Opportunities**

This strategy would expand the supply of parking to increase underutilized peripheral lots. The City would continue to work with St. Peter’s Church, the Train Station Site, Post Office, and others to facilitate more parking in the commercial area.

### **PM8 – Loading Zones/Parking Regulations**

The City of Del Mar currently has designated short-term parking spaces adjacent to businesses that cater to service vehicles, deliveries, customers, distinct users, quick errands, and special needs. These short-term parking spaces increase turnover, which helps alleviate the parking demand at adjacent parking facilities.

Although the City currently has parking regulations in place, it is recommended to improve parking conditions within the study area by reviewing the current time limits and regulations so businesses are not impacted by time limits. Patterns of drop-off, pick-up, and special activities can vary by business mix and location. It may be desirable to conduct a systematic examination of these patterns in the Downtown on a periodic basis. This process would be based on data collected on parking duration, the number of spaces used for drop off, and other relevant factors to determine adjustments to the number of spaces allocated for these uses, their locations, and time limit regulations. The goal would be to support essential short-term parking activities while avoiding allocating too many spaces that cannot be used by regular patrons.



### **PM9 – Residential Parking Sticker/Placard Program**

Parking spillover and overflow issues into residential areas occur during peak parking demand times when downtown parking capacity is either at or near full occupancy. In Del

Mar, this occurs during the summer. The development of a residential permit program on the residential streets adjacent to the Downtown area may be a favorable solution among residents to reduce parking spillover. However, the on-street parking capacity within the Downtown area would result in higher demand and occupancy if the adjacent residential area was regulated. Any permit program would also need to take into consideration coastal access and beach-goers.

Although permit programs are a valuable tool to prevent intrusion of commercial parkers into residential area, there must be a balancing of the interests between residents and the commercial district, all the while maintaining coastal and beach access. Excessive use of residential permits may encourage residents to not use their own off-street parking or store vehicles on the street. Further, it decreases the total parking capacity for use by patrons, employees and beach-goers during peak times. Although residents may have concerns with patrons, employees and beach-goers parking in their neighborhoods, this has been the parking situation for over half a century in the residential area adjacent to Downtown Del Mar, with many of the property owners realizing this parking situation before they purchased their property. That said, there is still a desire to improve the residential parking situation.

This would involve review of the concept of limited zones for resident permit parking, complimented by guest parking and 4-hour open parking (for free or for a nominal permit fee (\$20) to cover the cost of permit production/issuance). Potential areas include Lunetta Drive; Stratford Court; 11th, 12th, 13th, 14th, 15th Streets east of Camino del Mar; limited areas on 11th, 12th, 13th, 14th Streets west of Camino del Mar.

The California Coastal Commission (CCC) has review authority over the residential area west of Camino del Mar, as it pertains to parking access to the coastline/beach area, and does not support policies or actions that reduce coastal access. If the Del Mar community wishes to pursue a permit parking program in this residential area, it is recommended that the following components be considered for review by the CCC:

- Implement a four-hour parking time limit. This will reduce employee parking, and still allow adequate time for beach-goers, residential visitors, and short-term business patrons to park;
- Begin the time limit at the same hour (9:00 a.m.) as other area parking restrictions, and evaluate the conditions to determine the ending time;
- Offer parking permits to residents as well as their visitors, allowing them to park without time restrictions;
- Set the permit cost at a nominal annual amount (e.g. \$20) to only offset the costs of production and issuance.

### **PM10 - Shared Parking**

Shared parking allows for better usage of parking spaces between complimentary uses. Different businesses have varying times of peak parking demand. Office uses usually have peak occupancy during the day, while restaurants usually peak in the evening. Residential parking demand is typically highest in the evening and on weekends. When a commercial building is built, it is required to park for the single use based on the City code, ignoring any fluctuations in time and day. Shared parking moderates the peaks in parking demand.

Shared Parking, where it is used to supply the required parking according to the DMMC, is regulated by Section 30.80.140. Where two or more non-residential uses exist, they may share parking given no substantial overlap of uses, per the issuance and conditions of a Shared Use Parking Permit. This ability to share is limited by the hours of operation of any given use and the conditions of the permit.

Another type of shared parking is an arrangement through which a series of businesses allow patrons to park in the off-street parking for their business, and patronize other businesses without having to move the car. Even in places where most people drive to their destinations, the most successful downtowns feature sidewalks full of pedestrians, walking between the restaurant and the bank, the doctor's office and the post office, stopping for lunch and doing some shopping. There may be many trips but only one parking space. This type of a shared parking program can be implemented through changes to the Del Mar Municipal Code, or can be facilitated through a Business Improvement District or Parking District, if no reduction in parking ratios is requested. This shared parking district encourages business patrons to park in one place and then make stops on foot rather than driving from one destination to another within the district, as one would with a car-oriented strip mall area. Creating the type of environment where it is easy for people to walk between destinations involves both good urban design and parking policies. If each destination is required to provide its own off-street parking, and each building may have parking on all sides, dead zones of surface parking lots are created between destinations. This makes walking distances longer and walking experiences less pleasant, incentivizing people to get back in their car to go to other stores down the block.

### **PM11 – Employee Parking**

Review the potential for permit parking for employees (along with time limits for other users on numbered side streets) in the commercial area. Potential areas include 11th, 12th, 13th and 14th Streets between Camino del Mar and Del Mar Lane on the west and Camino del Mar and Maiden Lane on the east. The permit could also include off-street sites.

### **PM12 – Traffic Demand Management Program (TDM): Alternative Transportation**

Parking management can have the effect of improving alternative modes of transportation, such as pedestrian, cyclist, and transit rider travel modes. It can also help serve those who do not drive, including: children, the elderly, and the disabled. The following illustrates how these mechanisms occur:

- Parking management that involves parking pricing creates an incentive for alternative modes, such as walking, bicycling, and transit by making them less expensive in comparison with parking. Travelers consider the time and money cost of various travel modes in making decisions about how to travel;
- Greater use of walking, bicycling, and transit that may result from parking management leads to improved service levels and facilities, which benefits those who cannot or chose not to drive;
- A community investment is in active transportation, not just parking. Revenues generated from parking can be invested in all forms of mobility, including investments in sidewalks, shuttles, and bicycle provisions.

Finally, parking management can reduce greenhouse gas emissions. This occurs in two ways: (1) by reducing the share of solo driver trips to the downtown area; and (2) reducing excessive driving (termed "cruising") as drivers are looking for a parking space. This latter effect comes from the combination of parking information and guidance systems as well as pricing to directly guide visitors to available parking spaces.

### ***Recommended Class I Bikeway Strategy***

One particular alternative transportation measure recommended for consideration, to improve mobility and increase safety for cyclists, is improvement of the designated Camino del Mar Class 1 Bikeway in the Downtown area. Currently, the shoulder area for much of this corridor is minimal. It appears that sufficient right-of-way is available to improve these bikeways with minor modifications to vehicular travel lanes.

The question of whether such improvements are a part of the parking management strategy for the study area depends on the likely user groups. They include:

- Recreational cyclists travelling longer distances who would benefit from safer conditions.
- Visitors to Del Mar might be encouraged to park remotely and cycle into town and to the beach.
- Local residents and employees who bicycle to locations along the Commercial corridor and who would benefit from safer conditions.

### Walkability

Del Mar's downtown is inherently very walkable. There are over 800 residences (not including multi-family residences) within ¼ mile of the central commercial area, and approximately 40% of the Del Mar residents live within a 10-minute walk of the downtown. The Del Mar Community Plan prioritizes pedestrian mobility as a means of preserving and enhancing the special community character. An overarching goal states: *"Minimize the impact of the automobile on the character of Del Mar and emphasize a more pedestrian-oriented environment, safer sidewalks, landscaped buffer zones, and alternate means of transportation"* (Community Plan for the City of Del Mar, 1976).

In general, distance, missing connections, physical barriers, or areas of sidewalk disrepair deter people from walking as their primary mode of transportation, thereby encouraging automotive use. At present, pedestrian "walkability" in the downtown area is very inconsistent. Within the Downtown area, namely along Camino del Mar, there are missing sidewalk connections and areas of disrepair, which presents barriers for pedestrians and deters alternative transportation. Front yard parking, curb cuts, irregular paving and façades that are set back from the pedestrian areas degrade the pedestrian quality. Few pedestrian-scaled light fixtures exist, and when coupled with dark storefronts, the nighttime pedestrian experience is often undesirable. Safe, connected, walk areas would reduce the demand for parking in the Downtown area by encouraging people to park in areas with low parking demand and walk to their Downtown destination(s).

#### Recommended Walkability Strategies

- Ensure contiguous, safe sidewalks along the length of Camino del Mar, and connections to Camino del Mar, by completing the Capital Improvement Project Streetscape Plans;
- Establish a system of walking routes specialized towards a topic, such as historic sights, nature, arts, or health-oriented walking loops. For example, the City of Scottsdale, Arizona has established a self-guided walking tour with markers painted on the ground at key locations (see right);
- Encourage low-level night lighting for pedestrian-oriented activity;
- Encourage activity and light in business windows (even if closed) to engage pedestrians.



### Co-Benefit Techniques

Although parking management techniques can directly improve parking conditions within the study area, other co-benefits include environmental benefits, such as reduced traffic

congestion, reduced air pollution, reduced energy use, and lowered greenhouse gas emissions; improved community livability, walkability, and public health; and increased economic development.

For example, when various parking management techniques contained in this document are implemented within the City, traffic congestion within the Downtown area could potentially be reduced if a visitor is able to quickly find an available parking space. Well managed parking reduces “cruising” for parking, a situation in which parkers circle around looking for a space. Cruising is encouraged by underpriced or free on-street parking, so the first step is to create on-street rates that are greater than off-street rates. Since there would be less vehicle miles traveled (VMT) associated with searching for parking, a reduction of congestion, air pollution, energy use, and greenhouse gas emissions would occur. Cruising drivers are also often distracted drivers, creating a hazard for pedestrians and cyclists.

Livability, walkability, and sustainability could also be co-benefits of improvements to alternative modes of transportation that may be implemented within the study area. Providing various options to access the Downtown area reduces the need to use a personal vehicle for every trip. Residents and visitors can walk, bike, or take public transportation to various destinations within the study area. This can increase physical activity, which is associated with reductions in obesity and health problems.

A well-managed parking system has economic development benefits, because it enables businesses to operate more efficiently, increases customer satisfaction with their visit, and reduces needed capital costs associated with new parking construction. In addition, the cost and regulatory burden of parking requirements can be lessened, which can help business retention, expansion, and the attraction of new businesses. For example, many communities that have implemented parking management have found that it allowed a better business mix to emerge and encouraged business investment.

### **PM13 - Carpool Parking**

Providing designated carpool parking spaces is an effective way to reduce single car ridership in parking-scarce areas and encourage carpooling. It is recommended that the City evaluate establishing a carpool ridership program to allow parking in designated and signed spaces. The City may consider waiving parking fees in metered parking areas for registered actively-carpooling vehicles.

### **Educational Programs**

Educational programs are an essential component of this Parking Management Plan. Whenever a new parking management strategy is implemented, it is best to make information available to the public explaining what changes are occurring, as well as the main benefits. This can be implemented through public outreach meetings, educational pamphlets, news releases, etc.

### *Recommended Educational Programs*

- Educate businesses on ways to incentivize carpooling, public transportation, and walking/biking as a mode of transportation for employees, especially during summer conditions. This could include financial subsidies for ridesharing, transit, and active transportation users;
- Educate the public about the operations and benefits as various parking strategies are implemented within the study area through a variety of public outreach mechanisms ranging from social media to public workshops.

## Parking Occupancy and Fee Structure

This section examines the dynamics of parking within the parking inventory of the Downtown area. Within the framework of occupancy, existing demand trends are examined to determine how they can be better reflected in parking fee structures at on-street meters and off-street public parking lots and structures. Parking occupancy data will serve as the foundation for recommendations, including those related to demand-based pricing measures that can influence where and when people park, and to reduce Downtown traffic.

### Existing Conditions

Data gleaned from the Walker Parking efforts allows for examination of parking occupancy by inventory type (on- street and off-street), location and day/time. The following sections summarize findings for each inventory type.

The total supply of publicly-available parking that falls within the Downtown area totals 1,875 stalls. This total includes 691 on-street stalls and 1,184 off-street stalls. Table 3 below summarizes the inventory of publicly-available parking.

**Table 3  
Inventory of Publicly-Available Parking**

Stall Location	Number of Stalls	% of Inventory
On-Street	691	37%
Public Off-Street	140	7%
Private Off-Street	1,044	56%
<b>Total</b>	<b>1,875</b>	<b>100%</b>

Best practices in the parking industry would suggest that whenever an inventory of parking is operating for a sustained period of time in excess of 85% occupancy, then the system is constrained, causing customer anxiety (not being able to find a stall) and increasing congestion (as vehicles circle blocks looking for open stalls). Table 4 that follows shows the quantity of vehicles utilizing on-street stalls, and the duration for which they occupy the stall.

**Table 4**  
**Quantity & Turnover of On-Street Parking**

Hours Parked	Total Area	
	# of Cars	% of Total
1	424	47%
2	205	23%
3	98	11%
4	40	4%
5	39	4%
6	23	3%
7	35	4%
8	20	2%
9	5	1%
10	22	2%
<b>Total Cars Observed</b>	<b>911</b>	<b>100%</b>

In general, most parking spaces on Camino Del Mar are turning over, although not to the extent that the posted policy suggests. On the side streets where there are no time restrictions, parking spaces are turning over with much less frequency. Based on the observations recorded by Walker Parking, parking on the side streets is a mix of employee, resident, beachgoer and downtown visitor parking. There was also a clear occurrence of long-term parkers turning over during the 3:30 and 4:30 observation periods, indicating that many of the 5-7 hour parkers were employees of downtown or Del Mar Plaza businesses.

Table 5 that follows demonstrates that just over 20 percent of parking spaces (17 cars parked) on Camino del Mar were occupied by cars parked for approximately three hours or more. Six percent of spaces were occupied by cars parked for approximately four hours or more. These spaces, occupied by long-term parkers, are effectively out of service to the general visiting public.

**Table 5**  
**On-Street Length of Stay During the Peak Hour – Camino Del Mar**

					CARS PARKED AT 12:30P	LENGTH OF STAY			PERCENT OF SPACES NOT AVAILABLE FOR SHORT-TERM PARKING	
		TYPE	INVENTORY	1-2 HOURS		3 HOURS	4 HOURS OR LONGER			
CAMINO DEL MAR	15TH ST	PLAZA ENT	EAST	20MIN	2	2	2	--	--	0%
				2HR	6	6	3	3	--	0%
		14TH ST	EAST	20MIN	1	1	1	--	--	0%
				2HR	7	7	2	5	--	0%
		CROSSWALK	WEST	20MIN	1	1	1	--	--	0%
				2HR	13	1	12	1	--	0%
	ADA			1	1	1	--	--	0%	
	14TH ST	13TH ST	EAST	20MIN	1	-	--	--	--	0%
				2HR	13	1	10	1	1	8%
	X-WALK	13TH ST	WEST	20MIN	1	1	1	--	--	0%
				2HR	14	1	10	2	1	7%
			EAST	2HR	8	4	1	0	3	38%
				ADA	1	-	--	--	--	0%
	12TH ST	13TH ST	WEST	20MIN	4	2	2	--	--	0%
2HR				9	11	11	--	--	0%	
<b>Total</b>					<b>82</b>	<b>74</b>	<b>57</b>	<b>12</b>	<b>5</b>	<b>6%</b>

Table 6 that follows demonstrates that just over 50 percent of parking spaces (31 cars parked) on Stratford Court were occupied by cars parked for approximately four hours or more. However, unlike Camino del Mar, the length of stay on Stratford Court does not necessarily convey whether the vehicle belongs to a resident, employee or business owner. On Stratford Court, a significant number of the cars parked early in the morning were not present in the mid-afternoon and that a significant of those cars present in the mid-afternoon were not parked in the morning. We conclude from these observations that the on-street parking along Stratford Court is used heavily, though by no means exclusively, by employees and business owners.

**Table 6**  
**Length of Stay During the Peak Hour – Stratford Court**

STREET	FROM	TO	SIDE OF STREET	TYPE	IVENTORY	CARS PARKED AT 12:30 PM	LENGTH OF STAY IN HOURS			PERCENT OF SPACES OCCUPIED BY LONG-TERM PARKERS	
							1-3 HOURS	4-5 HOURS	6 HOURS OR LONGER		
STRATFORD	12TH ST	13TH ST	EAST	REG	13	12	1	2	9	69%	
			WEST	REG	13	13	3	3	7	54%	
	13TH ST	15TH ST	EAST	20MIN	REG	3	2	2	--	--	--
				2HR	REG	5	4	4	--	--	--
			WEST	REG	20	19	9	3	7	35%	
				2HR	REG	5	5	5	--	--	--
<b>Total</b>					<b>59</b>	<b>55</b>	<b>24</b>	<b>8</b>	<b>23</b>	<b>53%</b>	

## Parking Occupancy Findings

As noted earlier, a peak parking occupancy occurred at 7 p.m. during the summer weekend, when 1,222± vehicles were parked in the study area (76% on-street and 59% off-street inventory occupied). It is important to note that the off-street is well below the industry standard of 85% occupancy. Excluding parking at Del Mar Plaza – which exceeded 100% of its “regular” capacity due to valet operations on Saturday evening – only 36% of off-street spaces were occupied. The peak parking occupancy rate for on-street spaces occurs during the Saturday mid-day (lunchtime) period, when 83 percent of on-street spaces are occupied. Therefore, while the on-street parking supply is between 76% and 83% occupancy during the summer weekend, the off-street parking supply has an available parking supply of up to 490 parking spaces.

A peak parking occupancy for weekday occurred during summertime mid-day, when 1,198± vehicles were parked in the study area (77% on-street and 52% off-street inventory occupied). It is important to note that the off-street is well below the industry standard of 85% occupancy. Therefore, while the on-street parking supply is between 67% and 77% occupancy during the summer weekdays, the off-street parking supply has an available parking supply of up to 515 parking spaces.

The data collected indicates significant parking activity during the summer months in both the on and off-street public parking supply Downtown, with major portions of the day operating at occupancies above 85%. This assuredly creates high constraint situations for customers and visitors seeking a parking stall. Parking at this level of constraint would suggest that patrons are circling streets in search of parking, creating angst on the part of the customer and congestion on Downtown streets.

## Inventory Capacity – Supply Deficit

The unique situation in Del Mar during summer months is that both the on- and (for the most part) off-street supply are fully utilized for significant periods of the day – weekdays and weekends. In other words, taking a traditional “high occupancy equals higher rate” approach may not result in meaningful impacts on parking availability, short of potentially causing a net loss in total trips to the Downtown area (this is not the case during the non-summer months, because adequate capacity exists to move trips within the system and/or to grow new trips).

To this end, it will be important to consider the status of the current inventory. Just as the 85% rule would strive to ensure available stalls on every block and in every off-street facility, it can be used as a standard against which to calibrate an entire parking supply and understand whether a system is in balance or constrained.

Table 8 summarizes the current parking supply, summer peak occupancy, and approximate minimum number of parking spaces required to reduce the calculated peak parking occupancy of the study area to 85% or lower.

**Table 7**  
**Deficit of Parking Supply Based on Summer Peak Occupancy**

Parking Supply	Current Supply	Summer Peak Occupancy (highest day/hour)	Minimum Deficit of Stalls (to reduce peak to 85%) <sup>1</sup>
On-street (Downtown)	691	100%	(104)
Off-street (Downtown)	1184	105%	(178)
Minimum # of stalls necessary to bring system to 85% in peak hour (status quo)			(282)

<sup>1</sup> This number does not assume any latent demand for parking that might exist above current status quo peak occupancy data totals. In other words, the minimum deficit does not account for new trips above status quo that might occur as a result of net new supply.

As shown in Table 7, approximately 282 additional parking spaces are required to reduce the occupancy from above 85% to approximately 85% or lower. It should be noted that the deficit is established as a minimum number; (b) does not assume latent parking demand above current status quo data sets; and (c) does not assume the possibility of alternative modes of capacity that could be employed to reduce the need for parking stalls (e.g., transit, bike, walk, etc.).

It should also be noted that the “deficit” shown in Table 7 does not apply to demand needs during non-summer months, which are substantially lower than summer. The parking occupancy primarily peaks during the months of June, July and August when the summer Del Mar Fair and Races are occurring and people are utilizing Del Mar’s beaches in high numbers. This Parking Management Plan provides various strategies that can be adjusted and/or implemented seasonally to accommodate the complex parking trends in the Downtown study area. These strategies include dynamic pricing, valet parking, shared parking, shuttle frequency, peripheral parking, etc.

### *Recommended Inventory Strategies*

The following strategies are recommended to improve parking conditions and create turnover within the study area:

- Explore access “capacity enhancements” for implementation during the summer operating season. This could include:
  - Establish valet services in Downtown parking facilities. Using valets to stack vehicles in existing parking facilities to increase the vehicle storage capacity of selected sites;
  - Where possible, expand on-street parking to increase the capacity of on-street systems;
  - Identify and procure additional off-street parking sites;
  - Manage existing off-street private parking supply through incentives;
- Implement paid parking in Commercial areas, with summer Downtown on and off-street rates above non-summer base rates, and on-street rates incrementally higher than off-street rates;
- Start a summer time shuttle as a pilot program

## Parking Management and Transit/Shuttle Resources

This section evaluates existing and future parking conditions, particularly in relation to existing City transit/shuttle services as a link/connection to parking resources.

### Basic Assumptions

- The shuttle system is envisioned as a link/connection between parking resources both inside and outside the Downtown area, facilitating use of available supply outside the Downtown and augmenting Downtown visitor trip capacity.
- Based on parking occupancy data compiled (and summarized) in the previous section, parking resources are constrained on and off-street in the Downtown area during summer months on both weekdays and weekends.
- Occupancies in the Downtown area are underutilized in the non-summer season.
- Transit/shuttle services should be evaluated from the perspective of providing a means to incent users to park in available parking supplies to (a) augment Downtown parking capacity and (b) maximize use of all parking supply resources.

### Existing Conditions

The previous section developed detailed breakouts of parking use by area and type of supply (on-street and off-street).

Parking constraints in the summer season are significant. Supply options are needed beyond the current inventory. If additional remote parking lots were acquired or developed by the City for public parking, linking them into a shuttle system would be a sensible measure to reduce supply constraints during the summer.

As a part of the available parking supply evaluation, it is assumed that shuttle opportunities will be most effective where they can serve to attract trips destined for the Downtown area into currently unused or underutilized parking supply. Available parking supply could be made more attractive if shuttle serves were provided.

### *Recommended Transit/Shuttle Strategies*

The following transit/shuttle strategies are recommended to improve parking conditions within the study area:

- Prepare a Ridership study to investigate the potential number of shuttle riders and shuttle frequency to optimize the program.
- Initiate shuttle service Downtown on weekdays during the summer. This will provide more convenient beach area access and service to available remote parking supply, both on-street and off-street.
- Initiate shuttle service year-round on weekends as a means to improve use of available off-street parking supply.

### Off-Street: Pay-on-Foot (Attendant-Less Parking)

Many cities are exploring pay-on-foot parking technology in their parking facilities. In most cases, this can reduce on-site staff costs in a parking facility, particularly if a facility currently operates with more than one attendant on site during operating hours. Though often called attendant-less parking, most pay-on-foot systems still require a single staff person to be on-site to ensure the system functions properly during operating hours.

Such systems allow a customer to “credit card in/credit card out” at entry and exit and/or to receive a parking ticket upon entry, which they must pay before returning to their vehicle at one or more “pay stations” strategically located within a facility. The paid ticket is placed in a reader at the exit gate, which raises the gate.



The upside of such systems is that labor costs can be significantly reduced, particularly in existing facilities with high staffing and ability to be retrofitted to this technology. Similarly, new facilities that are designed to consolidate customers returning to their vehicles at a single access point can not only benefit by reduced staffing costs, but they can minimize the number of pay stations needed.

Downsides would be in facilities that already have minimal staffing and would not necessarily receive labor cost savings. In addition, initial “ramp up” costs to transition customers from a traditional attended system to a pay-on-foot system can be high, though this would be a one-time cost.

#### PM14 – Evaluate City Parking Administration Structure

Parking enforcement is managed by Community Services, and other management issues are handled by Planning, Public Works and City Manager’s Office. This would improve coordination among City departments and evaluate tying parking administration into Traffic Demand Management.

## 2. Parking Supply

### In-Lieu Parking Program

Pursuant to the Del Mar Municipal Code (DMMC) Section 30.80.170, the City offers an option for an individual property owner or lessee to provide the equivalent of the required on-site parking through the payment of a fee. The Fiscal Year 2014-15 in-lieu parking cost is \$30,810 per parking space, or \$1,027 per space on an annual payment plan available to qualifying establishments. Fees and schedule of payment are established by resolution of the City Council; the payment of in-lieu parking fees must occur prior to the issuance of the building permit unless specified differently by the City Council. Lastly, the DMMC requires that the City identify and implement a public parking facility and year-round shuttle before more than 50 in-lieu fees are collected. Fees collected are designated by the ordinance for the acquisition, development, operation or maintenance of off-street public parking and/or the development and operations of a shuttle to serve parking reservoirs and key destinations.

### SU1 - Build or Acquire New Off-Street Parking Inventory

The City has discussed partnering with St. Peters Church, and other private property owners, to provide more parking in the Commercial area. The City is also looking at building parking at the City Hall site. The City will also work with private property owners to allow their property to be used for public parking and potentially build new parking on City streets and on City property, such as the City Hall property.

### SU2 – Open Up Private Off-Street Parking Lots to Public Use

Another mechanism to provide parking, pursuant to the *DMMC, Section 30.22.035*, is for a business to offer its accessory parking for general public parking for a fee. This works best with businesses that typically close earlier in the day or close on weekends (offices, banks, etc.), and helps alleviate the high parking demand on public parking facilities, especially during peak times. It is a natural solution to better use existing parking resources, reducing the need to devote additional land and capital to parking facilities.

It should be noted that City approval is required through a Conditional Use Permit (CUP). There is currently one Del Mar property with a CUP issued for this purpose.



Through shared parking, the supply of parking within the Downtown area could be increased without costly financial resources. The following strategies are recommended to improve parking conditions within the study area:

### Recommended Shared or Accessory Use Parking Strategies

- Foster interaction between City, private businesses, and the DMVA to encourage additional opportunities for types of shared parking. This can be achieved through blanket liability coverage that could be covered by a parking fee, Parking Fund revenue, etc.;
- Condition new developments to share parking;
- Consider creation of a Business Improvement District (BID) or Parking Management District (PMD) to provide the means to facilitate shared parking, maximizing the efficiency of the parking system already within the Downtown area.

#### **SU3 - Off-Street Parking Optimization**

Not all parking is optimized in its striping configuration. This strategy would include working with property owners to optimize their existing on-site parking and review space size standards for efficiency.

#### **SU4 – Addition of On-Street Parking**

Also known as a “road diet”, optimizing vehicular lanes in conjunction with adjustments to bicycle lanes and pedestrian sidewalks is rapidly becoming a common occurrence, as communities look to encourage alternative forms of transportation and create safe streets. This strategy also increases the available amount of street surface available to parking. Changes in the travel lanes would allow for either angled or parallel parking on both sides of Camino del Mar, from the 900 through 1500 blocks. This reconfiguration could net approximately 30-75 additional parking stalls, depending on the layout.

Immediately adjacent to the City Hall site, 22 net new stalls could be gained through the addition of “Town & Country” style parking on the west side of the 1000 block of Camino del Mar; 8 net new stalls could be gained through the addition of parallel parking on the west side of the 900 block of Camino del Mar. Neither of these scenarios requires modifications to the two existing vehicular travel lanes (e.g. converting one lane to a “sharrow”).

#### ***Capacity and Management Improvements of Existing Public Parking Facilities***

The City of Del Mar currently maintains an array of on-and off-street public parking within the Downtown study area. Although there is adequate parking capacity available to accommodate the non-summer months, the summer months bring many outside visitors to Del Mar, which increases demand on the existing parking facilities. There are a variety of methods to increase and improve capacity and management of existing public parking facilities within the study area. These methods include optimizing vehicular travel lanes, valet parking programs, and parking for motorcycles and bicycles.

#### ***Optimizing Vehicular Travel Lanes***

Also known as a “road diet”, optimizing vehicular lanes in conjunction with adjustments to bicycle lanes and pedestrian sidewalks is rapidly becoming a common occurrence, as communities look to encourage alternative forms of transportation and create safe streets. This strategy also increases the available amount of street surface available to parking. Changes in the travel lanes would allow for either angled or parallel parking on both sides of Camino del Mar, from the 900 through 1500 blocks. This reconfiguration could net approximately 30-75 additional parking stalls, depending on the layout.

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of the 900 block of Camino del Mar. Neither of these scenarios requires modifications to the two existing vehicular travel lanes (e.g. changing one lane to a “sharrow”).

### **PM7 and SU5 - Expand Peripheral Parking Opportunities**

Peripheral parking is an essential parking component to most downtowns. The goal is to attract vehicles before entering the Downtown core to alleviate the parking demand and reduce traffic congestion within the Downtown area. Most visitors desire to park as close to their destination as possible, so the peripheral parking concept works only when there is high parking occupancy in the core area, a differential in parking price, and convenient, high quality and frequent shuttle or pedestrian connections.

The City of Del Mar currently has peripheral private parking locations that cover the western and northern access points to the Downtown area: the Train Partners’ lot and Seagrove lot (western locations) and Fairgrounds lots (northern location). Since none of these peripheral lots are owned by the City, there is no guarantee these parking lots will be available in the future for public parking. The City does own two peripheral lots in southern locations that could be made available in the future for public parking: City Hall and Shores Park.

### *Recommended Peripheral Parking Strategies*

- Establish three peripheral parking locations covering the western, northern, and southern access guaranteed to be available every summer. Seek enhancements of peripheral capacity as demand warrants;
- Seek additional peripheral parking locations through partnerships with existing sites and opportunities to collaborate in the development of new sites;
- Consider peripheral parking locations further away from the Downtown area, but outside of residential zones.

#### **SU6 – Parking Efficiencies/Mechanical Parking**

An innovative way to increase parking supply is by installing mechanical parking lifts at existing off-street parking locations. Mechanical parking lifts stack cars to increase parking density and cut costs over traditional parking methods. A “dependent access stacker” requires the lower car be moved to access the top car. This works best if both vehicles are for the same residential unit or business employee, or if there is a valet attendant managing the lifts. The upper lifts are usually reserved for longer term parking and the bottom space for short-term parking.



The advantages for dependent access stackers include, but are not limited to, the following: low cost when compared to building parking garage; can be installed in existing parking garages or parking lots; takes less than 60 seconds to retrieve car. On the contrary, disadvantages include: lower cars must be moved to access top cars; requires attendant if parking is available for use by general public (however, this can be avoided during non-peak parking conditions by lowering the platform and allowing the public to park their car and not raise the platform).

#### **SU7 - Promote Cycling**

There are currently some City-owned bicycle racks in the public right of way of Downtown. This strategy would encourage employees and patrons to cycle and install bike racks and bike stations at key locations. The more people cycle the more parking spaces will be available.

### 3. Parking Standards

The existing parking requirements in Del Mar have been developed to address local goals and objectives over the years. These are regulated through ordinances and adopted as part of the Zoning Code, *DMMC Section 30.80.030*. The parking standards describe the minimum number of off-street parking spaces required for each use on a property.

Parking requirements are tied to parking management in a number of important ways. For example, *excessive* requirements make parking management less necessary, but they impose excessive costs on businesses, waste land, and hamper economic development. In addition, excessive requirements make parking charges infeasible because there is no market for parking. On the other hand, low minimum parking requirements (or no requirements at all) do not guarantee that parking will be added when new development occurs. These approaches require active parking management to sort out which users get to use what parking, and for what price. This represents a more market-driven approach to parking. Parking requirements also affect land use and economic development. For example, a parking requirement of one space per 90 square feet for restaurants is likely to impede the development of restaurants in already constructed areas because it is so difficult to find enough land to meet the requirements. Similarly, a requirement to provide DMMC required parking on-site could impede the development of small parcels of land where on-site provision is difficult to achieve.

#### Recommended Parking Standards Strategies

The *Del Mar Municipal Code (DMMC)* includes parking standards that require a development project to provide a minimum number of off-street parking spaces based on the proposed land use and size. Efforts to improve the parking experience for residents, businesses, and visitors alike, have included a review of *DMMC Chapter 30.80 – Parking*. It should be noted that any changes would necessitate the respective approval processes for the Del Mar Planning Commission, City Council, and California Coastal Commission bodies. The following strategies are recommended to improve parking conditions within the study area and increase potential application of existing tools that address parking.

##### **ST1 - Use Categories**

*DMMC 30.80.030* does not identify “mixed-use” as a category. This is an increasingly prevalent type of development, as it promotes smart growth, and reduces vehicle dependency. It also allows a wide range of businesses to operate in the same space. A mixed-use category could be created, as a blended rate representative of the other categories.

##### **ST2 - Restriction of On-Site Paid Parking**

*DMMC 30.80.010-D* requires free on-site parking, when associated with the uses mentioned in *30.80.030*. However, parking experts recommend decoupling the provision of parking and charging for parking in order to encourage better utilization. Del Mar has successfully implemented paid parking in its Specific Plan areas (Del Mar Plaza and L’Auberge Hotel), which is very well utilized per the Parking Management Study. This concept could be expanded beyond the Specific Plan Areas.

##### **ST3 - In-Lieu Parking**

*Section 30.80.170* provides the framework for the City’s In-Lieu Parking program. *Section A-4* limits (at 50%) the amount of in-lieu parking that can be used to satisfy a building’s required parking. This cap could be increased or removed altogether, to provide better flexibility for businesses to operate in Del Mar and to allow parking to be built and funded in centralized and/or most utilized areas.

*Sections 30.80.170 F & G* speak to a year-round shuttle system implemented by the City to transport public to off-site parking. The City currently may not allow more than 50 in-lieu parking spaces without providing said shuttle and a parking facility (there are currently 18 spaces authorized in the brief history of the program). The City could work with the Coastal Commission to modify or change these requirements (e.g. eliminate the shuttle requirement if the parking facility is in the downtown area and pedestrian improvements facilitate non-motorized mobility).

#### **ST4 - Valet Parking**

*Section 30.80.160* outlines the operational and permitting requirements for valet parking in the City. Currently there is no benefit in the operation of valet parking towards meeting parking requirements. This section could be modified to allow valet parking to meet a portion of the on-site parking requirements.

#### **ST5 - Maximized Utilization of Paved Surfaces**

*DMMC Chapter 30.80* does not promote on-site “tandem” or “stacked” parking, which increases parking density on private commercial property. *30.80.080* permits residential tandem parking only “within the required front yard setback area where there is no alley access.” The Parking code could be modified to allow tandem and/or stacked parking in appropriate situations, such as with employee parking.

*Chapter 30.80* also does not address “micro-stalls” (i.e. motorcycle or Smart Car/golf cart parking). The Parking code could include a requirement for a percentage of the overall required parking to be comprised of micro-stalls.



#### **ST6 - Off-Site Shared Use Parking**

*DMMC 30.80.140* addresses the parameters and requirements of the City’s Off-site Parking Permit program. There is a requirement that an off-site parking area must be located no more than 500 feet from the building that the parking is intended to serve. Based upon the ease of walking within the downtown area, this distance could be increased or removed, to provide better flexibility for businesses to operate with an off-site parking permit in Del Mar.

*DMMC 30.80.140-C* stipulates that an off-site parking area must have the same owner(s) as the parcel on which sits the building that the parking is intended to serve. Further, said owner(s) must enter into a minimum 15-year lease with the business that the off-site parking is intended to serve. In order to increase the potential of off-site parking arrangements, these stipulations could be removed or modified.

#### **ST7 - Alternative Transportation Encouragements**

Bicycling and ridesharing have a positive effect on reducing the number of vehicles on the road, and correlated parking demand. The Parking code could include a component incentivizing on-site bicycle parking and/or rideshare programs for businesses, perhaps by allowing a certain percentage of required parking to be offset by bicycle parking.

#### **ST8 - Site-Specific Parking Management Plan**

A provision could be added to *DMMC 30.80* to allow for a site-specific Parking Management Plan, utilizing a tailored combination of parking strategies to meet the parking requirements. This would allow a property owner to submit a parking management plan, subject to the discretion of the Planning Commission and City Council, to comply with the Del Mar parking regulations by showing a plan that works more effectively to address parking demand.

***ST9 - Enforcement***

This would involve improving public perception of enforcement through a courtesy time of five to ten minutes past allowed on-street time requirements.

## 4. FINANCIAL AND TECHNOLOGICAL STRATEGIES

### FT1 and FT2 - Parking Pricing

Parking pricing is a strategy to create parking turnover and generate revenue, and provides some key benefits that will help minimize challenges to parking management and supply within the Downtown study area. Some business owners may have concerns that adjusting existing pricing or creating new paid parking areas will discourage customer visits, or that it is simply a way for the city to collect additional revenue. However, it is important to note that parking pricing improves convenience (by making the most convenient spaces more frequently available) and produces revenue that can be reinvested into the Parking and/or Transit Fund to pay for future parking supply, shuttles, parking facility maintenance, etc. Many of the most successful downtown areas have instituted pricing while maintaining high business levels. Coastal cities, such as San Francisco, Santa Monica, Ventura and Los Angeles, are experimenting with dynamic parking pricing that varies the price to achieve a certain parking occupancy goal. The primary advantages of pricing include:

- **Increases Available Parking Supply:** Charging for parking and demand-based pricing increases parking turnover in the most desirable spaces, thereby increasing the number of customers who use the most convenient spaces.
- **Increases Previously Restricted Parking Supply:** Pricing also provides an incentive for private property owners to make restricted off-street parking areas available for public use. This turns each Downtown private parking space into a commodity. By implementing parking pricing, private owners may then charge at or below City rates with an opportunity for revenue that may offset liability concerns. *Increasing the value of private spaces increases access to additional parking areas, which in turn increasing public supply without costly public investment.*
- **Generates Revenue:** The revenue generated through paid parking or demand-based pricing can be reinvested into a Parking and/or Transit Fund to pay for future parking supply, shuttles, parking facility maintenance, etc.
- **Encourages Remote Parking:** Parking pricing within a core area promotes the utilization of reduced rate or free parking at peripheral parking lots, rather than using the highly demanded Downtown parking supply.

The City of Del Mar currently has paid parking with parking meters that include both coin and credit/debit card capabilities. These meters have increased the overall convenience to users parking in the metered area. Off-street parking lots within the Downtown have either a pay station machine or a parking attendant present to collect fees. Within the L'Auberge parking garage, parking meters are currently coin-operated (with no credit/debit card capabilities); however, these are planned to be upgraded with a newer model shortly.

In the past four years, the City of Del Mar has installed “smart meters,” which utilize the following capabilities:

- Accept payment by coins, credit/debit card, smart card;
- Wirelessly networked to a web-based management system – no additional communications infrastructure required;



- Retrofit into existing meter housing/poles, and maintain all current meter enforcement and collection processes; and
- Powered by solar energy with rechargeable battery packs.

Newer parking meters also have the following capabilities, which are not currently utilized in Del Mar:

- Vehicle detection, which enables the City to track real-time parking demand. Collected data can be downloaded by the public through a mobile phone application to identify available spaces. Vehicle detection also enables the meters to reset once a vehicle leaves a parking stall, generating more revenue per meter; and
- Pay-By-Phone technology which allows visitors to conveniently use their mobile phones to make a payment to the meter via credit card.
- Flexible, demand-based pricing that can self-adjust by time and day

### FT3 - District-Based Pricing

If paid parking is widely implemented in the commercial area, evaluate on- & off-street rates differentiated by district to improve turn-over.

Industry standards suggest charging a *higher* rate for the most desirable on- street parking locations and charging a *lower* rate for off-street/ more remote parking lots. This pricing strategy incentivizes visitors to utilize the off-street parking lots first, which allows more capacity and turnover for the on-street more desirable parking spaces. Table 8 shows the current parking rates for parking meters and pay stations at various locations throughout the City.

**Table 8**  
**Summary of Public Parking Regulations in Downtown Area**

Parking Location	Non-Summer Parking Rate	Summer Parking Rate	Enforcement Hours	Maximum Time Limit
<b>Downtown On-Street</b>	Free	Free	9 am – 6 pm daily	2 hours
<b>L’Auberge Public Garage</b>	\$1 per hour	\$2 per hour	9 am – 8 pm daily	None
<b>City Hall Parking Lot</b>	Free	Free	No overnight parking	None
<b>Maiden Lane/St. Peter’s Church</b>	\$1 per hour	\$1 per hour	9 am – 8 pm daily	None

### FT4 - Dynamic Pricing and Metering Technology

Dynamic pricing is a strategy that involves charging a rate to achieve a target parking occupancy, usually 85% on every block face or parking area. This means that parking rates could vary depending on the season (higher in the summer than the winter), day of the week, and/or parking location. For example, parking could start at a base rate of 50 cents or \$1.00 per hour and be scaled from there, based on demand. This strategy typically results in more turnover at the most desirable locations, those with the highest parking occupancy. The goal is to ensure that a few spaces are always available in those desirable locations.

This strategy incentivizes visitors, especially those wishing to park for a longer duration, to utilize the peripheral and/or off-street parking locations with lower parking rates. The combination of higher turnover parking spaces in the most desirable locations and higher occupancy of the peripheral/off-street parking locations results in fewer vehicles circulating to look for a parking space, thereby reducing traffic congestion. First-time visitors, residents and those visiting for a short time are pleased to find parking available in the most desirable locations, albeit at a higher cost than the peripheral locations.

### **Recommended Parking Pricing Strategies**

The intent of pricing strategies is to 1) increase parking turnover in high demand areas (which increases availability); and 2) redistribute longer-term parking to more remote areas where parking is more readily available. Although the City of Del Mar currently has paid parking in place, the following strategies are recommended to improve parking conditions within the study area:

- Adjust existing parking rates within the study area to achieve higher parking turnover, resulting in greater parking availability at the most desirable locations, and promote higher occupancy at the peripheral parking locations. This can be achieved by the following dynamic pricing options:
  - Charge the highest parking rate at the most desirable on-street parking locations within the Downtown area to increase turnover;
  - Charge a lower rate at off-street parking lots than on-street parking locations to better redistribute parking;
  - Charge a higher parking rate during summer conditions and a lower parking rate during non-summer conditions; and
  - Monitor parking occupancy according to goals to increase turnover, such as seeking 90% occupancy for on-street spaces, and make periodic adjustments to parking pricing to achieve those goals.
- Adjust parking rates during summer conditions to respond to high demand conditions and to create revenue for transit/parking improvements.
- Extend downtown on-street parking enforcement hours to 8 p.m., instead of 6 p.m. This can avoid the most desirable on-street spaces being occupied by restaurant and entertainment employees after 7 p.m.
- Extend courtesy time when meter time limit expires from the current time of 5 minutes to 10 minutes.
- Where possible, install centralized pay stations (i.e. “Pay-on-Foot” or “Pay and Display”), virtual payment or similar single-method payment. Activate vehicle detection technology on all smart meters to provide real-time parking demand information to the City and increase revenue yield.
- Assuming implementation of the vehicle detection technology, develop a mobile application to allow visitors to find available parking locations to reduce traffic circulation congestion.
- Activate Pay-By-Phone technology on all smart meters to allow visitors to conveniently use their mobile phones to make a payment to the meter via credit/debit card while they are patronizing local businesses.

### **New Parking Technologies**

This section evaluates new parking technologies to determine how they might apply to or benefit the City of Del Mar in its management of public supply.

The technologies described in this section of the study fall under the category of what some call “smart” technology. This section is intended to provide a brief background on smart

parking pay systems, which include wireless single space meters (which are in place in Del Mar) and other potential parking technologies.

## Smart Meters

### **Single Space Meters – Wireless Technology**

Del Mar already employs “smart technology” in its on-street meter system, employing wireless single space parking meters (SSM), which provide the most desired customer amenity – the ability to accept credit and debit card payments. Del Mar’s SSM system was engineered to be a direct retrofit to its older single space coin meters using single space poles and lower housings that were in place, thereby creating efficiencies in installation time, cost and risk.



Major features of the system include (but not limited to):

- Acceptance of credit cards, debit cards, and coins;
- Encrypted communications
- Compatibility with existing meter maintenance equipment and collection carts;
- Remote programming;
- Increased revenue potential;
- Solar-powered operation;
- Real-time reporting and credit card processing; and
- Low maintenance – simple, modular design and drop-in replacement.

### **Pay-by-Phone**

A technology that is compatible with Del Mar’s SSM equipment is pay-by-phone (or pay-by-cell). Pay-by-phone as a parking payment option works by having a motorists park their vehicles, call a phone number (usually located on a sign or the parking meter), enter their space or license plate number on their phone keypad, and then hang up. Smartphones have an app that does this automatically, without requiring a phone call. After an initial, one-time setup to link a credit card number with a phone number, the system invokes caller ID to match the user with the account. This technology has great potential for making parking easier and providing a significant number of customer benefits. Several cities are piloting pay-by-phone systems, a few of which include San Francisco, CA; Pittsburg, PA; Coral Gables, Miami and Fort Lauderdale, FL; New Castle, NY; and Washington, D.C. This program can eliminate the need for meter heads on parking spaces, thereby freeing up the sidewalk area.



Key issues related to the pay-by-phone as it applies to Del Mar would involve moving to either a pay-by-space format or upgrading software to allow enforcement personnel to track license plate numbers, or a sensor-based system, as described below. In addition, signage and communications systems would need to be implemented or augmented to ensure that customers are aware that the pay-by-phone is an option, as well as to establish start-up accounts. Additional equipment for enforcement personnel would also need to be evaluated.

The number or percentage of customers that avail themselves of this parking option is not well established in any of the cities currently piloting such programs, but it can be assumed that it is relatively low at this time given the “newness” of the concept to on-street systems.

This most likely will change over time as these systems become more common within parking operations and within the industry. In addition, there will likely be a correlation between use of the option and the level of operational support (marketing, communications, outreach) given to the technology.

### **Wireless Sensors**

When discussing on-street parking technology, the emergence of wireless sensor technology is now frequently considered. Vendors now offer sensors integrated into single-space-credit card-capable meters, however most current applications are stand-alone sensors embedded in the street (or less frequently, curbside) and linked to either multi-space pay-by-space meters or single-space credit card-capable meters. An in-ground sensor will also allow wireless single space meters to “reset” once a vehicle moves away from the meter; a “captured time” feature that is not yet a component of the existing Del Mar system.

The leading firms offering in-ground sensors provide robust back-end software that can take information from pay-by-space meters (and also pay-by-phone applications) to provide real-time parking metrics data and analysis. These systems also have significant “directed enforcement” applications with interfaces for most major handheld vendors using open systems. This feature can improve the effectiveness of parking enforcement, reducing overall enforcement costs and/or increasing citation efficiency.

For example, a sensor equipped parking area will indicate which specific spaces are in violation of time limits, in terms of paid meter time, or limited parking time, if applicable. By providing geographical information on where the violations occur, and are most concentrated, enforcement personnel can be deployed most effectively. The current Del Mar practice of doing rounds and chalking tires can be replaced by a targeted approach of specifically going directly to the sources of the violations. The sensors currently available detect the presence of vehicles by a magnetic loop, by the heat generated by a vehicle, and by the difference in light when a vehicle leaves or enters a space. By employing multiple technologies, accuracy of the sensors is much improved. There have been some reports of problems with the magnetic-based sensors. It is not known at present how much the addition of heat and light detection aids in the accuracy of detection, but the company contacted, Streetline, indicates that they work well.

Proponents of wireless sensor technology note that with pay-by-phone technologies that the parking meters will eventually become obsolete, and that the costs of servicing and maintaining meters will be eliminated. A quote received by the City in December, 2014 indicate an initial setup cost of \$220-\$240 per space, and a monthly cost between \$10 to \$18 per space depending upon the services required. It must be recognized, however, that this technology is still evolving, and costs may decrease over time.

An additional new technology is a radar-based sensor, which can distinguish stationary from moving objects.

### **Parking Applications or “Apps”**

Another major “smart parking” innovation is the increase in public and private sector applications (“apps”) intended to make more parking data available to the parking public and offer new services to parkers. Use of such apps has sprung from the growing array of mobile wireless devices. Most of these devices incorporate Global Positioning System or GPS capability and can gather and store various types of information about a parker’s whereabouts, the environment in which the vehicle is located, where the vehicle is heading, traffic and weather conditions, and more.



A key question for the industry going forward is the extent to which on-street data provided by intelligent meters and sensors will be made available to parking application vendors. Vendors currently earn fees by selling their applications at nominal rates and/or from advertising on their sites. Some, such as Parking In Motion, are perhaps being paid fees when users reserve parking at off-street lots. It is in the interests of cities and the vendors to have as much information publicly available as possible. However, it is unclear to what extent cities (especially those implementing enhanced technology without major Federal support) will seek to recoup their capital cost by selling such information, and whether the customer base is willing to pay enhanced fees for apps offering real-time data.

### **Summary of FT4 Dynamic Pricing and New Technology**

As the operation of parking systems has become more complex and technology driven, an increasing number of cities have or are moving to automated smart parking technology for their on- and off- street systems. Given that the cost of such systems is high and the purpose, function and environment in each city is unique, the move to such systems needs to be made in a manner that lowers risk and assures success across a number of variables. First and foremost are the variables of cost and performance. Many of these technologies are very new and are being tested by a number of cities.

All cities are unique as to their customer culture, operation and management structures, and goals and objectives for their public parking systems. As such, certain systems may work best for one city versus another. To this end, the interest in new smart technologies may best be explored through a “demonstration” process that allows for an objective cost benefit evaluation and comparison of equipment types and vendor responsiveness. A demonstration project could help inform the City and business community on issues related to cost and performance of such systems, impact on current City operations and customer acceptance. The end result would be a comparative and objective framework for decision-making.

Any city can also benefit from the experience of peer cities in evaluating and measuring the performance of these new technologies. Many West Coast cities use these technologies, so experience with function and performance can be evaluated, documented and discussed with real-time input from peer communities.

### **FT5 - Mobile Vehicle Recognition and Digital Chalking**

There are technologies which permit the scanning of parked vehicles by a camera- mounted parking patrol vehicle. Certain of these technologies record license plates and affix a time stamp. In the subsequent passes of the enforcement vehicle, any plate indicating an over-stay of the posted time limits is flagged for enforcement. The City of Aspen reports a 900 percent increase in efficiency using this technology. A second technology uses vehicle recognition and performs image matching to see if a vehicle has overstayed its time limits. This technology has been adopted by the Cities of Santa Rosa, Santa Barbara, CA, Madison, WI and Calgary, Canada.

## 5. FUNDING STRATEGIES

This section includes an evaluation of potential funding sources and revenue streams that could be used to support implementation of the Downtown Parking Management Plan. Consideration of creative and new funding mechanisms is prudent given the costs associated with adding parking inventory, shuttle/carpool programs, and streetscape infrastructure improvements that promote pedestrian mobility and transportation modes other than vehicular.

The strategies listed in the Plan are currently unfunded. The total costs of the Program Strategies are estimated to be between \$300,000 and \$350,000 for one-time startup costs and approximately \$160,000 annually (this includes \$100,000 for a valet parking program). These estimated costs would be less if City Council were not to move forward with some of the strategies. The City's costs to construct 100 new parking spaces, both on-street (30 stalls) and in a parking structure (70 stalls), is approximately \$3,800,000. This Plan delineates a number of funding strategies that can be used to cover these costs. Staff recommends implementation of paid parking throughout the business area, which is projected to generate an estimated \$400,000 annually to support these programs and construction of new parking inventory.

A variety of funding opportunities and mechanisms are identified herein for consideration by City elected officials and the community. This listing of potential sources is not necessarily exhaustive, as other communities have used yet additional sources – which may or may not be applicable to current conditions in Del Mar. Nor are these sources intended to be mutually exclusive. In the case of funding for new parking facilities, it has been found throughout California and the country, that funding for parking facilities (particularly garages) generally requires application of multiple sources – for what might be considered as layered financing.

It should be noted the use of fees continues to evolve as various State Laws or Propositions are signed or authorized through voter input. Consideration of implementation of fees should be reviewed by the City Attorney to determine if a nexus study is required and to determine steps for compliance with the Mitigation Fee Act, Proposition 26, and or Proposition 218, among other applicable laws.

Additionally, it is clear from experiences in other cities that more than one source of funding will be necessary to finance facilities (parking lots and/or garages) or operations (parking lots and/or shuttles) with public resources, particularly in the near-term or until market conditions, density and constraints on the supply drive parking rates upward. The funding options provided below assume a more detailed discussion of the role of the City in future funding of parking and public discussion regarding the desire to use public funds to build and operate parking that would grow the existing public supply.

### ***Increase Revenue***

- Paid on-street public parking in the commercial area (estimated to be \$400,000+ potential annual revenue);
- Paid public garage parking (estimated to be \$125,000-200,000 potential annual revenue); explore incentivizing or subsidizing employee parking;
- Maximize the In-lieu Parking program at its full 50 purchased spaces (\$1.182M additional potential revenue);
- Increase Transient Occupancy Tax 1.5%, bringing it to the full 13% rate allocated in City Council Ordinance 823 (estimated annual increase of \$275,000, based on FY 2013-14 gross receipts);
- Sales Tax increase;

- Special Assessment district;
- Leasing of public right of way (e.g. outdoor dining); and
- Grants (variable potential revenue; one-time, unsustainable funds).
- Sales Tax Increase

A variety of jurisdictions in San Diego County impose a general sales tax above the 7.5 percent charged by the State of California.

**Table 9**  
**General Sales Tax Rates in San Diego County**

Jurisdiction	Tax	Rate	Date Implemented
San Diego County	SD County Regional Transportation Commission (SDTC)	0.50%	04-01-88
City of El Cajon	Service Preservation Transactions and Use Tax	0.50%	04-01-09
City of El Cajon	Public Safety Facilities Transactions and Use Tax	0.50%	04-01-05
City of La Mesa	Transaction and Use Tax	0.75%	04-01-09
City of National City	Transaction and Use Tax	1.00%	10-01-06
City of Vista	Transaction and Use Tax	0.50%	04-01-07

A sales tax increase would require a majority vote of approval by Del Mar registered voters. The City currently receives about \$1.2 million in revenue for the 1 percent of sales tax it receives from the current sales tax. If the City were to implement a 0.5 percent sales tax, it could receive about \$600,000 in new annual revenues. A summary of annual projected new revenues is shown in Table 10 below. Parking in-lieu fees are estimated as an annual cash flow which are anticipated to be received over the next 10 years. Revenues from the use of the City right-of-way requires a more detailed study and is not included in the summary table.

**Table 10**  
**Summary of Annual Projected New Revenues**

Source	Amount
Paid on-street public parking revenue	\$ 400,000
Paid public garage parking revenue	125,000
Parking in-lieu fees (annual)	100,000
Increased transient occupancy tax	275,000
Increased sales tax	<u>600,000</u>
	\$ 1,500,000

***Reduce Existing Costs***

- Implement more efficient technology & processes to reduce overhead costs of paid parking and enforcement

## Options Affecting Customers

### ***On-Street Parking Fees***

Many cities elect to collect on-street revenues through parking meters and/or sale of parking permits and direct these net revenues to parking enterprise funds. Potential permits include resident permits, business permits, or shopper permits. Such funds can then be used to construct/finance additional off-street parking facility development, to support a Business Improvement District, and/or to support Transportation Demand Management strategies.

Initial review of occupancy data indicates very high occupancies (in excess of 85%) on street during summer months, suggesting the need to increase on-street hourly rates (currently \$1.00 per hour) in certain high-demand areas and implement paid parking in other areas of the Downtown.

**Table 11**  
**Current Parking Revenues**

<b>Revenue Source</b>	<b>Amount</b>
2013-14 Meters (Actual)	\$732,448
2013-14 Citations (Actual)	<u>\$470,473</u>
<b>Total</b>	<b>\$1,202,921</b>

**Table 12**  
**Potential On-Street Meter Revenue – Summer**

<b>Area</b>	<b>Occupancy</b>	<b>Amount</b>
Camino del Mar		
<i>North of 15th (East)</i>	80%	\$8,640
<i>13th-15th (West)</i>	90%	\$64,800
<i>13th-14th (East)</i>	80%	\$30,720
<i>12th-13th (West)</i>	90%	\$34,560
<i>12th-13th (East)</i>	90%	\$25,920
<i>11th-12th (East)</i>	80%	\$22,080
<i>11th-12th (West)</i>	80%	\$33,480
15th Street		
<i>Stratford to CDM (North)</i>	80%	\$28,800
<i>Stratford to CDM (South)</i>	90%	\$25,920
<i>Stratford to Coast (South)</i>	90%	<u>\$28,080</u>
<b>Total</b>		<b>\$303,000</b>

\*Note: Projections based on rate of \$1.00/hour

**Table 13**  
**Potential On-Street Meter Revenue - Winter**

<b>Area</b>	<b>Occupancy</b>	<b>Amount</b>
Camino del Mar		
<i>North of 15th (East)</i>	40%	\$6,192
<i>13th-15th (West)</i>	45%	\$23,220
<i>13th-14th (East)</i>	40%	\$11,008
<i>12th-13th (West)</i>	45%	\$12,384
<i>12th-13th (East)</i>	40%	\$9,288
<i>11th-12th (East)</i>	40%	\$15,824
<i>11th-12th (West)</i>	45%	\$23,994
15th Street		
<i>Stratford to CDM (North)</i>	40%	\$10,320
<i>Stratford to CDM (South)</i>	45%	\$9,288
<i>Stratford to Coast (South)</i>	45%	<u>\$10,062</u>
<b>Total</b>		<b>\$131,580</b>

*\*Note: Projections based on rate of \$1.00/hour*

### **Off-Street User Revenues**

These revenues represent the foundation of any parking facility's revenue structure. Fees imposed in Del Mar's off-street facilities (e.g. L'Auberge garage) in the form of hourly, daily and monthly charges are already in place. As with the on-street system, summer month occupancy totals indicate that the off-street system operates at or near full capacity for sustained periods during weekday and weekend operating days.

### **Recommended Off-Street User Revenue Strategy**

There is opportunity to increase revenue generation during peak times through strategic increases in hourly and daily rates, based on the current occupancy data that indicates high constraints in these facilities. Data for the non-summer months suggest that existing hourly fees charged on-street are appropriate, as occupancies are consistently 80-85%.

### **Parking Fine Revenues**

Parking fine revenues are collected for violations related to overtime and improper parking and illegal parking in handicapped spaces. Currently, Del Mar's citation fine schedule is well within the market range for other cities and increases in citation fees would not be a near term revenue option. However, the citation fine schedule should be periodically reviewed to assure that charges (a) facilitate compliance, (b) provide sufficient revenue to cover enforcement activities, (c) are consistent with comparable cities and (d) provide a positive net revenue stream for the parking fund.

## **Options Affecting Businesses and Property Owners**

### ***Parking & Business Improvement Area or District (BIA and BID)***

Established by law in California the late 1980's and early 1990's, Business Improvement Districts (BIDs) are public/private sector partnerships that perform a variety of services to improve the image of their cities and promote individual business districts. They also carry out economic development services by working to attract, retain and expand businesses.

In California, there are two separate laws that authorize the formation of a Business Improvement District:

- The Parking and Business Improvement Area Law of 1989 (Streets & Highways Code §36500 et seq.).
- Property and Business Improvement District Law of 1994 (Streets & Highways Code §36600 et seq.)

Both laws enable a city, county, or joint powers authority (made up of cities and/or counties only) to establish a BID and levy annual assessments on businesses within its boundaries. Improvements that may be financed include parking facilities, parks, fountains, benches, trash receptacles, street lighting, and decorations. Services that may be financed include promotion of public events, furnishing music in public places and promotion of tourism.

In addition to the above, the 1994 Act also allows financing of streets, rehabilitation or removal of existing structures, and security facilities and equipment. The 1989 Act allows financing of marketing and economic development, and various supplemental municipal services, such as security and sanitation. Neither law allows bonds to be issued by the BIDs.

Currently, Del Mar has a Tourism & Business Improvement District (TBID) that was established in 2010 to fund activities that promote tourism and related tourist events. The funds are generated via a 1% assessment on hotel room receipts, with their use restricted by state law and the City Council-approved resolution authorizing the District.

Del Mar could consider a new BID, which would create an assessment formula that applies to a broader inventory of buildings and/or businesses with revenue reinvested into parking, transportation and access management programs. This requires the support and partnership of the Downtown business community. To form a new BID that moves beyond just an assessment on hotel room receipts, Del Mar could propose a new district by adopting a resolution of intention. The resolution would specify the types of improvements and activities to be financed. Then, public notice must be provided and a public hearing would be held. If not protested by a majority of businesses, the BID would be established and an advisory board appointed. Formation of a 1994 Act BID has stricter requirements, which include mailing individual notices to all business owners who would be affected, in addition to public notices published in local newspapers. Once formed, the BID is limited to those types of improvements or activities that were specified during formation.

A BID may assess property according to zones of benefit, in relation to the benefit being received by businesses within each zone. No assessments under this law can be levied on residential properties or on land zoned for agricultural use. Some California cities that have implemented BIDs for parking include Riverside, Pasadena and Santa Barbara.

## Options Affecting Developers

### **Parking In-Lieu Fee**

Usually an option given to developers to pay the local jurisdiction an "in-lieu" fee as a way to opt-out of providing parking with a new private development (usually the in-lieu fee option is associated with minimum parking standards). Payment of an in-lieu fee then provides the developer certain access entitlements into public parking facilities proximate to the development site (i.e., in "downtown").

<b>In-Lieu Parking Revenue</b>	
Actual Revenue	\$18,000
Maximum	<u>\$1,200,000</u>
<b>Total (Potential)</b>	<b>(\$1,182,000)</b>

In-lieu fees can range from a fee assessed at less than the actual cost of construction to the full cost of parking construction. The 2014-15 City of Del Mar in-lieu fee is \$30,810 (previously \$30,000) per parking space; alternatively, certain business owners are eligible for a year-to-year payment of \$1,027 (previously \$1,000) per space. Many cities use in-lieu fees as a source for funding public parking facilities. Generally, in-lieu fees do not provide sufficient revenue to fully fund a facility and are combined with other revenue sources to fully "pencil" a project (e.g., parking charges/rates, on-street meters, etc.). Historically for some cities, in-lieu fees have not adequately funded public parking facilities, which have led to diminished use of this fee.

In-Lieu Fees are set by Council, but may not exceed the actual cost of developing the required parking. Present estimates for such costs range from \$25,000 to \$35,000 per space in a parking structure. In-lieu fees may represent the weighted average cost of developing a series of parking alternatives. For example, Table 14 below shows a sample In-Lieu Fee calculation showing the weighted costs of newly created street parking and underground structure parking.

**Table 14**  
**Sample Weighted Costs for New Parking Facilities**

<b>Facility Type</b>	<b>Cost per Space</b>	<b>Number of Spaces</b>	<b>Total Cost</b>	<b>In-Lieu Fee per Space</b>
Parking Garage	\$ 35,000	200	\$ 7,000,000	
New Diagonal Streetside Parking	\$ 10,000	50	<u>500,000</u>	
		250	\$ 7,500,000	\$ 30,000

### **Public / Private Development Partnerships**

Public parking can be an effective tool to facilitate downtown development. Development partnerships are most likely found with mixed-use projects where parking is used to reduce the costs of jointly developed private offices. Retail or residential use(s) and/or the private development can defray some of the public cost in developing parking.

Public / private development can occur through a variety of arrangements including:

- Public acquisition of land and sale or lease of land/air rights not needed for parking to accommodate supporting private use;
- Private development of integrated mixed-use development with sale or lease- back of the public parking portion upon completion – as a turn-key project; and
- Responsibility for public sector involvement directly by the City, through a public

development authority (PDA), or other special-purpose entity, such as a public facility district created for the project or downtown area.

The redevelopment of the City Hall site, located at 1050 Camino del Mar between 10<sup>th</sup> and 11<sup>th</sup> Streets, offers the potential for the construction of a parking structure to serve the needs of the civic development and beyond. If, in the future, the City Council elects to include revenue-producing uses on the City Hall site, these private development revenues could be used to subsidize the additional public parking.

### **Options Affecting the General Public**

This section sets forth the City's most viable options for financing the public improvements of the Downtown Parking Management Plan. It is important to note that the City is only evaluating options that are within the City Council's direct authority. No residential assessments or residential fees are needed for these public improvements.

#### ***Historical Perspective of Public Financing in Del Mar***

In recent years, the City of Del Mar has maintained a small but steady capital improvement program. It has relied mainly upon pay-as-you-go financing from current revenues and grants. From time to time, the City has financed capital improvements through long-term capital leases, lease/lease-back agreements, and general obligation bonds. The City also manages two benefit assessment districts providing special benefit improvements to private property owners.

Both capital leases and lease/leaseback agreements allow local governments to finance public property acquisition and/or improvements over longer periods. In the recent past, the City has utilized these financing methods to acquire and/or develop the Del Mar Library and the Powerhouse Community Center. These obligations have been completed. More recently, the City used this financing method along with donations from the community to acquire the Del Mar Shores property from the Del Mar Union School District. That obligation also has been retired with proceeds from the sale of surplus City land.

General Obligation (GO) Bonds have been used by the City on a few occasions. In 1977, the City issued two series of GO Open Space and Park Bonds for acquisition and improvement of public park and open space lands. Those bonds have now been retired. In 1999, the City issued \$1.9 million in voter-approved, GO Wildfire Protection Bonds for water system improvements along Crest Road. The Wildfire Protection bonds remain outstanding, with annual debt service of about \$176,000 per year, and will be retired in 2014.

The two special benefit assessment districts provided financing, supported by assessments on the benefitted properties, for seawall improvements along the beach front and for undergrounding overhead utility lines in the Ocean View/Ocean Pines neighborhood.

In the past and currently, the City finances roadway improvements through the General Fund and through TRANSNET funds. TransNet funds are restricted funds that can only be used for roadway and transportation related maintenance and improvements, such as are being proposed in the Downtown Parking Management Plan.

#### ***Debt Issuance and Spending Limitations***

California law limits the amount of direct and overlapping debt the City may incur to 15 percent of the assessed value of property. As of June 30, 2014, the total direct debt of the City was 0.01 percent of its assessed value and \$40.15 per capita. The overlapping debt of other public agencies and assessment districts amounted to 0.10 percent of assessed value. The combined direct and overlapping debt is less than 0.50 percent of assessed value, well below the State's limit. This is one of the factors behind the City's AAA credit rating. Under California Constitutional spending limits, known as the "Gann Limit," the City's current appropriation limit from proceeds from taxes is just over \$19.9 million.

#### ***General Fund Financing Capacity***

The City has typically managed its operating expenditures so that revenues exceed expenditures in each year. Over time, it was noted by the City Council that revenues had typically grown at 5.4 percent per year, and that expenditures had grown at 4.0 percent per year. In 2007, Council created a policy called the Finnell Plan, named after former Council member and Mayor Jerry Finnell in which this incremental cash flow could be set aside for the City's capital improvement program. The Long Range Capital Improvement Plan submitted with the Finnell Plan, although not approved, did list roadway, streetscape and sidewalk improvements within the area of the Downtown Parking Management Plan.

In addition, the City's Capital Reserve, has increased during this same period. While it would not be prudent to allocate the entire amount of the increasing revenues over expenditures to finance new debt service for the Downtown Parking Management program, the General Fund has some limited capacity to contribute to financing these improvements, even before the new revenues from impact fees, or through the new sales tax and property tax revenues that are likely to accrue through revitalization.

### ***Strategy For Financing Public Improvements***

The Downtown Parking Management Plan public improvement financing strategy consists of three elements: first, determining the projected costs of the public improvements; second, identifying potential revenue sources associated with new development; and finally, determining the means by which the improvements may be financed. Residential Assessments and Residential Fees are not part of the City's strategy.

### ***Public Improvement Financing Options***

The Del Mar Downtown Parking Management Plan public improvements may be financed through several options, including options for long-term, tax-exempt financing. In-lieu fees, impact fees and exactions, or user fees, associated with new development will contribute some amount of one-time or restricted revenues.

Given the current low-interest rate environment and the City's favorable credit rating, the City Council may also wish to consider financing options that include long-term debt financing, in which the cost of public improvements will be spread over their future life-time. The most favorable debt financing options include government-sponsored programs such as by SANDAG and the State of California as described below. In addition, other options include lease revenue bonds, general obligation bonds, assessment districts, community facilities districts (Mello-Roos bonds), and business improvement districts.

The following descriptions provide a range of feasible options for financing construction of the public improvements. A combination of one or more options may be required to provide full funding.

### ***Cash Financing***

While the City has traditionally cash financed its ongoing capital improvements and replacements program and the Finnell Plan's "Long Range CIP" envisioned most of the proposed improvements, the proposed Public Finance plan does not call for the use of the capital reserve. It may temporarily use a portion of the Capital Reserve for interim financing purposes, but the Reserve is not identified as a permanent funding source in the Public Finance component.

### ***Public Donations***

The Del Mar community has been very generous in raising funds for public projects through private donations. Successful examples of such financing include projects funded in whole or in part by the Friends of the Powerhouse, the Friends of the Del Mar Parks, the Del Mar Garden Club, and residents at-large. While such generosity may not extend to Downtown streetscape or public parking improvements, contributions from private donors or businesses may be available to assist in financing some elements of these projects.

### ***Public and Private Grants***

Grants and funding may be available from regional sources, such as North County Transit District (NCTD), for TDM measures including implementing demand-response parking pricing

systems. Additionally, funding from the San Diego County Air Pollution Control District (APCD) may be possible where a nexus is achieved in reducing air emissions from improved efficiency or transformation of vehicular trips to non-motorized or transit trips. The San Diego Association of Governments (SANDAG) provides funding for planning studies to evaluate TDM and parking efficiency programs. Improvements to bicycle and pedestrian networks would typically satisfy CALTRANS, APCD, and SANDAG requirements under existing grant programs. Many public and private grant programs are available, particularly for projects related to pedestrian, bicycling, and road improvements. Examples include:

Caltrans Bicycle Transportation Account. The Bicycle Transportation Account (BTA) is an annual program providing state funds for city and county projects that improve safety and convenience for bicycle commuters. Under the California Bicycle Transportation Act, projects must be designed and developed based on the commuting needs and safety of all bicyclists. The City would first need to develop a Bicycle Transportation Plan (BTP), which must be approved by the Regional Transportation Planning Agency (SANDAG).

Caltrans Local Assistance Program. The Local Assistance Program oversees distribution of more than one billion dollars annually to more than 600 cities, counties, and regional agencies for the purpose of improving transportation infrastructure.

SANDAG Healthy Works (CPPW) Pass-Through Grant Program. Under this program, more than \$1 million in grants have been awarded to local agencies, a portion of which have been related to redevelopment programs.

SANDAG Transportation Development Act. This program provides for funding of the region's public transit operators and for non-motorized transportation projects. Two percent of this funding is dedicated to programs for the exclusive use of pedestrians and bicyclists. Once the City of Del Mar completes its Bicycle/Pedestrian Plan, the City may apply under this program for the portion of the cost of right-of-way improvements.

SANDAG Smart Growth Incentive Program. This SANDAG program funds smart growth planning and capital programs and operates on a biennial funding cycle. Several elements of the Downtown Parking Management Plan meet Smart Growth Program objectives.

SANDAG Regional Transportation Congestion Improvement Program (RTIP). The City of Del Mar may request SANDAG to designate Camino del Mar as a regional arterial route, qualifying the City to compete for Regional Arterial System (RAS) funding in the next RTIP. Camino del Mar was removed from the RTIP by the City Council in 1989. Consideration for restoring the regional route designation was again rejected by the City Council in 2011.

### ***Long-Term Debt Financing Options***

Lease-Revenue Bonds. Lease-revenue bonds can provide long-term financing for leasable public improvements. The advantage of this financing option is that voter approval of the lease obligation is not required. The bonds are secured by a leasing agreement between the City and a third-party lessor. Annual rents are obligations of the General Fund. This option potentially has the highest risk to the General Fund because the timing and amount of future revenues from parking within the Downtown area are not certain.

The following options would require either voter or property-owner approval:

Mello-Roos Bonds and Community Facilities Districts (CFDs). Mello-Roos and Community Facility District bonds provide long-term debt financing options secured by a special tax authorization upon property within the special tax area. The special tax authorization requires a two-thirds vote of approval either by property owners or voters within the taxing district. The special taxes authorized can be used to pay the debt service on bonds and for annual maintenance costs. These special taxes may be apportioned on any reasonable basis, except ad valorem property values, and do not require complicated special benefit calculations of assessment districts.

**Benefit Assessment Districts.** Benefit assessment districts may be used to finance public projects or improvements that provide special benefits to property owners. Such projects or improvements may include streets, sewers, storm drains, landscaping and street lighting. Each property, whether public or private, must be assessed according to a calculation of the special benefit received, and no more. The cost improvements benefiting the general public may not be assessed. Procedures for approving special benefit assessments are costly and time consuming. Ultimate approval requires that the total value of assessment upon the property owners who approve of the assessment, must outweigh the value of assessment of those who are opposed, in a mailed ballot proceeding.

A special category of benefit assessment district is available for parking and business improvements. The annual assessments may also include the cost of services benefitting the businesses or properties within the district. Special procedures are required for creating these BIDs or PBIDs.

**General Obligation Bonds (GO Bonds).** General obligation bond financing may be authorized only upon approval by a two-thirds vote of all voters at a regular or special election. Bond proceeds may be used for acquisition and development of a wide variety of public improvements. A special property tax may also be approved by a two-thirds vote to pay the debt service cost of the GO bonds. Because GO bonds are secured by the tax roll, they are considered to be very low-risk, and carry the lowest rates.

### ***Special Government Agency Financing Programs***

Due to the cost and difficulty of issuing debt, many small governments do not have efficient access to the capital markets. Recognizing this need, both SANDAG and the State of California have established programs to assist local governments in their capital financing needs. The City of Del Mar will attempt to access these programs as a first choice if they are available at the time that capital funds are needed for the public improvements.

**TransNet Tax Revenue Bonds.** Every few years, SANDAG issues TransNet Tax Revenue Bonds. These bonds are secured by TransNet sales tax revenues, which are a stable and readily acceptable source of bond funding. Due to economies of scale, these bonds incur relatively low issuance costs. Currently, the City's TransNet revenues have been dedicated to the repayment of a bond used to finance the Camino del Mar and Jimmy Durante Sidewalk program, so this funding sources is not projected to be available.

**I-Bank Financing.** The California Infrastructure and Economic Development Bank (I-Bank) makes low interest loans of up to \$10 million over 30 years for public infrastructure projects that create jobs and promote economic development. I-Bank bonds are set at two-thirds the rate of the current municipal bond rate, and have certain minor additional administrative costs. Both the Camino del Mar Streetscape and the Public Parking structure projects would qualify. However, funding is awarded on a competitive basis and is not certain. Because this option provides relatively lower cost of issuance and financing, the City Council will be asked to authorize an application for financing under this option, upon approval of the Specific Plan.

### ***Demonstration Financing Scenarios***

The exact mix of funding options will depend upon the sources available at the time that the public improvements are constructed. As a first priority, any grant funding that can be obtained will be applied as to reduce cost impacts of the project. Private fundraising will also be conducted to determine whether it might be available to assist as well. In terms of debt financing, as of the time of this writing, the I-Bank program offers the most favorable long-term interest rates, so it will used to the extent that it is available.

### ***Financing Implementation Strategies***

The Downtown Parking Management Plan public improvements can be financed through any or several of a variety of mechanisms, including: fees, debt, grants, and available cash. Preparation of a more precise Financing Plan will be undertaken at such time the Plan is finalized, and City Council determines the appropriate Capital Improvement Program.

## SECTION 5 – OPERATIONAL STRATEGIES

### City Organizational Structure

This report previously documented the responsibilities of various city departments for issues related to parking. They include the Finance department and Community Services department. Each department has a role that has developed over time and that reflects their particular expertise. Such an arrangement has strengths and weakness. Strengths relate to the department's assignment being closely related to their core function and expertise. The potential weakness is a lack of coordination and a confusing external image regarding who is in charge of parking.

#### *Recommended City Organizational Structure Strategies*

Alternative arrangements involve: (1) consolidating parking control in a smaller number of departments and establish one City employee/manager who would be responsible for coordinating all parking operations and on-going implementation, or (2) creating a new parking department or district. These alternatives offer the possibility of internal coordination, quick responses, and efficiency. The downside is the potential for a lack of coordination and/or ownership from other City departments. Many successful municipal parking operations consolidate parking operations within a single department or bureau under a "City Parking Manager." This creates administrative and operational efficiencies and more seamlessly integrates on-street, off-street, enforcement and long-range strategic planning. Example cities include Sacramento in California, Portland in Oregon, Boise in Idaho, and Kirkland and Vancouver in Washington.

The City could conduct a SWOT (strengths/weaknesses, opportunities/threats) analysis to sort out the best administrative arrangements for parking management. In general, the parking management measures proposed in this report call for more active parking management, and therefore more City oversight and involvement.

### Operational Evaluation

An assessment of the revenue and expense history of the parking program was conducted to evaluate the financial condition of the parking program to determine whether improvements could be made to the system for financial reporting of fee collections and/or management of the parking program.

#### Parking Program Analysis

This assessment reviewed revenue and expense history for the past three fully completed fiscal years, which include FY 20011-12, FY 2012-2013 and FY 2013-2014. Current FY 2014-2015 operating performance has not been completed. These three fiscal years were chosen because they provide actual versus budgeted performance.

## Parking Program Revenue

The City receives and reports revenue from three revenue sources: parking meters, parking permits, and parking citations. The revenue detail and ability to track revenue performance at the area and lot/garage level allows the City to evaluate performance at a much more granular level. The City is aided in this by the wireless payment system, which “self-reports” credit card revenue by unit. Revenue performance for the past three complete fiscal years is shown in Table 15 below.

**Table 15**  
**City of Del Mar 3-Year Parking Revenue Performance**

<b>REVENUE</b>	<b>FY 2011-12</b>	<b>FY 2012-13</b>	<b>FY 2013-14</b>
<b>Parking Meters</b>			
<i>July</i>	\$78,678.73	\$79,014.20	\$77,185.88
<i>August</i>	\$74,651.05	\$74,245.31	\$70,619.67
<i>September</i>	\$48,787.81	\$61,124.54	\$66,726.10
<i>October</i>	\$40,038.66	\$55,176.35	\$52,151.56
<i>November</i>	\$27,946.28	\$41,135.97	\$39,683.31
<i>December</i>	\$32,568.75	\$30,348.73	\$44,494.59
<i>January</i>	\$46,345.41	\$44,042.32	\$62,426.00
<i>February</i>	\$35,873.10	\$41,403.26	\$47,501.45
<i>March</i>	\$40,276.01	\$49,217.43	\$55,922.95
<i>April</i>	\$46,284.05	\$54,414.96	\$66,254.13
<i>May</i>	\$47,678.00	\$58,059.63	\$74,039.41
<i>June</i>	\$47,684.06	\$55,101.00	\$75,442.66
<b>Sub-Total</b>	<b>\$566,811.91</b>	<b>\$643,283.70</b>	<b>\$732,447.71</b>
<b>Parking Citations</b>			
<i>July</i>	\$69,913.00	\$51,766.00	\$60,508.00
<i>August</i>	\$64,159.00	\$54,285.00	\$50,715.00
<i>September</i>	\$61,040.00	\$47,188.00	\$48,732.00
<i>October</i>	\$46,655.00	\$44,814.00	\$40,444.00
<i>November</i>	\$48,286.00	\$39,905.00	\$30,778.00
<i>December</i>	\$42,314.00	\$30,286.00	\$34,169.00
<i>January</i>	\$50,773.00	\$44,227.00	\$36,908.00
<i>February</i>	\$53,398.00	\$25,710.00	\$19,023.00
<i>March</i>	\$47,690.00	\$56,241.00	\$54,530.00
<i>April</i>	\$50,881.00	\$51,425.00	\$39,763.00
<i>May</i>	\$51,514.00	\$47,265.00	\$24,975.00
<i>June</i>	\$35,617.00	\$32,710.00	\$29,928.00
<b>Sub-Total</b>	<b>\$622,240.00</b>	<b>\$525,822.00</b>	<b>\$470,473.00</b>
<b>Parking Permits</b>	<b>\$16,110.00</b>	<b>\$19,580.00</b>	<b>\$19,045.00</b>
<b>Total Gross Revenue</b>	<b>\$1,205,161.91</b>	<b>\$1,188,685.70</b>	<b>\$1,221,965.71</b>

As shown in Table 15 above, the parking program averages approximately \$1.2 million in revenue, with an increase of just over 1% in revenue performance between FY 2011-2012 (\$1,205,161) and FY 2013-2014 (\$1,221,965).

## Parking Program Expenses

As with revenue, Del Mar tracks expenses in a very detailed manner. Expenses are separated into four expense categories, with detailed line item costs within each category. The major expense categories include: Salaries – Permanent, Salaries – Seasonal, Employee Benefits, and Contractual Services. A detailed summary of expenses is shown in Table 16 below.

**Table 16**  
**3-Year Parking Expense Performance**

<b>EXPENSES</b>	<b>FY 2011-12</b>	<b>FY 2012-13</b>	<b>FY 2013-14</b>
Salaries - Permanent	\$165,764.72	\$166,483.25	\$184,692.72
Employee Benefits	\$76,359.12	\$207,623.49	\$100,525.27
Workers Compensation	\$16,281.29	\$15,741.39	\$16,285.12
Salaries - Seasonal	\$87,261.54	\$75,059.97	\$74,575.43
Overtime Salaries	\$14,935.52	\$17,616.30	\$15,314.18
Building Maintenance & Repair	N/A	N/A	\$1,024.49
Equipment/Radio Maintenance & Repair	\$5,289.07	\$1,346.80	\$0.00
Vehicle Maintenance	\$606.74	\$3,756.42	\$2,162.00
Operating Supplies	\$14,341.56	\$11,944.95	\$6,258.96
Uniforms	\$5,767.28	\$3,588.77	\$4,673.09
Small Tools & Equipment	\$18,056.08	\$6,786.21	\$7,050.25
Gas & Oil	\$4,318.10	\$3,683.05	\$3,266.69
Advertising, Printing & Publishing	\$7,392.12	\$8,499.86	\$4,350.56
Contractual Services	\$85,553.21	\$79,109.06	\$85,510.80
Telephone	\$965.60	\$972.59	\$968.48
Property/Equipment Rental	N/A	N/A	\$3,399.70
Memberships & Subscriptions	\$0.00	\$135.00	\$0.00
Training & Education	\$48.72	\$0.00	\$19.00
Machinery & Equipment	\$0.00	\$0.00	\$15,821.40
Vehicles	\$0.00	\$0.00	\$0.00
<b>Total Gross Expenses</b>	<b>\$502,940.67</b>	<b>\$602,347.11</b>	<b>\$525,898.14</b>

\* Note: N/A = Not Applicable

As shown in Table 16, the total parking expenses were approximately \$502,940 for FY 2011-2012, \$602,347 for FY 2012-2013, and \$525,898 for FY 2013-2014; the 3-year average annual cost to operate and enforce the parking system is approximately \$543,728. It should be noted, FY 2012-13 was influenced by a higher than normal Employee Benefits expenditure of \$120,000, due to an elective one-time pay-down of the City's CALPERS side fund. Most expenses did not vary substantially over the three-year period, with the exception of Machinery & Equipment in FY 2013-2014. This was due to the purchase of additional "pay & display" parking kiosks.

## Gross and Net Annual Parking Program Balance

Table 17 summarizes the gross and net revenue of parking operations accounting for normal operating costs and other funds costs.

**Table 17**  
**Gross and Net Revenue after Normal Operating Costs**

<b>Description</b>	<b>FY 2011-12</b>	<b>FY 2012-13</b>	<b>FY 2013-14</b>
Total Revenue	\$1,205,161.91	\$1,188,685.70	\$1,221,965.71
Total Expenses	\$502,940.67	\$602,347.11	\$525,898.14
<b>Annual Net Parking Balance</b>	<b>\$702,221.24</b>	<b>\$586,338.59</b>	<b>\$696,067.57</b>
<i>3-Year Average Net Parking Fund Balance</i>	\$661,542.47		

As shown in Table 17, the annual change in the parking fund balance is approximately \$702,221 for FY 2011-12, approximately \$586,338 for FY 2012-13, and approximately \$696,067 for FY 2013-14; the 3-year average annual change in the parking fund balance is approximately \$587,966. The parking system generates a positive cash flow of approximately \$661,500 annually after normal operating expenses. This is quite good when compared to other cities, particularly those that carry long-standing financing debt for off-street systems – a burden that Del Mar does not have. The positive cash flow is then reinvested in the community through such things as capital improvement projects (e.g. streetscape improvements) and maintenance.

### **Operational Evaluation Summary**

As shown in Tables 15 through 17, the Del Mar parking program is in good financial condition. The detailed data that is compiled by the City is fairly comprehensive and facilitates a high level of review not readily available in other cities. Similarly, the detail of data provided can be easily utilized in a number of different formats to specifically track line item revenue performance by area and lot/garage and/or expense performance. This allows the City to use the information it has collected in broader decision making processes related to parking management (i.e., rate setting, capital investment, bonding, etc.)

As shown in Table 16, enforcement costs average about \$550,000 per year. Many cities carry enforcement as a separate revenue/expense fund, ensuring that rate (revenue) decisions are made in the context of the actual cost of covering enforcement expenses. This is not necessarily a hindrance for Del Mar given the financial condition of the parking program. Rather, it will eventually lead to decisions related to on- and off-street parking rates that are influenced by both the cost to operate the system and costs associated with enforcement of the parking program. Additionally, this could increase the parking rates charged for parking in Downtown to a rate that is inconsistent with the true market for parking.

However, given the state of the parking program, it does not appear that there are any current expenses adversely impacting the health of the fund or people's desire to park Downtown. Given the parking-related surplus generated each year, Del Mar is in a good position financially and has the opportunity to plan for long-term improvements in the parking system with a base of revenue to help fund those planned improvements.

## **SECTION 6 – IMPLEMENTATION OF RECOMMENDED STRATEGIES & MEASURING EFFECTIVENESS**

Parking management measures require the sustained involvement of city departments, local businesses, and stakeholder organizations. This section provides a general work plan for carrying out these measures.

### **Work Plan**

**1.1** The first step in implementing this Parking Management Plan is to review the implementation strategies with the policy makers – in this case, the Del Mar City Council – for a list of priorities.

**1.2** The second step in implementing this Parking Management Plan is to convene City departments with responsibility for parking, planning, and economic development to review and prioritize the recommendations and discuss implementation.

**1.3** Prioritization of Actions: These recommendations call for a host of actions, including changing parking rules and pricing, parking equipment changes, zoning code changes, and new parking management techniques. It is important to resolve the questions of whether or not existing city parking responsibilities should be consolidated or coordinated in a new way. Resolution of this issue will allow implementation to be tasked appropriately.

**2.1** Assessments: Whereas some parking measures require capital investment, many others are programs that can be adjusted to respond to changing conditions. For this reason, it is suggested that an assessment of parking management be completed once a year for the summer and non-summer seasons. These assessments should consider issues such as parking occupancy patterns - both off peak and summer - customer satisfaction, visitor levels, retail sales, and correspondence to Downtown goals and vision.

### **Measuring Effectiveness**

The final step should be to create a program to measure the success of the various action plans following implementation. To monitor the City's progress toward accomplishing this vision, both qualitative and quantifiable measures of success, or metrics, are needed. These metrics will provide residents, property owners, and City officials the ability to track progress toward achievement of the implementation strategies and the Community Plan's Goals and Objectives. They will enable the community to determine if the Parking Management Plan strategies are working and whether changes or adjustments are desired or needed. Specific focus should be on reassessing turnover and occupancy data in five-year increments to measure the validity of the actions and suggest course corrections, as-needed.

Should the City Council implement any or all of the strategies recommended in this report, it will move towards addressing the long-standing issues of: a lack of accessible and convenient parking inventory in high-demand areas; an overall lack of general on-street parking inventory in the Commercial corridor; underutilized private off-street parking inventory; the impact of visitor, patron and employee parking on residential areas; planning for future parking needs; and funding the selected solutions and strategies – both for present and future.

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