



# THE MOBILITY REVOLUTION STARTS HERE™



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## Executive Summary

### Introduction:

As has been noted in several studies over the years, the overall parking availability in the La Jolla Village is most impacted during business hours from 9AM to 5PM Monday through Friday. Potential solutions to providing additional parking capacity do not make financial sense. The 2002 Wilber Smith Associates parking study notes the cost to build additional capacity at \$21,428 per stall, however recent projects in the UTC area are being projected at \$40,000 per stall. This increase in construction cost makes building additional parking capacity in the Village less palatable than it was in 2002. While impacting the peak periods will require creative solutions there are several macro factors which will help to alleviate overall parking demands over time. Some of these trends include...

- 1.) **Autonomous Vehicles**
- 2.) **Ride Share Trends (Uber/Lyft/Etc.)**
- 3.) **Increase in shared economy**
- 4.) **Generation impact of the value proposition of car ownership**

While these macro trends will continue to reduce parking needs in congested areas; it will take several years for the La Jolla Village to experience any meaningful impact.

### Current State:

To address parking concerns Ace Mobility reviewed current data from the Ace portfolio. As the market leader in the Village, access to this data represents a baseline for overall off-street parking trends. As with all other studies, parking during business hours is the biggest driver to La Jolla parking perceptions. Due to the nature of the business mix in the La Jolla Village, this is unlikely to change. While there is concern over parking availability during these time periods, the Village has ample parking capacity in the most critical time periods for restaurants and merchants which are historically much busier during non-work hours.

### Assessing Recommendations:

This report will assess potential methods to impact parking, transportation and mobility in the La Jolla Village. Each of the recommendations will be assessed with the following scoring system to provide direction on viability and impact each recommendation. The purpose of this mythology is to identify key items that are can be quickly and easily executed and will have the most impact on overall mobility in the Village.

**Factor #1 – Improving parking ease and supply – Maximum of 10 Points**

**Factor #2 – Improving total congestion in the La Jolla Village – Maximum of 10 Points**

**Factor #3 – Overall Community stakeholder benefit – Maximum of 10 Points**

**Factor #4 – Ease of Execution – Maximum of 10 Points**

**Factor #5 – Projected Cost of Implementation – Maximum of 10 Points**

***The core purpose of the report is to initiate dialogue with key stakeholders in the village and to focus Village resources to starting the mobility improvement process.***

## Recommendation Matrix – Sorted by Points

The below table shows all current recommendations sorted by the number of points earned. While there may be viable recommendations lower on the list; the concept of this recommendation matrix is to help the board focus both future consulting work and additional organizational resources on parking improvements that are actionable and easily attainable. We will continue to update this matrix as other community solutions are presented, and as the needs of the Village change over time.

## La Jolla Village Recommendation Matrix

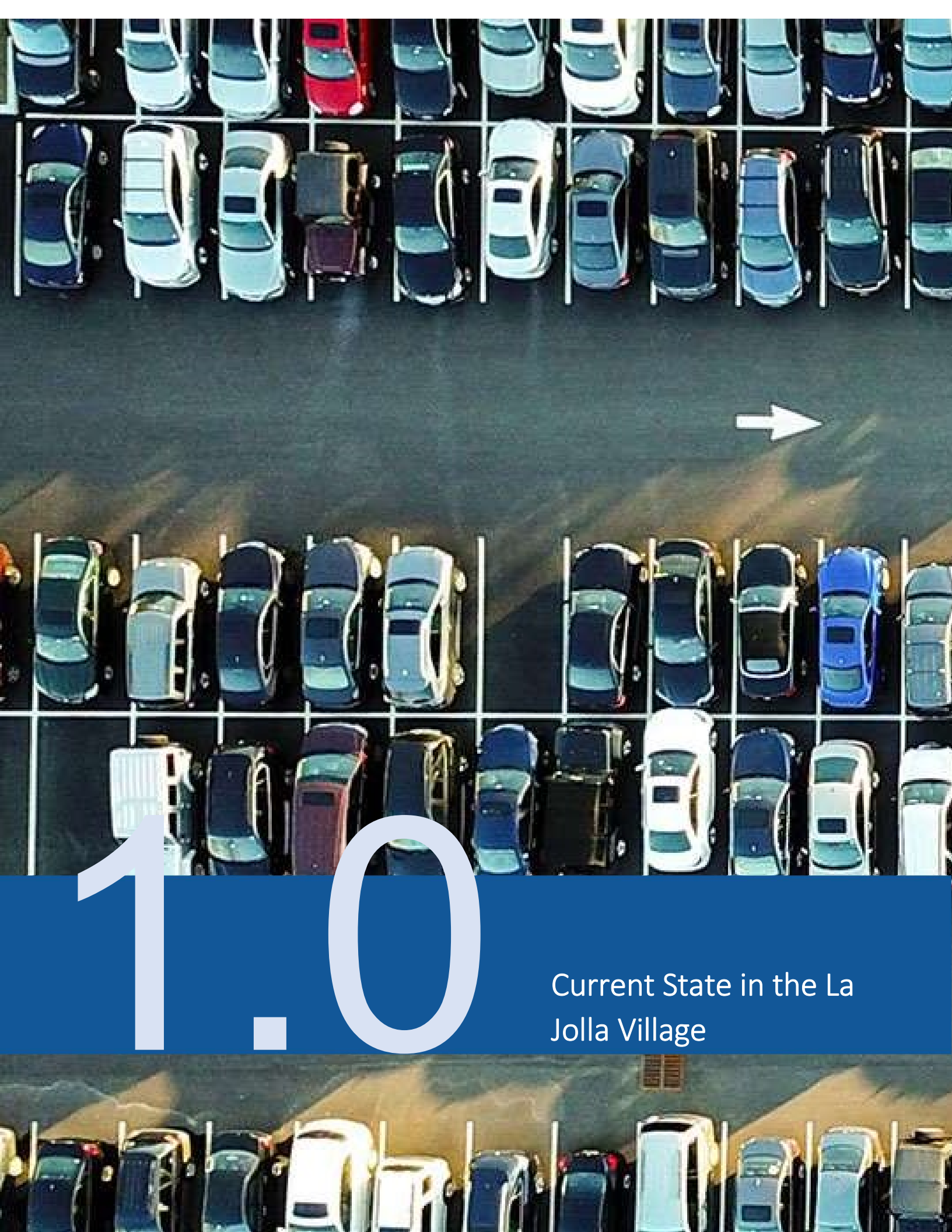
Report Reference	Recommendation	Points
3.1.4	Major Event Parking Management	40
2.4.2	Real Time Off-Street Parking Data	37
2.3.3	Increase Timed Parking Enforcement	36
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3.1.1	Wayfinding Signage Program	32
2.1.3	Parking Focused Retail Promotions	31
3.1.5	Ride Share Curb Management	29
4.2	Golf Cart Shuttle Program	29
2.1.4	Increased Marketing Efforts	28
4.1.1	Micro Mobility Staging Areas	27
4.1.2	Local Bike Rental Expansion	27
2.1.2	Implement Paid Street Parking	24
4.4	Improved Pedestrian Crosswalks	20
4.3	Package Pick Up Program	16
2.3.1	Leveraging Trolley Expansion	14
2.2.5	Ride Share Concierge Program	13
2.2.1	Valet Assisted Parking Subsidy	12
2.3.2	Peak Period Carpool Programs	12
2.2.2	Vertical Stacking on Surface Lots	9
2.2.4	Village Shuttle Program	8

**Recommendation Matrix – Sorted by Report Reference**

This table was designed to be a quick reference sorted by the report structure. This table can be used to identify the rating based on the report reference number.

**La Jolla Village Recommendation Matrix**

Report Reference	Recommendation	Points
2.1.1	Discounted Parking Program	32
2.1.2	Implement Paid Street Parking	24
2.1.3	Parking Focused Retail Promotions	31
2.1.4	Increased Marketing Efforts	28
2.2.1	Valet Assisted Parking Subsidy	12
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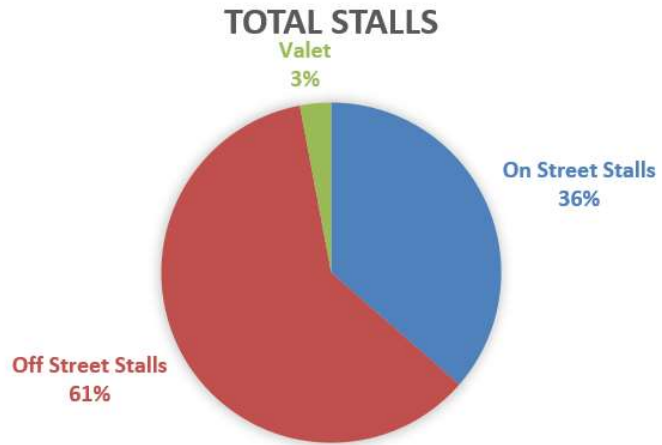
1.0

Current State in the La Jolla Village

## 1.0 Parking Current State in the La Jolla Village

### 1.1 - Current Parking Inventory:

As part of this consulting project, we conducted an inventory of parking available in the La Jolla Village. This was key data which has not been compiled on any other parking study known to date. The perception is that street parking is comprises 78% of parking inventory in the Village (Wilbur Smith Associates, 2002). A review of the current inventory shows that on-street parking in the Village accounts for only 36% of total parking availability. While previous consulting work operated under the assumption that street parking was the most prevalent form of parking, this data shows that off street parking is a much larger asset to the Village that previously recognized. While not all stalls surveyed may be available for public parking, these stalls help to off-street employee and visitor parking needs.



As a part of this study; Ace reviewed all off-street parking available in the Village below are the total number of stalls available in current parking inventory. A table of available off-street parking stalls is shown on the following page.

#### Total Parking Inventory Analysis

On-Street Stalls – 2,456

Off-Street Stalls – 4,089

Valet Availability - 200

**Total Stalls Available – 6,745**



1.1.1 Off Street Parking Availability in the La Jolla Village

**La Jolla Village Off Street Parking**

Property Name	Address	Stalls	Type
Merrill Lynch Building	7825 Fay	279	Garage
Keller Williams Building	7817 Ivanhoe	127	Garage
Prospect Square	1025 Prospect Street	91	Garage
Brooks Brothers	1055 Wall Street	272	Garage
Galleria	7777 Fay	172	Garage
Prospect Center	1020 Prospect	84	Residential
Franklin Croft	7855 Fay	109	Garage
El Patio	7946 Fay	49	Garage
BarFly Building	909 Prospect	136	Garage
US Bank	7733 Girard	24	Surface
Herringbone	7837 Herschel	24	Surface
Ivanhoe Surface Lot	1227 Cave Street	133	Surface
La Pacific Building	7918 Ivanhoe	24	Surface
Manchester Financial	7979 Ivanhoe	158	Garage
Wells Fargo	7714 Girard	12	Surface
Union Bank	7807 Girard	78	Surface
Banc of California	7877 Ivanhoe	22	Surface
Berkshire Hathaway	1299 Prospect	120	Garage
1231 Cave Street	1231 Cave Street	74	Surface
Coast Walk	1298 Prospect	74	Garage
Spark Cycle Building	7777 Fay	54	Garage
La Jolla Financial Building	1200 Prospect	277	Garage
Med Impact	888 Prospect	224	Garage
Regents Bank	875 Prospect	153	Garage
Morgan Stanly Building	1111 Prospect	99	Garage
Fresh Produce	Ivanhoe	28	Surface
The Lot La Jolla	7611 Fay	100	Garage
Peterson Building	1055 Torrey Pine Road	36	Surface
US Post Office	1040 Wall Street	10	Surface
Vons Parking Lot	7544 Girard Ave	189	Surface
Marine Medical Center	7837 Herschel	40	Garage
Pearl Car Wash	600 Pearl Street	10	Surface
Comedy Store	916 Pearl Street	7	Surface
Bevmo	844 Pearl Street	14	Surface
CVS	7525 Eads	32	Surface
La Jolla Library	7555 Draper	18	Surface
La Jolla Veterinary Hospital	7527 Draper	6	Surface
Bloomers Flower	7520 Eads	6	Surface

Farmers Insurance Building	737 Pearl	27	Surface
First Citizens Bank	835 Pearl Street	24	Surface
76 Gas Station	801 Pearl Street	12	Surface
Ooh La La Dance Academy	7467 Culver Street	10	Surface
Mitch's Surf Shop	631 Pearl Street	7	Surface
Bugatti San Diego	7440 La Jolla Blvd	22	Surface
Darlington House	7441 Olivettas Ave	12	Surface
Baskin Robbins	7470 La Jolla Blvd	12	Surface
Chevron Station	7475 La Jolla Blvd	12	Surface
Yogi Topi	7501 La Jolla Blvd	9	Surface
Jack in the Box	564 Pearl Street	29	Surface
Parachute Brunch and Supper	811 Prospect Street	13	Surface
La Jolla Inn By the Sea	7830 Fay	35	Surface
Warwick's	7812 Girard	8	Surface
Prana Yoga / Chase Bank	1041 Silverado	44	Surface
La Jolla Village Lodge	1141 Silverado	20	Surface
Vivri Building	7757 Herschel	10	Surface
JMI Equity Building	7776 Ivanhoe Ave	29	Surface
Avis Car Rental Building	1110 Torrey Pines Road	28	Surface
ITC Building	7632 Herschel	13	Surface
Keg and Bottle Building	1030 Torrey Pines Road	18	Surface
Sugar and Scribe	7660 Fay Ave	12	Surface
Ark Antiques	7620 Girard	6	Surface
1 Stop DVD Building	7720 Fay	19	Surface
Family Learning Center	7744 Fay Ave	18	Surface
Aldis Browne Fine Arts	7752 Fay	8	Surface
Allstate Building	7858 Ivanhoe	17	Surface
One Beauty Nails	7865 Herschel Ave	10	Surface
Barre 59 Building	7928 Ivanhoe	25	Surface
Citi Bank Building	7905 Herschel	66	Surface
Grande Colonial La Jolla	910 Prospect	12	Surface
Sunglass Hut	1049 Prospect	7	Surface
Cadence Building	7701 Herschel	26	Surface
Avalon Ventures	1134 Kline	5	Surface
Family Auto Service`	1027 Virginia	8	Surface
Toshi-San	7614 Fay	36	Surface
Bernini's Bistro	7550 Fay	7	Surface
La Jolla Dental Arts	7540 Fay	21	Surface
Rubio's	7530 Fay	6	Surface
La Jolla Village Montessori School	7427 Fay	22	Surface
Tat Building	941 Pearl Street	8	Surface
		<b>4098</b>	

**1.2 – Current Trends in Parking Availability:**

Parking managed by local operators has been underutilized in the Village, historical data used in parking studies has not been factored in to the overall La Jolla Village parking plans. There is a total of 3,589 parking stalls under management in the La Jolla Village that offer a variety of paid parking options including monthly parking, retail parking, validated parking and valet overflow. While these stalls are paid, there is significant capacity in the Village to be leveraged and the cost of paid parking is significantly less than in Downtown San Diego.

**1.2.1 – Monthly Parking Price Comparison**

Monthly parking availability during the peak periods of Monday through Friday 9AM to 5PM is a concern for the Village, as this is the most impacted time frame. The monthly parking market has stagnated in the La Jolla Village from a pricing perspective and parking rates are less than that of the Downtown San Diego parking market. We see this as a competitive advantage for the La Jolla Merchants Association as the cost to park in the Village and conduct business is less than Downtown operations. A price survey comparing the Downtown market verses the La Jolla Village monthly rates was conducted and the average cost to park in La Jolla, even during peak periods is 39.3% less expensive in the Village verses Downtown San Diego.



**1.2.2 – Current Monthly Parking Availability (Peak Period)**

Monthly parking has recently been impacted by the loss of 272 parking stalls at the 1055 Wall Street building. This has caused parking demand during business hours to spike with this capacity off-line. With the decrease in overall capacity, operators in the Village cannot support discounted parking rates, which has led to a perception of additional parking challenges. Parking data from Ace Parking confirms that there is still supply left in the market. As of the end of April, Ace Parking has the following monthly parking available stalls for sale. Ace was unable to secure information on parking availability at competitive locations for this study, but we estimate an additional 50 stalls could be added to the current available inventory.

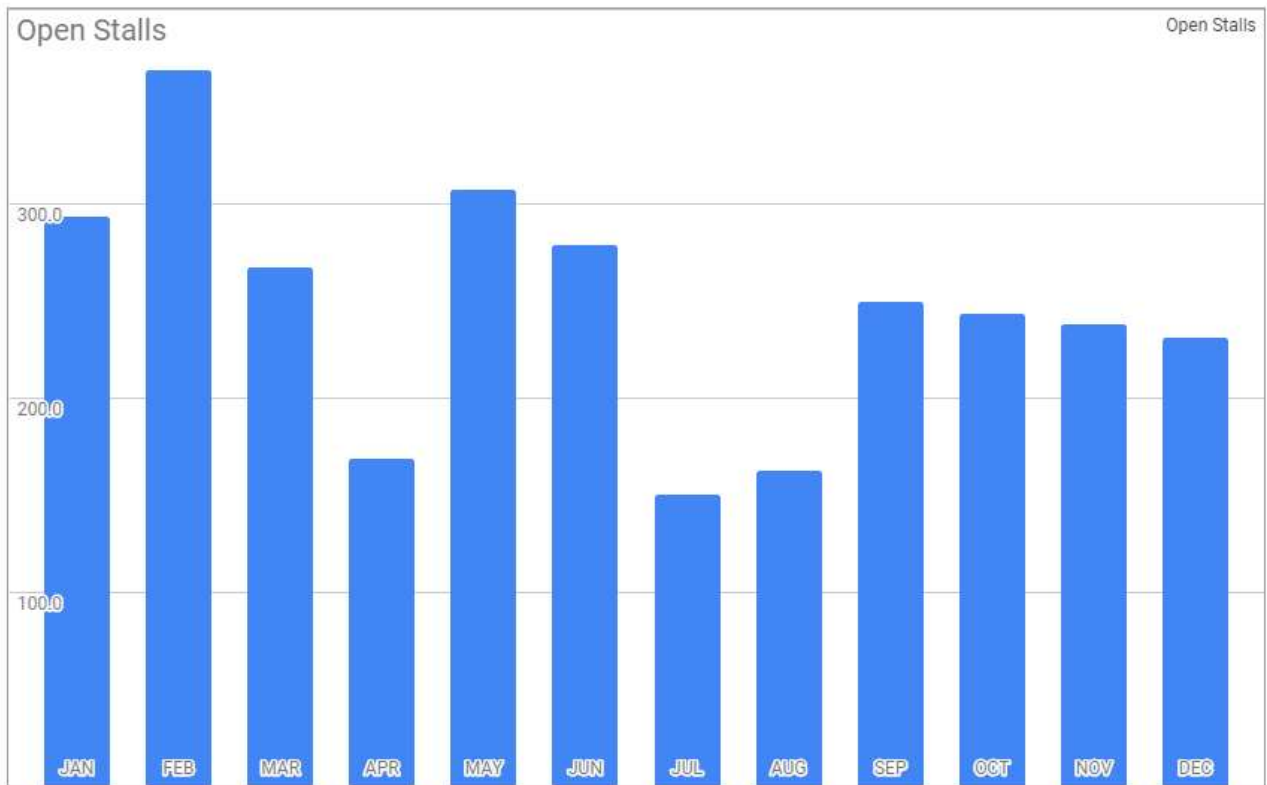
**Current Monthly Parking Availability**

- 909 Kline Street - 5
- 7979 Ivanhoe
- 1299 Prospect Street - 15
- 888 Prospect Street - 25
- 875 Prospect Street - 20
- 7825 Fay Avenue - 15
- 1200 Prospect Street - 30
- Coast Walk Parking Garage - 15

**Total Monthly Parking Stalls Available: 125 Stalls**

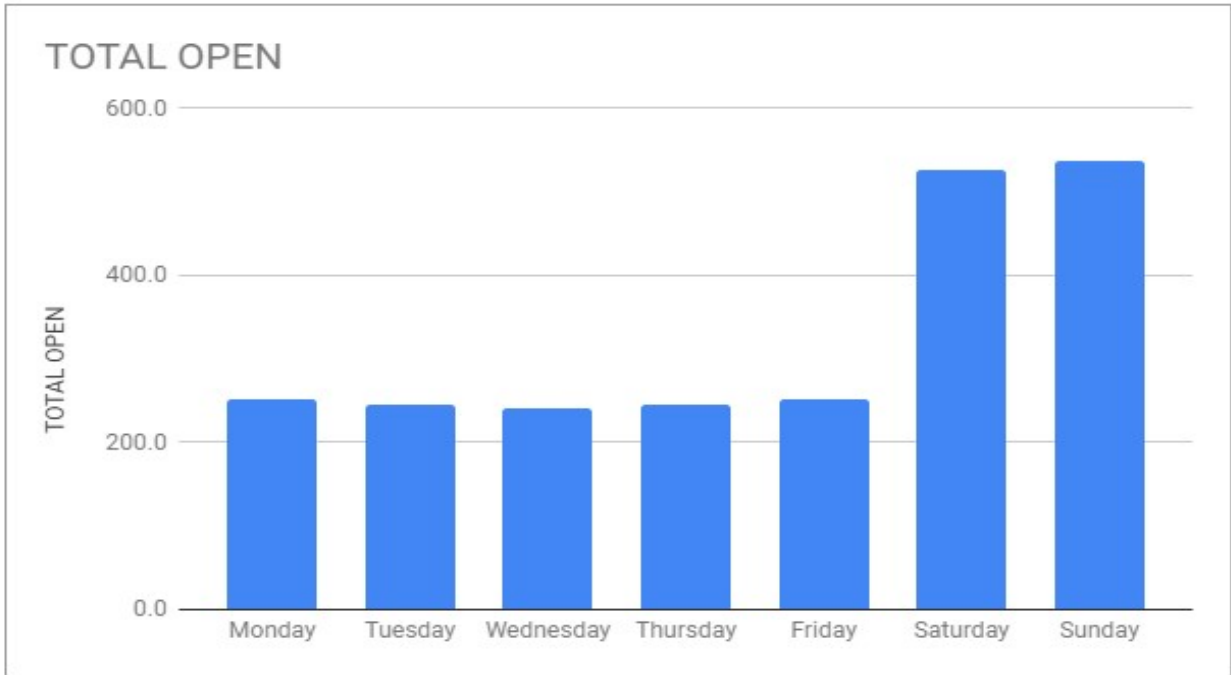
### 1.2.3 – Parking Availability by Month

Ace Parking is the Market leader in the La Jolla market, and used data collected over the past year to review the total available paid parking capacity. This data set is comprised only of Ace Parking locations; and we project an additional 40% of capacity when factoring locations which we are unable to collect data for at this time. On average there is always a total of 246 open stalls available in Ace Parking structures; support the thesis that off-street parking is not at maximum capacity. Parking studies that have been completed in the past looked to build additional parking at the average cost of over \$21,000 per stall. Based on current open availability this is a capital improvement value of over \$5.2 million dollars which can be saved by leveraging current open availability in the existing parking structures. Seasonality plays a role in overall parking demand as tourist visitation drive the local parking demand. The chart below shows this seasonality. During peak periods in the busiest month, there is still an average of 150 open parking stalls in just Ace Parking managed structures. With the assumption of an additional 40% in non-Ace operated parking structures, there projected to be at least 200 open parking stalls in the Village during peak periods.



### 1.2.4 – Parking Availability by Day of Week

Parking by day of the week was also analyzed using the available Ace Parking data. The chart below clearly shows the available excess capacity available in the Village during the weekend hours. This report represents over a year of average available capacity in Ace Parking operated structures.



**1.3 - Visitor Flow and Night/Weekend Capacity:**

The main goal of the Merchant’s Association is to drive incremental traffic to the La Jolla Village. The key timeframe of visitation is during the night and weekends. To assess the current state of off-street parking we compiled both Ace data and competitive data on the fill rates of off-street structures during peak period days.

**1.3.1 – Weekend Off Street Capacity Assessment**

As reviewed in the prior sections, there is ample parking supply in paid parking structures during this time. The below map shows the main travel patterns and available paid parking structures during peak periods. This data was collected during major events over 2018 and 2019. The map shows that virtually every paid parking structure has open capacity, even during major events with the exception of some small surface lots and the La Jolla Inn and Suites hotel.



**1.3.2 - Major Event Capacity Assessment:**

Ace Parking operates most of the paid parking near these major events. Based on data from the last time these events were held, no Ace Parking structure filled for any event in the Village. Below are the largest events which drive parking demand, and the availability in the Ace Parking portfolio. The annual La Jolla Concours D'Elegance has the most impact on parking demand in the Village, and often corresponds with increase traffic due to Spring Break periods. Even with the event traffic Ace Parking historically only sells about half of the total available parking inventory in the Village. With these major drivers, there is not capacity concern with parking availability even as these events continue to grow.





2.0

Recommendations for  
Parking Improvement



## Section 2.0 – Recommendations for Parking Improvement

Attempting to seek funding and construction to increase the parking supply in the La Jolla Village does not seem feasible. The core purpose of the La Jolla Merchant Association is to serve location merchants, which we feel are best served by focusing on Night and Weekend solutions. This section will review options to increase the availability of on-street parking, reduce overall parking demand in the Village and to increase level of parking analytics to make impactful decisions in the future.

### 2.1 - Increase the Availability of On-Street Parking

To improve the perception of parking availability we are recommending the follow actions for consideration by the board to improve the availability of On-Street parking. These programs are being suggested as a starting point to initiate meaningful change in the parking perceptions in the La Jolla Village.

#### 2.1.1 – Discounted Service Worker and Resident Parking

Since off-street parking surveys show significant parking supply outside of the peak demand hours, a discounted parking program which would be available after 5PM weekdays and all day on weekends and holidays can help to encourage retail and service workers to park off-street and increase on-street parking for visitors to the area. The cost of executing such a program is minimal; and the total supply of on-street parking may improve the overall perception of parking availability in the Village.

For Example, the structure managed by Ace Parking located at 875 Prospect will offer a \$5 discount rate available Monday through Friday after 5PM as well as weekends and Holidays. For small investments in communication and marketing by the La Jolla Merchants Association we project that this structure can relocate at lease 475 retail and retail and service workers to an off-street locations per day. This number can significantly increase with broader participation from La Jolla private garages and parking lots. Ace has identified three structures which may be willing to participate in a piolet program.

875 Prospect – 125 Stalls  
 7825 Fay – 165 Stalls  
 7979 Ivanhoe – 185 Stalls  
**TOTAL Stalls – 475 Stalls**

Based on a total on-street supply of 2456 on-street parking stalls, successful implementation of this program can increase on-street parking supply by 19.3%, which is a noticeable improvement in overall parking supply for visitors. This program could be managed directly by parking operators; or could be subsidized by the Merchant’s Association.

Rating Matrix	
<b>Parking Impact</b>	8
<b>Congestion Impact</b>	2
<b>Community Benefit</b>	7
<b>Ease of Execution</b>	6
<b>Cost to Implement</b>	9
<b>TOTAL</b>	<b>32</b>

**2.1.2 – Implementation of Paid Street Parking in La Jolla**

The most effective way to improve on street parking in the La Jolla Village is to implement a paid parking in City managed parking stalls in the area. The installation of pay by plate street meters to generate income and improve the effectiveness of the current timed parking enforcement program would generate revenue for the City of San Diego and encourage the use of off-street parking. This action would not only improve parking access in the Village but become a funding source for additional mobility related projects in the area which would benefit all stakeholders. While we feel this would improve the overall transportation flow in the Village and increase parking availability to visitors, there are several political and investment hurdles which would need to be overcome to implement such a program.



While we feel this would improve the overall transportation flow in the Village and increase parking availability to visitors, there are several political and investment hurdles which would need to be overcome to implement such a program.

Rating Matrix	
Parking Impact	9
Congestion Impact	8
Community Benefit	5
Ease of Execution	1
Cost to Implement	1
<b>TOTAL</b>	<b>24</b>

**2.1.3 – Parking focused retail promotions**

The Merchants Associate is in a unique position to partner with both merchants and retailers to offer promotions to encourage parking in the La Jolla Village in off-street parking locations. The concept has been tested and yielded some promising results; however additional deployment of this type of program is hampered by parking technology in the Village. The piolet program implemented by Ace Parking and the ownership of several retail spaces offered discounted parking for \$5 when visiting a participating retailer. This discount program averaged 22 uses per month; with 4 participating retail groups. With an increase in marketing effort and wider spread adoption of a similar program we project as many as 1,000 additional on-street parking stalls can be added per month to the on-street availability. Below is the program implementation for the first Park and Shop program tested last November and is currently still in place at a few key retailers.

**La Jolla Village Park and Shop Program:**

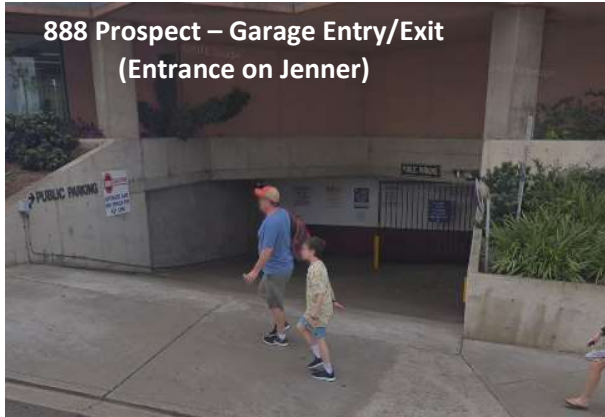
**Objective:**

Offer customers at your store the opportunity to park all day (**Saturday and Sunday ONLY**) for a discounted parking rate of just \$5 at the 888 Prospect Street location during the Holiday Shopping Season (**Black Friday through Christmas Eve**). Ace Parking’s objective is to drive incremental foot traffic

into your store during the holiday shopping period, reduce congestion on Girard, and increase use of available parking in the Village.

**Q: Where is the 888 Prospect Street Garage?**

A: The entrance of this garage is located off Jenner Street, please see a picture of the entrance and the map below



**Q: How will customers get the discount?**

A: Customers will be required to get a bar code coupon for your store; this is how we can drive incremental foot traffic to your retail location. Customers participating in this program will simply scan their parking ticket and then scan the discount barcode to receive the special offer



**Q: How will customers know about the program?**

A: Ace Parking will be delivering signs to place in front of your store, as well as at the garage location; there are currently 6 stores participating in the program; each will have a custom sign. In addition Ace Parking will be posting signs at the garage to help communicate the program and drive foot traffic to your store.



**Garage Signs**



**Broader Implementation:**

To implement this program across several parking structures in the Village; a consistent technology needs to be implemented to facility such a program. Historically obtaining private funding for this technology has been difficult, but there are several structures which would currently have this functionality. Below is a list of current structures in the area with a consistent technology platform.

- 7979 Ivanhoe – Flash Parking – Operated by Ace Parking**
- 7777 Fay Ave – Flash Parking – Operated by LAZ Parking**
- 1111 Prospect – Flash Parking – Operated by LAZ Parking**
- 888 Prospect Street – Flash Parking Operated by Ace Parking**
- 8717 Ivanhoe – Flash Parking – Operated by LAZ Parking**

**Projected Cost of Garage Conversions:**

The projected implementation cost is \$70,000 per garage to install technology platforms that would be integrated for the deployment of such a program, but with the current available inventory we suggest the deployment of a test program with these garages assuming each of the major operators is willing to participate.

Rating Matrix	
Parking Impact	5
Congestion Impact	5
Community Benefit	5
Ease of Execution	7
Cost to Implement	5
<b>TOTAL</b>	<b>31</b>

### 2.1.4 – Increased Marketing Efforts

Driving night and weekend visitation to the Village will increase the overall revenue opportunity for Merchants in the Association. With parking being a key perceived issue to La Jolla Village visitation we recommend an increase in marketing efforts to improve the overall parking experience. There are several Marketing initiatives that can be deployed, our recommendation is to form a parking marketing sub-committee with retail volunteers to help establish the long-term marketing plan and approach.

#### 2.1.4.1 – La Jolla Visitors Map

Adding parking indicators will help repeat visitors to the Village establish a parking pattern. We suggest the map lists the main parking structures in the village with the coordination of both Laz and Ace Parking to determine the garages that have the most excess capacity.



#### 2.1.4.2 – On-Line Parking presence

Visitors to the area use on-line research as a key component to the planning of the trip. Establishing an on-line presence that give parking information and the ability to reserve parking will help change the perception that parking is an issue; and allow visitors to quickly enter the Village and park reducing time spent circulating the main roadways looking for parking. An example of this deployment is the La Jolla By The Sea site; which allows visitors to reserve parking seamless via the web site.

#### Parking

La Jolla is a popular place to be, particularly in the summertime. Experienced visitors and residents know a little extra planning can go a long way toward finding a good parking space.

#### Parking is Free on the Streets of La Jolla

There are no parking meters. However, watch signs for residential parking limits. Don't gamble. Parking enforcement actively patrols the streets even in the winter months and tickets are not cheap!

Once you do get to the Village, it's best to leave your car and stroll. Everything you'll need is within walking distance. Carpool or take public transportation whenever you can. Even better, ride a bike!

#### Heading to the Beach?

Consider La Jolla Shores, which has a large parking lot and free parking on adjacent residential streets. Even so, get there early!

#### Reserved Parking Now Available

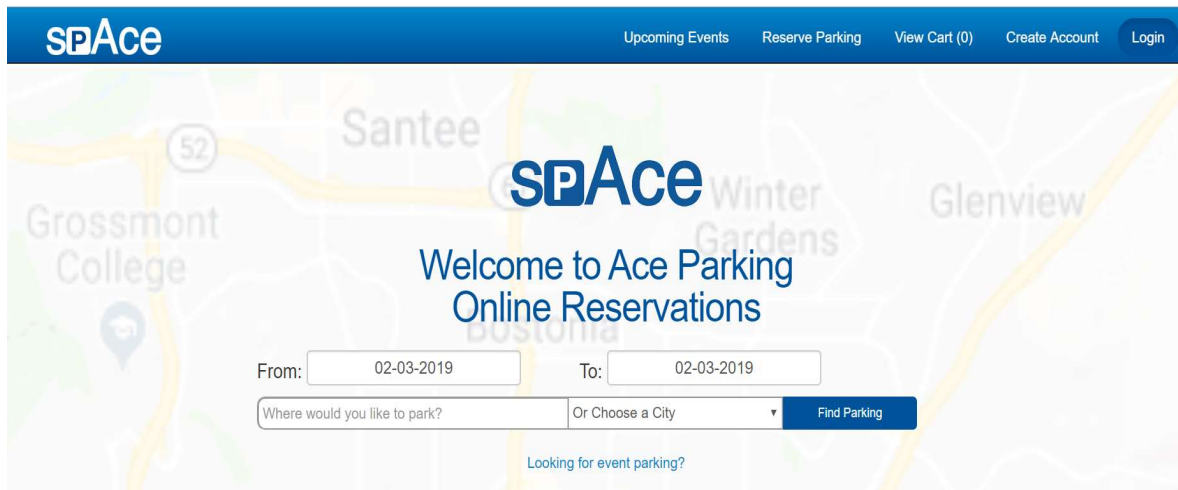
While street parking is limited, La Jolla has dozens of low-cost parking lots and safe, underground structures conveniently located throughout the village. You can even reserve and prepay for parking before you arrive in the village. [Click below](#) for stress-free parking in La Jolla Village.

[RESERVE PARKING NOW](#) [GET THE ACE PARKING APP](#)



**2.1.4.3 – Event Coordination**

For major events the ability to pre-sell and reserve parking via event websites will also help to drive traffic to off-street garages and open additional capacity on street. This will also help to improve the entry process into event areas by having visitors have a predetermined place to park. Event parking can included in ticket packages, or links added to the Event website to encourage reserved parking for the event. Sites such as Ace Parking SpAce reservations platform are used for major events such as Conic Con and Laz also offers the ability to book parking on-line.



Rating Matrix	
<b>Parking Impact</b>	4
<b>Congestion Impact</b>	3
<b>Community Benefit</b>	5
<b>Ease of Execution</b>	8
<b>Cost to Implement</b>	8
<b>TOTAL</b>	28

## 2.2 Creating Additional Parking Capacity

Creating additional parking capacity is an option to improve the overall parking situation in the La Jolla Village. In the context of improving overall visitation in the Village we do not recommend increasing overall capacity for during the night and weekend periods. The current data shows adequate parking availability from paid off-street options. Current parking construction cost in the La Jolla area are approaching \$40,000 per stall so the cost to develop incremental parking is extensive and as previous studies have shown it would be difficult to create a self-sustaining parking model in the Village to cover development costs. We have reviewed alternative parking capacity growth plans to explore the potential to increase overall parking capacity in the Village in this section.

### 2.2.1 – Leveraging Valet Assisted Services (Valet Stacking)

As an alternative to building incremental parking stalls in the Village, valet “stacking” programs could be implemented to increase overall capacity in the village. We project overall Village Capacity can be increased by over 300 stalls by implementing these programs in each parking structure to maximize capacity. While the capacity increase would improve parking availability in peak periods; the cost for operators does not justify a private investment in this strategy. The cost of implementation verses the market rate for parking in the area shows a break even point of 38 cars per location. The analysis of these structures does not generate enough incremental parking to make this program feasible. The Merchant Association, or other community groups could subsidize this program to create additional parking capacity. These programs are implemented in many urban parking environments to increase capacity, but the limiting factor in La Jolla is the overall size of the off-street parking structures.

#### Potential Capacity Increase:

We have identified 12 parking structures were a valet stacking program could yield additional parking capacity. Below are the candidates in the La Jolla Village for this program, which would yield an additional 300 parking stalls.

Garage	Stall Increase
Coast Walk	25
1200 Prospect	50
1299 Prospect	20
1231 Cave Street	15
7979 Ivanhoe	30
888 Prospect	30
7825 Fay	30
875 Prospect	20
909 Kline	20
1111 Prospect	20
7777 Fay	20
8717 Ivanhoe	20
<b>Total</b>	<b>300</b>



**Break Event Analysis of Valet Assisted Parking:**

**Valet Stacking Assessment**

	<b>Monthly</b>	<b>Annual</b>
Wages	3,294	39,533
Payroll Overhead	1,178	14,141
Payroll Processing	24	288
Uniforms	77	922
Tickets and Decals	100	1,200
Car Damages	500	6,000
Valet Deceive	300	3,600
<u>Radio Rental</u>	<u>100</u>	<u>1,200</u>
<b>Total Expenses</b>	<b>5,574</b>	<b>66,884</b>
 <b>Break Even Volume</b>	 <b>38</b>	

**Subsidized Cost:**

The cost to implement is not in the financial interest of individual parking structure ownership groups, therefore it must be subsidized. To break event and gain the additional capacity the program would need to be subsidized at the cost of \$36,900 per month, and this is to break even for the lot operators and owners. We do not feel individual owners would commit to a program that increases garage use at a break-even financial benefit. Overall this solution is not sustainable and is not a viable option based on the current market rate of parking in the Village. This should continue to be monitored as the financials can improve should the overall parking market rates increase in the Village.

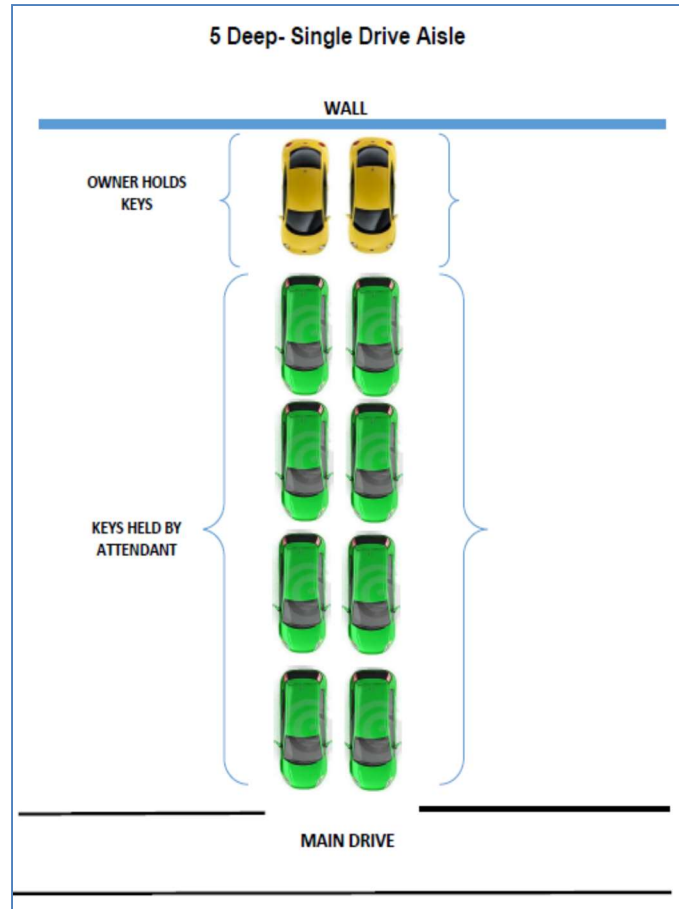
Rating Matrix	
<b>Parking Impact</b>	6
<b>Congestion Impact</b>	0
<b>Community Benefit</b>	4
<b>Ease of Execution</b>	1
<b>Cost to Implement</b>	1
<b>TOTAL</b>	12

**Overview of Valet Assisted Parking:**

One of the easiest ways for a surface lot or garage to increase parking capacity without having to spend money on capital improvements is to employ a stacking program. Stacking can be done with very little investment, little preparation time and can easily be modified to accommodate fluctuating levels of vehicles.

A Stacking operation differs from a valet program in several ways. In a traditional valet operation, the driver drops off and picks-up their vehicle at a fixed point while the car is parked elsewhere. There are attendants who basically ‘take control’ of the customers’ vehicles by driving them to the parking area which can be in another section of the property. This type of system becomes very labor intensive because only one person is serviced at a time. Therefore, this type of system is not conducive to a commercial employee environment where large numbers of people arrive and depart in relatively small time windows.

In a ‘Stacking’ approach, cars are parked in the drive aisles so that a garage can maximize the available space in order to increase capacity. Attendants lead the entire process, but they have limited control over vehicles since we are simply directing people on where to park and then issuing a ticket in return for their keys.



Below are the key points of stacking:

- Under a stacking system, the vehicle owner retains control of their vehicle during the parking and exiting process. The attendant does not park the car and rarely will unpark a vehicle for the owner.
- Cars are parked, nose to tail so that drive aisles are limited. This allows more vehicles to be parked in a defined area.
- An attendant will direct vehicles into parking spaces. Much like the experience when visiting Disneyland, vehicles will need to be controlled in terms of where they park.
- The attendants will greet people upon entry. Typically, the attendant will try to determine if the vehicle owner will be leaving early for an off-site meeting, lunch, etc. If so, we will strategically park the car in one of the outside spots to minimize delays when departing.
- Once parked, the car keys will be given to the attendant. The attendant will provide the vehicle owner with a sequentially numbered claim ticket. (Cars parked in the back row do not need to turn over keys since these vehicles are not blocking others.)
- When someone comes to the parking area to retrieve their vehicle, an attendant will pull out any cars blocking them so the owner may drive out themselves. The cars will then be moved back into their original position.

- Toward the end of the day, the attendants will ‘break down’ the parking area as vehicles begin to leave the premises. At some point, the lot will revert back to its original configuration where drive aisles will be available to everyone.

**How the system can be maximized:**

- The best stacking systems work when the parkers are regular or recurring users. They become familiar with the system, how it works and the parking attendants also become familiar with them.
- Parkers quickly learn how to notify attendants when they need to depart early, so we can park them to minimize car movements.
- We can offer a texting service that operates much like a ‘call down’ service for a hotel valet. Parkers can text their ticket number and the attendants will be notified that someone is one their way. This allows us time to prepare for the owner, thus minimizing any wait times.

**Benefits of Stacking**

- Maximizes parking lot by parking cars one behind the other. No drive aisles.
- Minimal vehicle handling – only drive car when someone who is blocked needs to exit.
- Monthly parkers quickly learn system and adapt to parking program.
- Strategically park vehicles so those leaving early or with appointments will not have their car buried.
- Can create amenity program to make the system more palatable to tenants – wash windows, vacuum interiors, distribute bottled water.
- Call down/texting options allow for vehicle prepping so wait times are minimized.
- Reduces need for tenants to ‘hunt & peck’ for available parking spaces when traffic is heavy.

**How it works**

1. Vehicles are directed where to self park by an attendant.
2. A numbered ticket is issued to the parker by a parking attendant.
3. Vehicle keys are collected by the attendant and locked in a cabinet. (We only take the keys from the vehicle owner is that vehicle is blocking in another car.)
4. The vehicle is only moved if it is blocking another patron who needs to exit.
5. The individual returns for their vehicle; presents the parking ticket; and is provided with their keys so they may drive away.
6. If the individual’s vehicle is blocked by another car, that car is moved to allow them to exit. The moved vehicle is then parked back in the space recently vacated.
7. At the end of the day as vehicles begin to exit, attendants ‘break down’ the area and create drive lanes to minimize exiting delays.

**Considerations**

As noted earlier, stacking works best when we have a recurring user base such as tenants who quickly understand how the stacking program works. If we attempt to ‘stack’ cars for visitors, then far too much time and energy is spent educating people and assuring them that their vehicle is safe.

Stacking can be approached in one of two ways:

1. Mandate that specific tenant(s) employees must utilize the stacking areas.
2. Stacking open to all parkers once the rest of the lot is full.

The advantage of the first option is that it can be negotiated into the tenant(s) lease so that there are no negative feelings associated with the program. It also means that the stacking area will be clearly defined since we will know exactly how many vehicles need to be accommodated each day.

The downside to this is that the program will be operating every day and will be an on-going cost that will be expended for as long as the tenant is in the property and parking is impacted.

If we simply stack once the garage begins to fill, we can reduce the cost to run the program because staffing is not needed until the garage approaches capacity. Costs can also be minimized because the program can be ‘broken down’ once the garage starts to experience open space.

### 2.2.2 – Vertical Stacking on Surface Lots

In many highly impacted cities, verticle stacking has become a way to ease parking supply by installing verticle lifts to add capacity. These programs work in tandem with a valet program. Traditionally parking operators use valet team to operate lifts on the surface lots. While the cost for construcion is less expensive than building a parking structure; the cost to operate due to valet labor does not make this a feasible solution for parking lot owners to implement at this time. A subsidy program would be needed, but we do not feel this creates enough additional parking to justify the investment at this point in time.



#### Overview:

As an alternative to constructing a parking structure; we have reviewed the feasibility of using vertical lifts to increase capacity at this location. Typically, these systems are less expensive, however the use of valet labor to vertically stack quickly cannibalizes the construction savings over time.



**Valet Costs:**

Based on creating an incremental 150 parking stalls through a vertical stacking program, we have projected the staff needed to facilitate this parking option. During peak periods, a minimum staff of 4 valets would be needed to keep the wait times under 8 Minutes for stacked cars to be pulled.

**Vertical Stacking Valet Plan**

	7	8	9	10	11	12	1	2	3	4	5	6	Hours	RATE	Daily
Valet Supervisor			X	X	X	X	X	X	X	X	X		9	\$ 20.00	\$ 180
Valet AM #1	X	X	X	X									4	\$ 14.50	\$ 58
Valet AM #2			X	X	X	X							4	\$ 14.50	\$ 58
Valet AM #3			X	X	X	X	X	X					6	\$ 14.50	\$ 87
Valet Breaker					X	X	X	X					4	\$ 14.50	\$ 58
Valet PM #1									X	X	X	X	4	\$ 14.50	\$ 58
Valet PM #2									X	X	X	X	4	\$ 14.50	\$ 58
Valet PM #3									X	X	X	X	4	\$ 14.50	\$ 58
On Shift	1	1	4	4	4	4	3	3	4	4	4	3	39	\$ 15.19	\$ 615

**Operating Budget Estimate:**

We have compiled an operating budget for a vertical stacking operation which includes valet labor and typical operating costs for these operations.

<b>Vertical Stacking</b>		
<b>Category</b>	<b>Monthly</b>	<b>Annual</b>
Wages	13,376	160,515
Payroll Overhead (32%)	4,280	51,365
Payroll Processing	96	1,152
Supplies	45	540
Uniforms	297	3,563
Tickets and Decals	145	1,740
Signs	60	720
Keys and Locks	100	1,200
Janitorial	10	120
Sweeping	200	2,400
Equipment Repairs	150	1,800
Business License	9	105
Office Supplies	35	420
Xerox and Printing	45	540
Postage	25	300
Computer Expense	90	1,080
Telephone Expense	200	2,400
Internet Connectivity	100	1,200
Bank Service Charges	150	1,800
Credit Card Fees	190	2,280
PCI Compliance	-	-
Mileage	40	480
Liability Insurance	795	9,540
Software as Service Fees	350	4,200
Vehicle Claims	1,200	14,400
Management Fees	800	9,600
Call Center Service	-	-
<b>TOTAL Expenses</b>	<b>22,788</b>	<b>273,459</b>

Rating Matrix	
Parking Impact	5
Congestion Impact	0
Community Benefit	3
Ease of Execution	1
Cost to Implement	0
<b>TOTAL</b>	<b>12</b>

### 2.2.3 – On-Street Valet Programs

Valet has been a key component over the overall parking management plan in the Village for several years. Currently valet stands are being used to satisfy permit and coastal access commission approvals in main retail and restaurant sectors. The main areas being served via valet are the Prospect Street and Girard. Expansion into other areas of the Village can help leverage the current open capacity at parking structures. While the objective helps to increase overall off-street parking utilization, there are other benefits to improving the overall traffic congestion in the Village. These operations are easy to implement; and since the cost can be passed on to the visitor, it is a very sustainable program with little or no cost to the La Jolla Merchant’s Association. We recommend soliciting proposals to provide summer valet services on the coast as a test program to help relieve congestion at the Cove.

Rating Matrix	
Parking Impact	5
Congestion Impact	6
Community Benefit	5
Ease of Execution	8
Cost to Implement	9
<b>TOTAL</b>	<b>33</b>

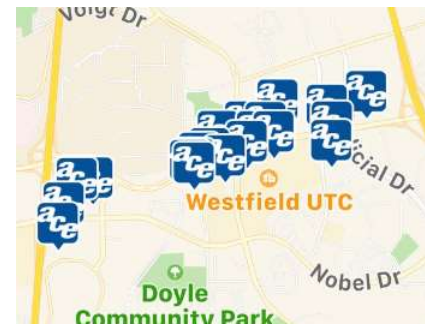
### 2.2.4 – Village Off-Site Shuttle Program

**Overview:**

Securing off-site parking and providing shuttle service to the La Jolla Village is another option to increase capacity, with little to no capital cost or infrastructure changes. This is another good short-term solution, but the cost to operate and maintain a shuttle is not sustainable.

**Feasibility:**

Securing offsite parking in the UTC area is possible, however this will be a constantly changing dynamic in the area as buildings reach full capacity.



**Operating Budget:**

We have developed an operating budget for a shuttle operation including the costs of off-site parking.

<b>Shuttle Budget</b>		
<b>Category</b>	<b>Monthly</b>	<b>Annual</b>
Wages	16,449	197,392
Payroll Overhead (32%)	5,264	63,165
Payroll Processing	287	3,450
Health and Welfare	522	6,264
Uniforms	39	3,563
Signs	60	720
Keys and Locks	100	1,200
Janitorial	10	120
Sweeping	400	4,800
Business License	9	105
Office Supplies	400	4,800
Computer Expense	81	969
Telephone Expense	494	5,927
Internet Connectivity	400	4,800
Bank Service Charges	69	831
Vehicle Taxes and Registration	142	1,700
Vehicle Cleaning	400	4,800
Mileage	25	300
Vehicle Lease	5,000	60,000
Liability Insurance	1,718	20,616
Off-Site Parking Fees	15,000	180,000
Vehicle Claims	1,200	14,400
Management Fees	2,000	24,000
Vehicle Maintenance	1,700	20,400
<b>TOTAL Expenses</b>	<b>51,769</b>	<b>621,231</b>

The concept of using a defined parking reservoir and providing shuttle services to ease parking issues in the La Jolla Village has been studied numerous times. The La Jolla Coastal Access and Parking Board issued a 2014 letter to the City assessing the feasibility of such a program. (Allen, 2014). The findings in this letter note the following review of previous studies.



Review of previous studies as noted in the La Jolla Coast Access and Parking Board letter, dated May 6<sup>th</sup> 2014.

- 1993 Plan – Reservoir location no longer available
- 1996 MTDB Study – Shuttle of questionable value
- 2002 Wilber Smith Study – Shuttle Service not Recommended
- 2003 Mid-Coast Study – La Jolla out of focus on area of need
- 2004 La Jolla Community Plan – Called for study; done in 1996, 2003
- 2005 MTS Analysis – Service cut rather than enhance(d) with shuttles
- 2012 Open Space Dedication – forecloses remote parking locations
- Mid-Coast Trolley – parking structures can fulfil parking goal

Based on previous findings; Ace does not believe that an off-site parking shuttle would improve the La Jolla Village, but is open to providing consulting services should this need to be explored further.

Rating Matrix	
<b>Parking Impact</b>	3
<b>Congestion Impact</b>	3
<b>Community Benefit</b>	1
<b>Ease of Execution</b>	0
<b>Cost to Implement</b>	0
<b>TOTAL</b>	7

### 2.2.5 – Ride Share Concierge Program

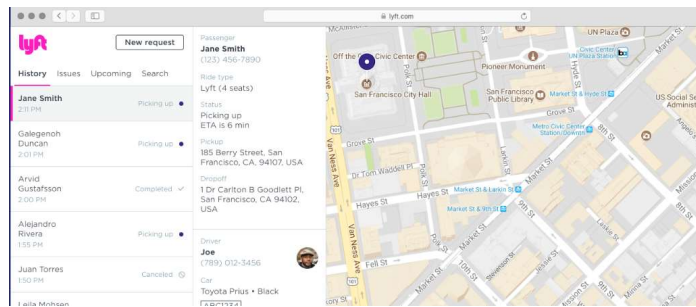
#### Overview:

As an alternative to shuttle programs; a ride share concierge service can reduce the costs of a shuttle program and eliminate the need for off- site parking. With these programs a dedicated ride share concierge books Lyft rides for building tenants and the property management is billed directly. The advantage of these services is that only rides taken are billed, and the need to maintain a shuttle fleet is minimized. These costs can be further reduced based on the actual use of the program.

**Traditional Shuttle Annual Cost = \$621k**

**Ride Share Concierge Cost = \$561k**

**Projected Savings - \$60k Annually**



**Variable Cost Drivers:**

The major cost of the program is cost of the ride share service; these costs can fluctuate based on the mileage of the trip and the time of day as many ride share operators use peak demand pricing models (Surge Pricing). We have attempted to account for these fluctuations in price, however the actual cost is unique to each individual property. To vet the viability of a ride share program, Ace Parking recommends a test to more accurately gauge the long term costs.

**Operating Budget:**

We have drafted a sample operating budget for a ride share concierge program based on typical labor rates. Should this option be considered a formal budget can be produced based on further negotiations with Lyft and Uber. While there is a NET saving by leveraging ride share programs; the cost is not sustainable for long term service to the La Jolla Village

**Lyft Concierge**

Category	Monthly	Annual
Wages	3,567	42,800
Payroll Overhead (32%)	1,141	13,696
Payroll Processing	24	288
Health and Welfare	608	7,296
Uniforms	20	240
Signs	20	240
Keys and Locks	-	-
Janitorial	-	-
Sweeping	-	-
Business License	9	105
Office Supplies	100	1,200
Computer Expense	81	969
Telephone Expense	100	1,200
Internet Connectivity	100	1,200
Bank Service Charges	69	831
Ride Share Fees	32,625	391,500
Ride Share Commissions	6,525	78,300
Mileage	20	240
Management Fees	1,800	21,600
<b>TOTAL Expenses</b>	<b>51,769</b>	<b>561,705</b>

Rating Matrix	
Parking Impact	3
Congestion Impact	6
Community Benefit	3
Ease of Execution	0
Cost to Implement	1
<b>TOTAL</b>	<b>13</b>

### 2.3 – Decreasing Parking Demand

To alleviate parking issues in the Village strategies to reduce overall parking demand should be considered. While long term we believe that overall parking demand will decrease based on macro-economic factors; we feel that this reduction in personal vehicle use will not have a substantial impact for the next 20 to 30 years. This section will illustrate potential strategies to reduce overall demand in the area.

#### 2.3.1 – Leveraging Trolley Expansion

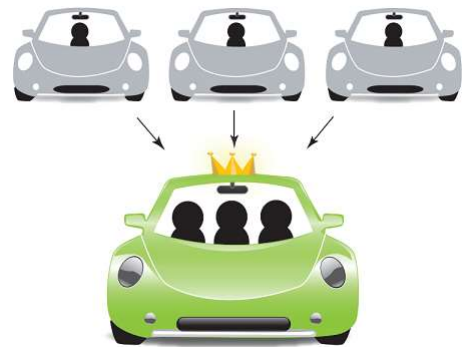
The expansion of trolley service to the University Town Center area of La Jolla is an opportunity to expand public transit services to the La Jolla Village. The closest trolley terminal will be the Nobel Drive station. Expanding MTS services to develop an express route from this terminal to the Village may help to reduce overall traffic. We feel that the segment most likely to take advantage of this service would be retail and service workers.



Rating Matrix	
Parking Impact	4
Congestion Impact	4
Community Benefit	4
Ease of Execution	1
Cost to Implement	1
<b>TOTAL</b>	<b>14</b>

**2.3.3 – Peak Period Carpool Program**

Van share and carpool programs could be an alternative solution to shuttle service. Off site parking can be found outside of the Village boundaries and the Merchant Association can supplement the program with incentives to encourage use. While these programs work successfully in some environments; the demographics that frequent the La Jolla Village are not likely to participate in such a program. A subsidized program for service workers may gain traction, but we do not feel the impact will justify the overall expense.



Rating Matrix	
Parking Impact	3
Congestion Impact	3
Community Benefit	3
Ease of Execution	2
Cost to Implement	1
<b>TOTAL</b>	<b>12</b>

**2.3.4 – Increased Parking Enforcement**

Street parking for most stalls in the area is enforced 8AM to 6PM except for Sunday and Holidays. This allows for service workers on the evening shift, which represent a significant amount of the street parking during the busy night dinner business to occupy these stalls from 4PM for the rest of the evening. By extending the enforcement period to 8PM this would encourage off-street parking by these workers, increasing the capacity for retail and dinner customers.

Rating Matrix	
Parking Impact	8
Congestion Impact	8
Community Benefit	8
Ease of Execution	4
Cost to Implement	8
<b>TOTAL</b>	<b>36</b>



## 2.4 - Improving Data Analytics

To guide parking policy, create impactful investments and provide solutions to the La Jolla parking and mobility challenges, the need for accurate and consistent data is critical. In addition to guiding parking solutions, data will be a key factor in driving long term parking improvements. The City of San Diego is a national leader in the deployment and implementation of Smart City initiatives, and there is soon to be additional opportunities for data collection in the City. The La Jolla Merchants Association and other community groups need to ensure that the La Jolla Village is prioritized and has access to this technology that is already being deployed across the City. Funding for many of these programs is already established by the City. The deployment of specific sensors that may not be a part of the City’s overall deployment to collect key data is an option for the investment of parking funds currently available. The City has partnered with XAQT as the analytics provider for this project, we suggest that our immediate consulting efforts be placed toward understanding the City’s overall data collection plan for the Village and assessing the missing data points to leverage this powerful data set.

### 2.4.1 – On Street Parking Data

The availability of on-street parking data will be partially available with the deployment of this technology. We propose a study of the current City plan in coordination with xaqt to determine which areas will be covered, and which areas will require additional sensor deployment.

Rating Matrix	
<b>Parking Impact</b>	9
<b>Congestion Impact</b>	9
<b>Community Benefit</b>	9
<b>Ease of Execution</b>	4
<b>Cost to Implement</b>	5
<b>TOTAL</b>	<b>36</b>

### 2.4.2 – Off Street Parking Data

Since Off-street parking is a large part of the overall inventory in the area, the need to collect this data is key to understanding the overall parking challenges in the Village. This data will not be available from the City’s parking data collection equipment. We propose the development of a public/private partnership to obtain key parking data from off street parking facilities such as real time garage occupancy.

Rating Matrix	
<b>Parking Impact</b>	10
<b>Congestion Impact</b>	9
<b>Community Benefit</b>	9
<b>Ease of Execution</b>	4
<b>Cost to Implement</b>	5
<b>TOTAL</b>	<b>37</b>

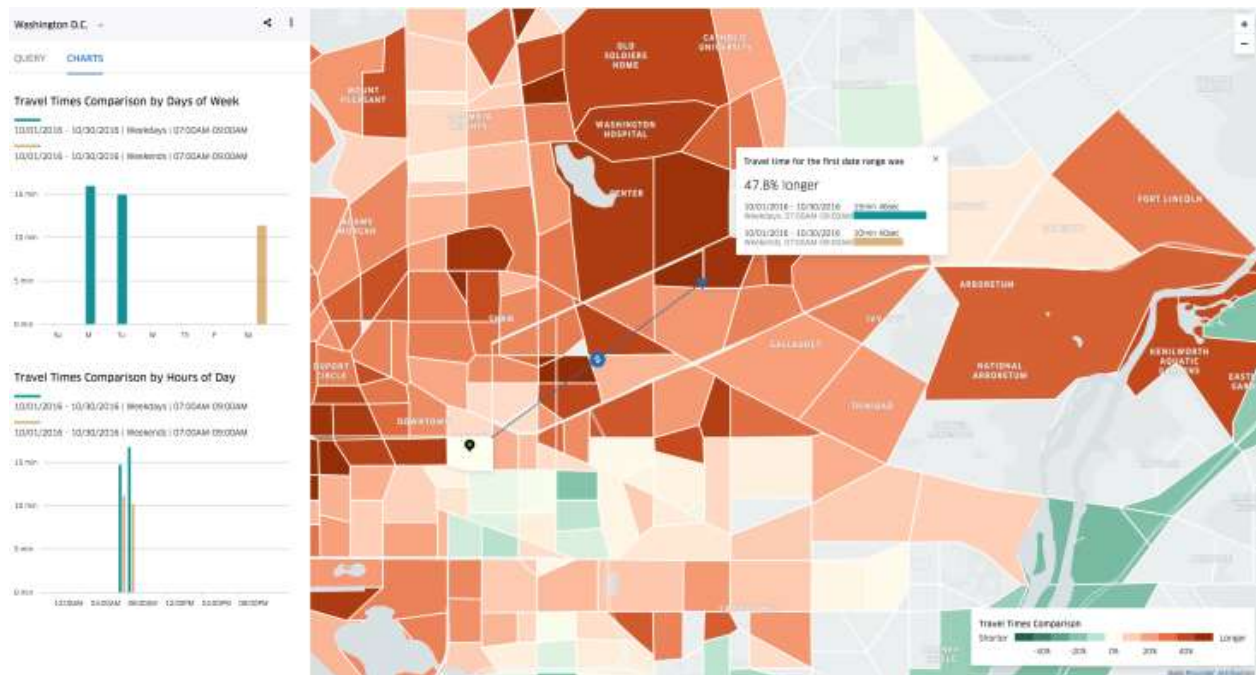
### 2.4.3 – Multi-Model Transportation Data

In addition to parking data, the current City program should be able to provide some level of traffic data to the various community groups working on mobility solutions issues in the village. Some of the key data points that need to be collected area as follows.

- Micro Mobility Use (Scooters and Bikes)
- Ride Share Data
- Traffic Flow Data
- Pedestrian Counting

While there may be other significant data points to collect; focusing effort on parking and mobility data will ensure that investments and programs are truly making an impact in the Village.

Rating Matrix	
Parking Impact	8
Congestion Impact	10
Community Benefit	9
Ease of Execution	4
Cost to Implement	4
<b>TOTAL</b>	<b>35</b>





# 3.0

Traffic Flow Improvement  
Assessments





**3.0 – Traffic Flow Improvement Assessments**

Traffic in and out of the La Jolla Village is constrained by the access points. We support leveraging public transportation efforts and other solutions that will improve ingress and agree to the Village but are realistic in understanding that infrastructure improvements to improve traffic flow are costly and likely not to be a solution in the future. We do feel that there are several ways to improve the overall traffic flow in the Village once visitors arrive. This section will review potential solutions to improve the traffic flow in the Village.

**3.1.1 – Way Finding Signage Program**

One of the primary factors to congestion in the La Jolla Village is traffic searching for available parking stalls upon arrival. To reduce the amount of time spent searching for parking in the Village, we recommend way finding signs to assist drivers in finding open parking. The most effective way to implement such a program is to link both on-street and off-street parking occupancy data to space count signs to direct traffic. To accomplish this initiative, data collection infrastructure would need to be implemented.



Rating Matrix	
Parking Impact	8
Congestion Impact	8
Community Benefit	8
Ease of Execution	4
Cost to Implement	4
<b>TOTAL</b>	<b>35</b>

### 3.1.2 – Mobile App Wayfinding

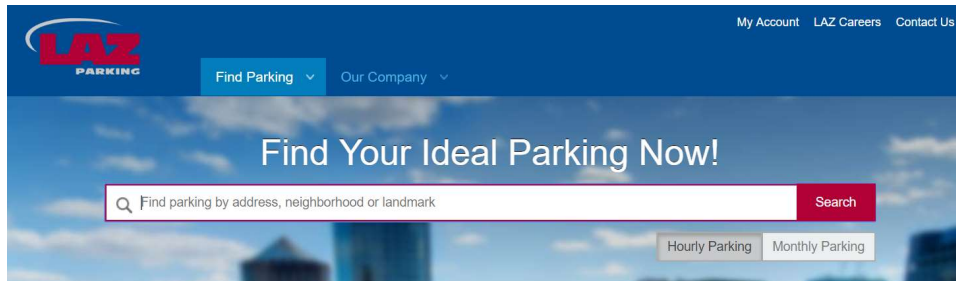
Data from investments in infrastructure can also be made available to various parking apps which is another deployment methods to improve parking wayfinding in the Village. In addition to making the real time data available to multiple parking app companies, the Village could explore the option of creating their own parking app that can direct visitors to available parking. This is a low-cost solution, should the data collection infrastructure be implemented.



Rating Matrix	
Parking Impact	8
Congestion Impact	8
Community Benefit	8
Ease of Execution	6
Cost to Implement	6
<b>TOTAL</b>	<b>35</b>

### 3.1.3 – Advanced Parking Reservations

While way finding will help reduce the traffic congestion in the Village, the ability to reserve both on-street and off-street parking can help to reverse the perception that parking in the Village is a challenge. To deploy on-street systems; the village would need to implement a paid parking model, but off-street parking reservations can be deployed by parking operators such as Ace Parking and LAZ via their own reservations systems.



Rating Matrix	
Parking Impact	6
Congestion Impact	6
Community Benefit	6
Ease of Execution	9
Cost to Implement	9
<b>TOTAL</b>	<b>35</b>

### 3.1.4 – Major Event Parking Management

Major events in the Village are an opportunity to deploy reserved parking in the Village and reduce overall congestion. Events are an opportunity to improve the perception in the area and to leverage available off-street parking. An example of this approach is the Enjoya La Jolla event where attendees are pre-registered and parking is being made available free of charge. Ace Parking will assess the



success of this program on the overall impact of Village Traffic. Mother’s Day is historically a busy day in the Village and this test will provide key learnings as we review overall parking strategy for event days. There are several options which will continue to be explored for event parking in the Village including;

- Parking sponsorships to provide free parking
- Reduced event parking rates offered by parking operators
- Promotional offerings for users of off-street parking for events

The events parking strategy will continue to evolve; but an aggressive approach to leveraging off-street capacity is recommended to continue to drive La Jolla visitation via events.

Rating Matrix	
Parking Impact	7
Congestion Impact	7
Community Benefit	8
Ease of Execution	9
Cost to Implement	9
<b>TOTAL</b>	<b>27</b>

**3.1.5 - Ride Share Curb Management**

The impact of ride-share services such as Uber and Lyft continue to impact congestion in the La Jolla Village. This is a complex issue that is facing many municipalities and an overall strategy to improve the traffic impact of these services is needed in the Village. The most pronounced impact is on the main Prospect Street though fare, and ride share drivers are impacting Village traffic coordinating pick ups and drop offs in the middle of the street. To help ease this issue the implementation of ride-share pickup and drop off stalls on Prospect Street is recommended. While this will take prime parking stalls out of circulation, the need to improve the ride share impact outweighs the loss of parking stalls. This is an effort that will need to be coordinated with the City, as enforcing these stalls will also be a concern as there is very limited parking enforcement during the hours that ride share is the most impacted.



Rating Matrix	
Parking Impact	3
Congestion Impact	10
Community Benefit	9
Ease of Execution	2
Cost to Implement	5
<b>TOTAL</b>	<b>29</b>



# 4.0

Pedestrian Mobility  
Assessments



**4.1.1 – Scooter and Bike Staging Areas**

There has been a significant increase in the deployment of micro mobility options in the La Jolla Village, with the most noticeable impact being with dock-less scooters from Bird and Lyft. These deployments have helped overall mobility in the Village, and have given pedestrians another option to move around to various areas. This deployment has not been managed, and scooter are impacting the ease of movement on sidewalks in the Village.



In other locations in San Diego the City has started deployment of scooter and bike staging areas in red curb areas. This strategy removes the scooters from the sidewalks and does not impact total available parking stalls. We would recommend that the Village continue to work with the City to develop a micro-mobility plan specifically with for the La Jolla Village to continue to encourage the benefits of scooter transportation while minimizing the impacted to pedestrian walkways.

Rating Matrix	
Parking Impact	0
Congestion Impact	5
Community Benefit	8
Ease of Execution	7
Cost to Implement	9
<b>TOTAL</b>	<b>27</b>

**4.1.2 – Local Bike Rental Expansion**

An alternative to dock less bike rentals; is the expansion of bike rental areas in the La Jolla Village. There are local bike rental businesses in the area that could offer additional pick up and drop off points to help create additional mobility options with in the Village. Since the most common arrival point in the Village is a parking facility; a partnership between bike rental companies and parking operators could be encouraged by the Association to organize and deploy bike rentals in the Village as an alternative to dock less options. This would organize inventory and allow visitors easier access to shopping and the coast by providing the “last leg” of transportation directly from off-street parking. Additionally, this strategy could help to encourage off-street parking by bunding bot the bike rental and parking as one transaction. An other benefit this this strategy would be increasing the length of stay in the area since the customer has a vested interest in ensuring value from both the parking fee and the bike rental.



Rating Matrix	
<b>Parking Impact</b>	0
<b>Congestion Impact</b>	5
<b>Community Benefit</b>	8
<b>Ease of Execution</b>	7
<b>Cost to Implement</b>	9
<b>TOTAL</b>	<b>35</b>



**4.2.1 – Golf Cart Shuttle Program**

The largest driver to visitation in the La Jolla Village is coastal access. Due to the geography of the area; encouraging coastal visitors to explore retail areas has always been a challenge due to the steep elevation change in the area. To encourage visitor movement in the Village a golf cart shuttle program could provide service from the coast to shops and restaurants. To vet the feasibility of this program; local operators of golf cart fleets should solicit operating costs of such a program. These programs have proven successful in other San Diego locations such as Petco Park where shuttle services are provided from off-street parking locations to improve the guest flow to the ball park.



Rating Matrix	
<b>Parking Impact</b>	3
<b>Congestion Impact</b>	5
<b>Community Benefit</b>	8
<b>Ease of Execution</b>	8
<b>Cost to Implement</b>	5
<b>TOTAL</b>	<b>35</b>

#### 4.2.2- Package Pick Up

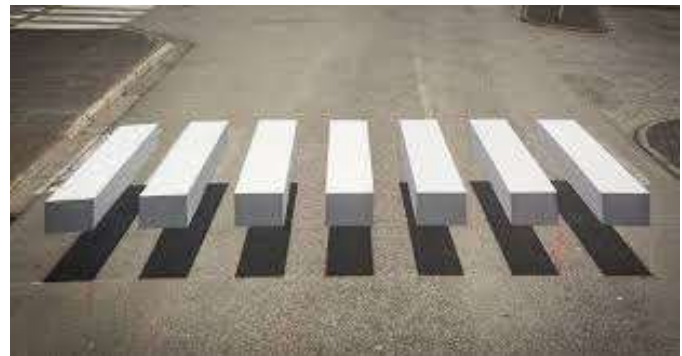
Package pickup can be an ancillary service added to a valet operation; or could be designed as a stand-alone program. This service would allow local merchants to call the service to consolidate all packages from various locations. This would allow customers to continue shopping in the village, without the need to carry packages from store to store. When combined with Valet services; the service could have the packages placed in the customers car. These programs take away a barrier to continued shopping. The inclusion of this type of amenity would start to frame the village as a shopping destination and better complete with areas such as Fashion Valley and Westfield UTC.



Rating Matrix	
Parking Impact	0
Congestion Impact	0
Community Benefit	8
Ease of Execution	3
Cost to Implement	5
<b>TOTAL</b>	<b>35</b>

#### 4.2.3 – Pedestrian Cross Walks

Pedestrian traffic in the Village is a key factor in the overall movement in the Village. Within the past year the City has added pedestrian cross walks on and installed safety signs at various crosswalks. There are additional areas that should be addressed to not only improve pedestrian crossings; but to link these crossing with real time traffic data to improve overall traffic flow in the Village. The map below shows the main pedestrian walk ways which could be improved with better pedestrian management.



Rating Matrix	
Parking Impact	0
Congestion Impact	5
Community Benefit	9
Ease of Execution	3
Cost to Implement	3
<b>TOTAL</b>	<b>20</b>