



NORTH PARK PLANNING COMMITTEE

PUBLIC FACILITIES, TRANSPORTATION, PARKS, AND PUBLIC ART SUBCOMMITTEE

www.northparkplanning.org

**MEETING AGENDA: Wednesday, November 09, 2011 – 6:00 p.m.
North Park Recreation Center/Adult Center, 2719 Howard Avenue.**

- I. Parliamentary Items **(6:00 pm)**
 - A. Call to Order
 - B. Modifications to & adoption of the November 09, 2011 Agenda
 - C. Chair's Comments
 - D. Approval of Previous Minutes: September 14, 2011 & October 5, 2011
 - E. Announcements: (See page 2 of Agenda for details and links)

- II. **Non Agenda Public Comment** (2 minutes each). Please fill out a Public Comment Sheet and give to Chair prior to the meeting.

- III. **Information Items:**
 - A. **Traffic Calming Median Chokers**, 2900 block of Madison: Update & discussion
(6:10 pm to 6:15 pm)

- IV. **New Business: none**

- V. **Old Business:**
 - A. **Texas Street Improvement Design:** Update on improvements to Texas Street from Madison Avenue to Camino Del Rio South, part of mitigation improvements for the Quarry Falls Development in Mission Valley. *Action Item* **(6:15 pm to 6:20 pm)**
 - B. **Plaza de Panama - Balboa Park (Project No. 233958):** Proposed project includes an amendment to the Balboa Park Master Plan; an amendment to the Central Mesa Precise Plan; and a Site Development Permit. Discussion of plans, amendments, parking, pedestrian & vehicular circulation for possible action. http://www.balboapark.org/sites/default/files/plazadepanama_hrb_ltr_1_13_11_1.pdf
Action Item **(6:20 pm to 7:45 pm)**
 - 1) [Link to Independent Budget Analyst \(IBA\) Report on Parking Structure Bond financing](#)
 - 2) [Links to 2002 Old Town Parking Study: Part 1, Part 2, Part 3, Part 4, Part 5](#)
 - C. Discussion of "**Park & Recreation Needs Assessment Survey** for the Greater Golden Hill, North Park, & Uptown Communities" *Action Item* **(7:45 pm to 8:00 pm)** *(time permitting)*
 - 1) [Link to the Survey & Results](#) 2) [Link to City memo to Balboa Park Committee regarding Survey](#)

- VI. **Unfinished, New Business & Future Agenda Items. Next Meeting date: Wednesday, Dec. 14, 2011**

- VII. **Adjournment** **(8:00 pm)**

Times listed are estimates only. Please speak only when recognized by the Chair. Be respectful of others and their ideas. Listen and be open-minded. No interruptions or side conversations. Stay focused on issues rather than personalities.

Dionné Carlson (Chair) 619-584-2496 dionneleighcarlson@cox.net

René A. Vidales (Vice-Chair) 619-819-8690 lanphomus@cox.net

NPPC-PF Subcommittee 11/09/2011

Announcements:

SANDAG <http://www.sandag.org/enewsletter/index.html>

SANDAG adopts \$214B RTP & regional housing plan http://www.sandag.org/enewsletter/feature_1.html

The SANDAG Board of Directors adopted the **2050 Regional Transportation Plan (RTP)** and its Sustainable Communities Strategy (SCS), as well as certified the Final Environmental Impact Report (EIR) prepared for the 2050 RTP/SCS, on October 28, 2011.

Other related Board actions include a finding that the 2050 RTP and the **2010 Regional Transportation Improvement Program**, as amended, are in conformance with the State Implementation Plan for air quality; a finding that the SCS achieves the greenhouse gas emission reduction targets established by the California Air Resources Board; and adopting the final **Regional Housing Needs Assessment (RHNA)** Plan for the fifth housing element cycle (January 1, 2013 – December 31, 2020).

New crime mapping tool available to public: http://www.sandag.org/enewsletter/feature_4.html

San Diego County residents now have access to a free online tool that allows them to view crime data by neighborhood and address, and to sign up for e-mail alerts about criminal activity occurring near their home, school, or work.

SANDAG collaborated with law enforcement agencies across the county to bring this service to the public via

www.crimemapping.com.

Funded by a grant from the U.S. Department of Homeland Security, the service was previously limited to the Sheriff's jurisdiction. The Web site sorts data by crime type, date, address, and agency. Users can get details on everything from arsons and assaults to homicides and car thefts. Crimes are identified by colorful icons. When users click on an icon, they get the date, location, and description of the crime. In addition, they can map how close they are to a particular crime and get crime prevention tips.

Other features of the Web site allow users to generate crime reports and charts to highlight patterns, as well as link to or e-mail a crime map.

This online tool replaces other notifications systems used in the county, including the San Diego Police Department's eWatch program. Therefore, users must sign up via www.crimemapping.com to continue getting updates.

The Web site, which is owned by The Omega Group in San Diego, gets its information from the countywide centralized database called the Automated Regional Justice Information System, or ARJIS.

Project Manager: Pam Scanlon, Director, ARJIS Phone: (619) 699-6971, E-mail: psc@sandag.org

Notice of public meetings for input on fare changes: http://www.sandag.org/enewsletter/feature_6.html

Two public meetings will be held in November by SANDAG to receive comment on a proposal to amend transit fares affecting the Metropolitan Transit System and North County Transit District service areas and proposed changes to the Regional Comprehensive Fare Ordinance. Unless otherwise specified all changes are proposed to become effective on January 20, 2012.

Public Meetings will be held:

Thursday November 17, 2011 - 6 – 8 p.m.

NCTD Board Room

810 Mission Avenue, Oceanside

Friday November 18, 2011 - 12 noon – 2 p.m.

SANDAG - 8th Floor Conference Room

401 B Street, San Diego

SANDAG analyzes region's jail & supervision capacity: http://www.sandag.org/enewsletter/feature_5.html

As the state shifted the responsibility for housing and supervising thousands of convicted criminals to county governments starting in October, the SANDAG Criminal Justice Division released a report analyzing the region's capacity to absorb them.

The report, "**Adult Offenders in Local Custody and Under Community Supervision in San Diego County: Current Capacities and Future Needs**," serves as a baseline for tracking the impact of the state "Realignment Plan" on the region.

Plaza de Panama:

The 3rd draft of the proposed Plan amendments for this project are scheduled to be available online AFTER November 22nd, 2011.

Note: Neither the 1st and 2nd drafts of the plan amendments nor any of the plans are currently available online.

The draft EIR is scheduled to be released for public review January 11, 2011.

North Park Community Association:

See the NPCA's community calendar at <http://northparksd.org/meetings-calendar>.

University Heights CDC:

Shaping Our Community's Future: Tools and Basics of Community Planning – Lecture series

With the recent update to the San Diego General Plan and the current updates to the North Park and Uptown Community Plans, many of San Diego's older communities, like University Heights, are at a crossroads as the city shifts its focus from development in San Diego's suburban communities to infill and redevelopment in our older urban communities.

The purpose of this community forum series, sponsored by the [University Heights Historical Society](#) and the [University Heights Community Development Corporation](#), is to provide residents with a very broad overview of some of these recent changes, the basics of community planning in San Diego, and to invite residents to think about what they value about our neighborhood and their vision for its future shape.

All lectures are **free** and will take place on Thursday evenings from 6 to 7:30 pm at the historic Grace Lutheran Church in University Heights, located at 3993 Park Blvd. at the southeast corner of Park and Lincoln. Free parking is available in the lot behind the church. Enter the church from the back alley and take the stairs to your right up to the Fellowship Hall on the second level. For more information, contact the University Heights Historical Society at (619) 297-3166 or uhhs@att.net.

NOVEMBER 10, 2011: *The Role of Community Organizations in Shaping University Heights*, Leo Wilson, Uptown Planners; Vicki Granowitz, North Park Planning Committee; Christopher Milnes, University Heights Community Development Corporation; and Greg Sorini, University Heights Community Association
Community members can have a voice in the shape of their communities by participating in a variety of organizations, including city-recognized planning groups and other organizations that participate in land use decisions. Representatives from key community organizations in UH will share a brief overview of their organization's mission, goals, membership and how to get involved.

JANUARY 12, 2012: *What's So Special About University Heights? Defining Our Community Character*, Kristin Harms, University Heights Historical Society
University Heights is one of San Diego's oldest and most historic communities, which is one of the top five reasons people like living here. Kristin will provide a brief overview of the early history of UH, changes in our community's demographic profile since 1980, and highlights of two recent surveys among UH residents about our quality of life and community character.

FEBRUARY 9, 2012: *Community Planning: Balancing Individual Property Rights with Community Benefit*, Barry Hager, Esq.

Extensive and precious as they are, our property rights have never been - and are not now - absolute. Like most other rights, property rights are tempered by responsibilities. The U.S. Constitution does not give property owners the right to abuse the land or to use their property in a way that hurts others. To be sure, land-use restrictions must advance a public purpose, be fairly and reasonably applied, and leave property owners with an economically viable use of their land. When these standards are met, however, land use regulations will pass legal muster. Sensible land-use laws almost always enhance, rather than depress, property values. Barry will discuss the constitutional framework for property rights and community benefit, and a local real estate agent will describe the impact of location and related factors on property value.

MARCH 8, 2012: *Tools for Preserving Community Character: Historical Designation*

The City of San Diego recognizes the benefits of historical resource preservation to the community as well as to individual property owners. In addition to protecting the unique history, architecture, or character of a community, preservation efforts promote a sense of neighborhood pride, and stabilize or increase property values. Cathy will discuss the benefits of historic designation, financial incentives for owners of historical properties, and the process for historically designating individual properties as well as districts.

APRIL 12, 2012: *Tools for Preserving Community Character: Conservation Areas*, Marlon Pangilinan
Conservation areas are a planning tool that can be used to help protect a neighborhood's unique community character through architectural guidelines, development standards, and special zoning provisions. The precise nature of each Conservation Area is generally determined by the residents of a particular neighborhood, in conjunction with the local Planning Group and the City. Used successfully in other cities, San Diego is contemplating use of Conservation Areas. Marlon will provide an overview of the background, purpose, and process for using Conservation Areas and how they might be used in University Heights.



THE CITY OF SAN DIEGO

October 28, 2011

Vicki Granowitz, Chair
North Park Planning Committee
2455 Pamo Avenue
San Diego, CA 92104

RE: Duplication/Alteration of Project Plans

Dear Vicki Granowitz: *Vicki,*

It has come to our attention that there is some confusion among community planning groups (CPGs) related to the use of copyrighted materials. We are sending this letter to help clarify CPG roles and responsibilities with regard to the development plans that are sent for review.

The development plans that are sent to each CPG for discretionary projects may include draft Exhibit 'A' drawings, technical studies and miscellaneous application materials and assessment letters. Architectural drawings and plans have been found eligible for copyright protection and may not be duplicated or altered without the explicit written permission of the copyright owner, even though there may be an argument that such conduct constitutes fair use under copyright law. Likewise, portions of technical studies that consist of opinions and impressions are eligible to be copyrighted. For CPGs, this means that the set of plans sent to them is to be used for public review and discussion and may not be reproduced even for members of the planning group or subcommittee. CPGs and subcommittees must use the single set of plans provided by the City in their review and deliberation on a project. In addition, CPGs may not attempt to alter plans by drawing on or marking up the plans to show how a project or building might be modified. The owner of the copyright has the exclusive right to reproduce the works, prepare derivative works, distribute copies to the public, and/or display the work publicly.

Please contact your community planner should you have any further questions regarding copyrighted materials.

Thank you,

Mary P. Wright, Deputy Director
Development Services Department – Planning Division

cc: Christine Rothman, Program Manager, DSD – Planning Division
Marlon Pangilinan, Senior Planner, DSD – Planning Division



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NORTH PARK PLANNING COMMITTEE
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MEETING MINUTES

Wednesday, September 14, 2011, 6:00 p.m., North Park Recreation Center/Adult Center
2719 Howard Avenue, San Diego, CA 92104

Attendance:

Seated Board Members: Dionné Carlson (Chair), René Vidales (Vice-Chair), Vicki Granowitz, Cheryl Dye, Lucky Morrison

Community Voting Members: Ernie Bonn, Rob Steppke (arrived 6:09 p.m.), Robert Barry (arrived 6:17 p.m.)

Board members not seated: None

Also present: Vicki Estrada

Parliamentary Items

Call to order. The meeting was called to order at 6:06 pm

Approve September 14, 2011 Agenda. Motion: Approve Agenda. Dye/Granowitz 6-0-0

Chair's Comments. Chair Carlson announced the following:

- Chair Carlson thanked Vicki Estrada for attending this meeting.

Approve August 10, 2011 Minutes. Motion: Approve August 10, 2011 minutes with the following revisions: In Item A add edits forwarded by Caltrans and in Item B revise from "had recently" to "has". Bonn/Steppke 5-0-2 (Granowitz and Dye abstained)

Announcements:

1. Taste of University Heights will be held on Sunday, September 18
2. Taste of North Park will be held on Saturday, October 8
3. The Plaza de Panama Committee is having its first walking tour Saturday, October 17, and it will continue monthly every 3rd Saturday of the month

Non Agenda Public Comment: None

Old Business

A. Mid-City Rapid Bus Project. *Update/Discussion*

Previously installed illegal parking on Park Boulevard between Center Street and Polk Avenue has been removed. No other updates.

B. Texas Street Improvement Design. *Update/Continuation of discussion of improvements to Texas Street from Madison Avenue to Camino Del Rio South, part of the mitigation improvements for the Quarry Falls (Civita) Development in Mission Valley.*

No documentation on setting up the maintenance endowment fund has yet been received from Julie Ballesteros, but it was suggested to contact David Graham at the Mayor's office.

C. Plaza de Panama – Balboa Park (Project No. 233958). *Proposed project includes an amendment to the Balboa Park Master Plan; an amendment to the Central Mesa Precise Plan; and a Site Development Permit. Ongoing discussion of parking, pedestrian & vehicular circulation for possible action.*

Chair Carlson introduced Vicki Estrada, whose firm prepared the Balboa Park Master Plan, The Balboa Park Central Mesa Precise Plan, and a number of subsequent amendments to both documents.

Discussion focused primarily on both the Balboa Park Master Plan and the Balboa Park Central Mesa Precise Plan, but the Site Development Permit was also part of the discussion. Summary of points discussed:

- The *Balboa Park Master Plan* preparation and ultimate adoption took 9 years of preparation, including a 3 year public input process. The *Balboa Park Central Mesa Precise Plan* also took several years of preparation and public input process prior to the final adoption.
- The Cabrillo Bridge was closed twice in the past, and in both cases attendance in the park went up; the bridge was closed once to repave it, and the second time during a 3-month period for retrofitting. There is a strong consensus of opinion from the Sub-Committee that it would be a good idea to request attendance, traffic, circulation & parking studies when the Cabrillo Bridge is closed to vehicular traffic during the next seismic retrofitting period, which will likely take place in January 2013 for a period of 3 months.
- The Bypass bridge alternative was studied and rejected during the public process for the original *Balboa Park Master Plan*. The issues that existed 20 years ago when the original plan was being put together are still applicable today.
- The currently proposed Parking structure behind the organ pavilion is part of the *Balboa Park Central Mesa Precise Plan*, however its design was supposed to be awarded through a national competition.
- An earlier “*Balboa Park Land Use, Circulation, and Parking Study*” prepared by Civitas recommends the parking structure be located along Florida Canyon, but was not adopted at the time due to funding issues. The *Balboa Park Central Mesa Precise Plan* should have been updated a long time ago to show all parking structures removed from the central core of the park and placed along the periphery instead.
- The proposed parking structure adds only 258 *New* spaces with 100 of those being reserved for valet parking. The consensus from the subcommittee is that it costs too much money for too little benefit.
- It is possible that the Palisades parking lot will also close in the future, making the need for parking on the periphery of the park greater.
- The Sub-Committee expressed concerns that the revenue from the proposed parking structure would be insufficient to pay off the bond debt, operations and maintenance of the structure, and would not leave sufficient revenue available to operate the “people mover” tram as proposed. According to the IBA report “*The proforma assumes an average 88% annual occupancy for the proposed parking garage*”. The IBA report then goes on to state that “*The availability of free parking in other areas of the park poses a challenge for occupancy assumptions for the paid parking garage on typical non-event days at the park. As noted above, there are currently approximately 6,500 available free parking spaces in the Central Mesa and Inspiration Point areas of the Park. Free parking exists at 15 lots including the Zoo, Inspiration Point and the Federal/Aerospace Lot. Free parking also exists along Park Boulevard and in surrounding neighborhoods. it is not likely to get to those levels because unless for special events, most of the time the parking structure would be empty.*”
- The committee expressed concern that, once it becomes apparent that the revenue from the parking structure is insufficient due to lack of occupancy and available free parking elsewhere, the city will make all parking “pay to park” inside the park, negatively impacting the ability of the city’s average and poor citizens to enjoy the park’s amenities.
- There is a consensus that if paid parking is instituted, people will look elsewhere; the Zoo will soon start charging and everyone will be impacted.
- The committee expressed concern that, if the plan amendments are approved first (prior to the City Council vote on the project and the site development permit) by the City, the subsequent action the City would take is to approve the EIR. While the EIR has to meet CEQA, overriding findings for the EIR can always be made by the City if it has already “shoe-horned” the project into the plan amendments.

- Regarding the reducing traffic through the center of the park; An inexpensive alternative is to use removable bollards as currently used in other US cities and in Europe and in other parts of the world, in order to diffuse vehicular traffic.
- Parking in the Plaza de Panama is easily removable today without building a Bypass bridge

The following items were presented for each of the documents during discussion:

Balboa Park Master Plan Amendment:

- The Balboa Park Master Plan was adopted in 1989 after 8 years of community input; the text in the currently proposed amendment is about to make drastic changes to the original plan and has not had positive public input to date.
- The adopted Balboa Park Master Plan (Figure 13) does not include a bypass at the Cabrillo Bridge but rather shows a reversible one-way route through the Plaza the Panama; which makes the Cabrillo Bridge more pedestrian and transit friendly.
- The adopted plan shows the Cabrillo Bridge carrying only eastbound traffic, freeing the westbound lane for the intra-park tram, inter-park shuttle, bicycles, and pedestrian use; the proposed amendment shows two-lane vehicular traffic through the Cabrillo Bridge.
- The adopted plan calls for the parking facility at the Palisades to be subject of an architectural design competition to ensure the widest possible search for a quality design; the amendment gives the applicant (“the Plaza de Panama Committee”) the freedom to choose the architect for the parking structure, eliminating the option for the best possible design to be integrated into the area in question.
- The adopted plan calls for automobile access from the parking structure at the Palisades to the Prado to pass under the promenade; the amendment eliminates this option.
- Alternative D in the 1986 and 1987 EIR is the environmentally preferred Alternative as shown in Figures 28 and 34. This closes the Cabrillo Bridge to vehicular traffic and it uses Quince Street as its main vehicular access from the west.

Balboa Park Central Mesa Precise Plan:

- The Balboa Park Central Mesa Precise Plan was adopted in 1992 after 3 years of community input; the text in the proposed amendment is about to make drastic changes to the original plan and has not had positive public input to date.
- The Balboa Park Central Mesa Precise Plan does not include a bypass at the Cabrillo Bridge, but rather details a reversible one-way route through the Plaza de Panama which removes most of the vehicular traffic from the Plaza de Panama without construction of the bypass, making the Cabrillo Bridge more pedestrian and transit friendly.
- The 2-way bypass road in the proposed amendment does not separate vehicles and parking from pedestrian corridors, since pedestrians will tend to use the same road, and the narrow cross section with two 13’ vehicular travel lanes will create traffic jams when a vehicle gets a flat tire or ceases to operate because no shoulders are provided.
- The proposed amendment reconfigures the Alcazar Garden Parking Lot, creating a LOT of conflicts between pedestrians and vehicles, because it provides handicapped parking/accessible parking, valet drop-off, and bus drop-off all at the same location as the main vehicular entrance to the park, directly conflicting with vehicular traffic that is passing by in order to get to the parking structure.
- Alternative D in the 1986 and 1987 EIR is the environmentally preferred Alternative as shown in Figures 28 and 34. This closes the Cabrillo Bridge to vehicular traffic and it uses Quince Street as its main vehicular access from the west.

Site Development Permit Grading Plan and Landscape Plan; specific concerns:

- The amount of dirt that will be exported from the site should be reduced. The project proposes 159,000 cubic yards of cut; 33,000 cubic yards of fill, and 126,000 cubic yards of export. At approximately 10 cubic yards per truck, approximately 12,600 truckloads of earth are proposed to be moved elsewhere.

- The proposed project should eliminate or reduce the height of the retaining walls shown for the unsafely curving road, which is currently 15 feet to 20 feet tall in the vicinity of the organ pavilion, including eliminating or reducing the very deep excavation for construction of the road, and eliminating or reducing the slopes and drops involved that would otherwise create a hazard.
- The plans & renderings for the proposed project should clearly show safety railings where required for the steep slopes to be created.
- The proposed project should analyze the loading zone in the Alcazar Garden Parking Lot for eastbound traffic, which currently is not long enough for 2 buses.
- The proposed project should analyze the conflicts with pedestrian and vehicular interference, due to the fact that pedestrians must cross the flow-through traffic to get from ADA (American Disabilities Act) cars to the access ramps.
- The proposed project should analyze ADA accessibility conflicts with flow-through traffic.
- The proposed project should analyze the roadway exiting the Alcazar Gardens leading into the new parking structure where the curve in the road has a radius of 102', which is a steep turning radius and would not be permitted on a public street.
- The proposed project should analyze the curve in the roadway on the northeast side of the new parking structure, which has a radius of 83' and is a sharp radius that would not be permitted on a public street.
- The proposed project should analyze the 90-degree turn from the Cabrillo Bridge onto the Bypass, which is not an improvement over the current route through the park and under City guidelines would require a stop sign.
- The proposed project should analyze the 90-degree turn from the Cabrillo Bridge onto the Bypass that creates pedestrian-vehicle conflicts
- The proposed project should analyze pedestrian traffic for the Bypass, because there is sidewalk proposed on both sides of the Bypass and pedestrians will tend to use the same road as vehicles.
- The proposed project should analyze likely traffic jams into the park because the cross section shows two 13' vehicular travel lanes and traffic jams can be created when a vehicle gets a flat tire or ceases to operate because no shoulders are provided.

The following categories were tabulated with specific areas of concern:

- Vehicular Traffic: Goal should not be bringing traffic into the core of the park, but rather minimizing or eliminating it.
- Bypass Bridge: The Bypass Bridge does not comply with accepted guidelines for treatment of historical resources.
- Fees: The Introduction of Fees brings land use issues, has impacts in areas outside the park as well as inside the park
- Net gain of parking spaces: If more parking is needed, the net gain from this proposal does not increase it by much
- Funding: There is no guarantee that there is adequate funding; there is no guarantee that parking structure occupancy will support the level of funding needed to service bonds; there is no guarantee that funds can be raised by the Plaza de Panama Committee as promised;
- Private influence in public property: The inordinate influence of moneyed interests on public parklands with this proposal raises the issue of conflict of interest
- Legal challenge: The recent MOU entered into by the City with the Plaza de Panama committee is currently under legal challenge. There will likely be further legal challenges to this project due to its impact on significant historic resources, resulting in growing legal expenditures for the City.
- Previous planning efforts: This proposal disregards all the past years of planning efforts and public input.
- Public Transit: The proposal does not bring transit into the park and would not alleviate increase of vehicular traffic. Lack of compliance with the SANDAG 2050 Regional Transportation Plan

It was concluded that answers to the following questions will be worked on during future meetings:

1. To what degree the changes do not comply with the adopted plans?
2. To what degree the amendments are in compliance with the original project?

3. To what degree the amendments are in conflict with the substance of the original project?

There was discussion of the fact that committee members had asked the NPPC Chair to request that plans and plan amendments on the Plaza de Panama project be provided to the committee in electronic format, either as .pdf files or as links to a City website. The first Plan amendment documents were provided in hardcopy only, and one copy only, resulting in a lot of labor for a committee member to scan and distribute so that committee members could all familiarize themselves with the documents prior to the meetings. The NPPC chair informed the committee that she had made the request, but that no such links or files were forthcoming. Members of the committee expressed their annoyance with this, in light of a planning committee's mandate for transparency and to inform the public of projects that come before it. After further discussion the following motion was made:

MOTION: To insist that all hard copy documents provided by the City of San Diego to the North Park Planning Committee and other CPGs pertaining to the Balboa Park Plaza de Panama Project PTS 233958 to also be provided in electronic format. Carlson/Dye 8-0-0

The *Independent Budget Analyst (IBA) Report on Parking Structure Bond Financing* and the *Old Town Parking Study (2002)* were brought up as part of other discussions but not fully analyzed, due to lack of time. Chair Carlson requested board members familiarize themselves with these and other documents for next month's discussion.

D. Discussion of "Park & Recreation Needs Assessment Survey for the Greater Golden Hill North Park, & Uptown Communities".

Item continued until the next meeting.

Next meeting dates for 2011: Wednesday, October 12, 2011 and November 9, 2011

Adjournment. Motion: To adjourn meeting Granowitz/Barry. 8-0-0. Meeting adjourned 8:02 p.m.



NORTH PARK PLANNING COMMITTEE
PUBLIC FACILITIES, TRANSPORTATION, PARKS, AND PUBLIC ART SUBCOMMITTEE

www.northparkplanning.org

MEETING MINUTES

Wednesday, October 5, 2011, 6:00 p.m., North Park Main Street
3076 University Avenue, San Diego, CA 92104

Attendance:

Seated Board Members: Dionné Carlson (Chair), René Vidales (Vice-Chair), Vicki Granowitz, Lucky Morrison, Peter Hill

Community Voting Members: Rob Steppke (arrived 6:14)

Board members not seated: None

Also present: Carline Ali, Jocelyn Luu

Parliamentary Items

Call to order. The meeting was called to order at 6:07 pm

Approve October 5, 2011 Agenda. Motion: Approve Agenda. Vidales/Granowitz 5-0-0

Chair's Comments. Chair Carlson announced the following:

- Minutes from the September meeting will be presented in the November meeting.

Announcements:

1. Crime is still down in North Park, possibly due to people tending to stay at home caused by the ongoing recession and lack of employment opportunities.
2. Lecture series titled "Shaping our community's future: Tools and Basics of Community Planning". Lecture series will take place from October 2011 to April 2012, see Announcements.

Non Agenda Public Comment: None

Old Business

A. Mid-City Rapid Bus Project. *Update/Discussion*
No update.

B. Kansas St. Pilot "Head-in" Parking Project. *Update/Discussion*
Chair Carlson checked with Steve Aldana of the El Cajon BIA and with the City about the implementation of the 2nd block of the pilot project. There has been a lot on interest in this project, and so far the residents on the affected block seem pleased. The City will follow up on the implementation of the next phase. Vice Chair Vidales remarked that backing up makes vehicles invade both lanes. The pilot project needs to come back to this sub-committee for evaluation of the recent implementation.

C. Texas Street Improvement Design. *Update/Continuation of discussion of improvements to Texas Street from Madison Avenue to Camino Del Rio South, part of the mitigation improvements for the Quarry Falls (Civitas) Development in Mission Valley.*

No update. Chair Carlson will follow up with Mark Radelow of Sudberry Properties about the implementation schedule of the project.

Chair Carlson will also follow up on the Traffic Control Plan for the lane configuration of Texas Street during construction.

D. Plaza de Panama – Balboa Park (Project No. 233958). *Proposed project includes an amendment to the Balboa Park Master Plan; an amendment to the Central Mesa Precise Plan; and a Site Development Permit. Ongoing discussion of parking, pedestrian & vehicular circulation for possible action.*

The discussion focused on the process for the following documents:

- Amendments of the Balboa Park Master Plan and the Balboa Park Central Mesa Precise Plan
- Site Development Permit
- Environmental Impact Report (EIR)

Balboa Park Master Plan and the Balboa Park Central Mesa Precise Plan

- The amendments have to comply with General Plan for the City to make their findings: The Sub-Committee will look at Park and Recreation Element, Circulation Element, Conservation Element, Land Use Element, and Economic Prosperity Element.

The Master Plan and Precise Plan amendments are inconsistent with several elements of the General Plan:

- The proposed amendments do not reduce traffic (MOBILITY ELEMENT/NOISE ELEMENT)
- The proposed amendments do not reduce vehicle-pedestrian conflicts (CIRCULATION ELEMENT)
- Policies in the amendments would need to be revised to be up to date with Greenhouse Gases and Stormwater Regulations (CONSERVATION ELEMENT)
- Current plan to maintain the organ pavilion parking structure contradicts Jones & Jones (2006?) report which included an appropriate public process, and is closer to current planning thinking. The reason it was not implemented it was because they run out of funds (PUBLIC FACILITIES, SERVICES & SAFETY ELEMENT)
- Trams proposed are insufficient (MOBILITY ELEMENT)
- Proposed people movers do not connect to mass transit (MOBILITY ELEMENT)
- Need bond studies to see if incoming revenue will pay the debt service (PUBLIC FACILITEIS, SERVICES & SAFETY ELEMENT)
- Proposed amendments would not reduce greenhouse gases (CONSERVATION ELEMENT)
- The original intention of the project is to remove the cars from the Plaza de Panama. The proposed plan adds more cars overall (MOBILITY ELEMENT, PARK AND RECREATION ELEMENT)
- Lack of integration of Community Plan Updates (North Park, Uptown, Greater Golden Hill) into the proposed amendments (LAND USE AND COMMUNITY PLANNING ELEMENT)
- Increasing parking, more cars parked and less transit (MOBILITY ELEMENT)
- Makes inappropriate changes to historically designated landmarks (HISTORIC PRESERVATION ELEMENT)
- Organ Pavilion Parking Structure design is no longer open to a local competition (ECONOMIC PROSPERITY ELEMENT/URBAN DESIGN ELMEMENT)
- Implementation of paid parking (RECREATION ELEMENT/ECONOMIC PROSPERITY ELEMENT)

The following format was suggested for comments on the amendments:

1. Original language in the planning document, with a reference (in strike-through/underline version)
2. Proposed amendment language (in strike-through/underline version)
3. Space for comment from the planning committee

Site Development Permit

- The related documents have to comply with the findings from the Land Development Code Required Findings for Site Development Permit Approval:
 1. “The proposed development will not adversely affect the applicable land use plan”
 2. “The proposed development will not be detrimental to the public health, safety, and welfare”, and
 3. “The proposed development will comply with the applicable regulations of the Land Development Code”
- The documents also have to comply with the following Supplemental Findings:
 1. Historical Resources Deviation for Important Archaeological Sites and Traditional Cultural Properties
 2. Historical Resources Deviation for Relocation of a Designated Historical Resource
 3. Historical Resources Deviation for in a Substantial Alteration of a Designated Historical Resource or Within a Historical District

Environmental Impact Report (EIR):

- Has to comply with the California Environmental Quality Act (CEQA)
- Has to comply with State and Local regulations

The following organizations might have good input on the topic:

- Walk San Diego (Susan Tinsky)
- Normal Heights Community Planning Group (Jim Baross)
- San Diego County Bicycle Coalition

Street Design Manual Standards vs. Park Standards: The Director of Parks and Recreation can make the determination of the width of roads and other facilities, which may be in conflict with the widths and standards required for public streets.

The Sub-Committee concluded that the amendments are narrowly and specifically written to match the implementation of the proposed project and do not accommodate changing community plans. Regarding the implementation of parking fees within Balboa Park; if the Zoo builds a new parking structure (plans for which are already approved) with paid parking, the rest of the Zoo parking lot will more than likely also implement paid parking.

This item will be continued in the November meeting.

E. Discussion of “Park & Recreation Needs Assessment Survey for the Greater Golden Hill North Park, & Uptown Communities”.

No update. This item will be discussed in the PFFA meeting in November.

Next meeting date: Wednesday, November 9, 2011, back to usual location

Adjournment. Motion: To adjourn meeting Steppke/Granowitz. 6-0-0. Meeting adjourned 8:09 p.m.



CIRCULATION

The goal of the circulation plan is to establish a pedestrian park environment that features public transportation use while providing adequate vehicular access to and within the Central Mesa. The circulation system will enable pedestrians to walk from the Zoo to the Aerospace Museum without crossing a vehicular circulation route. Service access and convenient public drop-off points are maintained. The intra-Park tram system, which enables quick access to the heart of the Central Mesa from outlying areas of the Park, is an important factor in achieving a more pedestrian oriented environment.

Restoring a pedestrian oriented park environment to the Central Mesa is a primary objective for preserving its essential character. Reducing the presence of the automobile will emphasize natural qualities of the Park while recapturing the original intent of the Central Mesa design concept. Placing priority on the pedestrian is based on the nature of the original site design. The historic architecture and horticulture, with their intricate detail, were designed to be appreciated at a walking pace. Their significance warrants pedestrian priority for circulation routes.

Reducing conflicts between pedestrians and vehicular traffic will encourage pedestrian activity. Providing site amenities, increasing lighting and expanding pedestrian access will reduce the perceived need for the automobile within the Central Mesa. Increased pedestrian use of the Park will also increase public safety as high numbers of visitors participating in desirable uses of the Park will displace less desirable activities.

With higher visitor levels in the future, alternate forms of transportation will become a necessity to ensure maximum public use and enjoyment of the Park. As pedestrian activity increases, regular tram service and increased management of vehicular circulation will enable pedestrians, vehicular traffic, and service vehicles to safely coexist despite higher levels of park use. An important aspect of the Central Mesa circulation system will be the use of shuttles to connect off-site parking with the Central Mesa. This will relieve peak demands on proposed parking areas.

Proposed parking areas will increase the amount of parking available on the Central Mesa. See Figure 41 for Proposed Circulation and Parking. The parking spaces removed from areas such as the Palisades and the Plaza de Panama will be replaced by the proposed plaza-topped Organ Pavilion parking structure. A summary of the proposed parking supply is shown on Table 2.

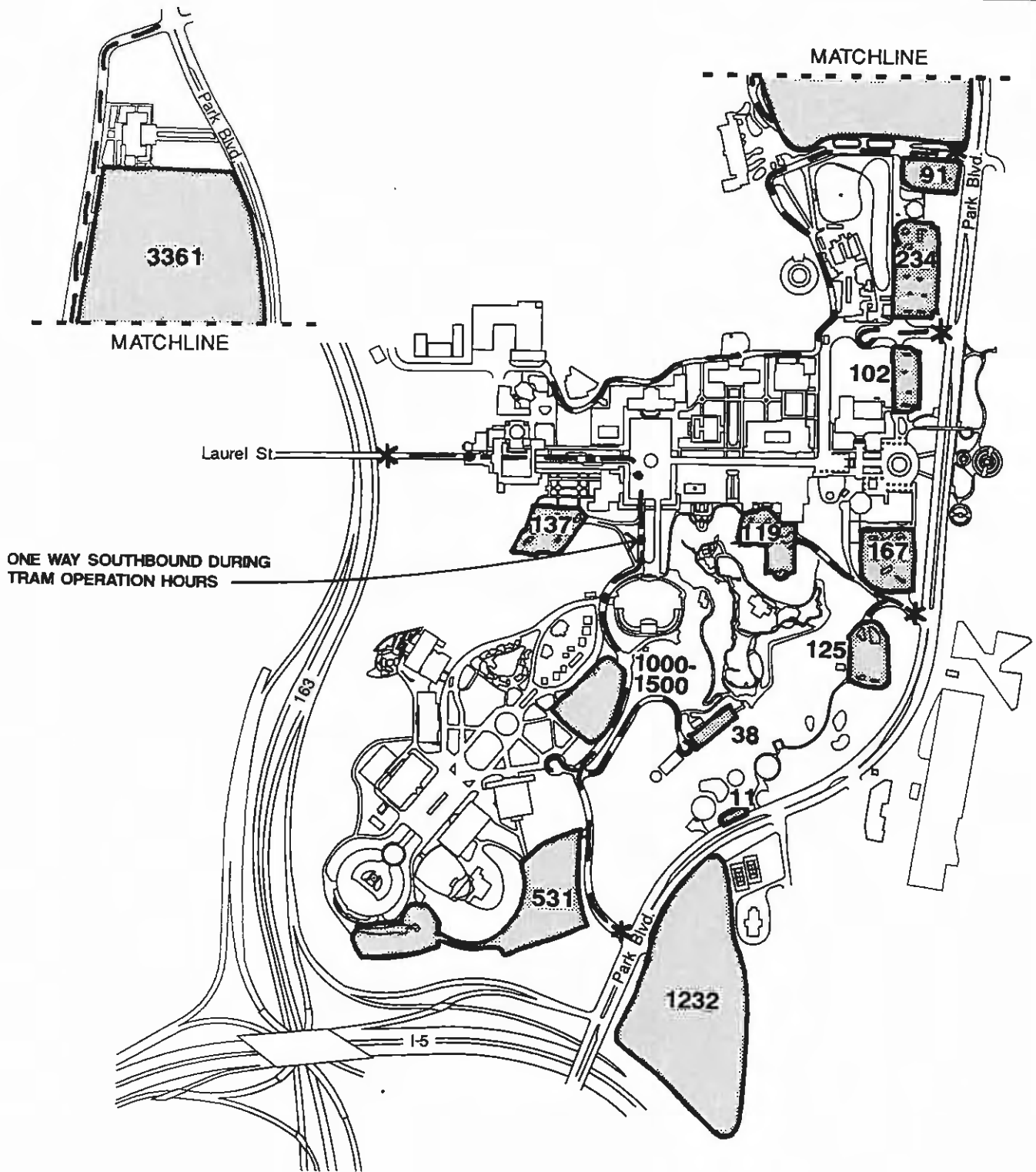


TABLE 2. (see Table 1 for existing parking supply)

PROPOSED PARKING SUPPLY, JUNE 1991.

PARKING LOT:	NUMBER OF SPACES
ZOO LOT	3,016
NORTH CAROUSEL LOT	91
SOUTH CAROUSEL LOT	234
NATURAL HISTORY MUSEUM LOT	102
ALCAZAR GARDEN LOT	137
CASA DE BALBOA LOT	119
FLEET SPACE THEATER LOT	167
PEPPER GROVE LOT	125
ORGAN PAVILION PARKING GARAGE	1,000 - 1,500
FEDERAL/AEROSPACE LOT	531
GOLD GULCH LOT	38
CENTRO/WORLDBEAT LOT	11
SUB-TOTAL: 5,571 - 6,071	
ZOO PLACE PARKING SPACES	120 +
PARK BOULEVARD PARKING SPACES	340 +
SUB-TOTAL: 460 +	
INSPIRATION POINT LOTS	1,232
TOTAL PARKING SPACES: 7,263 - 7,763 +	

* Organ Pavilion parking garage designed to accommodate 1,000 - 1,500 parking spaces.



Proposed Vehicular Circulation and Parking

13 June 1991

Figure
41

- * Vehicular Access Points
- (XXX) Number of Vehicular Spaces per Lot
- — Vehicular Circulation





Pedestrian Circulation

Objective:

Create a pedestrian oriented park environment.

Recommendations:

- Utilize pedestrian overpasses at major circulation crossings. These should be located at the Organ Pavilion connection to the Palisades and the Plaza de Balboa connection to the Rose Garden (existing to remain). Future consideration should be given to an additional pedestrian overpass near the intersection of Park Boulevard and Presidents Way.
- Concentrate parking in the proposed Organ Pavilion parking garage and restore the Plaza de Panama, the Palisades, and Village Place to pedestrian use.
- Regulate service vehicle access hours in pedestrian areas and specify designated routes.
- Separate pedestrian and vehicular circulation routes wherever possible.

Objective:

Develop a comprehensive system of pedestrian walkways throughout the Central Mesa.

Recommendations:

- Provide disabled accessibility to all park facilities.
- Provide a major pedestrian route between the Zoo entry and the Aerospace Museum that does not cross automobile circulation routes.
- Convert existing roads to pedestrian promenades wherever possible.

Objective:

Enhance pedestrian entries to the Central Mesa.

Recommendations:

- Use focal features, accent planting, accent paving and pedestrian scale signage and lighting to delineate entry points to the Central Mesa.
- Provide enhanced site amenities at pedestrian drop-off points, public transportation entries, and tram stops.



Objective:

Provide convenient pedestrian drop-off points for autos and trams.

Recommendations:

- Accommodate a drop-off area in all Central Mesa cul-de-sacs.
- Locate drop-offs in peak visitor use areas according to the plan.
- Ensure that all pedestrian drop-offs are accessible by the disabled.
- Provide nearby seating and shade at drop-off areas.

Vehicular Circulation

Objective:

Simplify through traffic routes in the Central Mesa.

Recommendations:

- Confine vehicle use in the Prado to one lane of eastbound one-way traffic during tram service hours. Two-way traffic may occur when the tram is not running.
- Install a stop sign, eastbound, at the entrance to the Plaza de Panama to slow traffic before entering the curve through the pedestrian plaza.
- Limit vehicular access on the east side of the Central Mesa to the cul-de-sacs located at Village Place, Presidents Way, and Federal Way.

Objective:

Conduct a special focus study for Park Boulevard when long range transit plans for the area have been finalized.

Recommendations:

- Determine the feasibility of new pedestrian overpasses across Park Boulevard.
- Develop an integrated plan to locate bus stops, intra-park tram stops, off site parking shuttle service stops, and LRT stations along Park Boulevard.
- Assess the visual impact of catenary poles to the Park environment to determine if an alternative technology solution would be more desirable than light rail transit.



Objective:

Provide adequate service access to each Park building.

Recommendations:

- Allow full service access during low pedestrian use hours and limit service access during high pedestrian use hours.
- Utilize specific service routes as shown in figure 42.
- Regulate the size, type and location of service vehicles to accommodate pedestrian usage of the Park. The hours and type of service vehicles allowed are as follows:

Night and Early Morning:

- 11:00 p.m. to 9:00 a.m.

All vehicles, including trucks with semi-trailers on paved surfaces except pedestrian overpasses.

Peak & Evening:

- 9:00 a.m. to 11:00 p.m.

Cars, vans, and small pick-up trucks displaying a permit will be allowed on established service routes. Permits will be obtained from the Park management office. No medium size trucks, step-vans, or larger vehicles, will be allowed without authorization from Park management.

- Design all service access routes to accommodate trucks with semi-trailers.
- Provide manual or motorized carts to be used for private deliveries to and from automobile drop-off areas by community organizations leasing building space.

Objective:

Increase parking spaces in the Central Mesa.

Recommendations:

- Construct a 1,000 - 1,500 space parking garage on the existing Organ Pavilion parking lot site. (See Architecture recommendations).
- Restripe existing lots to include compact spaces in each lot to maximize total spaces.
- Reconfigure existing lots as shown in the Landscape recommendations.



Objective:

Prohibit large vehicles in the Prado.

Recommendations:

- Limit parking for buses and large recreational vehicles to the Inspiration Point and Federal Building lots.
- Allow buses to drop off passengers at the Presidents Way and Village Place cul-de-sac.

Objective:

Incorporate a prioritized parking system to maximize parking opportunities for Park visitors.

Recommendations

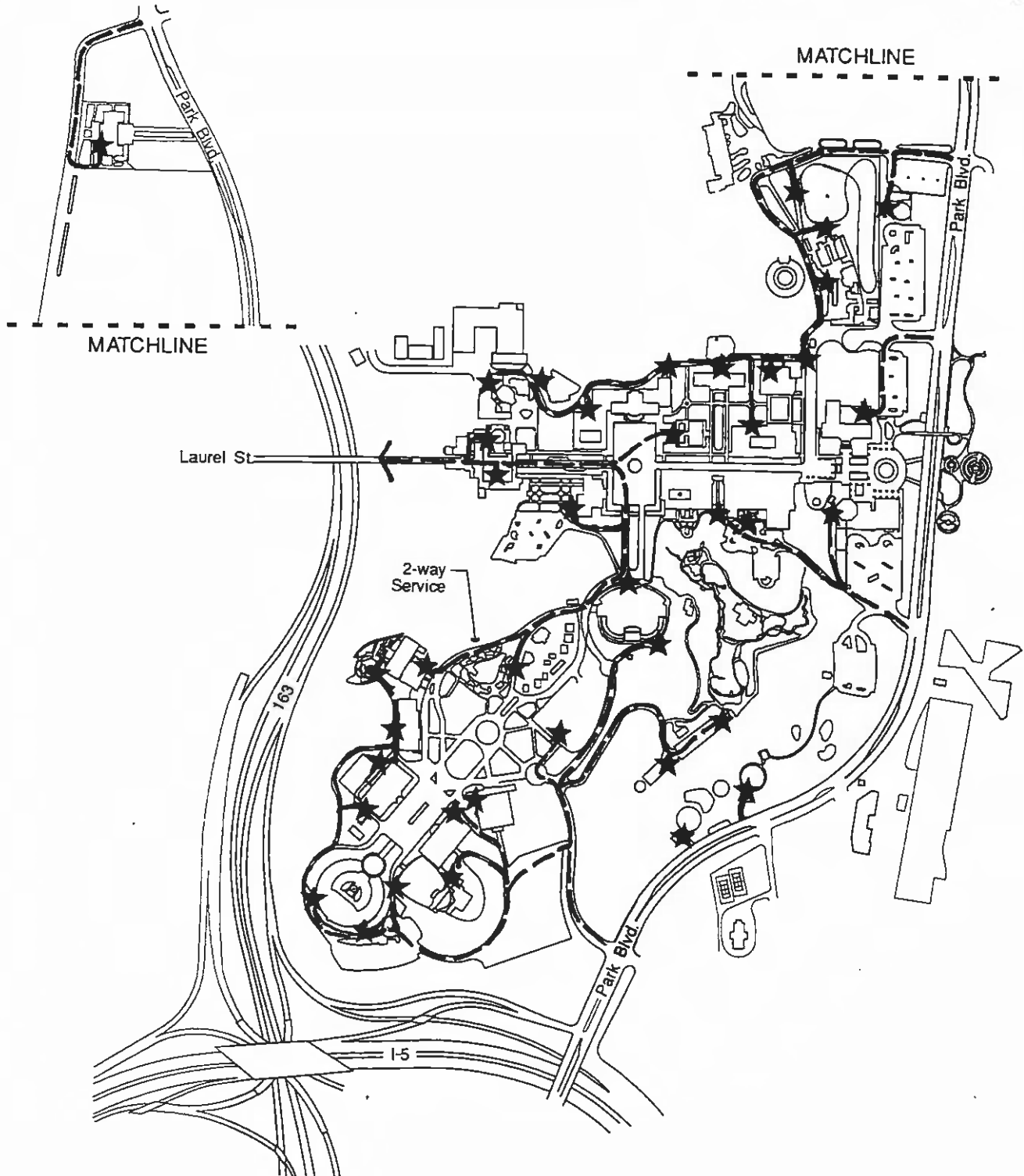
- Designate parking spaces according to length of stay with the exception of disabled spaces. Priority of close-in parking should go to short term use in time increments ranging from 20 minute loading spaces to 2 hour, 4 hour, full day, or evening time periods. Parking regulations will be enforced by Park Rangers.
- Provide tram service to long-term parking lots during peak hours.
- Encourage Park institutions to provide a joint shuttle service for employees who park in long-term lots and require transportation to their vehicles during non-peak hours.

Objective:

Utilize portions of the Inspiration Point and Federal Building parking lot for specialized uses such as recreational vehicle, bus and employee parking to allow the Central Mesa lots to accommodate the maximum number of visitor autos.

Recommendations:

- Designate employee/volunteer parking spaces in the Inspiration Point parking lot after tram service begins as outlined in the Centre City and Balboa Park Parking Management Plan. Employee/volunteer use of these spaces should be encouraged by each institution as a courtesy to the public.
- Assign bus and recreational vehicle parking to a designated area of the Inspiration Point parking lot when Park tram service begins. Provide a school bus drop-off and parking in the Federal building parking lot.



Proposed Service Access Routes

13 June 1991

Figure 42

— Service Access Route

★ Service Area





Objective:

Provide adequate disabled parking throughout the Central Mesa.

Recommendations:

- Use Alcazar parking lot to accommodate the majority of disabled parking spaces in the Prado area.
- Reserve preferred spaces in all Central Mesa parking lots for disabled parking.

Objective:

Promote evening use of the Zoo parking lot by patrons of the Old Globe and other Prado institutions with evening programs.

Recommendations:

- Provide a wide, well lighted pedestrian walkway from the Zoo parking lot to the Prado to encourage evening use of the Zoo parking lot.
- Install appropriate signage to direct evening visitors from the Zoo parking lot to the Prado.
- Encourage institutions that conduct evening events to inform their patrons that evening parking in the Zoo lot is available.

Objective:

Coordinate parking management with groups located adjacent to the Precise Plan study area whose uses could impact the availability of parking for visitors to the Central Mesa.

Recommendations:

- Work with the Zoo to develop a long term parking plan that will enable their parking needs to be fully accommodated within the area of their current leasehold.
- Encourage Navy Hospital to develop a parking plan that enables Central Mesa parking to be fully utilized by visitors using the Park.

Alternative Modes of Transportation

Objective:

Encourage the use of public transit as a primary means of access to the Central Mesa.

Recommendations:

- Improve public transit service to the Park during peak visitor periods.



- Expand bus service on Park Boulevard.
- Ensure that all means of public transportation will accommodate bicycles, strollers, wheelchairs and walkers.

Objective:

Continue and enhance the free Park tram program.

Recommendations:

- Provide convenient tram stop locations with site amenities as described in the Landscape recommendations. The proposed Park tram route is shown on Figure 43.
- Use Park trams that are compatible in appearance with the Park's historic architecture.
- Employ the most efficient, non polluting and cost effective fuel methodologies possible.
- Accommodate all peak visitor hours with the Park tram schedule.
- Publicize the tram and its operating schedule in all Park information literature and with signage.
- Operate the tram with a headway time of 10 minutes during peak summer hours.
- Expand Park tram hours to evenings when evening use levels increase.
- Ensure that the Park tram system is accessible by the disabled.

Objective:

Develop joint City/Park parking facilities in Centre City East with public shuttle service to and from the Park during peak periods.

Recommendations:

- Implement the recommendation of the Centre City and Balboa Park Parking Management Plan to develop shared use parking facilities at the proposed Civic Center and San Diego Community College.
- Provide shuttle connection to the Park when an off site parking facility is utilized.
- Locate shuttle drop off near Park tram stops.
- Provide signage that will direct visitors to the off site parking facility prior to entering the Park, preferably near freeway exits.
- Conduct a public relations campaign to promote and encourage use of off-site parking facilities.
- Provide parking information at all Park Information Centers.

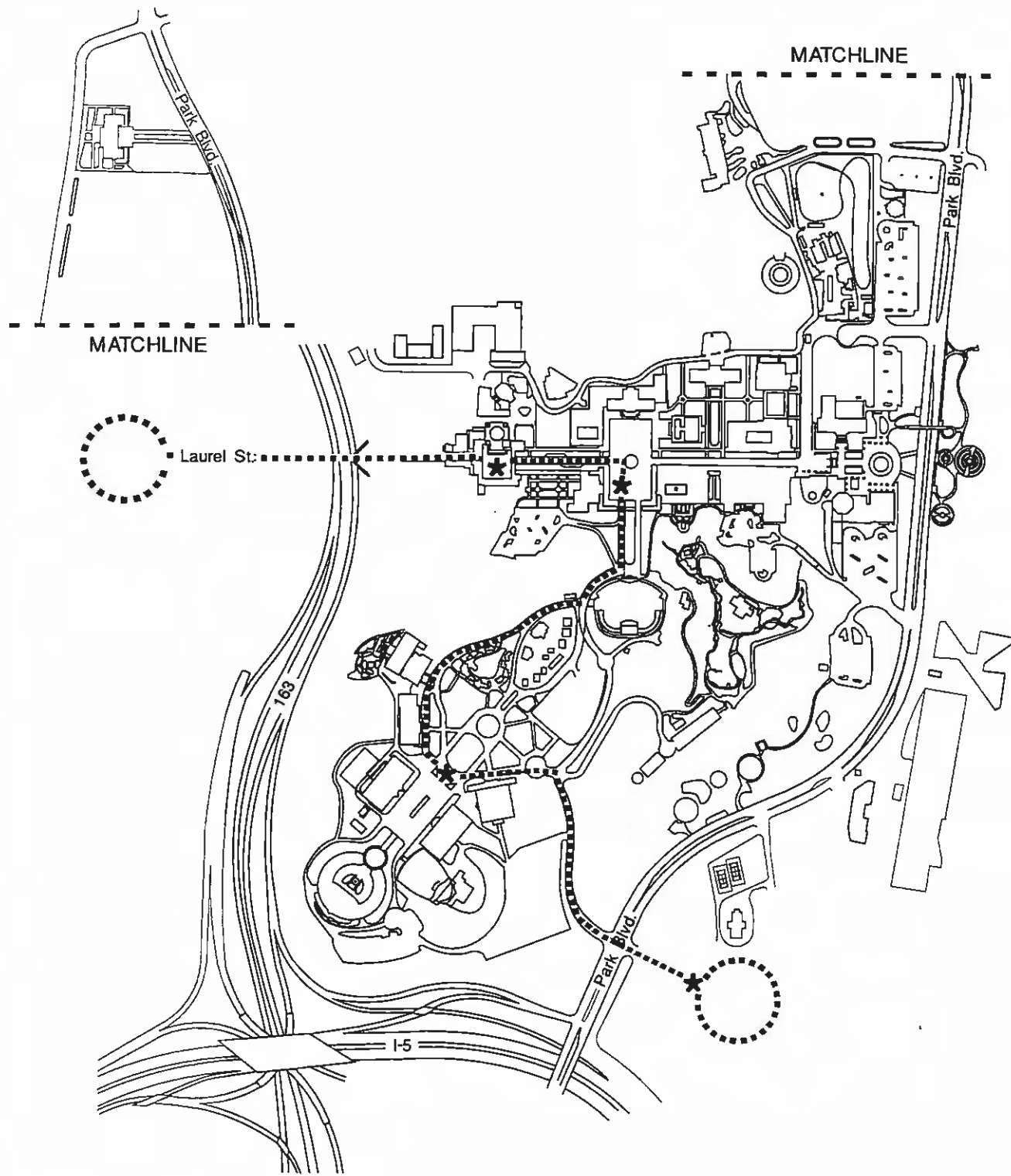


Objective:

Include bicycle facilities within the Central Mesa.

Recommendations:

- Refrain from the use of formally designated bicycle paths or lanes in the Central Mesa. This will help to preserve the aesthetics and historic character of the Central Mesa and allow Park security personnel to concentrate their enforcement efforts on high priority public safety issues.
- Encourage bicyclists to use vehicular circulation routes as they travel through the Central Mesa.
- Provide well marked bicycle storage opportunities at or near vehicular cul-de-sacs and pedestrian drop off points throughout the Central Mesa.
- Include a bicycle storage locker facility as a part of the Organ Pavilion Parking Structure design.



Proposed Park Tram Route

- Tram Route
- ★ Tram Stop

13 June 1991 Figure 43





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PRELIMINARY FINANCIAL ANALYSIS

**NORTH PARK
GARAGE**

Prepared for:
City of San Diego

19 August 2003



WALKER
PARKING CONSULTANTS

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19 August 2003

Tom Romstad
Project Manager
City of San Diego Redevelopment Agency
600 B Street, Suite 400, MS 904
San Diego, CA 92101-4506

Re: *Preliminary Financial Analysis FINAL REPORT*
Walker Project #37-7397.00

Dear Mr. Romstad:

Walker Parking Consultants is pleased to present our final report concerning the finances of the proposed North Park Garage. This report contains our assessment of the garage's revenue potential along with a projection of operating expenses and net operating revenue.

Thank you for the opportunity to work on this interesting and challenging project. If you have any questions about the study or other issues regarding the proposed parking facility, please do not hesitate to contact us.

Sincerely,
WALKER PARKING CONSULTANTS

Carolyn H. Krasnow, Ph.D.
Parking Consultant

Jeremiah J. Simpson
Parking Analyst

Enclosure



WALKER
PARKING CONSULTANTS

PRELIMINARY FINANCIAL
ANALYSIS

NORTH PARK GARAGE

SAN DIEGO, CA

Prepared for:
CITY OF SAN DIEGO

PROJECT NO. 37-7397.00
19 AUGUST 2003

19 AUGUST 2003

PROJECT #37-7397.00

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PROJECT #37-7397.00

Walker Parking Consultants was retained by the City of San Diego to perform a preliminary financial analysis of a proposed 400-space garage in the North Park area. The garage, which the City will develop in conjunction with Five Star Parking, will serve the North Park Theatre, which is being renovated and will be a venue for live theatre performances beginning in 2005. There will also be restaurant and office space on the theatre site, and retail space on the ground level of the garage. In addition to on-site generators, the garage is expected to accommodate Union Bank employees and customers, and general area demand.

The following study analyzes the demand to be generated by these developments, and projects the amount of this demand the garage is likely to capture at different times. Further analysis of rate structure, turnover, and length of stay is used to enable us to project annual revenue for each of the garage's anticipated user groups. We also analyze operation costs to determine the garage's expenses and create a projection of net operating income.

We have projected net operating revenue under two scenarios. In the first, on-street parking in the study area remains as is. In this scenario, we project the garage to earn $\pm\$425,000$ in net revenue (including the cost of the lease) in its second year of operation. By the fifth year, the garage is projected to earn a net revenue of $\pm\$635,000$.

The second scenario is one in which residential permit zones are formed for residents living north of Lincoln, south of North Park Way, west of Utah and east of Ray. There is a good possibility this will occur if theatre demand and other overflow impacts residential streets. (Anecdotal information suggests this is already occurring as area employees seek out parking without time restrictions.) In this scenario, the year 2 net revenue would be $\pm\$630,000$ and the year 5 net would be $\pm\$790,000$.

EXECUTIVE SUMMARY

NORTH PARK GARAGE

PRELIMINARY FINANCIAL ANALYSIS



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19 AUGUST 2003

INTRODUCTION

The City of San Diego, in conjunction with Five Star Parking, is proposing to build a 400-space garage in the North Park neighborhood, on the southern end of the block bounded by North Park Way, 30th Street, University Avenue, and 29th Street. The garage will primarily serve the North Park Theatre, a live theatre that is currently undergoing renovation. The garage will be on the site of the existing Union Bank lot, and will accommodate the bank's employees and visitors as well as serving as an overflow parking facility for businesses in the area.

Walker Parking Consultants has been retained to study the finances of the proposed garage. Our analysis looks at the demand that the garage can capture, and the revenue this demand stream will generate at an area-appropriate rate structure. We also analyze operating costs for the facility and present a net operating revenue statement.

LIMITS OF FINDINGS

This is a *preliminary* financial analysis. It is intended to provide a ballpark estimate of parking revenues and expenses to be used for planning purposes by the City. It is not intended to be used for the purposes of obtaining financing; a more detailed analysis is required in that instance.

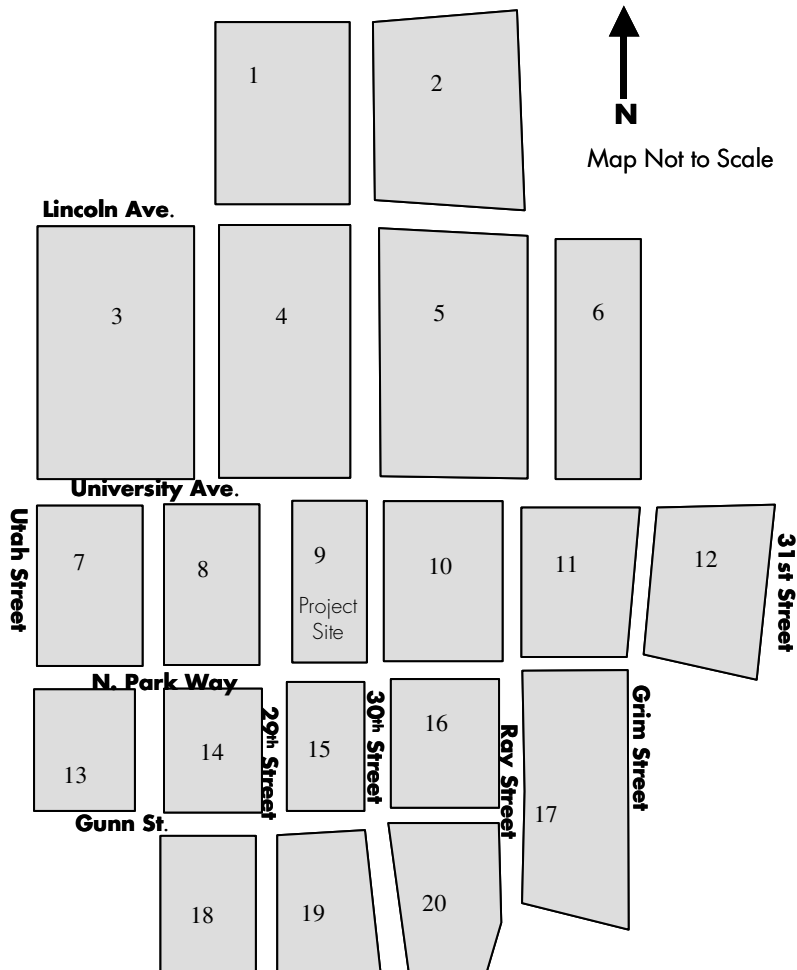
Parking demand and financial analyses are based on information that is subject to change regarding the land uses the parking will serve. It is common, in fact, for a project to change between the time that initial analyses are performed and the time that the project is fully operational. Changes in the sizes, mix, or other characteristics of land uses on a project site can have significant implications for parking revenue and expenses, as can unforeseen parking development in the surrounding area. In addition, other factors affect the operating conditions of a parking system after it is built, most notably the success of the project the parking serves. It is impossible for us, as parking consultants, to estimate the economic performance of a proposed development or the regional economy in general. Therefore, our projections assume that the project will be successful and will generate parking demand at healthy levels. Economic difficulties with the projects in question or the larger local economy will affect parking demand and, consequently, parking revenue. So too will decisions made by the City or other stakeholders regarding parking rate increases, validations, and garage operations.

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PROJECT BACKGROUND

The North Park Theatre is currently undergoing renovation, and is scheduled to reopen in 2005. It is located directly across 29th Street from Chester's Furniture and the Union Bank parking lot, which is to be the site of the proposed garage. For the purposes of our study, we consider streets within a two-block radius of the bank lot to be the area that will generate demand for the parking garage. This study area is shown in Figure 1. Blocks are numbered for reference. A complete inventory of all spaces in the study area is provided in Appendix A.

Figure 1: Study Area



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Projecting revenue for the garage is a two-fold process. First, we project the demand that we can expect to be generated in the area once the garage opens. Then we evaluate how much of this demand the garage can reasonably be expected to capture. In an area like this, where there is free on-street parking available all around the garage, the garage is unlikely to capture all of the demand that is generated.

DEMAND ANALYSIS

DEMAND PROJECTIONS

In order to project demand for the garage, we evaluate the following questions:

1. How much demand is currently being generated by land uses in the study area?
2. What new land uses are being added, and what kind of demand are they likely to generate?
3. How much parking is being added to or lost from the study area?

BASELINE CONDITIONS

Occupancy counts were performed of all public parking in the study area to determine the current level and patterns of demand. Counts were performed every three hours on a weekday and weekend day, and included all on-street parking as well as publicly available off-street parking. We also counted the Union Bank lot, which is not technically a public lot but which is relevant to our study. A block-by-block summary of the results is shown in tables 1 (weekday) and 2 (weekend) on the following pages. The full counts, broken down by block face and type of parking space, are provided in Appendix B. Figures 2 and 3, on pages 7 and 8, show the occupancy rates graphically by block.

The tables highlight in red any occupancy over 85%. For on-street parking, we consider 85% occupancy to be effectively at capacity. Beyond 85% capacity, people trying to park in the area begin to experience difficulties finding a space quickly and within a reasonable walking distance, and traffic congestion can begin to occur.

NORTH PARK GARAGE

PRELIMINARY FINANCIAL ANALYSIS



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Table 1: On-Street Occupancy Count Summary, Thursday, 24 April

Block	Inventory	Occupancy					Peak Hour	
		10 am	1 pm	4 pm	7 pm	10 pm	7 pm	
1	77	49	48	51	70	66	70	91%
2	48	36	27	31	29	37	29	60%
3	61	44	39	44	50	53	50	82%
4	59	26	47	41	46	42	46	78%
5	48	28	34	29	31	28	31	65%
6	53	35	25	32	27	30	27	51%
7	40	30	26	28	21	6	21	53%
8	53	20	22	33	31	7	31	58%
9	23	11	6	13	7	3	7	30%
10	32	18	21	23	26	12	26	81%
11	30	14	17	23	17	7	17	57%
12	31	16	15	12	8	6	8	26%
13	42	24	21	17	12	15	12	29%
14	39	17	16	12	18	16	18	46%
15	34	17	19	19	18	10	18	53%
16	34	24	21	24	20	7	20	59%
17	53	36	35	39	33	34	33	62%
18	38	15	5	5	18	13	18	47%
19	35	23	16	17	15	15	15	43%
20	36	24	19	17	18	14	18	50%
TOTAL	866	507	479	510	515	421	515	59%

NORTH PARK GARAGE

PRELIMINARY FINANCIAL ANALYSIS



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Table 2: On-Street Occupancy Count Summary, Saturday, 26 April

Block	Inventory	Occupancy					Peak Hour	
		10 am	1 pm	4 pm	7 pm	10 pm	1 pm	
1	77	66	62	59	67	69	62	81%
2	48	38	34	34	36	37	34	71%
3	61	54	52	49	50	52	52	85%
4	59	49	53	47	48	53	53	90%
5	48	37	44	38	36	31	44	92%
6	53	41	31	38	26	29	31	58%
7	40	30	28	23	25	26	28	70%
8	53	28	31	30	27	32	31	58%
9	23	11	14	12	11	21	14	61%
10	32	22	31	21	16	18	31	97%
11	30	27	24	18	12	20	24	80%
12	31	16	15	9	3	13	15	48%
13	42	24	18	17	36	37	18	43%
14	39	18	20	16	21	18	20	51%
15	34	24	21	16	13	15	21	62%
16	34	32	25	21	16	14	25	74%
17	53	32	35	32	23	35	35	66%
18	38	16	17	8	11	14	17	45%
19	35	14	31	14	10	15	31	89%
20	36	19	32	9	15	16	32	89%
TOTAL	866	598	618	511	502	565	618	71%

Overall occupancy rates in the study area are not high; the peak hour percentage is only 71%. However, the occupancy counts show a few blocks where parking is impacted on a typical Saturday. (On the weekday, only one block showed parking impacts.) Most of the impacted blocks were those nearest the theatre, along University Avenue. It should be noted that the Farmer’s Market occurred between 4 p.m. and 7 p.m. on the Thursday survey day, so occupancies were higher than they typically are in the late afternoon and evening.

Surveyors also conducted occupancy counts of the Rite Aid lot, which is open to the public for a fee, and the Union Bank lot. The bank lot is private, but is included since it is the site of the proposed garage; the garage will need to accommodate cars currently using the bank's lot. The results are shown in Tables 3 and 4 on the next page. Neither lot showed impacted parking.

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Table 3: Off-Street Occupancy Counts, Thursday 24 April

Block #	Facility	Inventory	Occupancy					Peak Hour	
			10 am	1 pm	4 pm	7 pm	10 pm	1 pm	
5	Rite Aid	178	109	115	102	35	8	115	65%
9	Union Bank ^{1}	60	24	38	40	42	22	38	63%
	Total Off-Street	238	133	153	142	77	30	153	64%

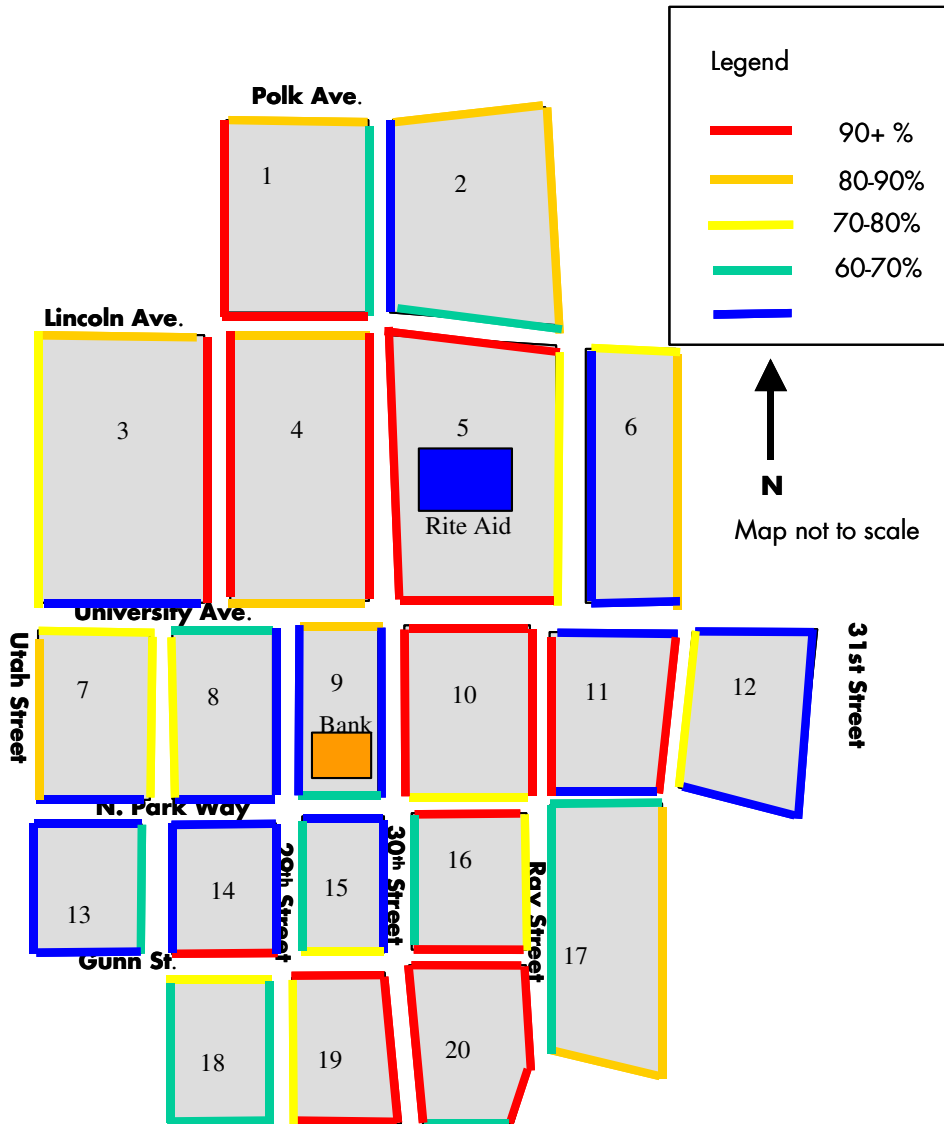
^{1} Farmer's Market activity from 4:00 pm to 8:00 pm

Table 4: Off-Street Occupancy Counts, Saturday 26 April

Block #	Facility	Inventory	Occupancy					Peak Hour	
			10 am	1 pm	4 pm	7 pm	10 pm	1 pm	
5	Rite Aid	178	57	73	64	25	11	73	41%
9	Union Bank	60	33	49	8	7	5	49	82%
	Total Off-Street	238	90	122	72	32	16	122	51%

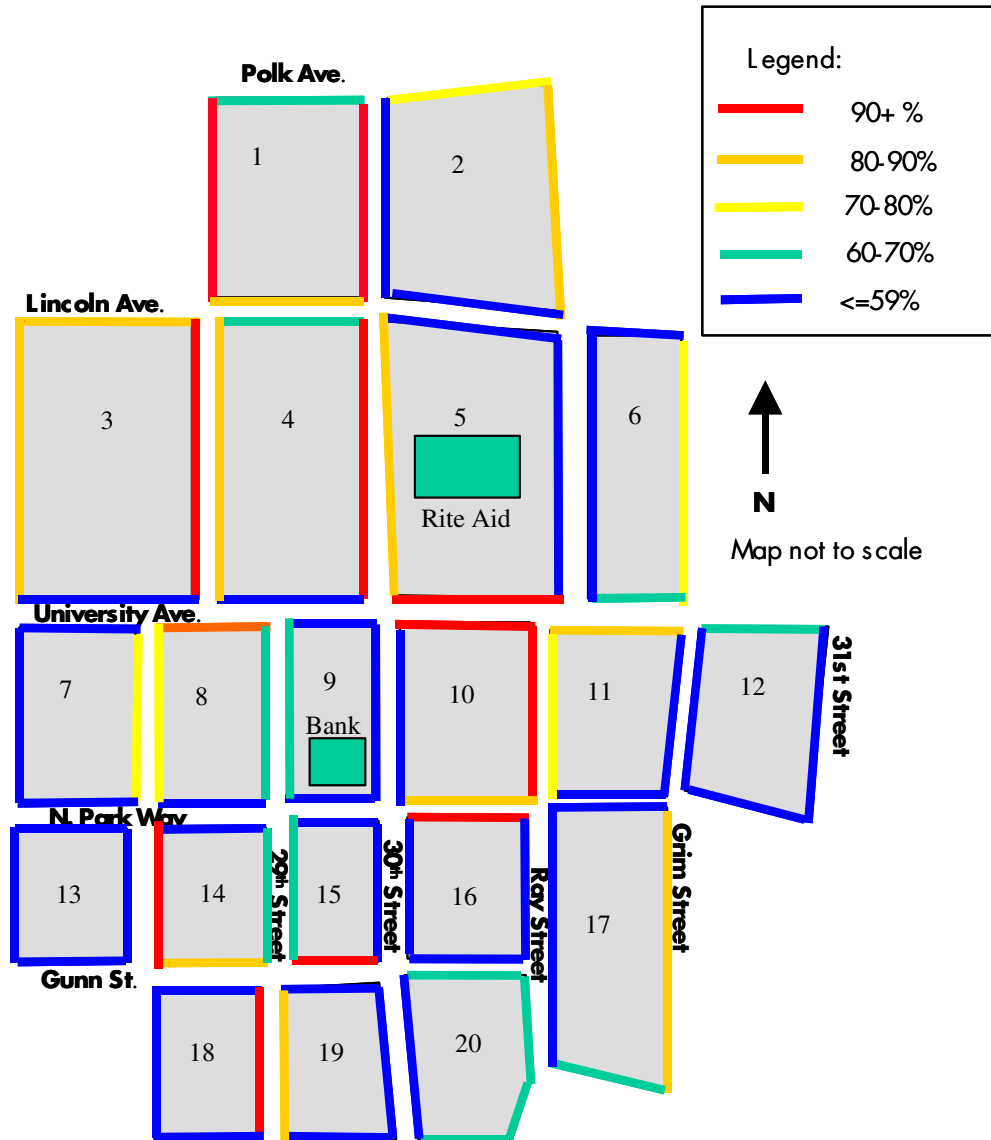
19 AUGUST 2003

Figure 2: Peak Occupancies, Saturday



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Figure 3: Peak Occupancies, Thursday



NORTH PARK GARAGE

PRELIMINARY FINANCIAL ANALYSIS

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NEW LAND USES

There are several developments planned for the study area, but only the North Park Theatre renovation is expected to occur without on-site parking.

The only other development that we know of that may produce overflow parking demand is the project slated for the site of the Rite Aid Pharmacy on 30th Street. It will have 393 reserved spaces to serve 224 apartments (1.75 spaces per two-bedroom unit) plus 33 spaces to serve 15,600 s.f. of retail space. At peak, the retail component may produce a small number of overflow cars (less than 10), which are included in our assessment of overflow demand below. The residential component may generate more cars than there are spaces, but we do not have enough information on the project to assume that will be the case, and have not projected residential overflow.

For other developments in the area, we do not have information at this point, and therefore assume their on-site parking will be built to code, and will be sufficient to accommodate the sites' needs but will not be open to the public for neighborhood overflow parking. In other words, we are assuming that the new developments neither create additional demand for public parking nor absorb any existing demand.

The main parking demand generator planned for the area is the North Park Theatre development. Including the garage site, the project contains the following components:

- Theatre: 792 seats
- Restaurant: 5,800 s.f. (gross leasable area)
- Office: 6,700 s.f. (gross leasable area)
- Retail: 14,700 s.f. (gross leasable area)
- Parking: 400 spaces

For the office, retail and restaurant components, we can estimate demand using a shared parking model. The model is based on research that has been done in the parking industry on the number of parking spaces generated by each square foot of a particular land use, but is then modified to account for local conditions, seasonal attendance patterns, and usage over the course of a typical day. For example, nationwide research has shown that restaurants generate approximately 20 cars for every thousand square feet of leasable space at peak. Starting with that base ratio, we make adjustments for local conditions that affect the number of cars coming to the site (transit

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use, "captive" walk-in markets from nearby hotels and offices, etc.). We then adjust for the fact that restaurant demand will peak in the evening, and that the peak activity will occur on summer weekends.

The results of our modeling process are shown in Table on the next page. Please note that this table shows overall peak demand (December). Our financial analysis will use an average, not peak, month for projecting revenue. Therefore, the figure seen in subsequent tables will not match what is shown in Table.

Table 5: Proposed Land Uses, North Park Theatre Development

Land Use	Program Data	User Group	Peak Parking Demand Generated ¹			
			Wkday Day	Wkday Eve	Wkend Day	Wkend Eve
Restaurant	5,800 sf	customers	63	86	65	89
		employees	9	10	10	11
Office	6,700 sf	visitors	2	0	0	0
		employees	19	5	3	1
Retail	14,712 sf	customers	40	26	36	29
		employees	12	10	12	10
Theater ²	792 seats	visitors	<i>See Separate Event Projections.</i>			
		employees	10	10	10	10
TOTALS			155	147	136	150

1. Parking demand numbers are from Walker's Shared Parking model.
2. Event data and employee numbers as per Leon Natker. See report text and tables.

Theatre Demand

Attendance at the North Park Theatre will vary from day to day, depending on the event being held. In order to understand the theatre's demand generation patterns, we asked for a projection of attendance by type of event and number of days per year. From this we can estimate the number of cars present at different times.

The information we were given is summarized in Table 6 on the next page. All information in the table and footnotes was provided by Lyric Opera San Diego.

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Table 6: Projected North Park Theatre Attendance⁽¹⁾

Event Type	No. of Dates (per Year)	User group	Average Atten. (per event) ²	Year One Sub-Totals	Year Two Sub-Totals	Year Three (stabilized)	Notes
Lyric Opera Performance	45	patrons	600	27,000	27,000	27,000	
		performers	100	4,500	4,500	4,500	
Not-for-Profit Group Performance	59	patrons	600	35,400	37,170	39,029	3
		performers	50	2,950	3,098	3,252	
For-Profit Group Performance	60	patrons	600	36,000	39,600	43,560	4
		performers	50	3,000	3,300	3,630	
Lyric Opera Rehearsal Night	25	performers	100	2,500	2,500	2,500	5
Other Group Rehearsal Night	100	performers	50	5,000	5,000	5,000	
Rehearsal Hall Usage	300	various	25	7,500	7,500	7,500	6
After School Program	15	students	200	3,000	3,300	3,630	7
		parents	100	1,500	1,650	1,815	
Religious Services	57	guests	400	22,800	22,800	22,800	8
Corporate Groups	10	guests	400	4,000	5,000	6,250	9
TOTALS				155,150	162,418	170,466	

1. Data on this table based on assumptions provided by Leon Natker, General Director, Lyric Opera San Diego.
2. Assume that on average, 600 of the 792 seats are sold for each performance (or ~76%). This assumption is conservative based on the utilization of comparable theater space in the San Diego area. Lyric Opera will have stabilized attendance from year 1; other events as noted.
3. Assume that the number of not-for-profit events per year increases at a rate of 5% for years two and three. Event schedule is stabilized by year three.
4. Assume that the number of for-profit events per year increases at a rate of 10% for years two and three. Event schedule is stabilized by year three.
5. Dress rehearsals, etc. in the main theater. For Lyric Opera events, attendance figure includes full orchestra.
6. Small Rehearsal Hall space at the front of the theater will be used "almost every day" by 10-50 people (various groups). Assume 25 people on average and 300 dates per year (excluding Mondays and holidays).
7. School year only. Assume 10% increase on dates for years two and three. This program may expand to included summertime dates as well in the future.
8. Assume minimum of 400 in attendance every Sunday plus five additional days (Jewish High Holy days).
9. Assume minimum of 400 in attendance for 10 dates per year (overflow from convention center and local hotels). 25% increase for years two and three. Projections may be conservative - corporate usage may increase in the future based on area demand and marketing.

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Intensification of Existing Land Uses

The final contributor to new parking demand in the area is intensification of existing land uses. City staff expect new tenants to occupy existing but underutilized commercial space in the study area, and to create significantly greater levels of parking demand than is currently generated by older businesses. Staff estimate that out of approximately 900,000 s.f. of commercial space, 5% will "intensify" within two years of the garage being built, and another 10% will change hands within another three years after that. This amounts to 135,000 s.f. of space turning over by 2010.

We were asked to incorporate into our demand projections an estimate of the impact of this intensification trend. Our analysis is necessarily rough; major research on land use types, development scenarios, and private parking in the study area would be needed, and these are beyond our scope for this project. As a general estimate, we assume underutilized retail generates demand at 2 spaces per 1,000 s.f. (ksf), which is a low rate for retail, and that new tenants will generate at 4 per ksf (a typical rate for new, successful retail). Cafés and restaurants would generate at a higher rate. Using these assumptions and the information from City staff, we estimate that intensification of 5% of the commercial space in two years would result in 45,000 square feet of new tenants and a net peak parking demand of 90 spaces over two years. Over the following three years, another 90,000 s.f. would change tenants, adding a net peak demand for 60 spaces per year. The garage will not capture all of this demand; some will use on-street parking and some may have its own off-street supply. Our revenue projections show a portion of this demand, but not all, captured by the garage. The capture rate gets higher with each year, as the increase in demand will reduce the on-street supply available as an alternative. This growth is incorporated into our net operating income tables.

CHANGES TO THE AREA PARKING SUPPLY

The last factor that influences demand for the proposed garage is any changes that occur to the area parking supply. The only specific project of which we are aware is the redevelopment of the existing Rite Aid surface lot discussed above. The existing Rite Aid lot has a surplus of parking, and it is open to the public for a nominal charge. We assume that as many as 50 cars in that lot at peak may belong to non-Rite Aid employees and shoppers. The redevelopment of this lot will mean that there will be overflow cars looking for parking in the project area. We anticipate that the proposed garage will capture some, but

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not all, of these cars. The Union Bank lot also accommodates some overflow cars, though there is no formal policy of allowing non-bank parking. There are not as many overflow cars using this lot as there are at the Rite Aid.

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The demand projections in the previous section tell us how many cars we can expect the land uses in question to generate, but not what we can expect the garage to capture. The financial analysis adjusts for the capture rate, and applies a recommended rate to arrive at a revenue projection for the facility.

RATES

In trying to determine an appropriate rate structure for this facility, we have considered the following issues:

- At present there is almost no paid parking in the study area. The Rite Aid charges 50¢ per hour for public parking, but all other lots are private (free for customers) and there are no meters on the streets.
- In general, people prefer on-street parking to garage parking.
- The garage is situated behind the Union Bank, facing North Park Way rather than University Avenue. It is a little farther from some of the area generators.

With these factors in mind, we recommend a very low rate structure for the garage, similar to what Rite Aid currently charges. Generally speaking, garages should be cheaper than on-street parking, since the latter is preferred. Since that is not possible in this area, at the very least the garage should be cheap enough not to discourage people from using it. Otherwise, people will avoid the garage and create traffic congestion trying to find free on-street spaces.

We recommend a higher rate for event evenings. Rates for theatre events in San Diego vary greatly – from \$8 for San Diego Opera performances at the Civic Theatre to free parking for the various venues in Balboa Park (Globe, Starlight). The Theatre in Old Town is also free. Parking near the 6th and Penn Theatre in Hillcrest ranges from \$3 to \$5. Appendix C contains a survey of selected theatre parking venues. We propose a rate at the midpoint – cheaper than downtown, but not as cheap as in areas with ample surface parking.

There is a reasonable possibility that the increase in parking demand in the neighborhood from the theatre and general intensification will lead residents to apply for (and receive) a residential permit zone. Anecdotal information suggests that area employees are already impacting some residential streets in an attempt to find all-day parking

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without time restrictions. If residential permit zones are created, the available supply will decrease for commercial employees and customers, and demand for the garage will increase. Rates can be somewhat higher in this scenario, though we recommend against rates high enough to be perceived as "gouging" in this neighborhood unaccustomed to paid parking.

The rates used in our analysis are as follows:

- ⇒ 50¢ per one-half hour (65¢ if residential permit zone is created)
- ⇒ \$3.00 maximum (\$3.90 in permit zone scenario)
- ⇒ \$4.00 evening special events (\$5 in permit zone scenario)
- ⇒ \$35.00 monthly (\$55.00 in permit zone scenario)
- ⇒ \$3 valet surcharge

REVENUE PROJECTIONS

As has been stated previously, the revenue projection must account for the fact that not all of the demand generated in the area will use the garage. Many people will seek out free on-street parking rather than use the facility, mainly because of the rate differential but also because many people simply prefer to park in the open rather than in a structure. The revenue calculations below take that issue into consideration. We have used the occupancy counts to determine approximately how many spaces remain open on street to accommodate theatre or other demand. We have adjusted for the fact that the people are not likely to park at the very edges of our study area and walk to the theatre, especially at night, so the area that we consider "competition" for the garage is somewhat smaller than our full study area. (For example, few people are likely to park on Polk Avenue or 31st Street and walk to the theatre when there is space available, even at \$4.00, in the garage next door.)

Tables 7 and 8 show the revenue projections for theatre-generated demand. The first table is the base scenario. The second shows as an alternative the effect on the garage's capture rate if residential zones are created south of North Park Way, north of Lincoln Avenue, west of Utah Street and east of Ray Street. In this scenario, the capture rate is higher, as are rates, to reflect the smaller available parking supply.

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Tables 9 and 10 on pages 18 and 19 show the complete revenue projection, including theatre, other on-site and overflow transient revenue from the area. Please note the following:

- The "Miscellaneous Transient" category reflects the overflow from the existing Rite Aid and Union Bank lots, plus new overflow anticipated from the Rite Aid development and general neighborhood intensification. We have assumed (conservatively) that a significant percentage of this overflow market will look for on-street parking or (in the case of intensification) have access to private parking. We project greater overflow capture after the first few years, as the on-street supply will become full, particularly in the "residential permit" scenario.

Some of these "miscellaneous" parkers are area employees who stay all day while others are shoppers, so the average ticket is a combination of short-stay and all-day rates.

- A percentage of restaurant demand will also opt for street parking. It should be noted that on event nights, restaurant patrons arriving after the event rate begins will be unlikely to use the garage if the garage operates on a flat-fee pay-on-entry basis (as is typical for events). More importantly, many of the patrons will be going to the theatre as well as the restaurant, and will pay one flat rate. We have reflected this synergy effect by reducing the number of turns (the number of times per day we expect a space to be occupied by a restaurant patron).
- We have been informed that the bank will pay for 22 monthly permits and approximately 2,000 customer validations per month. The bank will also pay for space they occupy on the garage site for drive-up windows. Five Star provided rent figures for this use as well as for retail on the garage site.
- Five Star plans to offer valet parking for Lyric Opera events (45 nights per year). We are not showing any valet revenue. We assume the valet service will charge enough of a surcharge to offset its expenses and earn a small amount of revenue for Five Star, but will basically be a break-even service from the perspective of net operating income. Our revenue projections include the regular parking fee these cars will pay, but not the valet surcharge. (We do not include additional valet expenses, either.) We do not anticipate enough usage of valet service to be a significant revenue generator.

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Table 7: Stabilized Event Revenue Projections (Year 3)

Event Type	User Group	Estimated Attn. per Event ¹	Driving Ratio ²	Cars Generated	Garage Capture ³	Garage Demand	No. of Days per Year	Average Ticket ⁴	Annual Income (Year 3)
Lyric Opera Performance	patrons	614	0.39	239	0.90	216	45	\$4.00	\$38,793
	performers	100	0.90	90	0.60	54	45	\$4.00	\$9,720
Not-for-Profit Group Performance	patrons	600	0.39	234	0.70	164	59	\$4.00	\$42,619
	performers	50	0.90	45	0.30	14	59	\$4.00	\$3,513
For-Profit Group Performance	patrons	600	0.39	234	0.70	164	60	\$4.00	\$47,568
	performers	50	0.90	45	0.30	14	60	\$4.00	\$3,920
Lyric Opera Rehearsal Night	performers	100	0.90	90	0.50	45	25	\$1.50	\$1,688
Other Group Rehearsal Night	performers	50	0.90	45	0.40	18	100	\$1.50	\$2,700
Rehearsal Hall Usage	various	25	0.90	23	0.30	7	300	\$1.50	\$3,038
After School Program	students	200	0.00	0	0.00	0	15	n/a	
	parents	100	1.00	100	0.50	50	15	\$1.50	\$1,361
Religious Services	guests	400	0.20	80	0.50	40	57	\$1.00	\$2,280
Corporate Groups	guests	400	0.65	260	0.85	221	10	\$3.00	\$10,359
TOTALS									\$167,558

1. From Table 6 - estimated event attendance for year one. Note that annual income for years two and three increases based on increase in the number of yearly events (as noted in Table 6). Year 3 income is shown.

2. From Walker model. Ratio represents percentage of attendees who drive a vehicle. Note that a driving ratio of 0.39 means there are roughly 2.5 people per car on average for theater performances. Similar ratios are assigned to other user groups based on research conducted by Walker Parking Consultants, ITE, and other parking industry organizations.

3. Percentage of theater visitors who park in the garage (as opposed to utilizing alternative resources such as on-street, etc.).

4. Assume a flat rate of \$4 for all theater performances and \$0.50 per hour (with \$3 max) at other times. Average ticket is equal to the flat rate or the average length of stay times the hourly rate.

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Table 8: Stabilized Event Projections (Year 3), With Residential Permit Zone

Event Type	User Group	Estimated Attn. per Event ¹	Driving Ratio ²	Cars Generated	Garage Capture ³	Garage Demand	No. of Days per Year	Average Ticket ⁴	Annual Income (Stabilized)
Lyric Opera Performance	patrons	614	0.39	239	0.90	216	45	\$5.00	\$48,491
	performers	100	0.90	90	0.65	59	45	\$5.00	\$13,163
Not-for-Profit Group Performance	patrons	600	0.39	234	0.90	211	59	\$5.00	\$68,495
	performers	50	0.90	45	0.35	16	59	\$5.00	\$5,122
For-Profit Group Performance	patrons	600	0.39	234	0.90	211	60	\$5.00	\$76,448
	performers	50	0.90	45	0.35	16	60	\$5.00	\$5,717
Lyric Opera Rehearsal Night	performers	100	0.90	90	0.70	63	25	\$3.60	\$5,670
Other Group Rehearsal Night	performers	50	0.90	45	0.60	27	100	\$3.60	\$9,720
Rehearsal Hall Usage	various	25	0.90	23	0.50	11	300	\$3.60	\$12,150
After School Program	students	200	0.00	0	0.00	0	15	n/a	
	parents	100	1.00	100	0.50	50	15	\$3.60	\$3,267
Religious Services	guests	400	0.20	80	0.50	40	57	\$3.00	\$6,840
Corporate Groups	guests	400	0.65	260	0.90	234	10	\$3.60	\$13,163
TOTALS									\$268,245

1. From Table 6 - estimated event attendance for year one. Note that annual income for years two and three increases based on increase in the number of yearly events (as noted in Table 6). Year 3 income is shown.

2. From Walker model. Ratio represents percentage of attendees who drive a vehicle. Note that a driving ratio of 0.39 means there are roughly 2.5 people per car on average for theater performances. Similar ratios are assigned to other user groups based on research conducted by Walker Parking Consultants, ITE, and other parking industry organizations.

3. Percentage of theater visitors who park in the garage (as opposed to utilizing alternative resources such as on-street, etc.).

4. Assume a flat rate of \$5 for all theater performances and \$0.65 per hour (with \$3.90 max) at other times. Average ticket is equal to the flat rate or the average length of stay times the hourly rate.

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Table 9: Annual Stabilized Revenue

Daily		Peak Demand ¹	Avg. Ticket ²	Avg. Turns	Period ³	Total
Wkday Day	Office Visitors	2	\$1.00	3.0	253	\$1,518
	Restaurant Patrons ⁽⁵⁾	58	\$1.25	1.1	253	\$20,177
	Restaurant/Retail Employees	11	\$3.00	1.0	253	\$8,349
	Retail Patrons	34	\$1.25	3.0	253	\$32,258
	Bank Patrons	18	\$0.50	4.5	253	\$10,247
	Misc. Transient ⁽⁶⁾	50	\$1.50	1.5	243	\$27,338
Wkday Eve	Restaurant Patrons ⁽⁵⁾	80	\$1.25	0.9	253	\$22,770
	Restaurant/Retail Employees	11	\$3.00	1.0	253	\$8,653
	Retail Patrons	22	\$1.25	1.5	253	\$10,436
	Misc. Transient ⁽⁶⁾	38	\$1.50	1.0	111	\$6,327
	Farmer's Market	42	\$1.00	1.2	52	\$2,621
Wkend Day	Restaurant Patrons ⁽⁵⁾	58	\$1.25	1.0	112	\$8,120
	Restaurant/Retail Employees	12	\$3.00	1.0	112	\$4,032
	Retail Patrons	31	\$1.25	3.0	112	\$13,020
	Bank Patrons	13	\$0.50	2.5	52	\$845
	Misc. Transient ⁽⁶⁾	60	\$1.50	2.0	112	\$20,160
Wkend Eve	Restaurant Patrons ⁽⁵⁾	79	\$1.25	1.0	112	\$11,060
	Restaurant/Retail Employees	12	\$3.00	1.0	112	\$4,166
	Retail Patrons	24	\$1.25	1.2	112	\$4,032
	Misc. Transient ⁽⁶⁾	33	\$1.50	1.0	52	\$2,574
<i>Subtotal:</i>						\$218,701
Monthly		Peak Demand	Permit Rate	Oversell	Period	Total
	Office Employees	17	\$35.00	1.15	12	\$7,980
	Restaurant/Retail (Mgrs)	4	\$35.00	1.20	12	\$2,016
	Bank Employees	19	\$35.00	1.15	12	\$9,240
	Theater Employees	7	\$35.00	1.10	12	\$3,234
	Other Monthly	20	\$35.00	1.10	12	\$9,240
<i>Subtotal:</i>						\$31,710
Other						
Bank Lease "Under Roof" (3,450 sf at \$1.50 per month per sf)						\$62,100 ⁽⁴⁾
Bank Lease "Drive Up" (4,600 sf at \$1.00 per month per sf)						\$55,200 ⁽⁴⁾
Retail Lease (14,712 sf at \$1.50 per month per sf)						\$264,816 ⁽⁴⁾
Event Parking (from Table 7)						\$167,558
TOTAL						\$800,085

Notes

1. Demand for office, retail and restaurant per Walker model; demand for bank parking per information supplied by Union Bank staff. All peak demand numbers are adjusted for capture rates.
2. Average length of stay times the hourly parking rate.
3. Weekday period equals 5 weekdays, times 52 weeks, minus 7 holidays. Weekend period equals 2 weekend days, times 52 weeks, plus 7 holidays.
4. Square footages and monthly rate per square foot supplied by Five Star.
5. Restaurant turns have been adjusted down to account for captive market created by theatre. Demand has been adjusted to account for those who choose on-street parking.
6. Includes overflow from existing Rite Aid and Union Bank lots, new Rite Aid development, and intensification of existing commercial space. Days have been adjusted down in some cases, since garage will not be able to handle this level of overflow when theatre is busy.

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Table 10: Annual Stabilized Revenue – Permit Zone Scenario

<i>Daily</i>		Peak Demand ¹	Avg. Ticket ²	Avg. Turns	Period ³	Total
Wkday Day	Office Visitors	2	\$1.20	3.0	253	\$1,822
	Restaurant Patrons ⁽⁵⁾	58	\$1.50	1.1	253	\$24,212
	Restaurant/Retail Employees	11	\$3.60	1.0	253	\$10,019
	Retail Patrons	34	\$1.50	3.0	253	\$38,709
	Bank Patrons	18	\$0.60	4.5	253	\$12,296
	Misc. Transient ⁽⁶⁾	65	\$1.80	1.5	243	\$42,647
Wkday Eve	Restaurant Patrons ⁽⁵⁾	80	\$1.50	0.9	253	\$27,324
	Restaurant/Retail Employees	11	\$3.60	1.0	253	\$10,383
	Retail Patrons	22	\$1.50	1.5	253	\$12,524
	Misc. Transient ⁽⁶⁾	45	\$1.80	1.0	111	\$8,991
	Farmer's Market	42	\$1.20	1.2	52	\$3,145
Wkend Day	Restaurant Patrons ⁽⁵⁾	58	\$1.50	1.0	112	\$9,744
	Restaurant/Retail Employees	12	\$3.60	1.0	112	\$4,838
	Retail Patrons	31	\$1.50	3.0	112	\$15,624
	Bank Patrons	13	\$0.60	2.5	52	\$1,014
	Misc. Transient ⁽⁶⁾	55	\$1.80	2.0	52	\$10,296
Wkend Eve	Restaurant Patrons ⁽⁵⁾	79	\$1.50	1.0	112	\$13,272
	Restaurant/Retail Employees	12	\$3.60	1.0	112	\$5,000
	Retail Patrons	24	\$1.50	1.2	112	\$4,838
	Misc. Transient ⁽⁶⁾	40	\$1.80	1.0	52	\$3,744
<i>Subtotal:</i>						\$260,441
<i>Monthly</i>		Peak Demand	Permit Rate	Oversell	Period	Total
	Office Employees	17	\$55.00	1.15	12	\$12,540
	Restaurant/Retail (Mgrs)	4	\$55.00	1.20	12	\$3,168
	Bank Employees	19	\$55.00	1.15	12	\$14,520
	Theater Employees	7	\$55.00	1.10	12	\$5,082
	Other Monthly	40	\$55.00	1.10	12	\$29,040
<i>Subtotal:</i>						\$64,350
<i>Other</i>						
Bank Lease "Under Roof" (3,450 sf at \$1.50 per month per sf)						\$62,100 ⁽⁴⁾
Bank Lease "Drive Up" (4,600 sf at \$1.00 per month per sf)						\$55,200 ⁽⁴⁾
Retail Lease (14,712 sf at \$1.50 per month per sf)						\$264,816 ⁽⁴⁾
Event Parking (from Table 8)						\$268,245
TOTAL						\$975,152

Notes

1. Peak demand from Table 1 for office and restaurant (per Walker model); demand for bank parking per occupancy data collected and info on employee #'s supplied by Union Bank staff. All peak demand numbers are adjusted for capture rates.
2. Average length of stay (from Walker database) times the hourly parking rate.
3. Weekday period equals 5 weekdays, times 52 weeks, minus 7 holidays. Weekend period equals 2 weekend days, times 52 weeks, plus 7 holidays (which behave like weekends for parking demand). Period adjusted based on the theater event schedule (see Table 8).
4. Square footages and monthly rate per square foot supplied by Five Star.
5. Restaurant turns have been adjusted down to account for captive market created by theatre. Demand has been adjusted to account for those who choose on-street parking.
6. Includes overflow from existing Rite Aid and Union Bank lots, new Rite Aid development, and intensification of existing commercial space. Days have been adjusted down in some cases, since garage will not be able to handle this level of overflow when theatre is busy.

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OPERATING EXPENSES

LABOR

The labor schedule is based on an 8 a.m. to 11 p.m., 365-day operation. Only one cashier is needed at all times except larger special events. At these times the garage needs a second cashier. Five Star plans to offer valet service for Lyric Opera events (45 nights per year). We do not include the labor or other expenses associated with the valet operation in our analysis. These expenses will be offset by the valet surcharge, as discussed in the revenue section. Current garage plans only show two lanes – one entry, one exit. A third lane would allow two cashiers to collect fees for event cars while the third lane remains open for cars going in the other direction.

Table 11: Projected Labor Schedule and Costs

Mgmt Supervision	21 hours/mo @ \$20/hr (per 5 Star)	\$	5,040
Cashier	1 @ 15 hrs/day x 365 x \$8/hr		43,800
Event Cashier	1 @ 4 hrs/day x 256 days x \$8/hr		8,192
Custodial	2 hrs/day x 365 days x \$8/hr		5,840
Subtotal		\$	62,872
Benefits (30%)			18,862
	Total	\$	81,734

*Cashier hours = 8 am to 11 pm

OPERATING EXPENSES

The operating expenses shown in Table 12 on the next page are based on our database of operating expenses for garages, plus an evaluation of comparable garages in San Diego. These projections do not include costs for major structural maintenance, taxes or other building/property-related expenses.

19 AUGUST 2003

Table 12: Stabilized Annual Operating Expenses

Labor Costs	\$ 81,700
Management Fee	\$ 12,000
Security	\$ 32,900
Utilities	\$ 36,000
Telephone	\$ 2,200
Insurance	\$ 4,800
Uniforms	\$ 1,900
Office/Cleaning Supplies	\$ 1,600
Tickets/Misc. Parking Supplies	\$ 3,600
Routine Maintenance	\$ 7,300
Trash	\$ 4,800
Sweeping Contracts	\$ 4,000
Power Scrub	\$ 4,800
Major Maintenance Sinking Fund	\$ 4,000
Parking Equipment Maintenance	\$ 7,000
Elevator Maintenance (1 elevator)	\$ 5,400
Professional Services	\$ 4,800
Total	\$ 218,800

NET OPERATING REVENUE

The tables on the following page show the net operating revenue for the garages under the base and residential permit scenarios, respectively.

The first five years on each table are adjusted for increases in attendance that are expected to occur at the theatre and intensification of surrounding commercial space.

Rates are projected to increase by 3% yearly to keep pace with typical increases in operating expenses. The City may choose to raise rates at a different schedule (6% bi-annually, 10% every third year, etc.). We have included a rate increase for year 1, since the revenue projections in tables 7, 8, 9 and 10 were in 2003 dollars. Rates should be higher by 2005.

Expenses are also inflated for the opening year to account for normal cost increases. We have put inflation at 3%, though it is currently lower; our estimate is conservative.

19 AUGUST 2003

Table 13: Net Operating Revenues, 2005-2014

	2005	2006	2007	2008	2009
Operating Revenue ⁽¹⁾	\$780,883	\$833,840	\$900,503	\$986,563	\$1,065,166
Operating Expenses ⁽²⁾	(\$232,125)	(\$239,089)	(\$246,261)	(\$253,649)	(\$261,259)
Lease Payment ⁽³⁾	(\$168,000)	(\$168,000)	(\$168,000)	(\$168,000)	(\$168,000)
Net Operating Revenue	\$380,758	\$426,751	\$486,241	\$564,914	\$635,908
	2010	2011	2012	2013	2014
Operating Revenue	\$1,097,121	\$1,130,035	\$1,163,936	\$1,198,854	\$1,234,820
Operating Expenses	(\$269,096)	(\$277,169)	(\$285,484)	(\$294,049)	(\$302,870)
Lease Payment ⁽³⁾	(\$168,000)	(\$168,000)	(\$168,000)	(\$168,000)	(\$168,000)
Annual Net Revenue	\$660,025	\$684,866	\$710,452	\$736,805	\$763,949

Notes:

Garage is assumed to open at the beginning of 2005, along with the theatre and retail/office development.

(1) Operating Revenue increases according to attendance ramp-ups for 3 years (provided by Lyric Opera) and intensification of existing land uses over first five years (per City). We increase rates at 3% annually to keep pace with inflation; the City may opt to increase rates at a different rate.

(2) Expenses assumed to increase by 3% per year.

(3) Lease Payment estimate provided by City.

Table 14: Net Operating Revenue, 2005-2014, with Residential Zone

	2005	2006	2007	2008	2009
Operating Revenue ⁽¹⁾	\$780,883	\$1,035,237	\$1,129,455	\$1,182,372	\$1,222,060
Operating Expenses ⁽²⁾	(\$232,125)	(\$239,089)	(\$246,261)	(\$253,649)	(\$261,259)
Lease Payment ⁽³⁾	(\$168,000)	(\$168,000)	(\$168,000)	(\$168,000)	(\$168,000)
Net Operating Revenue	\$380,758	\$628,148	\$715,194	\$760,723	\$792,801
	2010	2011	2012	2013	2014
Operating Revenue	\$1,258,722	\$1,296,484	\$1,335,378	\$1,375,439	\$1,416,703
Operating Expenses	(\$269,096)	(\$277,169)	(\$285,484)	(\$294,049)	(\$302,870)
Lease Payment ⁽³⁾	(\$168,000)	(\$168,000)	(\$168,000)	(\$168,000)	(\$168,000)
Annual Net Revenue	\$821,625	\$851,314	\$881,894	\$913,391	\$945,832

Notes:

Garage is assumed to open at the beginning of 2005, along with the theatre and retail/office development. Residential zone assumed to go into effect beginning in 2006.

(1) Operating Revenue increases according to attendance ramp-ups for 3 years (provided by Lyric Opera) and intensification of existing land uses over first five years (per City). We increase rates at 3% annually to keep pace with inflation; the City may opt to increase rates at a different rate.

(2) Expenses assumed to increase by 3% per year.

(3) Lease Payment estimate provided by City.



APPENDIX A: ON-
STREET INVENTORY

On Street Public Parking Inventory



Block	Face	Unrestricted	2-hr	1 hr	15-30 min	Handicap	Yellow	Total Inventory	Notes
1	n	10				1		11	
1	e		24					24	1 N/P 3a-6a Wednesday
1	s		9				2	11	2
1	w	30				1		31	
2	n	10						10	
2	e	15				1		16	
2	s		8					8	8 am - 6 pm Monday through Friday
2	w		12			2		14	
3	n	11						11	
3	e	12	14					26	
3	s		6			1		7	N/P 3a-6a Wednesday
3	w	14				1	2	17	
4	n		7		1	1		9	
4	e			16	2	1		19	2 Taxi Zone spaces not included
4	s			9		1		10	N/P 3a-6a Wednesday
4	w	13	6		1	1		21	
5	n		9					9	8 am - 6 pm Monday through Friday
5	e		13				2	15	8 am - 6 pm Monday through Friday
5	s			4				4	N/P 3a-6a Wednesday
5	w			18	1		1	20	8 am - 6 pm Monday through Friday
6	n	5	4					9	4 spaces 2 hr. parking 8a-6p Monday through Fri.
6	e		17			1	1	19	
6	s			5				5	N/P 3a-6a Wednesday
6	w		16			2	2	20	8 am - 6 pm Monday through Friday
7	n		9					9	
7	e		11				1	12	
7	s	9						9	
7	w		8				2	10	
8	n		8					8	
8	e		18					18	
8	s		11			2		13	
8	w		10		1	1	2	14	
9	n			5				5	
9	e	1				1		2	
9	s		8					8	
9	w		8					8	
10	n			4	1			5	
10	e		9				2	11	
10	s		5				2	7	
10	w			5	1	1	2	9	1 Taxi Zone space not included
11	n			3	1		1	5	
11	e		8					8	
11	s		7				2	9	
11	w		7			1		8	
12	n			3				3	
12	e		10					10	
12	s		8					8	
12	w		8				2	10	
13	n		9			4		13	
13	e	11						11	
13	s	9						9	
13	w	9						9	1 passenger loading zone (3 min.) excluded

On Street Public Parking Inventory

Block	Face	Unrestricted	2-hr	1 hr	15-30 min	Handicap	Yellow	Total Inventory	Notes
14	n		12					12	
14	e		10					10	
14	s	6						6	
14	w	11						11	
15	n		7				2	9	
15	e		8		4			12	
15	s	7						7	
15	w	6			3			6	
16	n		10					10	
16	e		10					10	
16	s	7						7	
16	w		7			1		7	
17	n		6					6	
17	e	15				1		16	
17	s	9						9	
17	w		22					22	
18	n	7						7	
18	e	10						10	
18	s	9						9	
18	w	12						12	
19	n	8						8	
19	e	10						10	
19	s	6						6	
19	w	11						11	
20	n	9						9	
20	e	12						12	
20	s	5						5	
20	w	6			3	1		10	
Totals:		325	399	72	19	27	28	866	

{1} All time restricted parking is from 8 am to 6 pm, Monday through Saturday unless otherwise specified.

{2} Yellow curbing denotes 20-minute commercial loading zone.



APPENDIX B: ON-
STREET OCCUPANCY
COUNTS

On-Street Occupancy Count, Saturday, 4-26-03

			10 am	1 pm	4 pm	7 pm	10 pm
Block	Face	Inv.	Total	Total	Total	Total	Total
1	n	11	11	9	7	9	10
1	e	24	18	15	14	17	18
1	s	11	7	10	10	10	10
1	w	31	30	28	28	31	31
2	n	10	8	8	4	6	7
2	e	16	14	14	15	14	15
2	s	8	4	5	5	4	4
2	w	14	12	7	10	12	11
3	n	11	10	9	9	10	10
3	e	26	26	26	22	26	26
3	s	7	2	4	3	1	3
3	w	17	16	13	15	13	13
4	n	9	6	8	7	6	8
4	e	19	16	18	17	17	19
4	s	10	7	8	7	4	5
4	w	21	20	19	16	21	21
5	n	9	6	9	6	7	5
5	e	15	11	11	9	6	5
5	s	4	1	4	3	4	3
5	w	20	19	20	20	19	18
6	n	9	7	7	8	7	7
6	e	19	18	16	16	11	12
6	s	5	5	2	3	0	1
6	w	20	11	6	11	8	9
7	n	9	9	7	7	7	7
7	e	12	9	9	8	5	8
7	s	9	5	4	3	9	7
7	w	10	7	8	5	4	4
8	n	8	7	5	6	9	9
8	e	18	7	9	12	8	11
8	s	13	6	7	2	3	3
8	w	14	8	10	10	7	9
9	n	5	5	4	4	5	5
9	e	2	0	1	1	1	2
9	s	8	0	5	2	4	6
9	w	8	6	4	5	1	8
10	n	5	2	5	3	4	4
10	e	11	9	11	8	7	2
10	s	7	6	5	3	3	5
10	w	9	5	10	7	2	7
11	n	5	3	2	1	1	3
11	e	8	9	8	5	4	5
11	s	9	5	3	3	3	9
11	w	8	10	11	9	4	3

On-Street Occupancy Count, Saturday, 4-26-03

Block	Face	Inv.	10 am Total	1 pm Total	4 pm Total	7 pm Total	10 pm Total
12	n	3	2	1	1	0	0
12	e	10	3	5	3	1	1
12	s	8	6	2	5	1	7
12	w	10	5	7	0	1	5
13	n	13	2	2	0	9	9
13	e	11	8	7	9	11	12
13	s	9	5	4	5	7	7
13	w	9	9	5	3	9	9
14	n	12	2	2	2	3	3
14	e	10	4	5	4	4	4
14	s	6	6	7	4	3	4
14	w	11	6	6	6	11	7
15	n	9	3	5	2	3	4
15	e	12	9	7	5	2	4
15	s	7	7	5	4	3	5
15	w	6	5	4	5	5	2
16	n	10	10	9	10	9	10
16	e	10	8	7	6	3	1
16	s	7	8	7	4	2	2
16	w	7	6	2	1	2	1
17	n	6	2	1	2	0	3
17	e	16	11	13	14	11	16
17	s	9	7	8	6	5	6
17	w	22	12	13	10	7	10
18	n	7	4	5	3	5	4
18	e	10	2	3	1	2	4
18	s	9	3	3	2	1	2
18	w	12	7	6	2	3	4
19	n	8	3	8	2	1	2
19	e	10	1	9	1	1	1
19	s	6	3	6	3	2	2
19	w	11	7	8	8	6	10
20	n	9	3	9	5	5	5
20	e	12	6	11	1	5	6
20	s	5	3	3	2	3	3
20	w	10	7	9	1	2	2
Totals:		866	598	618	511	502	565
% Occupancy			69%	71%	59%	58%	65%

1. Wedding at Masonic Temple 7:00 p.m (Block 13 West)

On-Street Occupancy Count, Thursday, 04-24-03



WALKER
PARKING CONSULTANTS

Block	Face	Inv.	10 am Total	1 pm Total	4 pm Total	7 pm Total	10 pm Total
1	n	11	10	8	10	7	10
1	e	24	8	11	13	23	19
1	s	11	5	6	5	9	8
1	w	31	26	23	23	31	29
2	n	10	8	6	7	7	7
2	e	16	17	12	13	14	16
2	s	8	2	3	0	2	4
2	w	14	9	6	11	6	10
3	n	11	4	2	4	9	11
3	e	26	26	19	24	24	27
3	s	7	2	4	2	3	3
3	w	17	12	14	14	14	12
4	n	9	3	7	5	6	4
4	e	19	7	16	11	18	13
4	s	10	2	7	7	4	5
4	w	21	14	17	18	18	20
5	n	9	3	1	5	5	4
5	e	15	10	11	8	6	5
5	s	4	1	4	4	4	3
5	w	20	14	18	12	16	16
6	n	9	7	4	5	3	4
6	e	19	10	8	11	15	14
6	s	5	4	3	2	3	3
6	w	20	14	10	14	6	9
7	n	9	7	6	7	4	1
7	e	12	8	5	10	9	2
7	s	9	9	9	5	4	2
7	w	10	6	6	6	4	1
8	n	8	5	5	8	8	4
8	e	18	5	5	12	11	1
8	s	13	1	2	3	2	0
8	w	14	9	10	10	10	2
9	n	5	3	3	5	2	1
9	e	2	1	2	1	0	0
9	s	8	2	0	0	0	1
9	w	8	5	1	7	5	1
10	n	5	3	3	5	5	4
10	e	11	7	8	7	11	3
10	s	7	5	5	5	6	1
10	w	9	3	5	6	4	4
11	n	5	1	3	3	4	0
11	e	8	6	3	6	3	2
11	s	9	4	4	7	4	1
11	w	8	3	7	7	6	4
12	n	3	1	1	1	2	0
12	e	10	2	2	5	1	1
12	s	8	6	6	3	2	3
12	w	10	7	6	3	3	2
13	n	13	4	4	4	0	0
13	e	11	6	5	4	6	8
13	s	9	5	4	5	2	2

On-Street Occupancy Count, Thursday, 04-24-03



WALKER
PARKING CONSULTANTS

Block	Face	Inv.	10 am Total	1 pm Total	4 pm Total	7 pm Total	10 pm Total
13	w	9	9	8	4	4	5
14	n	12	1	2	0	0	0
14	e	10	3	4	3	6	4
14	s	6	4	3	3	5	6
14	w	11	9	7	6	7	6
15	n	9	3	4	0	0	0
15	e	12	4	6	8	7	1
15	s	7	7	6	6	7	5
15	w	6	3	3	5	4	4
16	n	10	10	7	10	10	3
16	e	10	3	4	3	4	2
16	s	7	7	6	6	4	2
16	w	7	4	4	5	2	0
17	n	6	2	3	6	3	4
17	e	16	14	13	14	14	15
17	s	9	4	5	7	6	8
17	w	22	16	14	12	10	7
18	n	7	2	1	1	2	4
18	e	10	6	1	1	9	4
18	s	9	6	2	2	3	2
18	w	12	1	1	1	4	3
19	n	8	4	7	7	4	3
19	e	10	8	2	1	0	0
19	s	6	3	2	3	2	2
19	w	11	8	5	6	9	10
20	n	9	9	8	6	6	5
20	e	12	6	8	7	8	6
20	s	5	3	1	1	3	2
20	w	10	6	2	3	1	1
Totals:		866	507	479	510	515	421
% Occupancy			59%	55%	59%	59%	49%

1. Farmer's Market from 4 pm to 8 pm.



APPENDIX C: THEATRE
VENUE RATE SURVEY

Rate Survey - Selected San Diego Theatres

Theatre/Company	Location	Parking Rates
San Diego Repertory Theatre	Horton Plaza	Free up to 6 hrs. with ticket stub
Old Globe Theatre	Balboa Park	Free
San Diego Symphony	Navy Pier	\$7 @ lot on B'way near Harbor ~\$6 @ lot on B'way near Pacific Free after 6 p.m. at B St. Pier Free on-street parking after 6 p.m.
Coronado Playhouse	Coronado	Free
San Diego Opera	Downtown (Civic Theatre)	\$8
The Theatre in Old Town	Old Town	Free
UCSD theatre events	La Jolla	\$3 Thurs/Fri nights, free Sat, Sun
Joan Kroc Center	University Ave	Free
6th at Penn Theatre	Hillcrest	\$3 Sun-Thur, \$5 Fri-Sat @ 38th & 5th \$3 @37th and 6th (closest to theatre) \$5 max @38th and 6th \$1/hour on-street parking



APPENDIX D:
STATEMENT OF
LIMITING LIABILITY

1. This report is to be used in whole and not in part.
2. We have not considered the presence of potentially hazardous materials on the proposed site, such as asbestos, urea formaldehyde foam insulation, PCBs, any form of toxic waste, polychlorinated biphenyls, pesticides, or lead-based paints. The consultants are not qualified to detect hazardous substances, and we urge the client to retain an expert in this field if desired.
3. We have made no survey of the property, and we assume no responsibility in connection with such matters. Sketches, photographs, maps and other exhibits are included to assist the reader in visualizing the property. It is assumed that the use of the land and improvements is within the boundaries of the property described, and that there is no encroachment or trespass unless noted.
4. All information, estimates, and opinions obtained from parties not employed by Walker Parking Consultants/Engineers, Inc. are assumed to be true and correct. We can assume no liability resulting from misinformation.
5. Unless noted, we assume that there are no encroachments, zoning, violations, or building violations encumbering the subject property.
6. All mortgages, liens, encumbrances, leases, and servitudes have been disregarded unless specified otherwise.
7. None of this material may be reproduced in any form without our written permission, and the report cannot be disseminated to the public through advertising, public relations, news, sales, or other media. We are in agreement with client that the report will be distributed for use in conjunction with the offering information pertaining to the subject property.
8. We are not required to give testimony or attendance in court by reason of this analysis without previous arrangements, and only when our standard per diem fees and travel costs are paid prior to the appearance.
9. We take no responsibility for any events or circumstances that take place subsequent to the date of our field inspections.
10. The quality of a parking facility's on-site management has a direct effect on a property's economic viability. The financial forecasts presented in the analysis assume responsible ownership and competent management. Any departure from this assumption may have a significant impact on the projected operating results.
11. The estimated operating results presented in this report are based on an evaluation of the overall economy, and neither take into account nor make provisions for the effect of any sharp rise or decline in local or national economic conditions. To the extent that wages and other operating expenses may advance during the economic life of the property, we expect that the parking fees will be adjusted to at least offset those advances. We do not warrant that the estimates will be attained, but they have been prepared on the basis of information obtained during the course of this study and are intended to reflect the expectations of a typical parking patron.
12. Many of the numeric figures presented in this report were generated using sophisticated computer models that make calculations based on numbers carried out to three decimal places. In the interest of

simplicity, most numbers have been rounded to the nearest tenth of a percent. Thus, these figures may be subject to small rounding errors.

13. This report was prepared by Walker Parking Consultants/Engineers, Inc. All opinions, recommendations, and conclusions expressed during the course of this assignment are rendered by the staff of Walker Parking Consultants as employees, rather than as individuals.
14. This report is set forth as a market and financial analysis of the proposed subject property: this is not an appraisal report.
15. The conclusions and recommendations presented in this report were reached based on Walker's analysis of the information obtained from the client and our own sources. Information furnished by others, upon which portions of this study are based, is believed to be reliable, however, it has not been verified in all cases. No warranty is given to the accuracy of such information. Any significant differences between these assumptions and actual performance may have an impact on the financial projections of the subject parking facility.
16. Walker's report and recommendations are based on certain assumptions pertaining to the future performance of the local economy and other factors typically related to individual user characteristics that are either outside Walker's control or that of the client. To the best of Walker's ability we analyzed available information that was incorporated in projecting future performance of the proposed subject garage.
17. Financial projections presented in this report will differ from actual results.