

DOWNTOWN SPOKANE PARKING STUDY UPDATE STRATEGY RECOMMENDATIONS

I. INTRODUCTION

The City of Spokane completed a comprehensive parking management plan in 2004. That plan provided recommendations for implementation of numerous changes to parking management in the downtown. These changes included administrative restructuring, reformatting the on-street supply in the core retail zone and operational and policy related strategies recommended for implementation across the “parking management zones.” The Plan was developed in conjunction with the City of Spokane, the Downtown Spokane Partnership and a representative citizen’s Parking Steering Committee (PSC).

The Plan was strongly supported by the PSC and Downtown Spokane Partnership but was never formally adopted by City Council. Nonetheless, numerous recommendations from the 2004 Plan have been implemented, most notably recommendations for reformatting the on-street parking supply, enhanced requirements for existing surface lots (i.e., lighting, landscaping, quality surfaces) and prohibitions on the development of new surface parking. Several plan recommendations related to organization of parking management, formalizing decision-making and rate structures, marketing and communications and support/promotion of alternative access modes (transit, bike, walk) have not been initiated and should be revisited.

In May of 2010, the City engaged in an update of the 2004 Plan with the initiation of a complete data review of the entire parking study zone. The update included a comprehensive assessment of on-street parking occupancy/utilization and a broader review of off-street parking facilities within the downtown.

Find below, an outline of recommendations that are based on (a) the 2004 Parking Management Plan and (b) data findings from the 2010 parking inventory and survey update. If initiated the strategies outlined here would continue the momentum created by the 2004 Parking Management Plan as well as develop enhancements targeted to existing conditions. Tasks are provided in outline form. Further detail and refinement would likely result after consultation with the City of Spokane, the Downtown Spokane Partnership and the City Council.

II. BACKGROUND: KEY DATA FINDINGS

The data analysis of the downtown Spokane parking district inventory (see Figure A – Study Area Map) indicates that the combined on-street system is operating similarly in parking occupancy to 2004 but with more total vehicle hours parked and new growth occurring in the evening hours. Data further suggests that the off-street supply continues to provide opportunity for trip growth and may need a new approach to management to maximize use of these facilities.

Key findings of the data collection effort and analysis are presented here. A “strategy checklist” is provided at the end of this section. Comprehensive documentation and data which supports these findings can be found in [the 2010 Update of Parking Resources – Downtown Parking Zone – FINAL REPORT](#).

On-Street Parking

FIGURE A – DOWNTOWN STUDY AREA



- ✓ An increase of 56 stalls in the total on-street supply since 2004, the result of “on-street add backs” to curb areas where parking was previously not allowed.
- ✓ A significant reduction in 1-hour parking stalls (-335), which the 2004 study found to be “customer unfriendly” based on data which showed an average customer parking visit of about 1.4 hours.
- ✓ A significant increase in 1.5-hour stalls (+376) as a means to “calibrate” the on-street parking system to better meet customer duration of stay needs.
- ✓ An increase of 10-hour and No Limit stalls, particularly in the Periphery Zone, which was recommended in the 2004 Plan.
- ✓ Parking activity is up in three of four parking zones. Only the West End Zone displayed reductions in parking volume and occupancies.
- ✓ The total number of vehicle hours parked increased by 11% between 2004 and 2010, an increase of 969 additional hours of parking over the course of a typical operating day.
- ✓ There has been a marked increase in evening activity throughout the downtown parking area.
- ✓ Significant increases in parking activity have occurred in the Convention and Periphery Zones, which is likely related to parking “format” changes that were implemented by the City from recommendations approved within the *2004 Downtown Spokane Parking Demand Study*.

Off-Street Parking

- ✓ Off-street parking activity appears to be flat or lower than in 2004, though the large 2010 sample size makes direct comparisons to the smaller 2004 sample difficult.
- ✓ Commuter parking rates (i.e., monthly parking pass rates) have increased significantly in off-street parking garages, which indicate that Spokane may be finding fee levels that are more reflective of the market than was the case in 2004.
- ✓ Unlike the on-street supply, patterns of use are similar between years, with no significant change in off-street parking activity by time of day or area of downtown.
- ✓ Abundant space is available across the operating day in all areas of the downtown.

III. STRATEGY RECOMMENDATIONS

Parking is just one tool in a downtown's economic development toolbox. Parking must be managed to assure that priority land uses are supported with an effective and efficient system of access that caters to the needs of priority users. In 2004 the Parking Steering Committee identified the priority user for the public system of parking as the patron of downtown, the person who shops, visits or recreates. As the Parking Steering Committee concluded, the purpose and objective of parking management in downtown should be to implement strategies that:

“Support the development of a vibrant, regional center for shopping, working, living, recreation and entertainment and the customers, visitors, employees and residents of those uses. The components of this plan need to be simple and intuitive for the user, providing and understandable system that is safe, secure, affordable and well integrated into the traffic system and other access modes. The plan should recognize the role of the public sector in providing parking for patrons of the downtown, as well as seeking out opportunities for creating partnerships with the private sector to improve access and support of alternative modes of access.”

Based on the findings of the 2010 Parking Study Update, we would conclude that the purpose and need for parking management has not changed. Additional work needs to continue, but the 2004 Plan has very relevant strategies that should be pursued and formalized. The 2010 study raises new issues and recommendations as well.

Find below an outline of strategy recommendations for the City to consider, formalize and pursue in the coming months. They are organized as follows:

- Policy Level Actions
- Parking Management Actions

A. POLICY LEVEL ACTIONS

1. Centralize the overall management and oversight of the public parking system within a single organizational entity.

a. Appoint a Parking Advisory Committee.

The City should formally appoint a Parking Advisory Committee made of a representative cross section of downtown interests. The formal charge of the Committee would be to (a) assist a Parking Manager (see 2, b., below) in the implementation of the parking management plan; (b) review parking issues over time; and (c) advise the Mayor and City Council on strategy implementation based on the Guiding Principles for parking management and Operating Principles and strategies adopted for each parking management zone. The City should work closely with the Downtown Spokane Partnership in both the creation of the Advisory Committee and on-going support and coordination of parking management.

b. Engage (internally or through a management services agreement) a Downtown Parking Manager to support and facilitate the work of the Parking Advisory Committee.

The complexity of parking and access is increasing as the City and the downtown grows through redevelopment and increased demand for access. A single person designated as the Downtown Parking Manager should be assigned to oversee and facilitate the parking program. This would include policy development and implementation, management/reporting of parking expenses and revenues (see 2., c below), liaison work with City agencies, the Parking Advisory Committee, DSP and the community and daily management of the overall public parking system.

The Parking Manager would act as a liaison to City staff through the Parking Advisory Committee and provide advisory comments to the Mayor, City Departments and City Council on parking issues in the Downtown. The Parking Manager would report to the Parking Advisory Committee to routinely review overall parking activity in the downtown as well as by zone. Information developed through periodic update of the parking inventory (i.e. 85% Rule) would be used to evaluate "action triggers." The Parking Advisory Committee would review and recommend appropriate strategies for possible implementation as necessary. The City "process" for establishing a Parking Manager should be completed immediately to facilitate formation of the Advisory Committee and timely implementation of elements of this plan.

c. Establish a Special Parking Revenue Fund for Downtown as a mechanism to direct and dedicate funds identified for future downtown parking and transportation improvements.

As the supply of parking becomes constrained over time, it will be important to direct funds into a specific account intended to support on-going transportation, mobility and access in the downtown. This can be done with existing and future parking-related revenue, or with net new revenues generated as a result of implementation of this plan. The Special Parking Revenue Fund should be dedicated to:

1. Debt service
2. Operations
3. Enforcement
4. Marketing and communications
5. Streetscape maintenance/improvement
6. New supply
7. Transportation Demand Management programs

It is recommended that such a fund be established as soon as feasible to ensure that net new revenues are captured within the fund.¹ The Parking Manager, Parking Advisory Committee (PAC) and City staff should work to establish access, parking and mobility goals and objectives for such a fund and work with City Council to establish the fund and a process through the PAC to monitor and oversee allocations from the fund to priority downtown projects. Over time, recommendations for fund expenditures would be provided by the Parking Manager/PAC to City Council on a routine basis.

2. Formalize and adopt a parking management framework that grounds the Parking Manager and Parking Advisory Committee in industry best practices and routinely advises the Mayor,

¹ A similar recommendation was made in the November 2001 International Downtown Association (IDA) Advisory Panel Report prepared for the City of Spokane. This recommendation was also a key recommendation in the 2004 Parking Study.

City Council, City staff and the business community on parking issues and plan implementation. This framework would include the following elements:

a. Adopt Policies and Rules to Guide Parking Management

i. Codify Guiding Principles for Parking Management as City Code.

The Guiding Principles developed in 2004 were grounded in the long-term economic development vision of the City and its downtown stakeholders. They were also developed to provide a framework for managing parking and decision making in the downtown over time. "Codifying" the Guiding Principles will serve to inform future management decision making as well as development of future public facilities. Incorporating these principles into the City Code and policy assures the intent and purpose for parking management, established through consensus in the original study, is carried out over time.

It is recommended that the Guiding Principles developed in 2004 be reviewed and refined to update them to current levels of knowledge and to reaffirm their importance in guiding decision-making.

Guiding Principles recommended in 2004 included:

- Make the downtown accessible to all users through multiple modes.
- Provide sufficient and convenient parking.
- Make the downtown core conveniently accessible for the priority user of the public parking system - the patron of downtown.
- Provide adequate employee parking and encourage other modes.
- Promote strategic development of off-street facilities.
- Preserve and expand on-street parking wherever possible.
- Improve access linkages between districts and the downtown core.
- The City should lead in the development of access options for patrons (customers and visitors) of the downtown and actively partner with the business community to incent additional access and growth.
- The "parking product" in the downtown should be of the highest quality to create a positive customer experience with parking and the downtown.

We would recommend that within a refinement process the following principles be considered as well:

- Correlate parking requirements more directly to mixed-use development vision for downtown.
- The City's public information system should provide a clear and consistent message about auto parking and access to and within downtown in order to optimize utility and convenience for all users.
- Provide safe, secure and well-lit parking to allow a sense of security at all times on street and off-street.

- Transition more downtown employees into alternative modes (i.e., transit, bike, walk, rideshare) through business-based programs and incentives.
- Calibrate parking standards to support the City’s goals for transit, biking, walking and ridesharing.
- Centralize management of the public parking supply and assure a representative body of affected private and public constituents from within the downtown informs decision-making.
- Provide clear and strategic direction to new development in downtown to assure development maintains/improves access to the downtown.
- Encourage/incent shared parking in areas where parking is underutilized.

ii. Formally adopt/establish the four unique “Parking Management Zones” for downtown outlined in the 2004 Plan (see Figure A, above).

Different segments of the downtown have different economic uses and represent different points of access into the downtown. The heart of downtown should represent the area in which the highest density of economic activity and access is intended to occur. Parking should be seen as a management tool that supports specific economic uses. The desired economic activity in a particular area of downtown should guide the decision making for the type of parking required.

The 2004 Plan recommended parking management zones that were reflective of land uses and activity levels in the downtown. The 2010 update confirmed that the unique character of each of these zones continues. The recommended management zones are illustrated in Figure A, above.

It is recommended that Spokane formally establish the separate parking management zones, each having specific operational priorities that have been delineated in “Operating Principles” within the 2004 Plan document (see iii, below).

iii. Formally adopt/enact zone based “Operating Principles” and an implementation framework that defines the priority purpose/use for parking in each parking management zone. Adopt the principles and framework as City Code.

The recommended Parking Management Zones should be established and the Operating Principles developed in 2004 should be used to guide the evaluation and management of day-to-day dynamics of parking activity. Operating principles are established to describe the primary purposes for parking within each parking management zone and to complement and reinforce the Guiding Principles established for the downtown.

iv. Adopt the 85% Rule to facilitate/direct parking management strategies.

The 85% Rule is a measure of parking utilization that acts as an objective benchmark against which parking management decisions are based. Within the parking industry, it is assumed that when an inventory of parking exceeds 85 percent occupancy in the peak hour, the supply becomes constrained and may not provide full and convenient access to its intended user. Once a supply of parking routinely exceeds 85 percent occupancy in the peak hour, the 85% Rule would recommend that parking management strategies

be evaluated and implemented as necessary to bring peak hour occupancies to a level below 85 percent to assure intended uses are conveniently accommodated. Having the 85% Rule in effect will assure that a process for evaluating and responding to future parking activity in the downtown is in place.

3. Adopt rate ranges for on-street parking in the downtown. This would allow City Administration to adjust rates administratively within the ranges adopted and based on the 85% Rule.

Currently, decisions to adjust on-street parking rates must be made by City Council. This can be time consuming and delay decisions that should be made quickly as demand for parking varies throughout a year or occupancies trip the 85% trigger.

Many cities adopt rate ranges for hourly and monthly parking in City facilities and empower City administration to make adjustments to parking rates based on (a) review of occupancies within a supply by the Parking Manager, (b) routine occupancies that exceed 85% and (c) input from a Parking Advisory Committee. If occupancies are in excess of 85%, then City administration can adjust rates within a pre-adopted range by the City Council. Once the upper end of a rate range has been achieved, the Parking Manager would return to City Council for review and restructuring of parking rate ranges.

Recommended on-street rate ranges for Spokane are as follows:

- Parking meters: \$0.40 - \$3.00 per hour

4. Consider parking management planning/strategies for areas of the Downtown not covered by the existing 2004 plan.

Efforts should be made to assess parking dynamics in areas of the downtown not covered by the 2004 plan. Much data exists for the central downtown but other areas of the downtown (e.g. University District, Kendall Yards) are experiencing development pressures as well. These areas should be evaluated to assure access decision making is supported with sound data as completely as that for the central downtown. This would include:

- Identifying additional “parking management zones”
- Cataloguing on and off-street inventory
- Conducting on and off-street utilization surveys and analysis
- Formulation of area specific strategies for more complete and effective parking management by area of downtown.

B. PARKING MANAGEMENT ACTIONS

Based on the recently completed capacity update of the parking inventory a number of parking strategies are recommended for implementation. The consultant team believes all of the recommendations presented in the report are consistent with the Guiding Principles and Operating Principles developed in 2004 for parking in Spokane. Nonetheless, these recommendations should be

reviewed and forwarded for implementation through the Parking Manager and Parking Advisory Committee process recommended above.

1. Initiate a “new revenue collection technology” demonstration project for the on-street parking system downtown.

As the operation of downtown parking systems has become more complex and technology driven, more and more cities have moved to automated revenue collection technology for their on street systems. This type of technology is commonly represented by parking pay stations and/or wireless single head meters. The key advantage of such technologies is the ability of customers to use credit/debit/smart card payment systems as well as efficiencies in maintenance, management and customer conveniences not associated with traditional coin operated meters.

Given that the cost of such systems is high and the purpose, function and environment in each city is unique, the move to such systems needs to be made in a manner that lowers risk and assures success across a number of variables. First and foremost are the variables of cost and performance. As important is the impact and contribution new parking systems can have on the viability and ambiance of a downtown and its customers’ experience.

To this end, the interest that Spokane has in new on-street parking payment technology is best explored through a process that allows for an objective cost benefit evaluation and comparison of equipment types and vendor responsiveness. Coupled with this is an equally rigorous evaluation of the more subjective aspects associated with new technologies, which is customer acceptance, perception and impact on business.

It is recommended that the City immediately implement a demonstration project process to evaluate the efficacy and potential benefit of such technologies for downtown Spokane. It is further recommended that the City continue its partnership with the Downtown Spokane Partnership in this process, particularly as to the role the DSP can play in marketing/communications and customer support.

A more detailed summary of this recommendation is provided [in the Electronic Meter Technology \(On-street Systems\) paper](#).

2. Significantly reduce the number of 10 and 30-minute stalls on street in the central downtown.

There are currently 96 10-minute and 30-minute stalls in the downtown study area. Of this total, 68 are in the Core Zone. Data from both the 2004 and 2010 studies indicate that these stalls are underused and should be evaluated for reduction/elimination. To date, it does not appear that a strategic approach to the approval and location of these types of stalls has been developed.

3. Develop “exception” criteria for adoption by City Council that informs decision making for establishment of loading zones and 10, 15, 30 & 60-minute stalls within the on-street supply.

The 2004 Parking Study recommended that each parking management zone establish a base time stay standard for on-street parking in that zone. For instance, the base standard recommended for the Core Zone is 90 minutes. This is predicated on study findings that indicate

the majority of “customers” in the Core Zone stay an average of 1 hour and 20 minutes (or 1.33 hours). As such, time stays of less than 90-minutes do not allow adequate time for a customer trip.

Given this, all other types of on-street parking that differ from the 90-minute base standard in this zone (e.g., loading zones, 10, 15, 30 & 60 minute, all day, etc.) would be considered “exceptions” and would have to be requested by an affected business or property owner.

It is recommended that the Parking Manager and Parking Advisory Committee establish specific criteria for exceptions as well as a process for requesting exceptions. It is also recommended that once specific criteria are established that the City Administration be empowered with administrative authority to approve/deny requests based on input from the Parking Manager and Parking Advisory Committee.

Criteria and process should consider the following:

- a. Handicapped/disabled access
 - b. 10 through 60 minute zones
 1. Specific criteria for approval (i.e., by specific business type).
 2. Specific locations (i.e., end of block versus mid block).
 3. Number per geographic area (i.e., shared by users in a particular area).
 - c. Loading zones (see B. 4, below)
 1. Maximum number per block face(s).
 2. Limitation on number per geographic area (e.g., no more than one for every three continuous block faces).
 3. Evaluation of opportunities for shared loading and customer parking.²
- 4. Strategically reduce the number of commercial/passenger loading zones per the on-street parking add-back analysis contained in the On-Street Parking “Add-Back” Analysis report.**

Within the boundaries of the 2010 parking study area there are a total of 144 loading and specialty use zones (commercial and passenger). These stalls comprise 292 potential parking spaces. Data from the 2010 update indicate that the utilization rate for these stalls ranges from 11% - 19%. This is consistent with findings in 2004 and underscores the fact that these stalls are significantly underutilized and in areas where customer activity should be prioritized/preserved. In general, it is accurate to say that current commercial and passenger loading zones are overprovided based on actual demonstrated use.³

² "Combination Loading Zones" have been used in other jurisdictions allowing loading during specific periods of the day (e.g., 6:30 a.m. - 10:00 a.m.), then convert to short-term parking during all other time periods. Such zones, if successfully managed, can increase overall short-term supply.

³ It is important to recognize the important and necessary function that commercial loading zones (CLZ) provide for business and the movement of freight and other services into and out of the downtown. It is doubtful that 100% conversion of CLZ's to on-street metered parking would occur (as it could with passenger loading zones). Nonetheless, a more strategic approach to the location of loading zones is important to the overall discussion of on-street parking. Strategic reduction of loading spaces, based on utilization, is clearly a relevant and cost-effective parking management strategy.

It appears that significant reductions or even elimination of underutilized loading zones would result in benefits to both the downtown (in terms of net new parking access) and to downtown patrons (in terms of increased parking availability). The “add back” of loading zones to metered patron parking supply would also likely result in increased revenue to the City and a reduction in the cost of future off-street parking development.

It is recommended that the City immediately consider the “add back” recommendations provided in **the On-Street Parking “Add-Back” Analysis** report. The add back analysis identifies specific loading zones, by block face, in the downtown and outlines strategies for elimination, reductions in size or conversion to a shared use “combination zone” format.

The City should also consider developing definitive criteria for citing future loading zones in the downtown and make better use of combination zones that serve commercial loading and unloading in the morning hours while also serving customer/visitor needs (as metered parking) during the midday and afternoon peaks. The Parking Advisory Committee could assist the City in developing business/customer-friendly standards for the placement of loading zones as well as strategic reductions in the current number of underutilized loading areas.

5. Adjust on-street hourly parking rates to \$1.20 per hour as a means to standardize short-term rates and better match comparable markets for downtown short-term parking.

Spokane currently maintains four different hourly rates for on-street short-term parking in the downtown. These rates range from \$0.50 to \$1.20 per hour. When these rates are “blended” by actual use, the true hourly rate for on-street parking is \$0.77 per hour. This is well below the market for short-term parking as contrasted with other comparable cities on the West Coast and nationally (see the **Analysis of Downtown Parking Meter Rates** report). Similarly, current meters with the highest use by downtown Spokane customers are 90-minute meters that are priced at \$1.20 per hour.

It is recommended that the City initiate the following recommendations within the study zone, which includes the Core, Periphery, West End and Convention Center Zones:

- a. Establish a clear and formal definition of short term on-street parking as policy. It is recommended that the City incorporate the industry definition of short-term parking, which is any stay of less than four hours. This will better inform and guide rate decisions in the future.
- b. Set the current 1.5 Hour meter rate (\$1.20) as the base standard for short-term on-street parking in the downtown.
- c. Adjust all other “short-term” hourly meter rates to the base standard (this would include lowering the rate at 30 minute stalls from \$1.50 to \$1.20 and raising the 2 & 3-Hour rate from \$0.50/\$0.75 to \$1.20).
- d. Adjust short-term rates in the future based on a combination of:
 - Re-assessment of comparable cities and local market pricing.
 - The 85% Occupancy Standard as an assessment of parking constraint.
 - Reasonable adjustments to cover the normal costs of parking operations (e.g., cost of living, inflation, etc.)

6. Adjust on-street hourly parking rates to \$0.40 per hour at long-term on-street parking stalls as a means to correlate long-term parking rates to local off-street rates for the same type of parking.

The City and RWC conducted a survey of parking rates at 35 off-street surface parking facilities within the downtown study zone to develop an assessment of the market for long-term parking (see the [Analysis of Downtown Parking Meter Rates](#) report). The analysis found that the average “long-term” hourly rate in downtown off-street surface lots ranged between \$0.53 and \$0.69 per hour (depending on parking management zone). This is more than double the \$0.25 per hour now charged at on-street 10-Hour and No Limit metered stalls. Based on this assessment of the Spokane market, it is recommended that

- a. Establish a clear and formal definition of long term on-street parking as policy. It is recommended that the City incorporate the industry definition of long-term parking, which is any stay of four or more hours. This will better inform and guide rate decisions in the future.
- b. Establish a new long-term (10 Hour and No Limit) base standard hourly rate of \$0.40 per hour.
- c. Adjust long-term rates in the future based on a combination of:
 - Re-assessment of comparable cities and local market pricing.
 - The 85% Occupancy Standard as an assessment of parking constraint.
 - Reasonable adjustments to cover the normal costs of parking operations (e.g., cost of living, inflation, etc.)

7. Refine and program 2004 Plan recommendations not yet completed

The Parking Manager and Parking Advisory Committee should move forward with strategies not yet implemented from the 2004 Study or revise/reprogram those strategies based on existing conditions.

This could be accomplished through facilitated work sessions with the Parking Advisory Committee. Once refined, action plans and strategic schedule for implementation of strategies would be developed. Strategies from the 2004 plan not yet implemented include:

- Re-stripe public inventory of on-street parking.
- Re-capture parking in on-street areas by adding parking in currently designated no parking areas and/or through use of angled parking to maximize parking in existing metered areas.
- Conduct an evaluation of existing signage in the downtown and remove/eliminate obsolete and confusing signage from the public right of way.
- Develop and strategically place a new and unique wayfinding signage package in the right of way to direct visitors to publicly accessible off-street locations.
- Develop a signage package of uniform design, logo and color for placement in publicly available off-street locations.
- Negotiate shared use and/or lease agreements with owners of private surface lots and parking structures to provide for an interim supply of parking per desired use(s).

- Develop a mitigation plan for publicly available parking supply lost to development and/or redevelopment of existing parking sites.
- Develop a policy that encourages private sector development of publicly available parking in the downtown and/or implementation of Transportation Demand Management (TDM) programs to increase access capacity to the downtown.
- Develop a pricing policy to guide decision making for downtown parking rates.
- Consider options that would establish a funding program to support future development of new supply.
- Consider a process that would identify strategically located land parcels that could be used as future public off-street parking locations as a means to support the parking objectives of *The Downtown Plan*.

C. SUMMARY

The City of Spokane is striving to promote growth that fits into the future vision of downtown. A strong parking management plan is one tool that can assist the City in attaining its vision.

A strong parking management plan:

- Defines the intended use and purpose of the parking system.
- Manages the supply
- Enforces parking policies
- Monitors use and responds to changes in demand
- Maintains the intended function of and priorities for the overall system.

The parking management strategies recommended herein have been developed to optimize the use of existing parking resources in Downtown Spokane and realistically prepare for future new supply. These strategies include policy recommendations and near-term management recommendations.

We believe the parking management plan presented in this report will support on-going and sustainable economic vitality for Spokane by assuring access for customers and visitors to downtown and strategies that effectively respond to changes in demand over time.

As with any parking management program, the success of the plan is dependent upon its adoption into City policy. Parking management is an on-going process that requires the commitment of time, resources and public/private effort. The plan and its associated policies and strategies need formal endorsement by the City Council to assure implementation and on-going management of the parking system.

STRATEGY CHECKLIST

Strategy	Comment
POLICY LEVEL ACTIONS	
A. 1 Centralize the overall management and oversight of the public parking system within a single organizational entity.	Needed to coordinate plan implementation
A. 1 (a) Appoint a Parking Advisory Committee	To provide routine oversight and continued input in the process
A. 1 (b) Engage (internally or through a management services agreement) a Downtown Parking Manager to support and facilitate the work of the Parking Advisory Committee.	Initiates centralization of parking program.
A. 1 (c) Establish a Special Parking Revenue Fund for Downtown	Provides a stable and strategically target source of funding to effectively manage downtown parking.
A. 2 Formalize and adopt a parking management framework that grounds the Parking Manager and Parking Advisory Committee in industry best practices	Provides oversight and monitoring committee for Parking Manager and assures guidance of plan and information feedback for City Council.
A. 2 (a) (i) Codify Guiding Principles for Parking Management as City Code.	Aids in guiding future decision making and strategy implementation
A. 2 (a) (ii) Formally adopt/establish the four unique "Parking Management Zones" for downtown outlined in the 2004 Plan	Allows for strategic management of parking to best serve unique land use and area characteristics.
A. 2 (a) (iii) Formally adopt/enact zone based "Operating Principles." Adopt the principles and framework as City Code.	Supports management zones
A. 2 (a) (iv) Adopt the 85% Rule to facilitate/direct parking management strategies.	Facilitates strategic decision-making and timing for strategy implementation.
A. 3 Adopt rate ranges for on-street parking in the downtown.	Streamlines decision making.
A. 4 Consider parking management planning/strategies for areas of the Downtown not covered by the existing 2004 plan.	Provides for expansion of parking management into areas experiencing growth
PARKING MANAGEMENT ACTIONS	

Strategy	Comment
<p>B. 1 Initiate a “new revenue collection technology” demonstration project for the on-street parking system downtown.</p>	<p>Allows for thorough evaluation of new revenue collection technologies to ascertain customer acceptance and integration with existing city processes.</p>
<p>B. 2 Significantly reduce the number of 10 and 30-minute stalls on street in the central downtown.</p>	<p>Reformats parking availability in a manner that is more consistent with customer need and demand.</p>
<p>B. 3 Develop “exception” criteria for adoption by City Council that informs decision making for establishment of loading zones and 10, 15, 30 & 60-minute stalls within the on-street supply.</p>	<p>Establishes a more strategic approach to determining type of stall and location in the downtown.</p> <p>In the future, on-street parking in districts will be formatted using a base standard. Exceptions to the base standard should be granted only for businesses that demonstrate a legitimate need.</p>
<p>B. 4 Strategically reduce the number of commercial/passenger loading zones per the on-street parking add-back analysis</p>	<p>Provides new resource of parking on-street without need to build new facilities.</p>
<p>B. 5 Adjust on-street hourly parking rates to \$1.20 per hour as a means to standardize <u>short-term</u> rates and better match comparable markets for downtown short-term parking.</p>	<p>Standardizes rates and adjusts to market demand</p>
<p>B. 6 Adjust on-street hourly parking rates to \$0.40 per hour at long-term on-street parking stalls as a means to correlate <u>long-term</u> parking rates to local off-street rates for the same type of parking.</p>	<p>Standardizes rates and adjusts to market demand</p>
<p>B. 7 Refine and program 2004 Plan recommendations not yet completed</p>	<p>Implements consensus strategies recommended in 2004</p>