DOWNTOWN
CHEYENNE
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CHEYENNE
MPO
DOWNTOWN
STRATEGIC PARKING PLAN
Public Meeting –
June 2016
Kimley»Horn
Expect More. Experience Better.
THE WRANGLER

Introductions

Kimley»Horn

Dennis Burns, CAPP
Project Manager

Vanessa Solesbee
Assistant Project Manager
Community Engagement

TEAM ORGANIZATION

Kimley»Horn

Project Manager
L. Dennis Burns, CAPP

QA/QC
Ted Ritchard, P.E.

Assistant Project Manager
Vanessa K. Solesbee

Parking Supply/ Demand Analysis
Bryce Christensen, PE

Community Engagement
Vanessa K. Solesbee

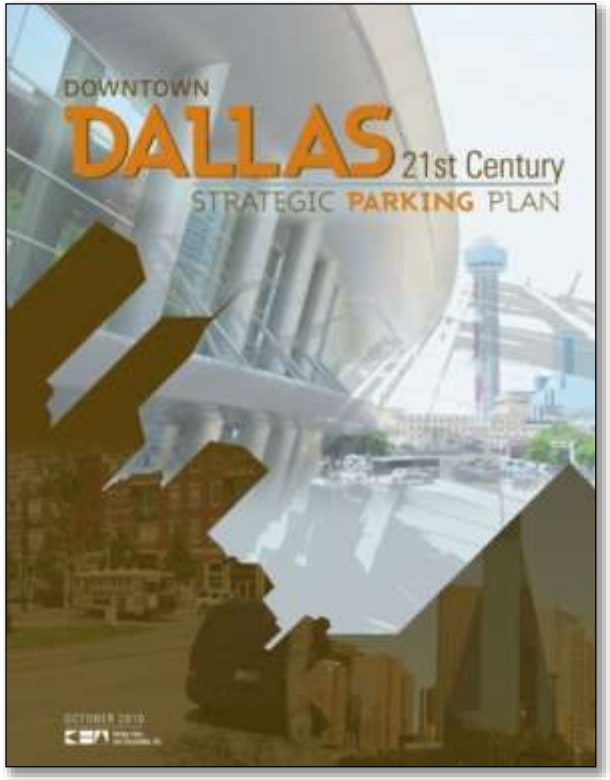
Parking Management Strategies
L. Dennis Burns, CAPP

Parking Facility Engineering/Design
Sanjay Pandya, P.E.

Financial Analysis
L. Dennis Burns, CAPP

Our Recent Municipal Parking Experience

Selected Projects Only



- Completed within the past 5 years
- **Parking Strategic Plans**

- **Boise, ID**
- **Provo, UT**
- Rochester, MN
- **San Antonio, TX**
- Greenville, SC
- Eugene, OR
- Great Falls, MT
- **Boulder, AMPS**
- Virginia Beach, VA
- **Billings, MT**
- Trenton, NJ
- **London, Ontario**
- Duluth, MN
- Edina, MN
- Phoenix, AZ
- San Diego, CA
- Mammoth Lakes, CA
- **San Marcos, TX**
- Whitefish, MT

- **Dallas, TX**
- **Lincoln, NE**
- S. Lake Tahoe, CA
- Henderson, NV
- **Boulder, CO**
- Washington, DC
- **Long Beach, CA**
- Boise, ID
- **Charlotte, NC**
- Portland, OR
- Atlanta, GA
- **Raleigh, NC**
- Providence, RI
- **Missoula, MT**
- Cheyenne, WY
- Fargo, ND
- **Houston, TX**
- Seattle, WA
- **Tempe, AZ**

- Omaha, NE
- Pittsburgh, PA
- Salt Lake City, UT
- **Fort Collins, CO**
- West Hollywood, CA
- **Winnipeg, AL, CA**
- **Cedar Rapids, IA**
- **Beverly Hills, CA**
- Sacramento, CA
- **Idaho Falls, ID**
- Parkersburg, WV
- Rochester, NY
- **Glassboro, NJ**
- Shreveport, LA
- Bozeman, MT
- St. Louis, MO
- Dania, Beach, FL
- **Sandusky, OH**
- **Stockton, CA**

Kimley-Horn believes in…

A More Strategic Approach to Parking

- **Linking parking management to the bigger picture**
  - Community master planning
  - Economic development
  - Transportation planning

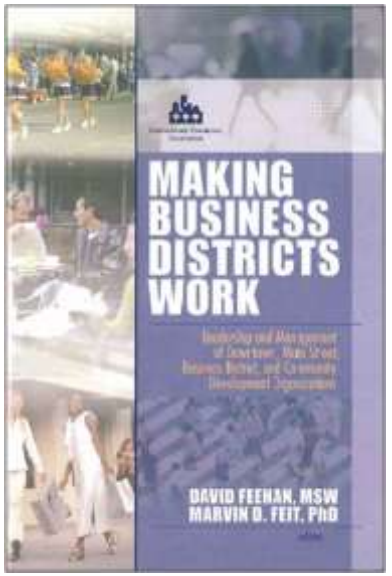
- **Providing innovative solutions**
  - Should answer critical questions that will move the parking system in new and innovative directions.

Methodology & Approach

20 Characteristics of Effective Parking Programs

1. Vision and Mission
2. Parking Philosophy/Guiding Principles
3. Parking Planning
4. Community Involvement
5. Appropriate Organization
6. Staff Development and Training
7. Safety, Security, and Risk Management
8. Effective Communications
9. Consolidated Parking Program
10. Financial Reporting and Planning
11. Strategic Parking Management
12. Operational Efficiency
13. Facilities Maintenance Programs
14. Effective Use of Technology
15. Parking System Marketing and Promotion
16. Positive Customer Service Programs
17. Special Events Parking Programs
18. Parking Enforcement
19. Parking and Transportation Demand Management
20. Competitive Environment

Our approach to developing a comprehensive parking plan for municipalities is based on our "20 Characteristics of Effective Parking Programs"



Tasks and Deliverables…

Task 1 – Project

Initial Kick Off Meeting

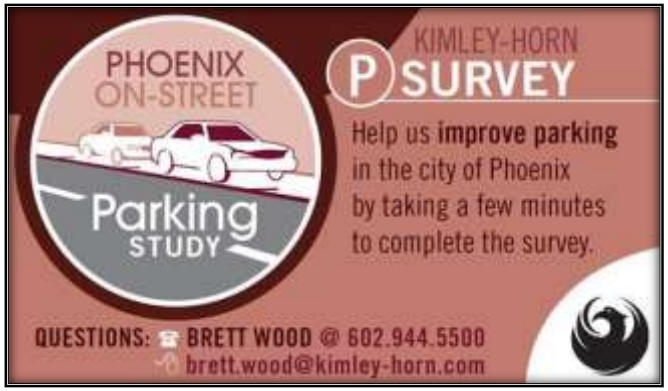
- Request for Information (RFI)
- Visit to Downtown Cheyenne
- Refine scope
- Finalizing roles and responsibilities

Task 2 – Community Engagement

- 2.1 Stakeholder Engagement Strategy
  - Project communications/community engagement plan
  - We will encourage discussions with:
    - Project Management
    - Technical Advisory Committee
    - Community Meetings
    - Focus groups
    - Municipal Council

Tasks and Deliverables (continued)

- Task 2.3 – Parking Surveys
  - Several types of surveys to consider
    - Business Owner/Operator Survey
      - Determines perceptions, attitudes, and preferences relating to parking and it's impacts in the downtown business district
    - Customer Survey
      - Determines the parking needs and concerns of consumers
    - Resident Survey
      - Determines neighborhood and overflow concerns within the community



Tasks and Deliverables (continued)

Task 3 – Data Analysis/Parking Supply and Demand Assessment

- 3.1 Review of Existing Plans and Policies
  - Review and summarize previous planning studies; Provide guidance for downtown/community development and the overall parking system
  - Document key findings, recommendations, goals, and objectives from each of the studies
- 3.2 Data Analysis
  - Parking inventory and occupancy counts – Assess space utilization documenting hourly patterns throughout the area

Tasks and Deliverables (continued)

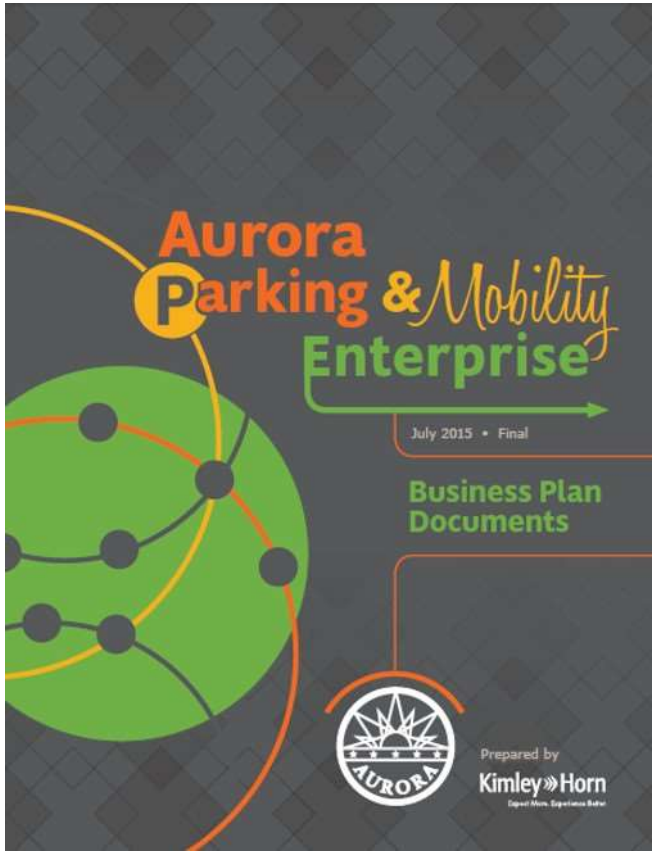
Task 4 – Issue Analysis

- 4.1 Identify high-priority critical issues and parking related problems
  - Develop problem statements
  - Evaluate impacts and needs for each issue
  - Develop recommendations
  - Develop project phasing and implementation measures

Tasks and Deliverables (continued)

Task 4 – Issue Analysis

- 4.2 Peer City Review
  - Interview comparable peer cities
  - Parking management benchmarking
  - Market-based parking requirements
  - Review of technology innovations
  - Parking management best practices



Tasks and Deliverables (continued)

- Task 4.3 – Innovative Parking Management Strategies
  - Research and review parking management best practices used throughout the U.S. including
    - Expert opinions
    - Best practices
    - Case studies
    - Practical applications

- Task 4.4 – Identification of Preliminary Solutions
  - Preliminary recommendations discussed with the City to discuss various solutions
- Task 4.5 – Funding Strategies
  - Identify potential funding strategies for proposed management plan, new technology and capital investment

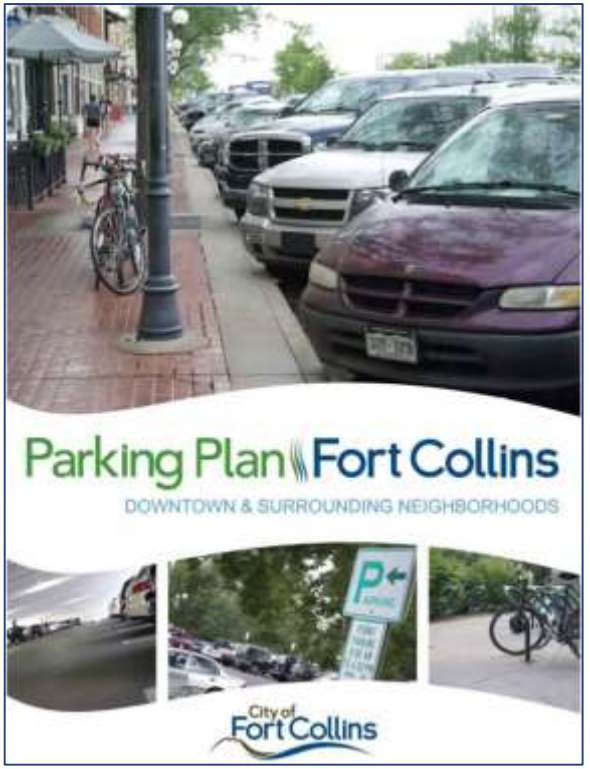
Tasks and Deliverables (continued)

- Task 5 – Recommendations
  - Develop/refine parking policies
    - Revise the City's parking system vision, goals, and principles to align with the overall direction the City wishes to go
  - Identify and assess implementation actions
    - Revised policies and plans
    - Changes/additions to parking regulations
    - New/improved parking program initiatives
    - Strategies for maximizing parking utilization
  - Programmatic implications of new parking policies and programs
  - Financing methods and/or processes to fund new parking innovations

Tasks and Deliverables (continued)

Task 6 – Preparation of Draft Parking Plan

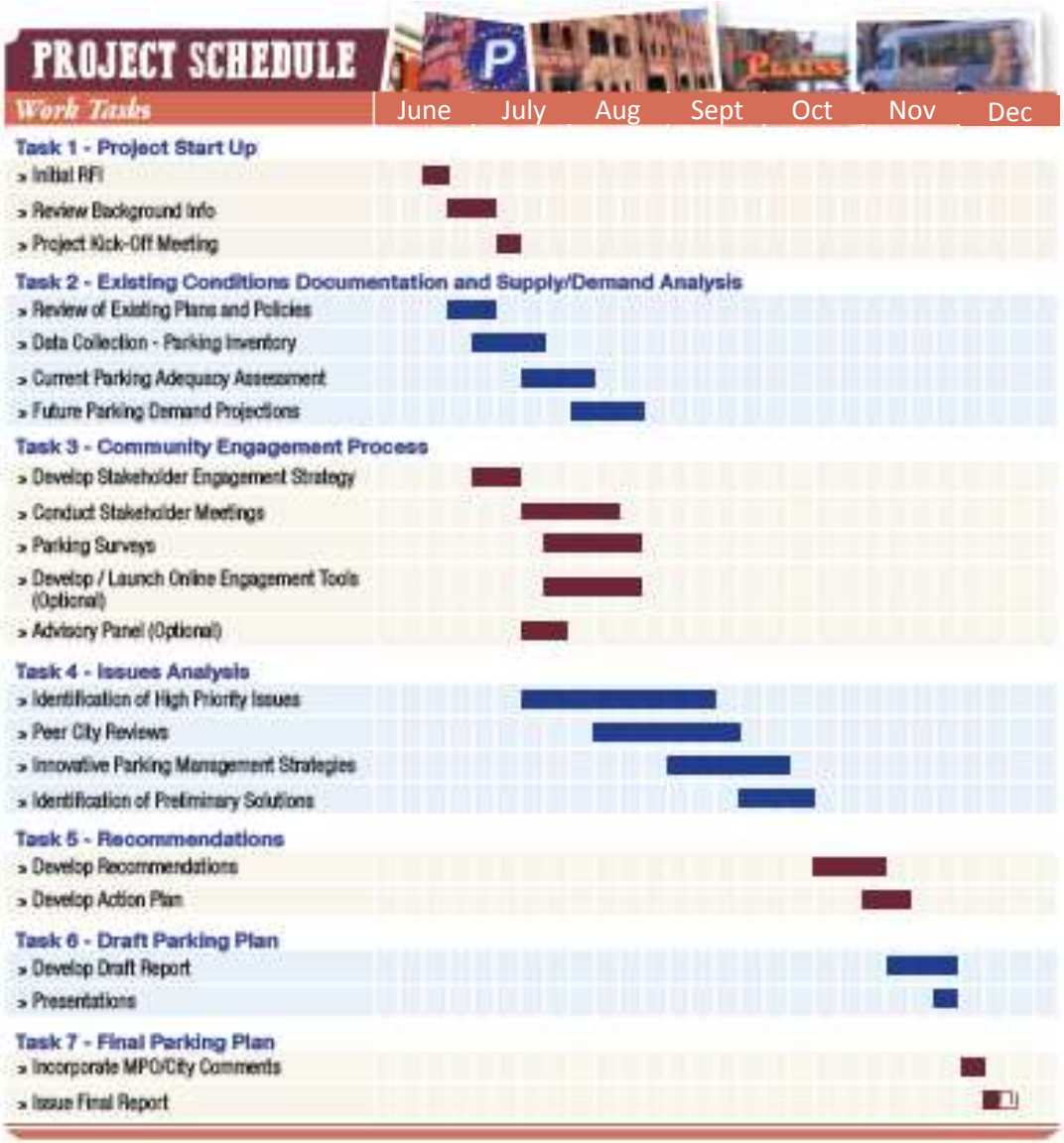
- Draft report presentation to the City project team for discussion and review. Documents will contain:
  - Project purpose
  - Planning context
  - Summary of existing conditions
  - Current parking adequacy assessment
  - Projected parking demand
  - Summary of community feedback
  - Issues analysis discussion
  - Recommendations
  - Primary/secondary action plans
  - Appendices/parking management toolbox



Task 7 – Preparation of Final Parking Plan

- Compilation of comments from the City
- Revise and finalize the parking plan

Project Schedule



Transforming the Parking Paradigm

Transforming the Parking Paradigm

- The Big Picture
- Parking was… Parking is…
- How the Paradigm is Shifting
  - Embracing innovation
  - Leveraging technology
  - Advancing program branding, marketing & communications
  - Community partnering
  - Reinventing the urban environment
  - Creating sustainable parking and transportation programs
  - Enhancing the EXPERIENCE!

Program Case Studies

- Park Cedar Rapids

The Big Picture

DENSITY

The Big Picture

3RD PLACES

The Big Picture

SCALE

The Big Picture

GATHER

The Big Picture

STREET LIFE

The Big Picture

MULTI-USE

The Big Picture

MIXED-USE

The Big Picture

ADAPTIVE

The Big Picture

VITALITY

The Big Picture

ENERGY

The Big Picture

SAFETY

The Big Picture

EFFICIENCY

The Big Picture

SUSTAINABLE

The Big Picture

CONVENIENT

The Big Picture

ACCESSIBLE

The Big Picture

MULTI-MODAL

The Big Picture

AVAILABLE

How Has Parking Been Changing?

PARKING WAS…

PARKING IS…

How Has Parking Been Changing?

PARKING WAS…

satisfying the demand despite the costs

PARKING IS…

creating a balanced approach to parking & transportation

How Has Parking Been Changing?

PARKING WAS…

an architectural afterthought

PARKING IS…

designed to be a positive community element

How Has Parking Been Changing?

PARKING WAS…

singularly focused on parking

PARKING IS…

multi-dimensional and interconnected

How Has Parking Been Changing?

PARKING WAS…

utilitarian

PARKING IS…

technologically advanced, efficient,
& customer friendly

How Has Parking Been Changing?

PARKING WAS…

single-occupant-vehicle focused

PARKING IS…

beginning to embrace more sustainable practices

How Has Parking Been Changing?

PARKING WAS…

often ignored and under-valued

PARKING IS…

a primary focus for forward-thinking Companies. A potential market advantage.

How Has Parking Been Changing?

PARKING WAS…

statistically a “high crime area”

PARKING IS…

designed for better security and customer safety

How Has Parking Been Changing?

PARKING WAS…

dull, grey and potentially dangerous

PARKING IS…

open, visible, & safe

How Has Parking Been Changing?

PARKING WAS…

confusing & frustrating

PARKING IS…

enhancing customer friendliness

How Has Parking Been Changing?

PARKING WAS…

seas of asphalt pavement contributing to the heat island effect

PARKING IS…

adopting a greener approach

How Has Parking Been Changing?

PARKING WAS…

block deadening urban structures

PARKING IS…

integrated mixed-use facilities

How Has Parking Been Changing?

PARKING WAS…

often the largest single land use in a downtown area

PARKING IS…

more efficient and an economic development strategy

How Has Parking Been Changing?

PARKING WAS…

often poorly or inaccurately signed

PARKING IS…

the front door to hundreds of businesses

How Has Parking Been Changing?

PARKING WAS…

reactive to the demand for SOV usage

PARKING IS…

less reliant on individualized motor transportation

How Has Parking Been Changing?

PARKING WAS…

often a frustrating game of “find it if you can”

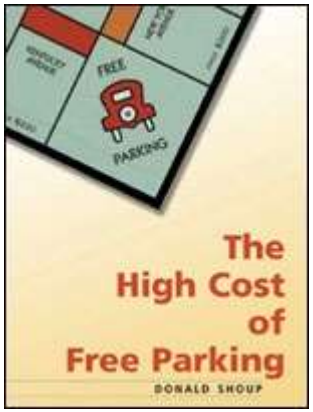
PARKING IS…

user friendly and guided

How is the Paradigm Shifting?

Good news:

It is shifting!



Eight Key Areas

- Embracing Innovation
- Leveraging Technology
- Improved Planning
- Advancing Program Branding, Marketing, and Communications
- Community Partnering
- Reinventing the Urban Environment
- Creating Sustainable Programs
- Enhancing the EXPERIENCE!

Embracing TDM Innovations

Improved Transport Options	Incentives to Shift Mode	Land Use Management	Policies and Programs
Alternative Work Schedules	Bicycle and Pedestrian Encouragement	Car-Free Districts	Access Management
Bicycle Improvements	Congestion Pricing	Compact Land Use	Campus Transport Management
Bike/Transit Integration	Distance-Based Pricing	Location Efficient Development	Data Collection and Surveys
Carsharing	Commuter Financial Incentives	New Urbanism	Commute Trip Reduction
Guaranteed Ride Home	Fuel Tax Increases	Smart Growth	Freight Transport Management
Security Improvements	High Occupant Vehicle (HOV) Priority	Transit Oriented Development (TOD)	Marketing Programs
Park & Ride	Pay-As-You-Drive Insurance	Street Reclaiming	School Trip Management
Pedestrian Improvements	Parking Pricing		Special Event Management
Ridesharing	Road Pricing		Tourist Transport Management
Shuttle Services	Vehicle Use Restrictions		Transport Market Reforms
Improved Taxi Service			
Telework			
Traffic Calming			
Transit Improvements			

Embracing TDM Innovations

Do you know about the TRANP-TDM listserv?

TRANSP-TDM listserv is provided as a service to the TDM community by the National TDM and Telework Clearinghouse (www.nctr.usf.edu/clearinghouse). The Clearinghouse is part of the National Center for Transit Research located at the Center for Urban Transportation Research at the University of South Florida.

To subscribe, go to:
www.nctr.usf.edu/clearinghouse/connections.htm

Leveraging Technology

Technology is changing everything, but is primarily affecting four key areas in the parking arena:

1. Payment Options
2. Management Information
3. Communications
4. Planning

Technology & Payment Options

Increased flexibility and customer options.

1. Cash/Coins
2. Credit/Debit
3. Cell Phone
4. Toll Tags
5. Internet Payment
6. E-Coupons

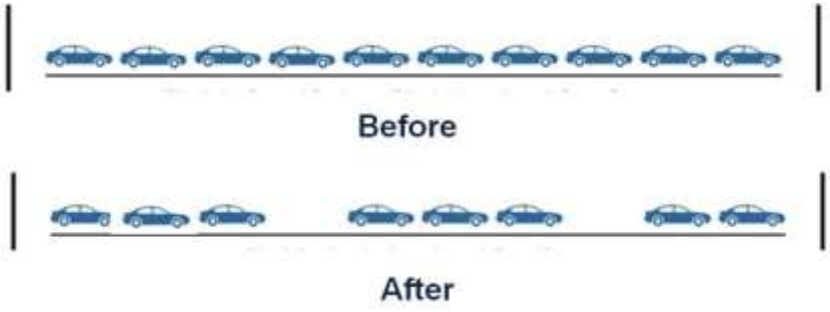
Technology & Management Information

Real-time, wireless parking availability data

- Predictive algorithms
- GPS/location information
- GIS integration
- The “Connected Traveler”
- Improved planning tools

Technology & Communications

- Where can I find parking?
- How much will it cost?
- What if I need more time?
- Performance-based pricing?
- Eliminate time limits?



Enhanced Planning & Planning Tools

- New urbanism
- BIM
- New modeling tools
- 3-D computer modeling

Advancing Program Branding, Marking, & Communications

- Improved signage & graphics
  - Enhanced professional image
- Better consumer information

Marketing & Communications

"Everything I need to know, I learned in Kindergarten."

Community Partnering

Parking programs are becoming vital community partners

- Funding Partnerships
  - Downtown Master Plans
  - Community Bike Programs
  - Collaborative Car Share Programs
  - Enhanced Pedestrian Amenities
- Community Program Support
  - Farmer's Markets
  - Downtown Festivals

Community Partnering

Parking & Downtown Management

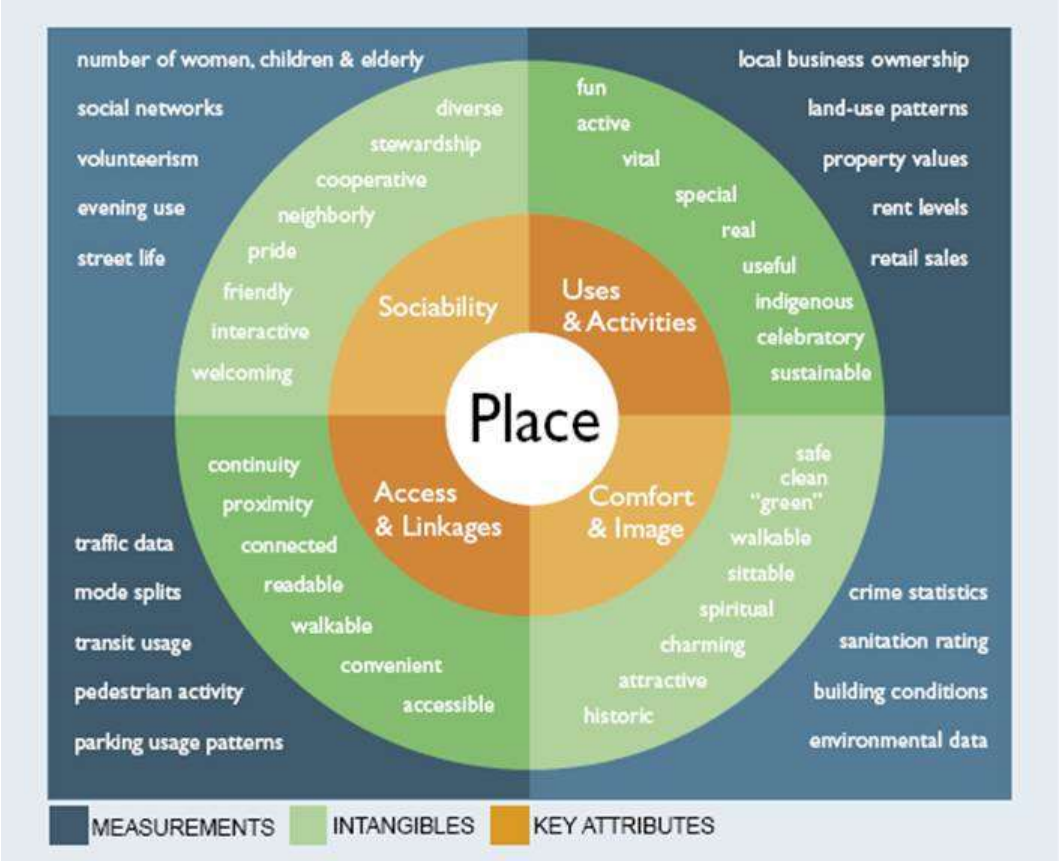
Our Role in the New Urban Environment

- Integrated Parking in Mixed-Use Development
- Architectural Integration
- Promoting Walkability
- Balanced Parking and Transportation Programs
  - Friendly – Not Free

EAST ELEVATION

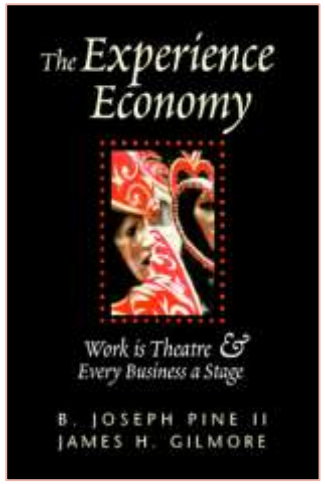
Our Role in the New Urban Environment

- Embracing New Urbanism
- Form-Based Code
- Transit-Oriented Development
- Prioritizing Placemaking
- “Mobility-Oriented Design”

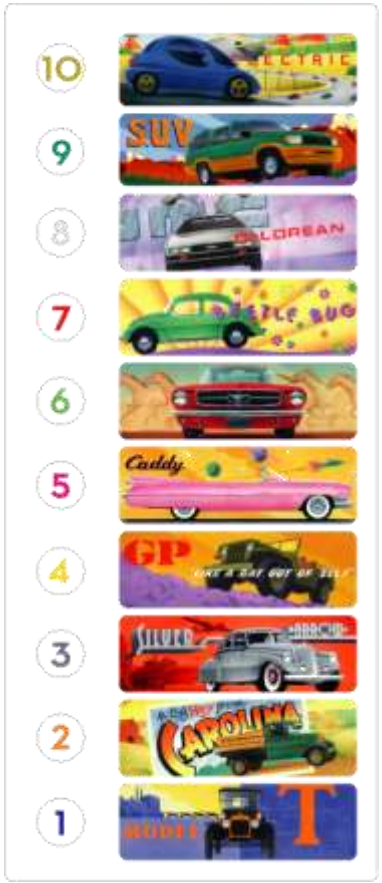


Enhancing the Downtown EXPERIENCE!

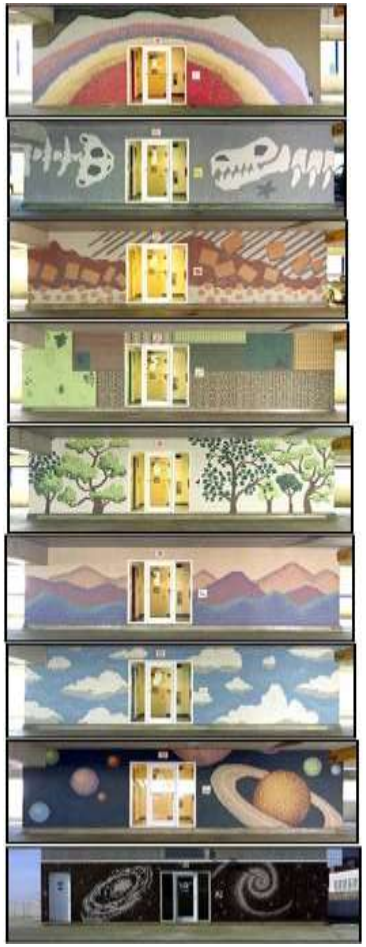
- The Experience Economy
- First & Last Impressions
- Investment in Good Design
- Parking Interior Environment Enhancements



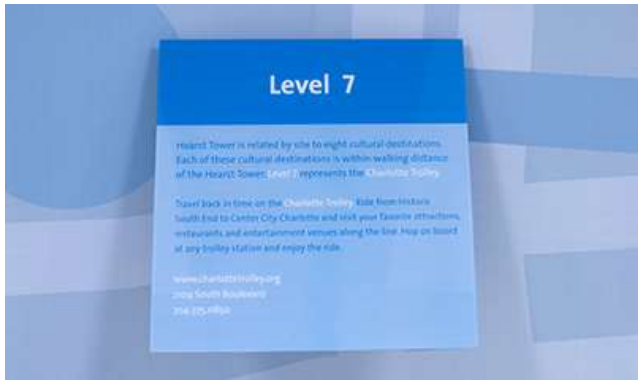
Enhancing the Downtown EXPERIENCE!



Enhancing the Downtown EXPERIENCE!



Enhancing the Downtown EXPERIENCE!



Enhancing the Downtown EXPERIENCE!

In Summary...

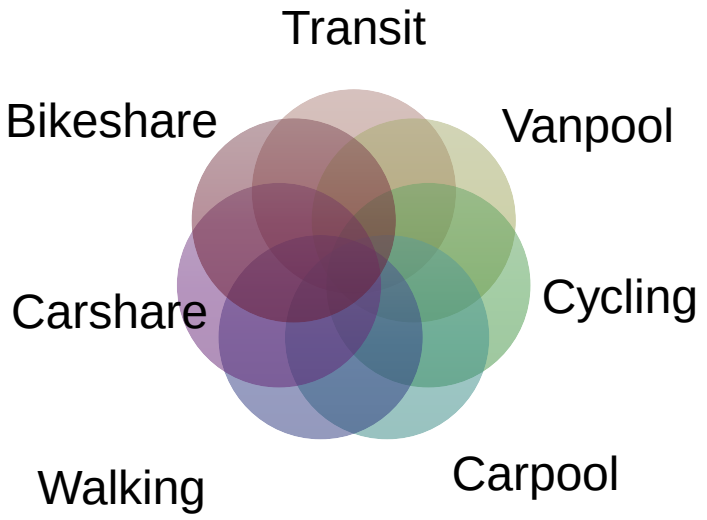
The New Paradigm:

Integrated Access Management

Expanding our vision to encompass a variety of integrated access strategies.

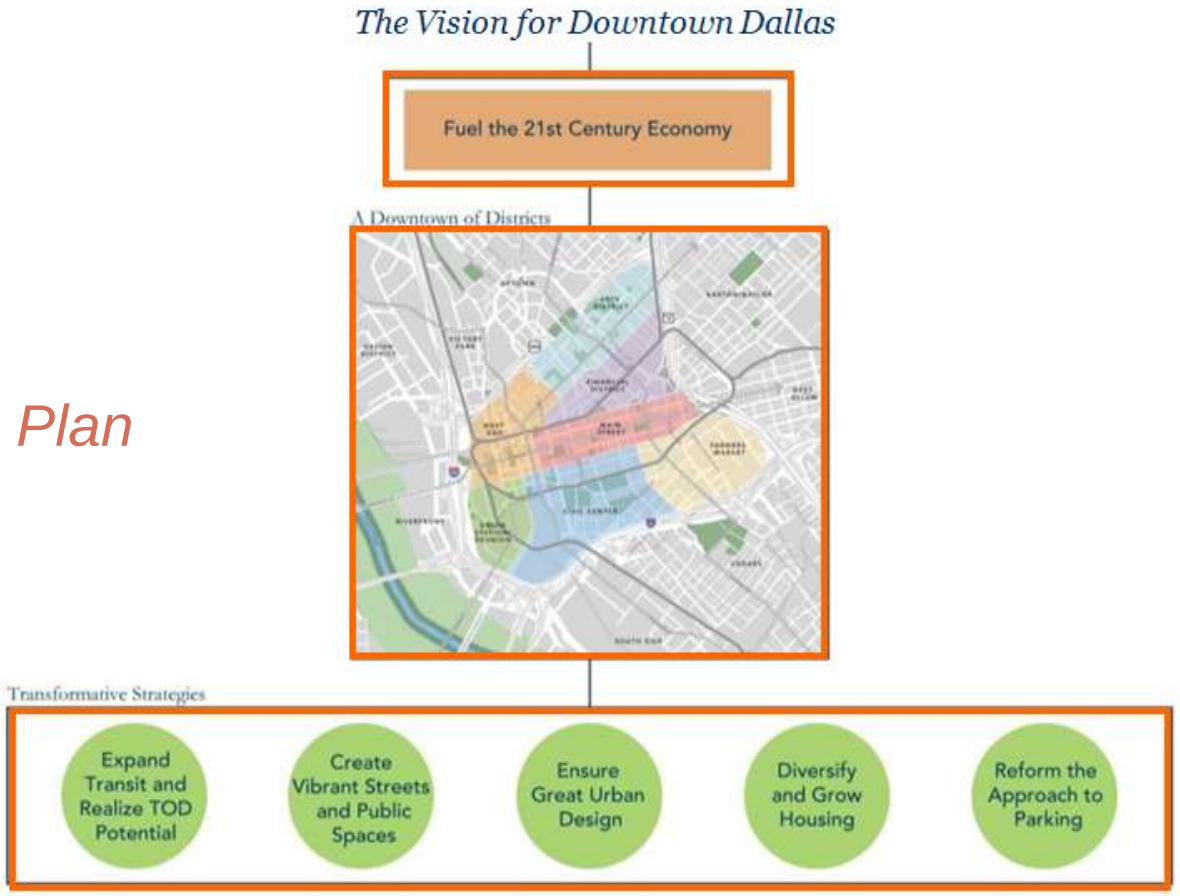
Integrated Access Management

- A single program with benefits for multiple modes makes individual elements stronger.
- Respecting the needs of participants to occasionally vary their modes helps overcome initial reluctance.



We've Earned a Seat at the Big Table

Example:
Dallas Downtown 360 Plan



Downtown 360 Plan

Transformative Strategies

1. *Expand Transit and Realize TOD Potential*
2. *Create Vibrant Streets and Public Spaces*
3. *Ensure Great Urban Design*
4. *Diversify and Grow Housing*
5. ***Reform the Approach to Parking***

A Parking Strategic Plan became and Integral Element of the Overall “Dallas Downtown 360 Plan”

Parking Matters!

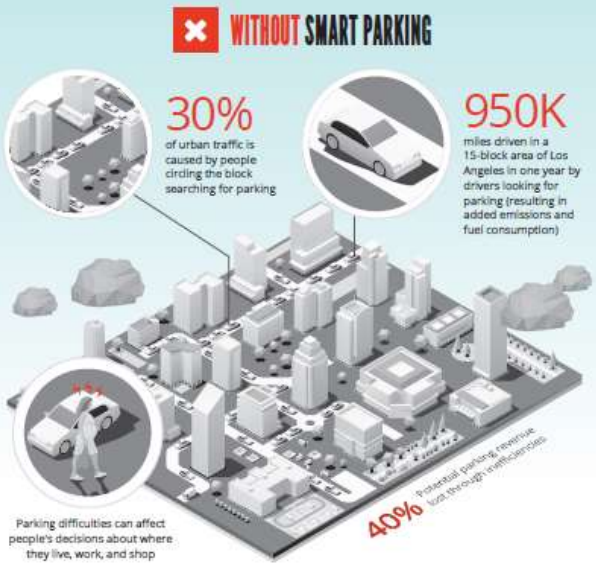
A TALE OF TWO CITIES

Parking Matters®! An increasing number of cities are re-thinking parking by taking advantage of the revolution in technology, innovation, and sustainability that has transformed the industry during the past few years.

Smart parking is where technology, economics, and the customer experience converge to create more livable, sustainable communities. Collaboration between parking experts and decision-makers early in the planning phase of any project can reap big rewards.

Smart parking can include:

- Credit card accepting payment technologies
- Pay-by-cell functionality
- Parking guidance technologies
- Real-time data and analytics
- Sustainable technology, design, and innovation
- Real-time and predictive enforcement and collections
- Demand-based pricing



Smart parking helps if you're constrained by existing resources, limited budgets, and aging infrastructure. **Here's why:**

248 Million
Number of cars and light trucks on the road in the U.S., third quarter, 2013

95%
Amount of a car's life spent sitting in a garage, lot, or parked on the street

90%
Growth in the number of registered vehicles in the U.S. since 1970

$121 Billion
Total cost of traffic congestion in 2011

PARKING MATTERS® THE BLOG

http://www.parking.org/

Park
CEDAR RAPIDS

Vision → Strategy → Action

2006: Parking identified as a priority for BID renewal

- Survey conducted of property owners; parking management selected as one of five top priorities

December 2009: Began Parking Strategic Plan

April 2010: Parking Strategic Action plan approved

February 2011: Parking lease approved

April 2011: Downtown District assumes management of system

- P3 board formed

Roadmap to Change

Separate parking and transportation departments

City Parking Director

Organizational "silos"

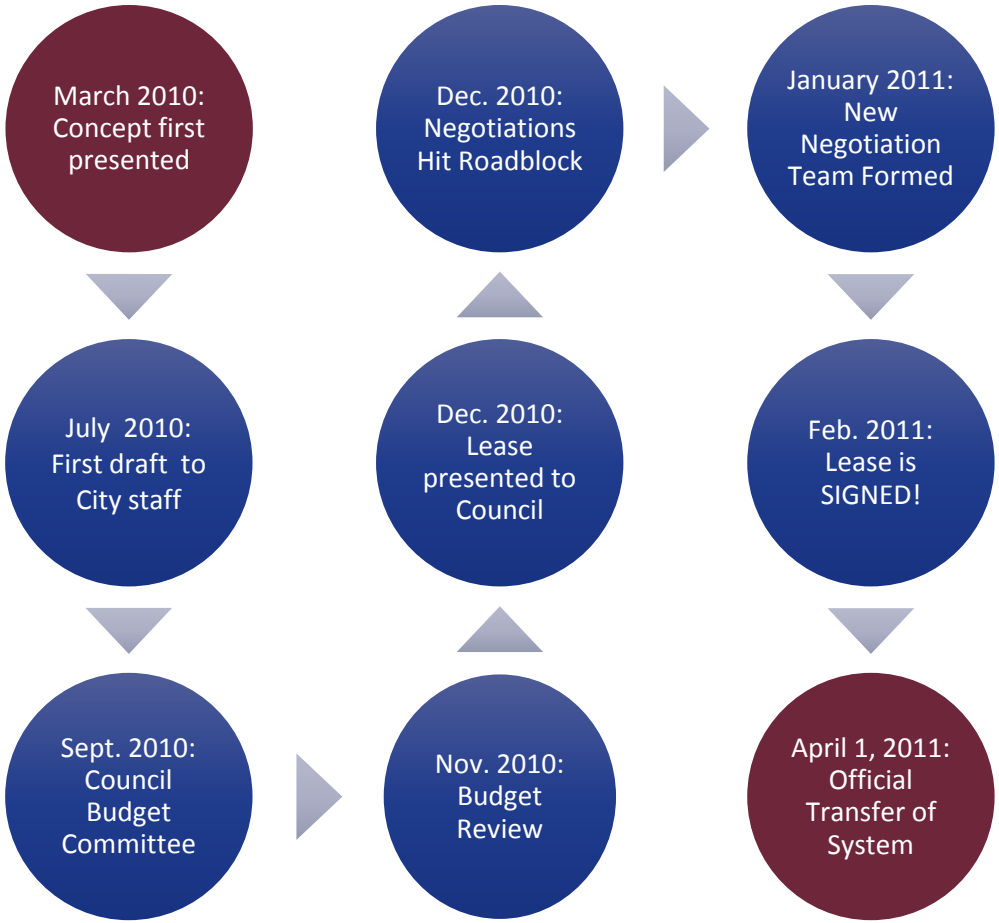
- On-street management (Parking)
- Enforcement (Parking and Police)
- Finance/Accounting (Finance)
- Asset Maintenance (Facilities and Maintenance)
- Skywalks (Public Works)
- Customer/potential customer inquiries (Finance)

Roadmap to Change

Parking Strategic Action Plan

- Six month process; jointly funded
- Bold recommendation: Transfer oversight of system
  - Parking should not be the City's top priority
  - Downtown stakeholders had a significant financial stake
  - Full-time, proactive, dedicated strategic oversight was needed
  - "Debt free" system was losing money
  - Potential tenants were being turned away
- Who Was Involved?
  - City staff and leadership
  - BID and Downtown Association
  - Union leadership

Organizational Restructuring



Setting a New Vision

Vision: To enhance the downtown tenant and visitor experience and be a catalyst for economic development.

Mission: To provide efficient, convenient and affordable parking options for Downtown Cedar Rapids.

Values:

- Deliver **exemplary customer service** every day
- **Leverage technology** to enhance the customer experience
- Use parking as a tool for **economic development**
- **Protect downtown patrons** through security efforts and amenity services
- Provide **convenient parking options** at lower than average rates
- **Promote downtown** business, services, entertainment and recreation

Program Statistics

- Around 10,000 spaces
- Garages: 6
- Surface Lots: 12
- Major Program Areas:
  - On-street
  - Off-street
  - Facility development
  - Planning
  - Skywalk maintenance
  - Parking Ambassadors
  - Special events

Program Statistics

- Revenues
  - Debt-free system w/ $10 M reserve
    - Prior to 2009, ten straight years of losses
    - Under new management structure:
      - 2011: $2.7 M gross; $200k net
      - 2012: $2.7 M gross; $487k net
      - 2013: $3.07 M gross; $531k net
    - Built two new facilities

Ingredients for Success

- Build and maintain strong relationships
  - City, Downtown Association, BIDs, private parking operators, key stakeholders
- Staff integration and training
  - Union/Non-Union
  - City/private
  - FTE/PT/Seasonal
  - Downtown ambassador training
  - Conflict management

Ingredients for Success

- Citizen stakeholder committees
- Take your "show on the road"
- Accessibility and accountability
- Frequent user focus groups
  - Customers interact with technologies, react to policy proposals
  - Include diverse user groups
- Put parking in context
- Daily management vs. strategic visioning
- Activate the phone tree (there is no need to reinvent the wheel)

Thank you.

DISCUSSION