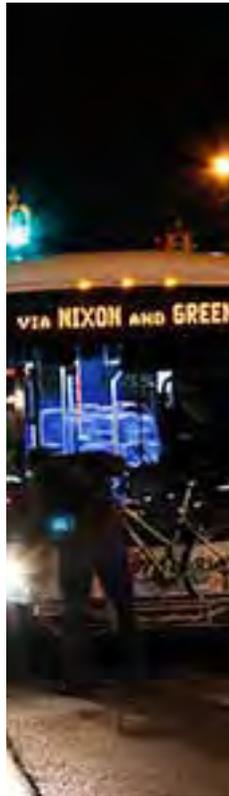


Public Parking & Transportation Demand Management Strategies Plan



**Created by The Ann Arbor Downtown Development Authority
Images by Barret Bumford & Amber Miller
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Additional reference items can be linked to throughout the document or viewed independently at the links below:

City of Ann Arbor Council Resolution Regarding New Parking Meters, R-09-496:
<http://a2gov.legistar.com/LegislationDetail.aspx?ID=558460&GUID=2B72BE21-5C4E-4A29-9BFC-5C35475D11A5>

Ann Arbor DDA Community Outreach items – Surveys and Public Meetings:
http://www.a2dda.org/current_projects/public_parking_plan/

Nelson/Nygaard Parking Studies:
http://www.a2dda.org/resources/data__reports/#parkingmaterials

Parking Study Phase 2 Recommendations – Accomplishments to Date:
http://www.a2dda.org/downloads/Data___Reports/Parking_Strategies_Implementation_-_1209_update__2_.pdf

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EXECUTIVE SUMMARY

Arbor DDA has managed public parking since 1992 with the goal of a healthy, attractive, and diverse downtown. Over the years the DDA and Ann Arbor City Council have engaged in an ongoing conversation about how “demand management” can be used to shape policies and programs to gain even greater efficiencies from the public parking system by spreading demand, as well as encourage even greater use of sustainable transportation.

As part of the 2009/10 City budget, parking meters were to be installed in several near downtown neighborhoods where commuter parking demand had been detected. During the fall of 2009 there was much discussion about these new parking meters, and on December 21, 2009, City Council approved a resolution that had three components 1) it suspended the plan to install these parking meters, 2) it requested that the DDA direct net revenues from the 350 S. Fifth Avenue parking lot (the former YMCA parking lot) to the City General Fund, and 3) it requested that the DDA present a public parking plan at its April 19, 2010 meeting that was to include the following elements:¹

- A communication plan to Downtown patrons, merchants and evening employees
- Options for low cost parking for evening employees
- Variation of rates and meter time limits based on meter location
- Hours of enforcement
- Methods of enforcement

For four months the DDA committed its staff and board resources to developing this plan. In-depth and extensive discussions were held at nearly every DDA committee meeting and board meeting, and the small staff of the DDA dedicated nearly half of their work hours during this time to listening, researching, and writing.

What follows is a document that encompasses recommendations for the existing public parking and transportation system, as well as recommendations to support the downtown evening economy, which is how the “evening enforcement” question came to be restated. The plan begins with background information and an overview of Demand Management, and then assembles recommendations for nine broad areas of focus: 1) managing downtown curbside public parking to create turnover, 2) developing a comprehensive TDM strategy to support the downtown evening economy including parking and transportation solutions, 3) developing new strategies to make it even more attractive for patrons to park off-street, 4) developing policies and plans to add and subtract downtown public parking, 5) developing additional parking options for personal transportation vehicles, 6) increasing downtown employee use of public transit, 7) improving parking communications, 8) developing a more comprehensive parking and transportation strategy for downtown & near downtown residents, and 9) other miscellaneous parking and transportation recommendations.

¹ Resolution Regarding New Parking Meters R-09-496. City of Ann Arbor City Council, 12 Dec. 2009 <<http://a2gov.legistar.com/LegislationDetail.aspx?ID=558460&GUID=2B72BE21-5C4E-4A29-9BFC-5C35475D11A5>>.

INTRODUCTION

In late December 2009, Ann Arbor City Council made the decision to pursue the creation of this parking plan. The impetus of the plan was to examine the question of whether to extend on-street parking meter operations past 6pm, and if so, how to minimize any negative impacts. Operating the parking meters past 6pm would certainly generate new revenues, but City Council recognized additional benefits, as well. Most importantly, if managed correctly, extending on-street meter operations could improve the downtown experience for many by making highly sought-after on-street parking spaces more available in the evening. But extending meter operation later into the evening would be a significant change in how parking has been managed downtown. City Council asked the Ann Arbor DDA to assemble a management plan that would optimize positive benefits and minimize negative impacts to customers and employees, including a communication plan and low cost parking options for evening employees. The DDA Board embraced this assignment, as they saw it as an opportunity to support the growth of downtown commerce and residential life. The DDA's parking principles and practical expertise managing public parking work within a demand management framework, and they have found success working in partnerships with the getDowntown Program, Ann Arbor Transportation Authority, and the downtown business, culture and residential community.

Public parking is an indispensable asset that, when used well, promotes core area vitality, economic development and increasing residential numbers. The DDA has operated public parking since 1992 and since that time has pursued these goals while building a public parking system that is financially healthy and structurally sound, and meets the needs of several million customers a year.

There are other important measurements of success to note that point to the efficacy of the DDA's demand management practices and principles. Over the past two decades more than 2.4 million square feet of private commercial and residential development has taken place in the Ann Arbor DDA District (this doesn't include University of Michigan developments). Nearly all of the tenants, customers, visitors and residents brought to downtown as a result of this new development rely on the public parking system, yet the increased demand is managed within a system that hasn't substantively increased in size in 27 years. Further, even as the parking system saw new demand, the use of the Ann Arbor Transportation Authority transit system and other sustainable transportation options has also grown (See Appendix B2). There is a high degree of "park once" behavior in the downtown, and the percentage of commuters driving alone is far lower in the central business district and downtown area than elsewhere in the city and county.

The plan that follows is a continuation of current programs and policies, most of which are working well. However, there are new challenges that must be addressed. This document builds on what is working and what we should do to meet these new needs.



Blake Transit Center, 4th Avenue

ISSUES TO BE ADDRESSED

The first issue is that the City of Ann Arbor must continually find additional funds to balance its municipal budget. In 1992, Proposal A and Headlee Amendment eliminated the City's ability to increase taxes to keep pace with the increasing cost of providing valued city services. State-shared revenues have been dramatically reduced over the past decade, and now more than 40% of City property is off the tax rolls

given the increasing size and number of City parks, UM properties, and properties owned by various other nonprofits, churches, and government agencies. Despite having reduced the size of its work force by 30%, the City must identify new revenues to keep General Fund services intact for its citizens.

But equally important is a long-overdue need to develop a multi-faceted transportation and parking plan to support the downtown evening economy. Years ago, most downtown Ann Arbor businesses shut their doors at 5:30pm. Since the early 1980's, we've seen a transformation in downtown as many retail shops stay open into the evening, we have more than 100 restaurants of nearly every cuisine or type, and downtown found new purpose as the social gathering place for the community after work or classes (See Appendix C, p. 49). These changes crept up on us gradually, and there have not been any substantive changes in transportation and parking strategies to support this heightened downtown activity level that takes place after 6pm.

BENCHMARKS & PUBLIC INPUT

The document that follows was assembled over the past four months with input from a variety of sources. DDA staff assembled information about the current public parking and transportation system operations. They also researched parking information from other comparable communities, including hours of operation, variable parking rate strategies and communication tools (See Appendix D). This information reinforced recommendations contained in the 2007 Nelson/Nygaard reports, as well as best practice programs and approaches in use around the country that may be adapted for use in downtown Ann Arbor.

During the time this plan was assembled night time on-street meter turnover was studied in the Main Street and State Street Areas by several interns (See Appendix B-3). Their observations showed an average evening occupancy rate at the parking meters of 95.5% for both areas; Donald Shoup and other parking industry experts argue that systems should be managed so there is an occupancy rate of 85%.² Further, the Main Street area showed a particularly high prevalence of long term parking that correlates with employee hours.



A full Palio Lot, part of the observed meter area with high evening occupancy rates.

ANN ARBOR BENCHMARK DATA: (See Appendix B-2)

- 2,208,497 people used public parking lots and structures in 2009 (not including monthly pass holders) when coming downtown to receive government services, attend classes, enjoy concerts or a presentation at the Library, attend a meeting or join up with friends for dinner.
- 6,216 downtown Ann Arbor employees have a go!pass, with ridership steadily increasing (39,580 rides in February 2010 alone)
- Go!pass use on Night Ride grew over 600% in the 6 month period from its inception (now serving approximately 500 riders a month)
- AATA reports growing reliability indicators, in the last quarter of 2009, 94.7% of trips finished on time.³
- A May 2009 getDowntown survey of primarily daytime employees, showed that out of 343 responses, 53% said that they lived in Ann Arbor and 8% said they lived in Ypsilanti, with smaller numbers living in various other communities.⁴ A March 2010 DDA survey of evening employees and volunteers revealed that the proportion that live in Ypsilanti was much higher: Out of 183 respondents, 65% reside in Ann Arbor, 20% in Ypsilanti, and fewer percentages from surrounding communities.⁵
- In downtown there are at least 150 downtown businesses that are open after 7pm, all of whom have either employees and/or volunteers (See Appendix C).

²Donald Shoup. UCLA. <http://shoup.bol.ucla.edu/>

³AATA Board of Directors Meeting Minutes, p. 40. 20 Jan. 2010. <http://www.aata.org/pdf/Board/Packets/Jan20Searchable.pdf>

⁴Survey Sciences Group LLC. "The 2009 Getdowntown Program Study." 6 Oct. 2009. <http://www.a2dda.org/downloads/Resources/get-Downtown_2009_survey_report_Oct_09.pdf>

⁵Ann Arbor DDA. "2010 Evening Employee Survey" March 2010<http://www.a2dda.org/downloads/Current_Projects/public_parking_plan/Evening_Employee_Survey_Summary2010.pdf>

- An assessment of City of Ann Arbor crime data revealed a low level of crime in the DDA area. Of the 3,611 “major” crimes reported in 2009, 3.2% occurred within the DDA boundaries, the majority of which were property crimes (car theft, burglary, etc). Only three “major” crimes occurred in public parking facilities - all of which were motor vehicle theft (See Appendix B, p. 46).

EXAMINATION OF OTHER COMMUNITIES: (See Appendix D)

- The average metered parking rate for Michigan and Midwestern downtowns we examined is approximately \$1.30/hour (cities with differential pricing charge as much as \$2.00 in the downtown core).
- A number of other communities charge much higher parking rates for the most convenient on-street metered spaces, with lower rates on the periphery.
- The majority of parking management in vibrant downtowns occurs with some TDM strategies and the overall goal of improving downtown vitality.
- Many cities operate on-street parking meters in the evening including: Birmingham, MI, Dearborn, MI, Ferndale, MI, Royal Oak, MI, Madison, WI, and Minneapolis, MN.
- Parking enforcement and parking operations are often managed jointly by one agency

PUBLIC OUTREACH AND INPUT:

Parking Values Survey & Public Meetings

Seeking to get input from the greatest number of community voices in the short time frame available, the DDA worked with a local consultant to create and distribute an electronic [Parking Management Values survey](#), as well as to assist with six small group public meetings. As part of this project, DDA staff also created and distributed three small-scale surveys to gain feedback on specific areas of inquiry, and the getDowntown Program Director met with and received input from a sample of 20 downtown businesses.

The initial large-scale Parking Management Values Survey measured the community’s alignment with the DDA’s demand management principles and practices. The DDA put great effort into ensuring broad distribution by sending it to an email list of over 1,600, posting the survey to the City’s webpage and Ann Arbor.com, distributing press releases to community and student news sources, and posting the survey link to Facebook and Twitter. With more than 1,200 respondents, the survey provides a representative snapshot of patron values and priorities.⁶

Respondents aligned highly with DDA parking principles and goals; however, this high level of alignment began to fall away where principles translate into practice. For example, the survey showed strong support for making parking convenient for customers; but there was disagreement regarding specific tactics to make parking more convenient for customers such as reserving the most convenient structure spaces or using time limits at the meters to encourage parking turnover. The results affirmed the challenge that the DDA faces: the public parking system serves diverse interests; each strongly supporting concepts which they believe directly benefit them, and resisting tactics that may negatively affect them.

In addition to surveys, the DDA oversaw six [group meetings](#) with community members, downtown customers, business owners, cultural group representatives, and residents. Dozens of people participated

⁶Alexander Resources “Parking Plan Survey Results Summary” Feb. 2010 <http://www.a2dda.org/downloads/Current_Projects/public_parking_plan/ResultSummary_DDA_Parking_Values_Survey_2010.pdf>

in these meetings and the DDA gained a great deal of useful feedback and insight, particularly about the nature and needs of the evening economy, and about how to improve the existing parking and transportation system.⁷ Meeting attendees reported they benefited as well; 94% of attendees felt they were provided useful information and 100% felt they were able to share their thoughts, questions, and concerns.⁸

The DDA sought public feedback on three additional topics to examine with more depth some of the issues and concerns raised in the Values Survey and focus group meetings: epark satisfaction, evening employees, and evening commerce.

Epark Survey:



Patrons using an Epark machine on Liberty St.

While the new multi-space parking machines - epark – has met with generally positive reviews the Parking Values Survey revealed concerns by members of the community. DDA staff used this parking plan process as an opportunity to work with the equipment manufacturer to improve the speed of operation at the machines. Interns were used to [survey](#) random Epark patrons after this upgrade and found very positive responses.⁹

- 63.3% found the speed of the transaction excellent or satisfactory
- 85% found the size and visibility of the display screen excellent or satisfactory
- 88.8% found the option to pay by credit card very useful or useful
- 80.3% found the option to add time at any Epark machine very useful or useful
- Overall, nearly 80% of respondents found the Epark machines very easy or easy to use

Evening Employee Survey:

Evening employees play an important role in the health of the downtown evening economy. To help inform the DDA about their travel habits and needs, a [survey](#) was distributed to downtown area associations and businesses, and focus group meetings were held by the getDowntown Program Director. Findings include the following:¹⁰

- Evening employees are price conscious – many earn lower wages, thus many search for free parking and have concerns about alternatives if free parking were to disappear.
- Evening bus and transit service does not meet the needs of evening workers. Service ends before most employees finish their work shifts.
- Evening employees need more communication about parking and transportation options. Brochures, emails, and managers are good ways to communicate options to them.
- Evening employees are concerned about safety. While downtown Ann Arbor has a low crime rate as mentioned above, many employees, especially women, expressed safety concerns regarding walking to parking structures and other locations late at night.

⁷Ann Arbor DDA. “2010 Parking Plan Meeting Group Summaries” March 2010 <http://www.a2dda.org/downloads/Current_Projects/public_parking_plan/FocusGroupMeetingSummaries.pdf>

⁸Ann Arbor DDA. “2010 Parking Plan Meeting Feedback Form Results” March 2010<http://www.a2dda.org/downloads/Current_Projects/public_parking_plan/FeedbackFormSummaries_FocusGroupMeeting.pdf>

⁹Ann Arbor DDA “2010 Epark Survey Summary” Feb. 2010 <http://www.a2dda.org/downloads/Current_Projects/public_parking_plan/eparkSurveySummary_2010.pdf>

¹⁰Ann Arbor DDA “2010 Evening Employee Survey Summary” March 2010 <http://www.a2dda.org/downloads/Current_Projects/public_parking_plan/Evening_Employee_Survey_Summary2010.pdf>

Evening Commerce Survey:

To expand on the information received from customers through the Parking Values Survey and focus group meetings, the DDA conducted an [evening commerce survey](#). The survey was designed to understand the habits of those coming to downtown in the evening for entertainment, including who they are, how they travel, and what they seek out of a downtown experience. Findings include:¹¹

- Responses show that downtown patrons visit the various downtown areas, on average, several times a year or more.
- The majority of respondents stay for several hours, arriving between 5 pm and 9 pm (with 5 pm to 7 pm having a slightly higher rate of responses) and leaving between 9 pm and 11 pm.
- The majority of respondents reported that they sometimes, almost always, or always participate in more than one activity during a visit.
- Respondents seek a downtown experience. They expressed a range of desired activities and atmosphere – but generally indicated that their decision to come downtown is based on whether or not their desired experience can be found.
- A number of respondents expressed that frustration or satisfaction with transportation options can make coming downtown more or less likely. Patrons expressed particular dissatisfaction with finding easy, convenient parking and having to circle around blocks to find on-street spaces; a lesser number voiced their desire to have free or cheap parking.
- Respondents clearly desire increased evening transportation options – particularly transit. The majority of respondents expressed willingness to use and pay for local transit and circulator service.
- Overall, respondents rated coming to downtown Ann Arbor for evening entertainment as a positive experience – particularly the types of entertainment activities offered, the appearance of downtown, and an overall feeling of safety.

¹¹Ann Arbor DDA “2010 Evening Commerce Survey Summary” March 2010 <http://www.a2dda.org/downloads/Current_Projects/public_parking_plan/Evening_Commerce_Survey_Summary2010.pdf>

PARKING & TRANSPORTATION DEMAND MANAGEMENT (TDM)-AN OVERVIEW



The Michigan Union, one of several locations in downtown where multiple modes connect - transit, bicycling, taxi stands, and parking.

The idea behind Transportation/Parking Demand Management – or Travel Demand Management (TDM) is to create an interconnected transportation and parking system that offers as many attractive choices as possible. People regularly make decisions for themselves about the transportation selection that best meets their needs, with consideration for such things as convenience, reliability, time, weather conditions, hassle, price, safety, and environmental goals. We are not all the same and our needs are as diverse as we are. Further, our needs constantly change depending on circumstance, weather conditions, and trip purpose.

The best example of a demand-managed system is at the airport. The curbside spaces right outside the arrival or departure area are under very high demand, and they are policed constantly to keep spaces turning over to accommodate the next passenger. The airport also provides high cost short-term parking in the parking structure immediately adjacent to the gates, as well as long-term parking in the structure that is not quite as convenient, but at a lower price. As part of this demand-managed system there are also remote lots that cost much less but require a shuttle bus, as well as shared van rides to the airport on vehicles such as Select Ride. Travelers choose the option that best meets their need, depending on such considerations as how long their trip will last and how price sensitive they are.

A key element of a demand-managed system is communications so that individuals are aware of transportation or parking options. At the airport, large wayfinding signs, websites and advertisements from airport shuttle operators help to convey information about relative cost and convenience.

Successful downtowns have long relied on an understanding that parking demand can be “managed” by making some transportation and parking choices faster, more convenient, easier, or cheaper. But encouraging transportation choices is not the same thing as mandating transportation behavior. Our unique, vibrant downtown is surrounded by suburban office, retail, and dining options offering their own unique virtues – which generally includes plentiful free parking. While competing with such locations on pure parking terms is unwise – playing to downtown’s strengths, including promoting a balanced multi-modal transportation culture, maintaining viable on-and off-street parking options remains an important component of downtown’s economic success.

While some view public parking as being in conflict with sustainable transportation, the reality remains that parking is an interconnected part of the larger transportation system, and every day people are making complex choices for themselves based on the options available to them at the time they need them. This interconnected system is further complicated by the completely independent parking and transit system operated within downtown by the University of Michigan, whose policies regarding such things as parking rates have an impact. In addition, the City’s small size and tax millage limits how much service can be provided by the Ann Arbor Transportation Authority.



AATA's The Ride and UM's Blue Bus operate side by side.

There is no city anywhere in the country that utilizes a pure demand-managed public transportation and parking system; there is no ideal model for the Ann Arbor DDA to copy. However, it is worth noting that the Ann Arbor public parking and transportation system has been using elements of TDM for many years. As an example, since the early 2000's the DDA has charged less to park in off-street parking spaces than it charges at on-street meters as a way of managing the high demand for on-street metered spaces. Another example is the use of DDA parking revenues as the source of funds to subsidize go!passes to downtown workers, which makes both the bus ride and the parking at a periphery park-and-ride lot free, thus helping to spread demand throughout the parking system. As stated before, communication is central to a demand-managed system. A key communication effort in downtown Ann Arbor is managed by the getDowntown program. GetDowntown works to reduce the number of downtown commuters driving to work alone by promoting various transportation choices, providing research on the benefits of sustainable transportation, organizing events, interacting with downtown employers and employees, and interfacing with numerous downtown stakeholders.

On-street pricing that reflects and responds to demonstrated parking demand has emerged in recent years as the most promising tool for addressing chronic on-street parking constraints. This approach is based on the original intent of parking meters — to charge just enough for on-street spaces to promote functional rates of turnover and availability on high-demand streets. The problem has been that often prices have consistently, and often significantly, lagged the dramatic increase in downtown parking demand. Current best practice parking principles hold that to be truly effective, prices must be re-linked to demand, including charging wherever and whenever availability is below desirable levels. Not only does this approach have the most basic principles of market economics behind it (when offering a fixed-supply of any good, price is really the only effective means of managing demand) it also offers the unique benefit of being a revenue-positive option for downtown.

2007 NELSON/NYGAARD REPORTS

In 2007, the DDA commissioned Nelson/Nygaard, professional transportation consultants, to develop the first-ever comprehensive study of the downtown parking system.¹² A significant portion of this study included an assessment of the supply of public, UM, and private parking and the user demand on the public parking system. Upon completion of this report, the City of Ann Arbor commissioned Nelson/Nygaard to develop a series of parking and transportation recommendations to encourage even greater use of sustainable transportation choices.¹³ Nelson/Nygaard provided many dozens of recommendations that built on the demand-management framework and strategies already in place and captured ideas from around the country, including use of new technology, providing new express bus service, and providing downtown employers and employees with more information and more choices. Three years after receipt of these reports, nearly every recommendation has been pursued, implemented or tested and set aside.¹⁴

CONTINUING ON OUR PATH - 2010 PUBLIC PARKING AND TRANSPORTATION PLAN

The DDA takes a careful, measured implementation approach to parking and transportation system changes. This allows time to assess the impacts of new programs and pilot projects and to determine how programs can be improved before they become system-wide changes. Of vital importance is that the city ensures that policy changes preserve the financial underpinnings of the public parking system, as the funds needed for debt service, repairs and on-going operations must be protected. An equally important imperative is that parking management, including its pricing, programs, enforcement or equipment changes, must be done in such a way as to keep downtown attractive to prospective office tenants, customers, residents, and small independent businesses. Our downtown economic and social vitality is a community asset to protect and nurture.

Managed appropriately, public parking can be a powerful economic development tool. As part of a larger transportation system, it can improve accessibility, business vitality, and the downtown experience without dominating streetscapes, and without encouraging oceans of parking lots and auto dependence. We have an opportunity to continue improving the daytime parking and transportation system to meet the ever changing needs of the core area, as well as to shape a new, comprehensive, strategic, and useful evening strategy for downtown (See Appendix A, p. 32 for a current parking and transportation system overview).

¹²Nelson/Nygaard. "Ann Arbor Downtown Parking Study Phase 1" Jan. 2007 <http://www.a2dda.org/resources/data_reports/#parkingmaterials>

¹³Nelson/Nygaard. "Ann Arbor Downtown Parking Study Phase 2" June 2007 <http://www.a2dda.org/resources/data_reports/#parkingmaterials>

¹⁴Ann Arbor DDA. "Phase 2 Parking Study Recommendations – Accomplishments to Date" <http://www.a2dda.org/downloads/Data_Reports/Parking_Strategies_Implementation_-_1209_update_2_.pdf>

PLAN OVERVIEW

PLAN GOAL:

To expand upon an integrated set of transportation and parking approaches that support a strong, attractive, vital, and diverse downtown and core area.

PLAN OBJECTIVES:

1. Encourage even greater use of sustainable transportation to and through downtown including walking, bicycling, car sharing and transit use, as well as new technology personal vehicles.
2. Gain even greater efficiency from the public parking system by spreading demand through a more varied price structure based on geography, time of day, and other elements.

PLAN APPROACH:

1. Create additional attractive commuter options to increase awareness and use of sustainable transportation choices.
2. Provide parking patrons with more information about their parking and transportation choices.
3. Use both discounted and premium pricing as a tool to provide more parking choices and information so as to extend parking usage more broadly throughout the public parking system.

DDA PUBLIC PARKING PRINCIPLES:

1. Parking is part of a transportation system, and should be understood in that context.
 - It's the people we want downtown, not necessarily their cars.
 - A "menu" of ways to get downtown should be supported and constantly improved upon so people can make transportation and parking choices.
2. Plan parking carefully to support downtown vitality.
 - Public parking policies should be based on an overarching vision for downtown, urban planning principles, best practices and regular analysis.
 - Parking is the means to an end, not the end in itself.
 - Parking is not a silver bullet - no one ever came downtown to park; but the right balance of parking availability, location and price is essential to downtown's vitality and growth.
 - Cars make it possible for many people to use and enjoy the downtown, and the negative impact of automobiles is usually less a cause than a symptom of bad design.
 - Sustainable transportation choices can be encouraged but should not be mandated because plentiful attractive commercial alternatives exist outside downtown.
3. Encourage desired choices.
 - Parking rates, time limits, regulations, and enforcement are tools that can be used to encourage positive behaviors.
 - If provided with useful comprehensive information, people will make transportation choices that work best for them.

- Parking is very different in an urban environment than in the suburbs, and it is important to understand the differences between these two settings.
4. Ensure that the public parking system continues to be financially self-sustaining:
 - The public parking system operations are now and should continue to be financially self-sustaining, with no need for tax subsidy. The users of the system should pay for the system, including operation, maintenance, repair, and eventual additions to the system.
 - All parking has value.
 5. Invest in facility quality, aesthetics and longevity:
 - Build it right the first time.
 - Attractive facades, landscaping and public art incorporated into facilities benefits all users of downtown, not just those with cars.
 - Ensure that future parking facilities are appropriately located.

RECOMMENDED STRATEGIES

Strategy 1: *Downtown curbside public parking should be managed to create turnover at the most convenient, commercial locations so these spaces can be more easily used by a large pool of downtown users.*



A busy Liberty Street shown during the evening hours.

Because the supply of curbside parking is essentially fixed, curbside parking policy is fundamentally about managing the demand for an unchanging supply. Commercial downtown streets have the greatest competition, with customers, employees, delivery vehicles, clients, downtown residents, and buses vying for the curb space in front of prime locations. Best practice strategies encourage regular turnover, both by private vehicles and commercial vehicles. An array of tools are used to achieve this, including parking meters or central pay stations, time limits, user restrictions such as loading zone designations, and enforcement.

When managed well, parking enforcement helps to make it possible for many thousands of people to access a very limited, highly-valued resource. But where it is seen as overly aggressive or implemented solely to generate revenues, parking enforcement can be used as an easy excuse for people to avoid downtown. Having an effective parking system requires that parking rules and regulations be established and then enforced fairly, consistently,

and with sensitivity to the fact that most customers' first and last impression of downtown begins and ends with their parking experience. The way in which enforcement influences parking spaces management will have a great deal to do with whether these patrons come away frustrated or eager to return downtown again soon. For this reason, parking operations and enforcement should be managed so that the number of parking tickets eventually decreases and the number of patrons complying with parking regulations increases.

Parking enforcement and parking operations are two halves of the same parking system. Optimally, enforcement and operations strategies are planned and managed together.

All public parking functions were managed by the City of Ann Arbor Parking Department up until 1992, at which time the DDA took over management of City parking structures and three parking lots. In 2002, the City Parking Department was eliminated and the DDA took over management of the remaining City parking lots and on-street parking meters, with parking enforcement assigned to the City Police Department to manage as a Community Standards operation. Community Standards staff also regulates sidewalk cafés, sidewalk signs, graffiti violations, trash violations, weed violations, and other city regulations.¹⁵

Parking elements that are enforced include on-street parking meter turnover, both inside and outside downtown, parking structure "shopping zone" areas, loading zone use, and residential permit areas outside downtown.

¹⁵To View a full list of Community Standards Duties: <<http://www.a2gov.org/government/safety/services/Police/Pages/CommunityStandard-sUnit.aspx>>

RECOMMENDATIONS/TACTICS:

Curbside Parking Space Uses

- Continually review and adjust the uses of curbside parking as needed, including temporary uses such as in-street bicycle racks, as well as more long-term uses.
- Regularly evaluate the location of handicapped/accessible parking spaces to ensure spaces are distributed throughout the system and are located in areas of current need.
- Regularly evaluate the location and enforcement of very short-term entertainment venue passenger loading/unloading zones, as these spaces provide much-needed access for a wide variety of patrons.
- Develop a strategy for on-street loading zones to encourage turnover and discourage misuse. Strategy ideas include:
 - It is recommended that parking meters or pay stations be used to encourage turn over at commercial loading zones, as this technology is easily understood.
 - It is recommended that the DDA establish rates for loading zone meters and regularly adjust as needed.
 - Stored value cards should be made available to commercial users to reduce the need for coins.
 - Assess hours of enforcement in each location, type of loading zone (e.g. passenger drop off, loading/unloading, semi vs. smaller trucks) on a regular basis.
 - Review fine amounts as part of a review of other parking fines to encourage compliance with regulations, and adjust as necessary.
 - Ensure that information regarding loading zone use are communicated in advance to prepare commercial users for any change in system management.
- Locate downtown taxi stands strategically. For instance, locate taxi stands outside downtown entertainment bars and nightclubs to encourage patron use late at night.
- Regularly evaluate meter bag policies and rates to ensure that these meter bags support downtown construction activities, special events that draw large audiences downtown, and other important purposes, while discouraging long-term use of on-street parking meter spaces.
- Continue integrating other beneficial and temporary uses for on-street spaces, including on-street bike racks, outdoor restaurant seating, meter bag rental, etc.



Seasonal on-street bike racks on 4th Ave.

Curbside Parking Space Pricing

- Develop a demand management on-street parking plan whereby there is a more marked difference between parking rates in high demand and low demand parking areas. Variable demand-driven geographic pricing is a technique in use in many American cities, including Madison and Royal Oak, and should be applied in Ann Arbor, as well.

- Coordinate the application of this on-street parking demand pricing plan with hourly prices in the off street parking facilities.
- Commit to a regular review of parking rates, as the downtown parking system is dynamic and is constantly changing.
- Explore the following designations for on-street parking:
 - High demand curbside areas – priced at the high-end of the rate scale and with time limits to reflect demand and encourage turnover
 - Lower demand curbside areas – priced in the middle of the rate scale with time limits to reflect demand and encourage turnover
 - Lowest demand curbside areas – priced considerably lower with a time limit to reflect level of demand
- Adjust off-street parking rates in coordination with changes to the on-street parking rates and time limits.

A sample illustration of variable price management can be viewed in Appendix E. This illustration of curbside parking rates and locations accomplishes the twin goals of extending parking demand throughout the system using bigger price differentials than exist today, and reducing concerns about possible parking tickets from staying over the time limit.

Curbside Parking Technology

- Continue to replace traditional parking meters with multi-space parking pay machines to increase patron payment options on street, including coins, credit/debit cards, and payment by cell phone.
- Promote and distribute a stored value card for epark multi-space parking pay machines to increase the payment options available.
- Develop a multi-year equipment upgrade plan for multi-space parking machines and enforcement equipment to ensure that the technology works together and that the parking system maintains best industry practices.
- Use “parking ambassadors” to answer questions when presenting new parking technology, as many people who are otherwise resistant are likely to embrace new technology when coached.

Curbside Parking Enforcement



A vehicle illegally parked in front of a bagged meter space.

- Optimally, manage parking operations and enforcement so that the number of parking tickets eventually decreases and the number of patrons complying with parking regulations increases.
- Assess if parking fine amount and hourly on-street parking rates are in synch or work against each other, and adjust accordingly.
- Assess if parking fine amounts are appropriate. Parking violations that may cause life/safety concerns (e.g. parking in front of a fire hydrant or in a fire lane) should be increased to communicate the importance of these regulations. Other fine amounts should be adjusted as necessary following input from residents, business owners, City staff, and others. (See Appendix F for a current schedule of fines and an example to illustrate life-safety prioritization).

- Investigate the possibility of escalating fine amounts for recurrent scofflaws.
- Assess towing policies and practices on a regular basis.
- To lessen patron frustration about receiving a ticket, improve information on parking tickets & envelopes including how to pay online or avoid a ticket in the future. Improve website information and provide a feedback mechanism unrelated to contesting parking tickets.
- Pursue ideas that would make it possible to pay for parking tickets and stored value meter cards in one location, providing increased convenience to customers.
- Explore making it possible to pay parking tickets at the epark machines as a way of reducing patron inconvenience and frustration.
- Explore making it possible to pay for parking tickets at banks, thus reducing the number of patrons who feel compelled to come to City Hall for this function. Determine if it is feasible for downtown banks to dispense stored value meter cards.
- Investigate ways to incentivize on-line ticket payment to encourage timely payment and increase customer convenience.
- Investigate curb painting to distinguish where parking shouldn't occur (e.g. fire hydrants), and to designate specific parking designations (e.g. handicapped parking or loading zones).
- Review whether it makes sense to continue processing tickets out of state or whether there are community or operational benefits to processing ticket payments locally.
- Develop regular enforcement benchmark reports to share information with the public about activities, costs of operation, and other information. Parking enforcement is easily demonized, and one counter to this may be to make the process more transparent and the benchmarks more positive, including the number of tickets being reduced over time.
- Explore the use of automatic cell phone messaging when parking space time limits are being reached as a way of reducing the number of over-the-limit parking tickets.



A passenger loading zone near Hill Auditorium - currently designated with signage.

Strategy 2: A comprehensive TDM strategy should be developed and utilized to support the downtown evening economy, including a management strategy for on-street parking spaces, creation of additional evening employee parking/transportation options and communication strategies.



State & Liberty Streets in the evening.

There have been theaters and bars in downtown since its start. But beginning in the early 1980's the economy of downtown began a significant shift later into the evening, as the number of restaurants doubled, retail shops and service businesses such as hair salons began staying open past 8pm, and coffee shops gained new roles as unofficial offices for 10-99 employees working with wireless connections on their laptops. However, as the downtown economy extended later into the evening, transportation and parking policies have stayed relatively unchanged.

When Nelson/Nygaard conducted their 2007 study of the downtown public parking system they noted that daytime demand management strategies were working to encourage long-term parking off-street thereby leaving approximately 32% of on-street spaces available for customers. In contrast, they noted that

after 6pm, when parking enforcement ended, little turn over occurred and 0% of on-street meters were available. In their report they recommended that enforcement policies be changed to address this disparity.

Strong demand for customer and employee parking is present during evening hours as much as it is during the day, but the challenges to meet this demand are different at night. To cite just a few transportation and parking differences: AATA service levels currently decrease after 6pm, many customers come downtown at night without fixed plans for how long they'll stay, evening employees tend to have more unpredictable work schedules, and parking structure spaces (public and UM) become more available than they are during the day.



A vehicle waiting to enter a full 1st & Huron Lot in the evening.

As mentioned earlier, many dozens of people participated in focus group meetings and important insights were provided about the nature of the evening economy, and the expectations patrons, employees, volunteers, and others have about parking and transportation. Some of these include:

- Downtown Ann Arbor has assets in the evening, and parking meters should be managed to reflect that.
- There is general awareness that evening employees are not motivated to park away from the most convenient on-street spaces without extended meter enforcement; yet there isn't consensus about extending meter operation into the evening even if it means more parking for customers because of the concerns about the negative perception this might create.
- There is general agreement that if meter operation is extended later, it should be managed to support the activities in downtown, not as a way to generate revenues through parking tickets.
- Downtown employees (both paid and volunteer) need additional transit and affordable parking options. There is general recognition that these elements will work together with meter enforcement to encourage positive parking behaviors for evening employees as they do for daytime employees.
- Safety and the perception of safety in the evening is key.
- Ann Arbor residents have different expectations for free evening parking than visitors coming to downtown from other places.
- The occasional or new downtown user, including some evening entertainment patrons, don't have the same opportunities to develop habits and learn the system as regular users, thus extending evening operation of the meters should be done cautiously and carefully so as to avoid surprising people with tickets.

RECOMMENDATIONS/TACTICS:

Evening transportation and parking program

Parking Alternatives:

- Promote use of the DDA off-peak/overnight monthly parking permit to evening workers (current price \$30/month). These permits provide parking in nearly all downtown parking structures from 3:30pm to 9:00am.
- Explore the creation of a pilot program in which an area is provided on the roof of the Fourth & William parking structure in the evening for very low cost pay-by-use parking. This program may

provide an attractive option for evening employees and others with price sensitivity. Explore the use of Automated Vehicle Identification (AVI) cards or other automated equipment to facilitate this use.

- Encourage after-hours free parking in the Fingerle parking lot by employees and volunteers working at night for nonprofit organizations with signage that states that the lot is free after 5pm.
- Explore development of a role for the DDA to ask downtown private parking lot owners to allow evening use of these private lots by downtown customers and employees. If public use of these lots is agreed do by owners, the DDA can promote the use of these private parking lots after hours to downtown employees.
- Downtown cultural groups such as the Hands On Museum are offering slumber parties and other all-night activities. Develop parking strategies to support these offerings.

Transit Alternatives:

- Work with AATA to develop a plan to increase transit and other transportation services after 6pm to make transit a more attractive night time alternative.



Blake Transit Center - an evening bus to Ypsilanti.

- Promote and expand use of AATA's Nightride program. Explore whether different service strategies or additional subsidies may reduce wait times and expand coverage areas. Currently, AATA subsidizes 70 percent of the cost of each NightRide trip, and the DDA subsidizes the passenger fare for go!pass holders to reduce it from \$5 to \$1.
- Develop a strategy to enhance evening transit between Ann Arbor and Ypsilanti. This might be done in partnership with the AATA, the two DDAs, and Cities of Ann Arbor and Ypsilanti.
- Assess whether to approve funding to reinvent the LINK to make it more convenient for evening customers and patrons to park in lower cost locations. This alternative should be considered in the context of an overall strategy to encourage parking in other locations and services need to be designed to meet specific uses.

Hours of evening parking meter operation

During the time this plan took shape, on-street parking demand during the first quarter of 2010 was studied during the day and evening. Hours of highest demand appeared to begin in the middle of the morning and extend until at least 9pm. A second examination was done on the use of the off-street parking lots and structures, as downtown patrons have been paying to park in these facilities after 6pm for many years. What was learned was that patron numbers off-street increased each hour after 6pm until about 9pm where numbers began to fall off. Further, as part of the input gleaned from the public meetings held during the development of this plan, it was learned from restaurateurs and cultural group leaders that many of their patrons are coming downtown either at about 7pm for dinner or at about 6pm for dinner and a show, and in both cases are parking until at least 9pm.

Other communities with on street meter operations after 6pm were contacted to learn more their experience, and it was learned that good communication with downtown patrons was a necessary element in their success. This information was distilled down to the following recommendations regarding extending operation of the Ann Arbor on-street parking meters after 6pm. It must be noted, however,

that downtown is a dynamic, constantly-changing environment, and these ideas should be tested and adjusted regularly as necessary.

- Shift hours of on-street parking meter operation. Currently on-street parking meters operate from 8am-6pm. It is recommended that:
 - Meter operations should be shifted to run 9am to 9pm. There is less demand than there may have been previously at 8am for on-street parking meters. Shifting the start time for meter operation one hour later gives a positive message about the “free parking” offered 8am-9am. And shifting operations later until 9pm matches what was seen as the time when demand for on-street meters was at its greatest.
 - Meters in high demand areas should have their time limits extended from 2 hours to 3 hours, with unlimited time limits in low demand areas. What was heard recurrently in focus group meetings was the concern about the negative perception parking tickets engender, and that this concern far outweighed other issues because media and community messages regularly focus on this single factor which can make downtown seem unfriendly to customers. To address this concern, it is being recommended that the meter limits be extended to reduce the risk of over-the-limit parking tickets, as this is the largest single generator of parking tickets.
 - If and when meter operations are shifted later past 6pm, it is important that the communication about this change be done with the knowledge that it is a significant change from what had been done in the past. Ideas to communicate this include: posting large signs on the parking equipment to let patrons know at least a month in advance of any changes, working in collaboration with downtown partners including businesses and cultural groups to get the word out, street banners and media stories. It may be useful to designate a period of time when patrons receive warnings rather than parking tickets as another way of communicating the change.
- Continuously measure the impact of such changes based on user data and adjust accordingly

Evening communications

- Produce a nighttime map/brochure that shows public parking locations, highlighting those with reduced costs.
 - This will include structures and lots with an off-peak entry price. Include the roof of the 4th & William garage if a low-cost daily parking area is established.
 - This will include free public parking lots (1st & William, Fingerle lot).
 - This map can be distributed to downtown businesses for display on work area bulletin boards, insertion into pay envelopes, as well as provided electronically as web content for business and entertainment websites.
 - Produce this map/brochure in English and in Spanish.
- Develop as part of the getDowntown work plan an outreach informational effort to target employers with evening hours. This program may include special web content, regular meetings with employees and managers. Use Facebook and targeted events to gain attention to transportation options.
- Provide entertainment venue managers with the DDA website address showing public parking

vacancy information and transportation options. http://www.a2dda.org/parking__transportation/available_parking_spots/. Movies, concerts, and other performances begin at a set time and having information immediately available via PDA about where parking is more available may enable patrons to park quicker and make their curtain in time.

- Create a text-alert program whereby individuals can sign up to be notified when parking policies, rates, or facilities change.
- Investigate ways to communicate how safe it is to park or implement strategies that change the perceptions or concerns about safety, i.e. more lighting.

Strategy 3: *Develop new off street parking strategies to make it more attractive for patrons to park off-street in public parking facilities, and thus relieve pressure on curbside parking, support downtown commerce and entertainment, and increase patron awareness of their parking use and costs.*

RECOMMENDATIONS/TACTICS:

Off-street parking rates

- Offer a pre-paid parking option on weekend evenings or at other times to relieve traffic congestion in the structures or lots after big concerts and other events such as graduation or conferences.
- Explore development of a pilot “early bird special” rooftop parking area on selected parking structures. Such a program may spread parking demand deeper into the facility and relieve pressure on the lower levels, thus making the more convenient spaces more available to customers. The Fourth & William and Ann Ashley parking structures would provide good pilot locations to explore this option given the large number of daytime workers who use these facilities.
- Explore eliminating the merchant validation program and instead offer one hour free parking in the structures. Free structure parking is being used in other Michigan cities with mixed use downtowns, as the offer of free is very attractive and easily understood. The DDA believes that every parking space has value, but if used correctly, using this pricing strategy may lessen demand at the meters and extend parking more broadly throughout the system. The financial underpinnings of the public parking system must be safeguarded, so this program should begin with a pilot approach to better understand how revenues may be affected by this concept before moving to a full-system application.
- Shift “shopping zone” space restrictions in the campus-area structures from 6am-10am, to 7am-10:30am to better match the hours of customer demand in the area.
- Develop a multi-tiered monthly parking permit and Automated Vehicle Identification (AVI) system that assigns a value to parking guarantees.
- Regularly check classified ads and other information sources to monitor private parking prices and availability to keep track of how off-street public parking policies are affecting demand for private parking.



The 4th & William Parking Structure.

Off-street parking equipment

- Offer use of AVI technology in the parking structures. This cashless, hands-free system enables patrons to upload value to a windshield plaque and value is automatically withdrawn upon exiting. The technology provides much valued convenience, but may confuse long-time users as it will require that facility gate arms remain lowered at all times, even during nonpayment/free parking periods such as holidays.
- Develop the option for parking patrons to manage and monitor their parking online, similar to how banking and other services are managed online. This can include establishing a monthly debit account for permits or AVI accounts, or creating a pay-by-cellphone account for the epark on-street parking system. Optimally this online system will allow patrons to monitor their parking usage and costs, thereby empowering them to make choices about parking and transportation choices.

Other off-street parking recommendations



The Link Summer of 2009, a Downtown Circulator Service suspended for evaluation in 2009.

- Reconsider offering a free downtown circulator (LINK) that runs a route between the downtown parking structures as a way of making the parking structures more attractive, as well as supporting park-once behavior, and encouraging people to extend their patronage and use of downtown, particularly at the corners of downtown (Ann Ashley, Forest).

- Establish consensus goals for a downtown circulator among AATA, DDA and other stakeholders.

- Consider integrating more public art into the parking structures as a way of creating more of an “experience.” Artwork

may serve as part of the wayfinding experience in a parking structure, and it will communicate a sense of “cool” in an otherwise sterile environment as structure interiors are painted white and are brightly lit to convey a sense of safety.

- Stakeholders in the Kerrytown area have expressed concern that there is no location in their commercial area where patrons can park for unlimited amounts of time without fear of a parking ticket. Many don’t perceive the Ann Ashley parking structure as part of their neighborhood despite its location two blocks from the Kerrytown Shops. To address this need, the DDA explored with the Kerrytown neighborhood the idea of installing gate arms at the Farmers Market parking lot so that it could be enclosed when the Market isn’t in operation. There didn’t appear to be strong support for this idea, so the DDA may want to explore modifying the Miller Street side of the Ann Ashley parking structure to allow car entry/exits, as an idea to make the structure seemingly more visible and thus connected to the Kerrytown area.

Strategy 4: Develop policies and plans to add and subtract public parking downtown based on redevelopment, walkability, and transportation goals.

There is strong consensus about the community vision for downtown, including the goal to make it possible for many more people to live downtown. It will be even more walkable than it is today, and the downtown retail and commercial mix will be even more diverse and healthy. Developing new policies for where and how to add or subtract parking downtown is an important element to support this vision.

RECOMMENDATIONS/TACTICS:

- Where it is feasible, add on-street parking meters within the DDA District to support adjacent commercial or residential activity, to help sidewalks to become more pedestrian-friendly and less impacted by traffic, and to make downtown government services and destinations more accessible.
- Develop a multi-faceted approach for the eventual redevelopment or reuse of city-owned downtown surface lots. This plan should be developed with input from Ann Arbor residents about the uses they'd like to see added to downtown and advice from urban planners on best practice recommendations. This would be used as a guide for any future Requests for Proposals (RFPs) or city downtown planning efforts.
- Continue examining parking demand factors to determine when to add more parking into the system.
- Establish a City policy regarding removal of on-street public parking spaces. From 2002-2008, approximately 175 street meters were removed for a variety of purposes including to accommodate private and University of Michigan projects. The DDA asks that a City policy be established regarding the removal of on-street parking meters, because on-street spaces are limited in number and provide important benefits:
 - They help make streets pedestrian friendly, as parked cars create a comfortable barrier between traffic and people on the sidewalk. The most walkable downtown sidewalks tend to have on-street parking beside them.
 - They convey a lot about the perceived convenience of visiting the area and are essential for businesses providing quick pick-up or products that are cumbersome to carry. Without a supply of convenient parking spaces, much of downtown's commercial diversity would disappear.
 - They are important to people who are unable to walk a great distance to their destination, including many in the disabled community, children, and seniors, and they serve downtown residents who need to get groceries and bulky items upstairs.
 - They are necessary for electricians, rug cleaning companies, and others called in on an emergency basis that need their vehicles parked close by to perform their service.

Given the important benefits provided by on-street parking spaces, efforts to permanently remove these spaces should be resisted unless a compelling broad community benefit can be established. In instances where City Council determines that an on-street meter removal does not benefit the larger Ann Arbor community, a City-approved meter removal fee should be established and regularly increased, perhaps equivalent to the cost to replace this space in a future downtown public parking structure.

- Create a City-approved Payment-In-Lieu policy whereby downtown developers can provide an approved payment in lieu of providing parking as part of their own developments. This will benefit the downtown by centralizing parking under the DDA's auspices for maximal efficiencies, it will reduce the number of curb cuts which work against downtown walkability, and will make the downtown development process more comprehensible and transparent. This policy should determine if fees provide ongoing parking rights. Further, these fees should be set aside along with the parking-removal fee noted above and escrowed for future public parking additions or transportation enhancements such as transit centers or bus stop improvements. Much research was conducted on payment-in-lieu fees used around the country as part of the A2D2 process.

Two possible strategies include:

- A lump sum amount per parking space is established, based on a comparable cost to the public parking system to construct this parking space.
- A contract is established for monthly parking permits with an additional amount per month assigned to the cost that escalates on a rate of inflation.
- Explore a strategy to build out or activate the first floor of parking structures where possible to make the adjacent sidewalk more walkable and to achieve downtown goals. The loss of ground floor parking spaces will be offset by the gain of new downtown activity and walkability. As part of this, recognize the concern that the DDA/City not be seen as undercutting the private commercial market by leasing these spaces at a subsidized rent.
- Encourage the City to enforce its regulations regarding private parking lots and backyard parking.



The bottom floor of the 4th & William Parking Structure along Fourth Ave.

Strategy 5: *Develop additional parking options for personal transportation vehicles, including motorcycles, bicycles, and vehicles using new energy.*

Even as gasoline prices increase in the future, it is very likely that many people will continue to opt to use personal transportation vehicles because they will always be the most convenient transportation mode. They allow people to come and go as desired, which is something transit’s fixed schedules do not permit, and they allow for other benefits such as personal expression or cost savings. These personal transportation vehicles may be motorized (e.g. motorcycles) or nonmotorized (bicycles) or may use alternative energy sources (hybrid or all-electric cars or Segways). Further, they may be seasonally used (mopeds) or have value all-year round.

RECOMMENDATIONS/TACTICS:

Two-Wheeled Personal Vehicles



Bike lockers and designated moped/motorcycle parking in the 5th & Huron Lot.

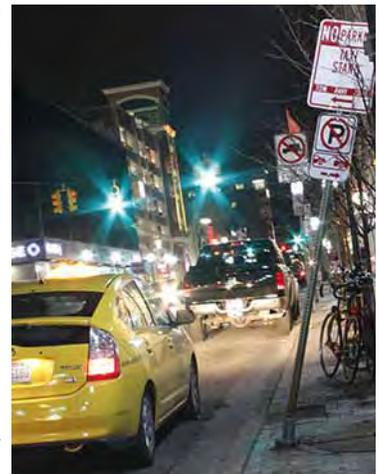
- Explore ways to incorporate more motorcycle/moped & bicycle parking into the off-street parking system. Currently, parking gates do not reliably detect motorcycles, mopeds and bicycles which can make it unsafe for these vehicles to enter gated parking lots and structures, so initial efforts have focused on providing parking outside gated areas. Emerging technologies will likely bring improvements, so regular investigations should be made to see how two-wheeled vehicles can be parked safely within structures and lots.
- Investigate selling permits to motorcycle and moped users to provide parking guarantees in covered parking locations.
- Monitor motorcycle and moped usage to ascertain locations of greatest demand to focus efforts to provide additional spaces. Talk with motorcycle and moped users to elicit feedback on parking needs.
- Pilot a program for on-street motorcycle parking spaces in high demand areas during warm weather months. The pilot program may include painting on-street parking spaces and covering

lines at the end of the season, plus use of epark stations which may be programmed to add and subtract motorcycle spaces into the parking system as seasonally needed.

- The seasonal in-street bicycle rack proved to be very popular in its first year. Expand the number of in-street bicycle racks as demand warrants. Utilize the request form on the DDA website to help determine locations and quantities of in-street bicycle racks.
- Develop a program whereby in-street bicycle racks can be requested for use during special events where sidewalks are thronged with pedestrians to reduce sidewalk conflicts.
- Publicize the bike rack request form on the DDA website to track demand for additional permanent bike racks, both in the structures and on the sidewalks. Installation of additional bike parking should be done strategically to encourage bike use while not creating conflicts for pedestrians or sidewalk café use.
- Design, print and distribute a downtown bike parking map to convey information about locations, how to rent a bike locker, and where downtown bike resources such as bike shops are located downtown.
- At least on a quarterly basis, systematically remove abandoned bicycles from downtown bike racks to free up bicycle parking. Ensure that 48-hour maximum time limit signage is clearly visible or notices attached to bikes for at least 48 hours before removing bicycles.

Four-Wheeled Personal Vehicles

- Taxis don't currently have a strong presence in downtown as they do in other cities. They offer a valuable service, and efforts should be undertaken to encourage more taxi use in downtown, such as changing policies regarding hailing a cab.
- Locate downtown taxi stands strategically to encourage taxi use as an attractive alternative to driving. For instance, locate taxi stands beside downtown entertainment bars and nightclubs to encourage patron use after drinking.
- Develop a Zipcar request form on the DDA website to enable downtown users to request new locations for additional vehicles.
- Encourage electric and hybrid-electric cars and other new energy vehicles. Tools could include preferential convenient parking spaces, discounted parking rates, or provision of plug in charging stations, either at cost or free.
- Encourage the use of supermini automobiles by exploring the possibility of setting aside the use of reserved smaller spaces in the convenient spaces near parking facility entrances or by providing parking discounts.



A designated taxi stand on Washington St.

Strategy 6: Increase downtown employee use of public transit by expanding AATA service hours, developing a strong Ypsilanti/Ann Arbor transit plan, and making downtown transit stops more user-friendly.

The AATA, a not-for-profit unit of government, operates the local public transit system for the greater Ann Arbor-Ypsilanti area. AATA enables area residents to reach their destinations at reasonable cost, and offers

the region efficient, environmentally sound transportation alternatives. Many hundreds of thousands of AATA riders come into and out of the downtown core each year, often using the Blake Transit Center on S. Fourth Avenue and the N. University Transit Center shared with the University of Michigan Blue Buses. AATA has worked in partnership with the DDA and City for many years to increase ridership by downtown users, most notably with the go!pass program. AATA is in the process of developing a Transit Master Plan which will include a Needs Assessment, Service Plan, Implementation Plan and Funding Strategies to enhance public transportation options. As we look to the future and strive to expand the number of downtown commuters choosing to use AATA as the ride of first choice, new resources and service priorities will be needed to enable AATA to continue growing its ridership. Optimally, a fully-funded county-wide service plan will take shape in the coming years that incorporates different modes of transit, including commuter rail, enhanced express bus service, and increased commuter transit options between Ypsilanti and Ann Arbor. In the meantime, the DDA and City can support AATA with a variety of efforts.

RECOMMENDATIONS/TACTICS:

- AATA and DDA can work together to enhance passenger boarding areas in the downtown area to help make transit an attractive option. For example, bus stops could have amenities such as route maps showing destinations and streets, service information including weekends and evenings, seating, rain/snow shelters, and if possible electronic or sms text messaging information giving time and the estimated arrival of the next available bus. Attention should be given to ensuring accessibility for people with disabilities.
- Work or meetings typically begin on the hour or half hour. AATA could be asked to explore recalibrating their schedules so that buses arrive downtown at ten or five of the hour, not ten after the hour.
- Explore the locations of existing downtown bus stops, particularly those very close to the Blake Transit Center, to determine if the numbers of stops can be condensed as a way to reduce patron ride time.
- Explore relocating downtown bus stops as part of the goal of creating intermodal downtown transportation hubs which incorporates Zipcars, taxi stands, or other transportation elements such as, Megabus, B2BPartybus, Greyhound, UM blue bus, airport service (Michigan Flyer) etc.
- Create a strategy to make the 300 block of South Fourth more pedestrian friendly and attractive and to continue the evolution of this area of downtown as an important transportation hub that includes Zipcars, bike parking, and transit. Strategies could include:
 - Electronic messaging on the Fourth & William parking structure giving the time and estimated bus arrival time.
 - A build out of the lower level of the parking structure with a new GetDowntown office and perhaps AATA meeting space.
 - Colorful banners on the lamp posts promoting transit.
 - Detailed route information and maps.
 - Improved seating and pedestrian amenities such as trash cans, bike racks, more street trees,



The Blake Transit Center & 300 block of S. Fourth Ave.

twinkle lights and other elements.

- Explore having the UM use the Blake Transit mall as a Blue Bus stop to encourage patrons who want to make a transfer between the AATA and UM Blue Bus systems. There already exist several transfer points between the two bus systems, including the N. U. Transit Mall and Michigan Union. UM employees and students live throughout the community and a transfer point on S. Fourth Avenue would provide a transfer point west of central campus, and expand the number of people that will choose to use transit instead of bringing a car to the core area.
- Expand AATA service during morning and afternoon rush hours so buses run at least every 15 minutes. Currently, many major corridors have service frequency of at least every 15 minutes, but many AATA patrons still have 30 minute service during peak periods.
- Develop a comprehensive Ypsilanti/Ann Arbor transit plan as a central element in an AATA Transit Master Plan. This could evaluate and recommend new strategies such as express, limited stop-bus service from downtown to downtown, local service, and evening local service until 12midnight or 1pm.
- Broaden AATA's "Guaranteed Ride Home" program for A2 express bus users, as a way of making this service more attractive. Explore sources of funding for additional Emergency Ride Home program expansions.
- DDA can continue working with getDowntown to expand the value of go!passes. This currently includes discounts at downtown businesses, and subsidized use of transportation options such as A2 Commuter express bus service, and Night Ride. Future discount expansions could include Zipcar, Bike Lockers, etc.
- City, DDA, and getDowntown can continue supporting and championing efforts to bring east-west and north-south commuter rail service, including transit connections into downtown.

Strategy 7: *Improve communications to downtown business owners, employees, customers and visitors by developing new communication tools and sharing information more broadly.*

RECOMMENDATIONS/TACTICS:

General communications

- Encourage getDowntown to continue to interface regularly with downtown business managers/ owners to provide information about transportation resources and answer questions.
- Encourage getDowntown to continue providing commuting presentations and chats, and to begin charting attendance and seek to increase number and attendance by 10% annually.
- Encourage getDowntown to continue attending Downtown Area Association meetings, Think Local First meetings, Downtown Marketing Task Force meetings, and Chamber of Commerce events, and to meet with other organizations such as Spark that sponsor regular meetings downtown. These meetings are opportunities to provide information to those who are responsible for providing information to others.



A getDowntown Bike to Work Day Event - 2009

- Explore ideas to communicate with downtown Ann Arbor employees, such as regular “meet and greets” outside the parking structure with informational materials.
- Encourage getDowntown to continue increasing participation in the Commuter Challenge. The Commuter Challenge has been an invaluable tool to reach first-time transit or other alternative transportation users.
- Maintain relationships with media outlets and seek to increase coverage through blog and press release contributions to Ann Arbor.com, Ann Arbor Chronicle, CTN, etc.
- Continue to enhance social media presence in order to better connect with downtown employers and employees as a way of sharing transportation information.
- Create a text-alert program whereby individuals can sign up to be notified when public parking policies, rates, or facilities change. Individuals are currently able to sign up for alerts when AATA makes changes, including route or fare changes, and it would be useful to create a similar system for public parking.
- Use ambassadors when presenting new parking technology, as many people who are otherwise resistant will likely embrace technology when coached.
- Understand that many people in the community do not use computers to receive information, and materials must also be provided in written form such as program inserts.

Evening Communication Strategies

- The DDA and the getDowntown program can work together to assemble all information about evening parking and transportation options, including a downtown map showing discounted parking locations, information on discounted monthly offpeak parking permits, Night Ride, and bus service, as well as a link to the DDA website showing parking vacancy information.
- This information should be provided electronically to evening culture organizations and businesses for their websites, newsletters, brochures and programs. This will enable them to share information directly with their patrons, volunteers, and employees, and customers.
- Provide this amalgamated evening transportation and parking information electronically to the downtown area associations and Ann Arbor Convention and Visitors Bureau for their websites.
- Twice a year, email this amalgamated evening transportation and parking information to getDowntown’s 450+ downtown business email list for businesses to share with their customers and employees.
- Schedule a downtown focus group including arts and culture representatives, business owners, and customers to help the DDA reorganize its website portion relating to parking and transportation options to ensure that information is easily found. As part of this work, create subsections outlining information for downtown users during the day and during the evening.
- Provide downtown performing arts/entertainment venue managers with the DDA website address showing parking structure vacancy numbers so they can share this with their patrons.

Strategy 8: Develop a parking and transportation strategy for downtown & near downtown residents.

Residents living in and near the DDA District can readily use sustainable and active transportation modes such as walking or bicycling when running errands or going to work in the core area. One of the most valuable reasons to live centrally is the ability to function easily and enjoyably without a car for much of life's purposes. However, downtown and near downtown residents also have unique needs that their suburban counterparts don't experience relating to parking. Many residences don't have parking assigned to their units, and the street in front of their home is likely to be impacted by commuter parking. Understanding and addressing the unique parking and transportation needs of downtown and near downtown residents is an important way to support downtown residential density and vitality.

RECOMMENDATIONS/TACTICS:

DDA District residents

- Broaden awareness of the DDA's offpeak/overnight monthly parking permit for downtown residents. This permit is currently available in most parking structures (See Appendix A). The permit allows for one grace day a month where the vehicle can remain all day in the structure, as there may be instances where a resident is home sick or has to stay home to meet a repair person.



A designated Zipcar space at the 4th & Catherine Lot.

- Track the use of the Downtown Zipcar Program and determine how well it meets the needs of downtown residents. Survey downtown residents to help determine the location of future vehicles added to the downtown/UM Zipcar fleet.
 - Explore the feasibility of a pilot long-term automobile storage option at Vets Park, as the parking lot on Dexter Road has regular access by bus, is well lit, and the lot has capacity during the months where the soft ball leagues are not active.
- Explore the creation of strategic bicycle parking locations for downtown residents, including guaranteed covered bike racks and bike lockers, to address the need created by small downtown apartments without sufficient room for bicycles.
 - Publicize the downtown's bike rack request form to downtown residents and residential property owners to increase the number of bike racks near downtown residential units.
 - Reexamine bringing back the LINK/downtown circulator to help downtown residents shop, attend concerts, and access the full downtown.

Residents Living Outside Downtown

- Develop a residential permit master plan for the near downtown neighborhoods to eventually establish a ring around the downtown that discourages commuter and storage parking on near downtown residential streets. Meet with individual neighborhood groups to develop the strategies for their particular part of this residential ring, including determining whether to use parking meters or residential permits.
- Evaluate the current residential permit program to determine areas of improvement and change, including permit costs and enforcement strategies and policies.
- Investigate the possibility of creating a shared curb painting program to better distinguish where

parking shouldn't occur (e.g. correct distance from driveways). If the program has appeal, the City could hire a contractor to manage the program and thus reduce costs per household.

- Explore odd/even parking in fall and winter months to allow for leaf & snow maintenance in the near downtown residential areas where on-street parking is preventing city service delivery.
- Explore creating a near downtown "ombudsman" position so a point person is available to respond to residential neighborhood parking concerns.

Strategy 9: Other miscellaneous parking and transportation suggestions.

- Provide a specific city staff contact name and email to downtown stakeholders so they know who to contact when downtown street lights are out, as it isn't clear which street lights are the responsibility of DTE and which belong to the City of Ann Arbor. Lighting is important if patrons will be willing to walk greater distances to and from parking.
- A large number of downtown employees work variable schedules, so transportation and parking solutions must be flexible to accommodate them.
- Parking turnover needs are dissimilar in different downtown districts and in front of different kinds of businesses, so a one-size-fits-all parking meter operation and enforcement strategy won't work. At the same time, too much variety in regulation may be confusing. To that end, regular communication is needed to understand how best to address each area of downtown with parking operations and regulations strategies.
- Transportation services and options are also dissimilar in different downtown areas. It is important to meet with stakeholders to understand how transit and other transportation services can be modified or enhanced to meet the evolving needs of the district

Appendix A

Transportation & Parking - Options & Programs Available in the DDA

PARKING & TRANSPORTATION OPTIONS/PROGRAMS, CURRENT APRIL 2010

Current Programs & Services	Description of Service/Program	Current hours of Operation	Service Rate	Oversight Agency	Weblink:	Phone Contact:
General Services & Amenities: Automobile Parking	The Ann Arbor Downtown Development Authority Manages the majority of public parking in the City of Ann Arbor, including parking meters, epark, lots, and structures (see maps on the following pages). This includes the University parking system, and parking enforcement.	Gated lots and structures: 24 hours On-Street Meters: 8 am-6 pm	Parking Structures: \$.90/hour - with some flat rate entry in afternoon and evening (see chart) Automated Lots: \$1.10/hour Meters: \$1.20/hour	The Ann Arbor DDA contracts with Republic Parking to operate the public parking system	Parking Options: http://www.a2dda.org/parking_transportation/parking_options/ Real Time parking data for lots & Structures: http://www.a2dda.org/parking_transportation/available_parking_spots/ Live Tracking of buses: http://mobile.theride.org/ Routes: http://www.aata.org/routes.asp	Customer Service Information Line at 734-761-9477 (734) 996-0400
AATA Transit Service	Regular, fixed route transit service in the Ann Arbor and Ypsilanti Area.	From early morning into the evening, but frequency & times vary; see schedules on AATA website	\$1.25 to ride the bus one way. Free with a go/pass, Mcard or EMU Student ID	The Ann Arbor Transit Authority (AATA)		
UM Bus System	University buses run 7 days per week serving primarily campus areas (including central, north, and medical campus) year round, except for official University holidays.	From early morning into the evening, but frequency & times vary; see schedules on Blue Bus website	Free	The University of Michigan Parking & Transportation Services	Bus Routes & Schedules: http://pts.umich.edu/taking_the_bus/routes/ Live Bus Tracking: http://mbus.pts.umich.edu/	UM Parking & Transportation Services: (734) 764-3427
Moped/Motorcycle parking	Motorcycle and moped scooter parking is currently available free of charge in designated areas throughout the DDA District and the UofM Campus.	See posted hours at public parking lots and structures.	Free of charge in designated spaces. Mopeds and motorcycles must pay the regular metered rate when parking at an on-street meter.	The Ann Arbor DDA oversees placement of motorcycle and moped parking in public parking facilities.	Moped Parking Information: http://www.a2dda.org/parking_transportation/parking_options/#motorcycle_map : http://www.a2dda.org/downloads/Moped_Parking2008.pdf	Ann Arbor DDA - Joe Morehouse at (734) 994-6697
Bicycle Parking	Bicycle parking is available throughout the downtown free of charge. Park conveniently at a sidewalk bike hoop or on-street rack during the warmer weather months.	24 hours; however abandoned bicycles will be removed after a 48 hour notice period.	Free	The Ann Arbor DDA oversees placement of bicycle parking with community input - please visit: http://www.a2dda.org/parking_transportation/bike_parking_request/	Bicycle parking locations will soon be available on the DDA website - www.a2dda.org	Ann Arbor DDA (734) 994-6697 or the getDowntown Program (734) 214-0100
Zipcar	Zipcar is a growing company that provides hourly car rental services to universities and downtowns throughout the nation and the world. Their technology allows members to see which cars are available, sign them out online and then simply walk to the car and wave their keycard to turn the car on.	Zipcars are available 24 hours a day.	\$50 yearly membership + \$8/hour when using a vehicle	The Ann Arbor DDA provides a grant in partnership with the getDowntown Program to sponsor Zipcars in Downtown Ann Arbor. While Zipcar ultimately decides where to place vehicles, the DDA & GDT relay public input and provide advice on adding additional vehicles and locations.	http://www.zipcar.com/annarbor/	If you have additional questions, contact the getDowntown Program: (734) 214-0100
Taxi Service	You can't hail a cab from a curb in Ann Arbor. However, you may find cabs at frequented taxi stand locations - the Michigan Union on the U of M campus, at the Amtrak station, or on the southwest corner of Main and Washington downtown. Call any local cab company to bring a taxi to you within 5-15 minutes.	On demand	May Vary - an average estimate: \$3.00 to begin any trip, \$2.25 per mile, & \$.25 per 45 seconds for waiting	The City of Ann Arbor oversees Taxi Licenses and regulations.	For a list of Ann Arbor area taxi services, visit the Convention & Visitors Bureau webpage: http://www.visitannarbor.org/index.php/plan_a_visit/search/taxi/	City of Ann Arbor Taxi Cab Information: (734) 794-6940 ext. 49404
BTB Party Bus	The BTB Party Bus is a vegetable oil fueled bus run privately by the local BTB Burrito Restaurant. You can travel through downtown as the BTB Party Bus picks up other passengers along the way. The Bus can be hailed, called just like a taxi service, or flagged down on the street.	On demand	\$2.00/ride	N/A - Private Company	http://www.tbtpartybus.com/index.php	734-274-4208
Services and Programs tailored to downtown visitors, residents, employees and businesses:						
Parking validation Program	The validation program allows business to purchase parking validation stamps for their customers - enabling them to park free in downtown Ann Arbor attended lots and structures.	N/A	The DDA operates this program with a discount to business owners, selling validations at nearly half the normal hourly parking rate (\$.50/hour).	Ann Arbor DDA	http://www.a2dda.org/parking_transportation/parking_options/#limited%20use	Ann Arbor DDA: (734) 239-3491
Employees:	Monthly parking permits are available for the majority of parking structures and lots - refer to the chart on the following page. Please note that there is currently a waiting list for most monthly permit locations.	Monthly parking permits provide access 24 hour/day throughout the month.	Parking Structures: \$130/Month for a regular monthly permit. A limited number of premium monthly parking Premium spaces are set aside in convenient ground-floor locations. Parking Lots: \$80/month to \$105/month.	Ann Arbor DDA	http://www.a2dda.org/parking_transportation/parking_options/#monthlypermits	Ann Arbor DDA Parking Permit Line: (734) 997-1310

PARKING & TRANSPORTATION OPTIONS/PROGRAMS, CURRENT APRIL 2010

<p>These spaces are located at the Ann/Ashley, Fourth and William, Fourth and Washington, Maynard, and Forest Parking Structures (See the maps on the following pages for more details).</p> <p>The go/pass is an unlimited usage bus pass available to employees who work within the Downtown Development Authority (DDA) boundaries (excluding UM employees and students who have access to the MRIDE program).</p> <p>AATA has a number of Park & Ride lots located throughout Ann Arbor, which allows employees who work downtown to commute part of the way by car, and the rest of the way by bus.</p>	N/A	<p>The permit fee can be divided amongst carpoolers and is \$125/month per vehicle.</p> <p>The Ann Arbor DDA subsidizes the go/pass program, making transit passes available to downtown businesses and organizations for \$5.00/pass for an entire year.</p> <p>\$1.25 to ride the bus one way. Free with a go/pass, Mcard or EMU Student ID</p>	<p>The getDowntown Program in partnership with the DDA offers the preferential parking spaces. The City of Ann Arbor is responsible for enforcement.</p> <p>The getDowntown Program oversees distribution of the go/pass.</p> <p>Ann Arbor Transit Authority</p>	<p>http://getdowntown.org/ride/index.html</p> <p>http://getdowntown.org/bus/go/pass/go/passfaq.html</p> <p>http://www.aata.org/ParkAndRide.asp http://getdowntown.org/bus/park_ride.html</p>	<p>Permit Information: The getDowntown Program(734) 214-0100 AATA: (734) 996-0400</p>
<p>Commuter transit express bus service from Chelsea or Canton to Ann Arbor. Provided on Coach buses, making the service a comfortable alternative to driving from these distances.</p> <p>AATA has a number of Park & Ride lots located throughout Ann Arbor, which allows employees who work downtown to commute part of the way by car, and the rest of the way by bus.</p>	<p>A2 Express routes run primarily during peak commuting hours - see schedules on the AATA website for more details.</p>	<p>Regularly \$105; the DDA offers a subsidy for go/pass holders, making the monthly pass only \$62.50 with a go/pass</p>	<p>Ann Arbor Transit Authority</p>	<p>For information on A2 Express, visit: http://www.a2express.org/ To receive your go/pass discount, purchase the pass through the getDowntown Program: http://www.a2express.org/PDF/a2xgo.pdf</p>	<p>The getDowntown Program(734) 214-0100 AATA: 34-996.0400.</p>
<p>The above general options available to employees become more limited in the evening hours - the options below provide options to help fill in the transportation gap.</p>					
<p>The Evening/Overnight Monthly Parking Permit is a convenient and affordable option for downtown residents, evening workers, and others who regularly need parking after 3:30pm.</p> <p>Night Ride is a late-night, shared-ride taxi service run by the AATA and provided by the Blue Cab Company. All Night Ride trips must stay within the city limits of Ann Arbor. All rides can be scheduled over the phone and take an average of twenty minutes. Drivers are not permitted to pick up passengers that flag them down - however, they will pick you up directly from your start location and drop you off at your end location.</p>	<p>This permit provides parking in most downtown parking structures (Liberty Square, 4th & Forest) between the hours of 3:30pm and 9am.</p> <p>Night Ride service is available from 11:00 p.m. to 6:00 a.m. on weekdays (Monday-Friday), and 7:00 p.m. to 7:30 a.m. on weekends (Saturday and Sunday).</p>	<p>The cost for this permit is \$30/month.</p> <p>Night ride costs \$5 per trip, but due to DDA participation is only \$1. with your go/pass.</p>	<p>Ann Arbor DDA</p> <p>AATA in partnership with the getDowntown Program and the DDA.</p>	<p>http://www.a2dda.org/parking_transportation/parking_options/#limited%20use</p> <p>AATA: http://www.aata.org/nightride.asp getDowntown Program: http://www.getdowntown.org/bus/nightride.html</p>	<p>All rides can be scheduled over the phone - to reserve a ride, call 734-528-5432. The average wait is 20 minutes. For more</p>
<p>The Evening/Overnight Monthly Parking Permit is a convenient and affordable option for downtown residents, evening workers, and others who regularly need parking after 3:30pm.</p> <p>The Residential Parking Permit (RPP) program allows vehicles owned by residents to park in an RPP neighborhood for the posted time limit without being ticketed. If your neighborhood is participating in a RPP Program you will need to acquire and display a residential parking permit decal for every vehicle that will park on neighborhood streets during the specified enforcement period. To be designated as part of the Residential Parking Permit program, an Association may petition the City to implement the residential parking program for an area contained within its boundaries as long as the Council-approved criteria is met.</p>	<p>This permit provides parking in most downtown parking structures (Liberty Square, 4th & Forest) between the hours of 3:30pm and 9am.</p> <p>Please see the posted time limit in your neighborhood.</p>	<p>The cost for this permit is \$30/month.</p> <p>Fees are \$50 per permit, per calendar year. Replacement permits are \$30.</p>	<p>Ann Arbor DDA</p> <p>City of Ann Arbor</p>	<p>http://www.a2dda.org/parking_transportation/parking_options/#limited%20use</p> <p>http://www.a2gov.org/government/publicservices/customerservice/Pages/ResidentialParkingPermits.aspx</p>	<p>Republic Parking: (734) 761-7235</p> <p>City of Ann Arbor: (734) 794-6320.</p>
<p>Active students, faculty, and staff at the University of Michigan have unlimited access to AATA fixed route bus service through an agreement by which UM pays fares for UM riders.</p>	N/A	<p>Free to Mride card holders</p>	<p>AATA and University of Michigan jointly coordinate this program</p>	<p>http://www.theride.org/mride/index.asp</p>	<p>UM Parking & Transportation Services: (734) 764-3427</p>

PARKING & TRANSPORTATION OPTIONS/PROGRAMS, CURRENT APRIL 2010

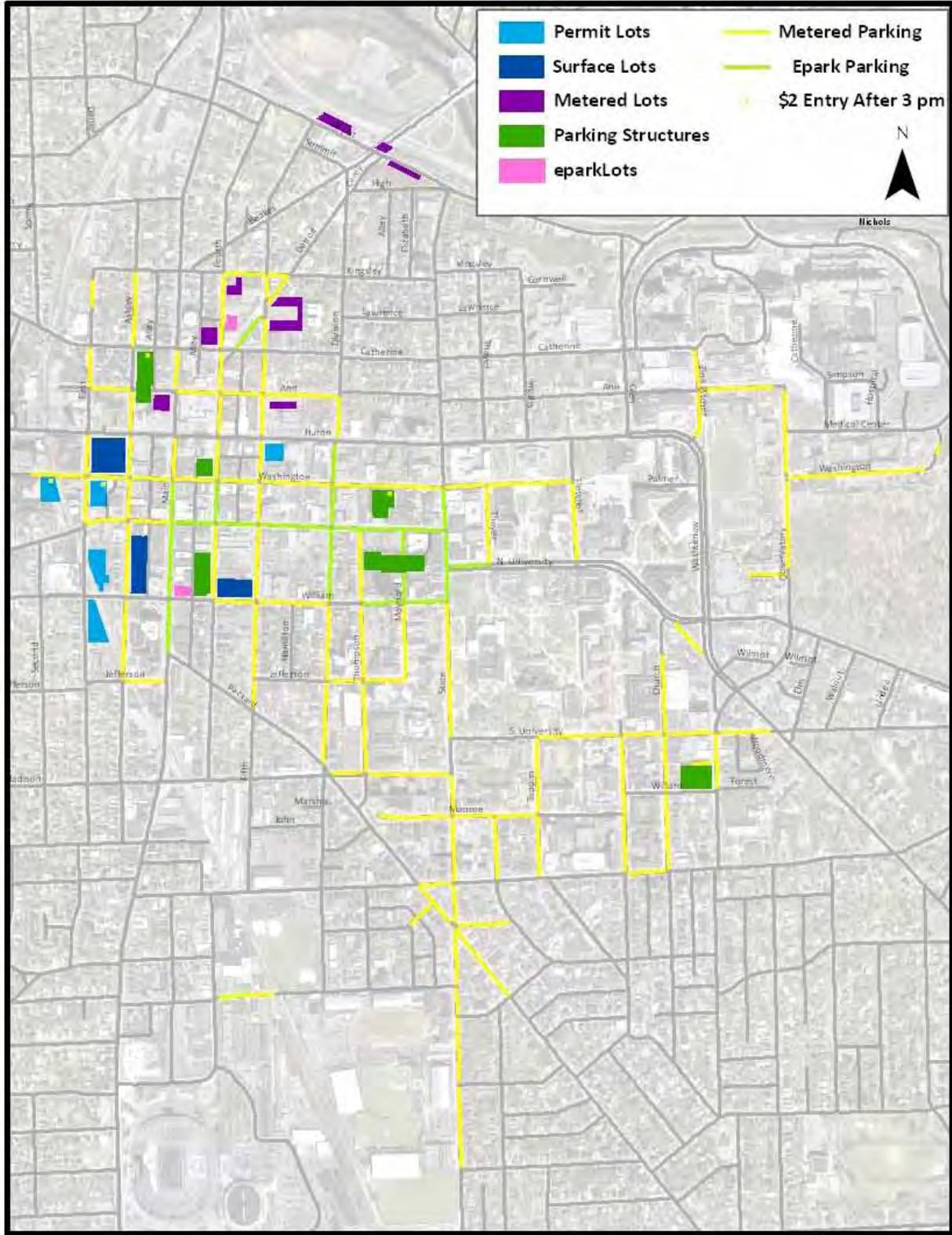
Megabus	Megabus runs bus trips from Ann Arbor (at the State Street Commuter Lot, across from Howard Cooper Honda) to Chicago. This service does not connect directly to downtown, but can be accessed by AATA bus, car, and taxi.	Varies, see website for more details: http://us.megabus.com/	Varies depending on demand - sometimes for as little as \$1.	N/A - Private Company	http://us.megabus.com/	1-877-GO2-MEGA (1-877-462-6342).
Michigan Flyer	Michigan Flyer runs bus trips from the Four Points Sheraton in Ann Arbor to Metro Airport. This service does not connect directly to the downtown, but can be accessed by AATA bus, car, or taxi.	Various times throughout the day, see the schedule here: http://michiganflyer.com/5c.html	\$15 one way	N/A - Private Company	http://michiganflyer.com/index.html	(517) 333-0400
Downtown Visitors/Short-Term Users						
Reserved parking for customers in parking structures	In an effort to provide customers with the most convenient spaces, the DDA and Republic Parking have reserved the first several levels of Ann & Ashley, 4th & William, Forest, and Maynard structures through 10 am.	Through 10am	Customers still pay the regular public parking structure rate of \$0.90/hr	DDA & Republic Parking	http://www.a2dda.org/parking_transportation/parking_options/	Republic Parking: (734) 761-7235
Metered Parking cards	Prepaid cards that allow you to quickly pay at on-street meters throughout the parking system (maximum card amount \$50).	During regular meter and epark hours	Cards can be purchased in amounts of the customer's choosing, the regular meter and epark rate still applies (\$1.20/hour). There is a \$20 refundable deposit that must be paid at the time of card pick-up as well.	Republic Parking		Republic Parking: (734) 761-7235
Epark parking cards	Prepaid cards that allow you to quickly pay at epark machines throughout the downtown.	During regular meter and epark hours	Cards can be purchased in amounts of the customer's choosing, the regular meter and epark rate still applies (\$1.20/hour). There is a \$20 refundable deposit that must be paid at the time of card pick-up as well.	Republic Parking		Republic Parking: (734) 761-7235

PUBLIC PARKING OPTIONS - CURRENT APRIL 2010

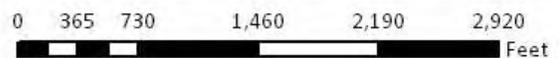
Parking Type and Payment Options	Pay upon exit	Hourly Parking Rate	Flat rate entry after 3pm	Lower level Preferential customer parking until 10 am	Accepts Parking validations	Monthly Permits	Premium Permits	Evening/Ov ernight Permit	Preferential parking for registered carpool & vanpools	Map Symbol
Metered Lots										
Depot Street		\$1.20								A
Broadway Bridge		\$1.20								B
Kerrytown Lot		\$1.20								C
Community H.S. Lot		\$1.20								D
4th & Catherine		\$1.20								E
Main/Ann Lot		\$1.20								F
Epark Lots										
Main/William (Palio) Lot		\$1.20								G
Farmer's Market Lot**		\$1.20								H
Gated Lots										
1st/Huron Lot	●	\$1.10								I
Ashley/William (Kline Lot)	●	\$1.10								J
S. Fifth (Old Y)	●	\$1.10								K
Permit Lots										
1st/Washington Lot			●			●				L
415 W Washington			●			●				M
5th/Huron Lot							●			N
1st/William Lot						●				O
William/1st (Fingerle) Lot						●				P
Parking Structures										
Ann/Ashley Structure	●	\$0.90	●		●	●	●	●	●	P1
4th/Washington Structure	●	\$0.90		●	●	●				P2
4th/William Structure	●	\$0.90		●	●	●	●	●	●	P3
Liberty Square (Tally Hall) Structure		Permit parking only prior to 3pm	●			●				P4
Maynard Structure	●	\$0.90		●	●	●	●		●	P5
Forest Structure	●	\$0.90		●	●	●	●	●	●	P6

*Weekend parking only; ** Parking on non-market days only

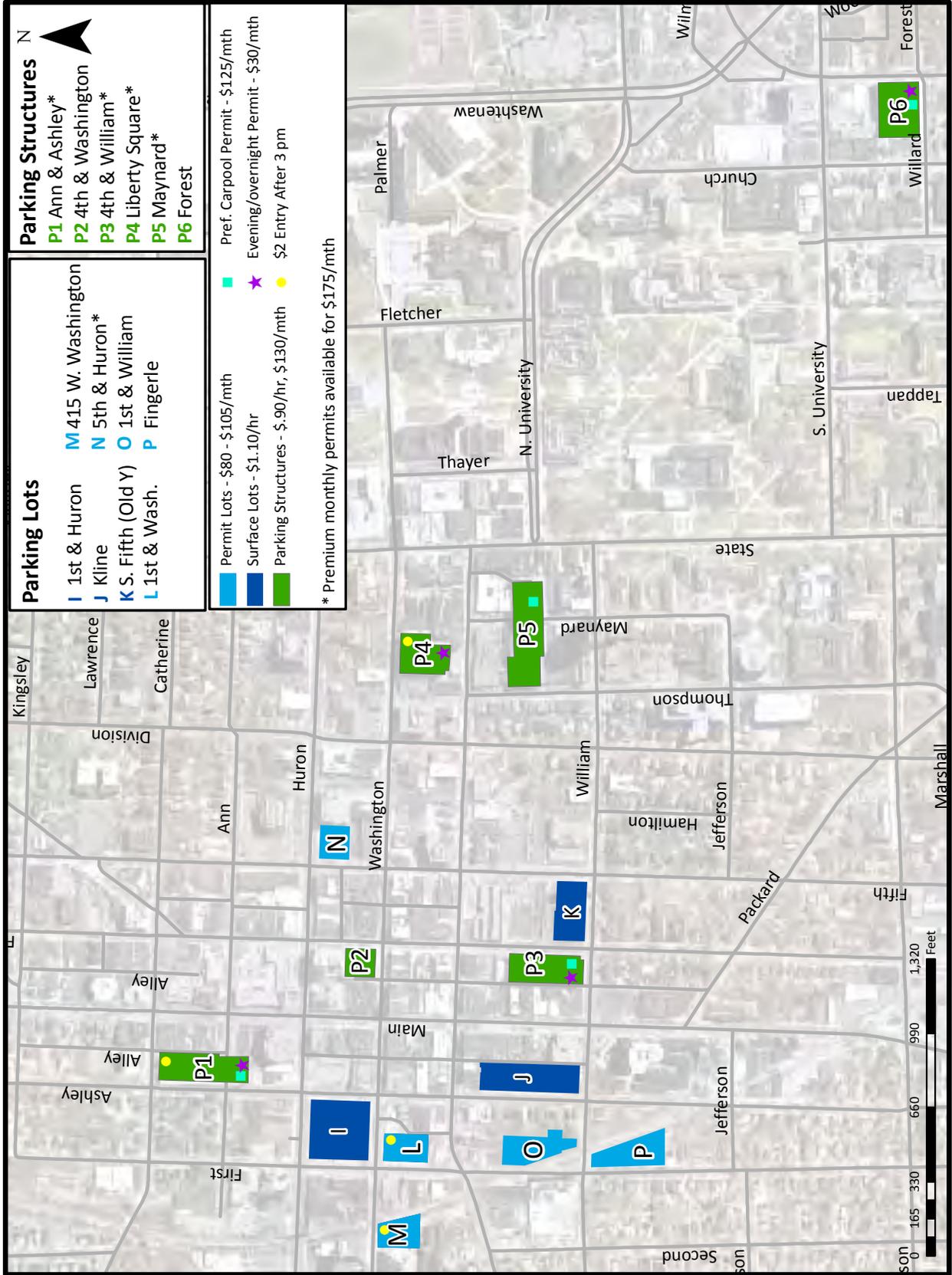
Ann Arbor Public Parking System Overview



Updated March 26, 2010

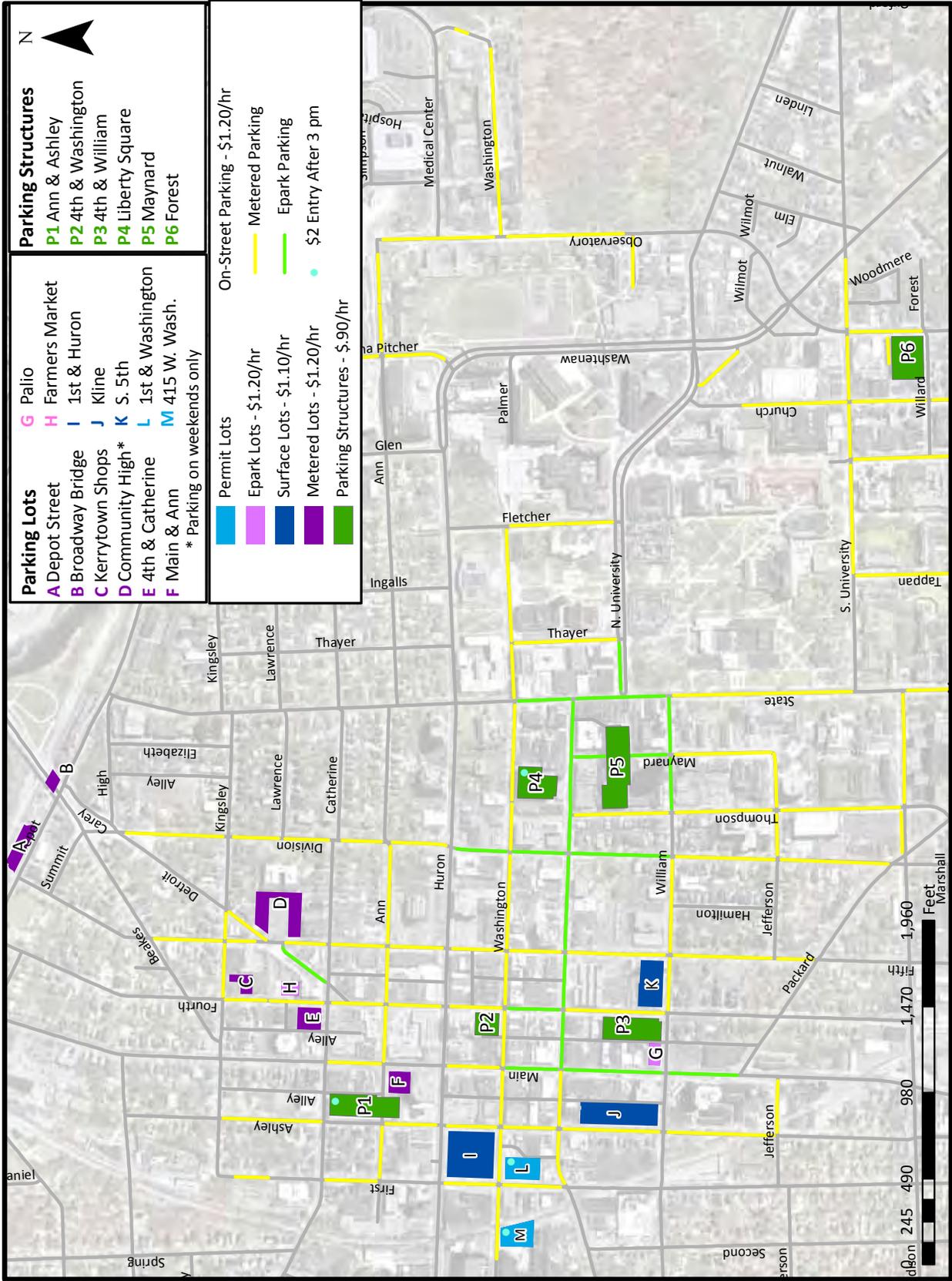


Current Long-Term Parking Options Near Downtown Ann Arbor



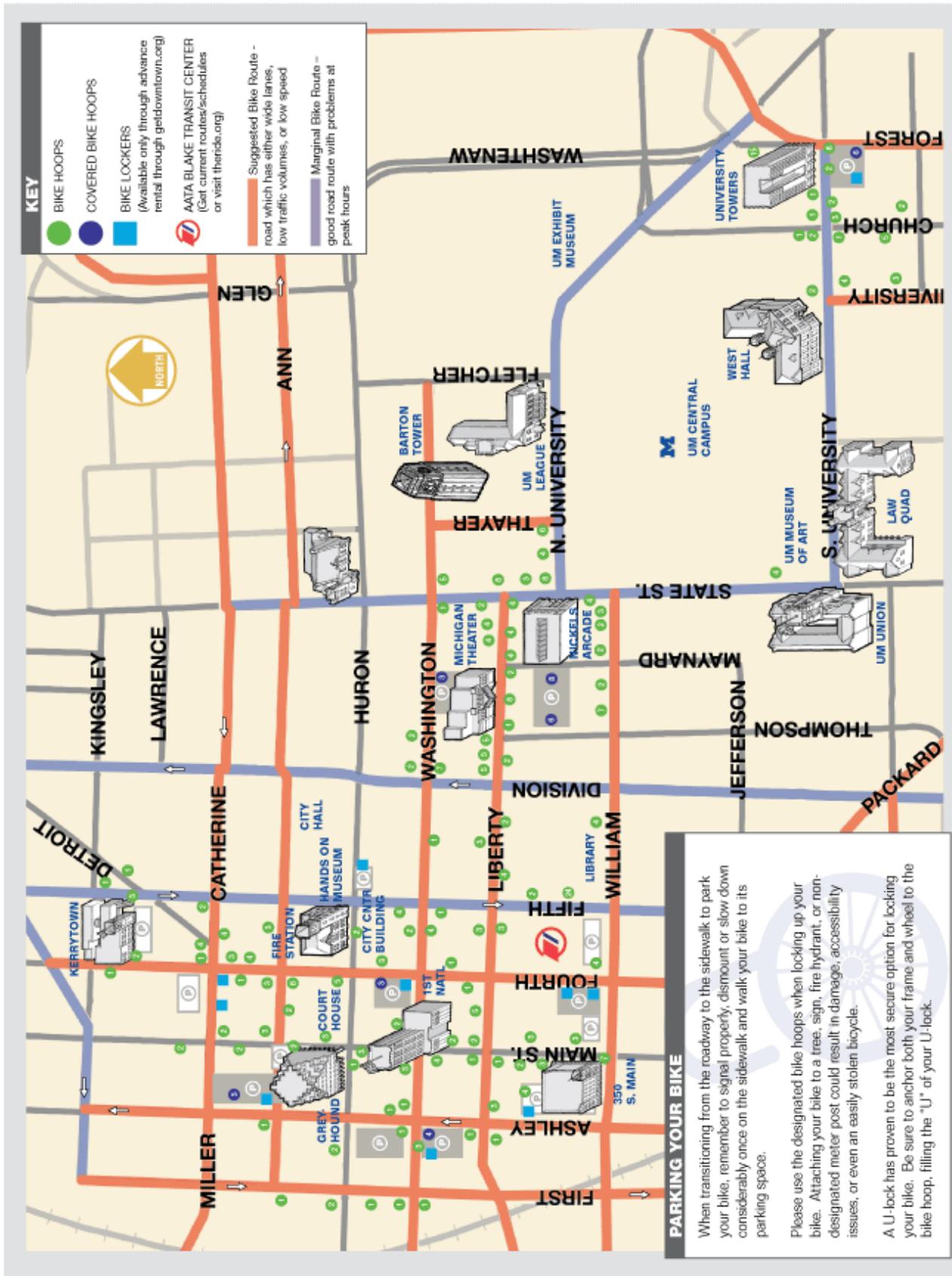
Updated March 26, 2010

Current Short-Term Parking Options Near Downtown Ann Arbor



Updated March 26, 2010

BICYCLE PARKING IN DOWNTOWN ANN ARBOR



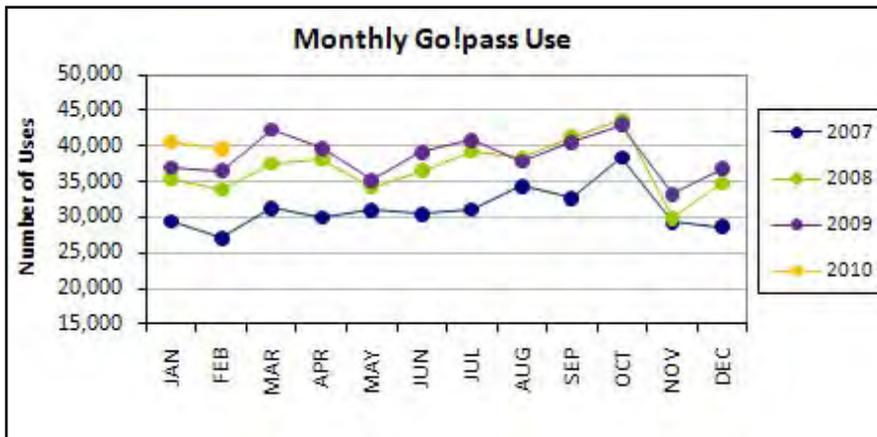
Appendix B

Parking & Transportation Programs - Overview of Use

GO!PASS AND NIGHTRIDE RIDERSHIP

Go!pass Ridership:

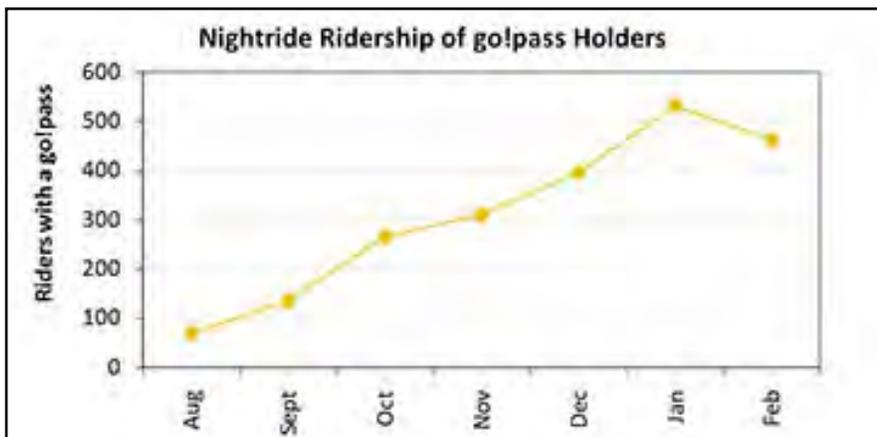
The go!pass is an unlimited use bus pass subsidized by the DDA and administered by the getDowntown Program. The DDA makes it available to businesses at a very low cost, providing downtown employees free rides on all AATA routes. Since changes were made early on in the program, the go!pass has continued to gain ridership and provide low cost transportation to downtown employees.



Total Number of Annual go!pass trips		
Year	Riders	% Change
2002	318,096	
2003	304,666	-4%
2004	298,214	-2%
2005	315,081	6%
2006	349,069	11%
2007	373,867	7%
2008	442,982	18%
2009	462,069	4%

Night Ride Ridership:

Night Ride is a shared ride taxi service providing door to door service to evening employees for \$5/ride. With a grant from the DDA, go!pass holders can ride for \$1. The Night Ride service was converted to its present service in August 2009 and has grown steadily. In particular, go!pass holders using the Nightride service has increased dramatically, now at an over 600% increase from August ridership numbers.



Year	Month	Riders	Days	Riders/Day
2009	Aug	70	31	2.3
	Sept	136	30	4.5
	Oct	265	31	8.5
	Nov	310	30	10.3
2010	Dec	396	31	12.8
	Jan	532	31	17.2
	Feb	462	28	16.5

SNAPSHOT OF PARKING METER USE PATTERNS

Ann Arbor Downtown Development Authority

February 4 – 6, 2010

Study & Method

In order to continue benchmarking evening meter use patterns in the downtown area - two study areas, Main Street and State Street, were chosen for examination in winter 2010. Both areas have a high concentration of evening activities, including bars, restaurants, and theaters that are open into late night hours. The areas were surveyed on three evenings: Thursday, Friday and Saturday. Utilization of structured parking and parking lots near the study area was also noted during each circuit.

During these surveys, DDA interns made a circuit of the study area at hourly intervals, with the first starting between 4:30 PM and 5:30 PM and the last between 8:30 PM and 9:30 PM. The vehicle occupying each meter was noted during each circuit, and vacancy levels in nearby structured parking and parking lots were estimated. Vehicles parked in loading zones, vehicles illegally parked, meter bags, and other conditions were also noted, though these spaces were not considered when calculating long-term parking percentages.

These findings are of course limited by the length of observation period each night (five hours/five cycles – the first cycle began at 4:30 and the last ended at 8:30). Therefore, the cars that stayed in the same metered spot for at least five hours occurred during the observation period, from 4:30 PM to 8:30 PM. There is no information on whether cars were parked in the metered spot before 4:30 PM or whether they stayed in the metered spot after 8:30 or 9:30 PM.

Also, due to the method of data collection, a car that was labeled as staying in a metered spot for 2 hours could in fact have been in that spot for 2 hours and 55 minutes. Likewise, a car that was labeled as unique at 5:30 PM and having stayed for one hour may have in fact arrived at 4:35 PM, immediately after the first cycle; although labeled as one hour the car would have stayed for almost two hours.

To give a sense of both the percentage of cars that park for long periods of time as well as the percentage of meters occupied by long-term parking, we examined two separate ratios -number of vehicles parked for n hours/total number of vehicles observed and meters occupied by a car for n hours/total number of metered spaces. The latter ratio does a better job controlling for the limited observation hours and as a result, is used to provide a sense of the impact of long-term parking to the evening customer.

Main Street Findings

During the observation period, Long-term parking appeared to be occurring in the Main Street area and at a significantly higher rate than the State Street area. In addition, parking vacancy was recorded at very low levels – meaning that the majority of spaces are full and remain full during the evening hours. Over the span of three days, *an average of 15% of the cars observed occupied a space for more than four hours. Within the study area, 25% of cars were observed to occupy a space for more than two hours, the daytime parking time limit for those spaces. Conversely, 75% of cars observed occupied a meter for one to two hours.* Chart 1 shows the average length of time cars stayed in an on-street metered spot.

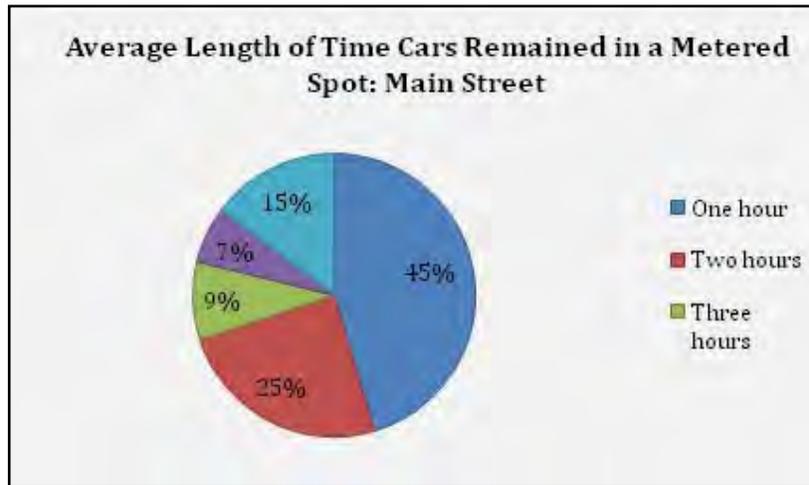


Chart 1 shows the average length of a time (for all observation periods) the cars in the Main Street study area stayed in a single metered spot, averaged over three days.

When we examine the ratio of spaces occupied by a vehicle for more than 2 hours, we get a better sense of how long-term parking impacts customers coming to the Main Street Area. According to the observations, if a customer were to drive to the Main Street area looking for an on-street metered space in the evening, they would likely encounter a frustrating experience; few open metered spaces and a high rate of long-term parking.

The observations indicate that after 5:30 pm, 40% to 50% of the spaces were occupied by a car that had been parked for more than 2 hours (See Table 1). In addition, the Main Street area had a very low occurrence of vacant meters; an average of 3% of the meters observed over the three days were vacant – with some blocks as low as 0% vacancy – operating well above the recommended vacancy level of 15%. The parking lots also remained relatively full, with an average estimated vacancy rate of 15%. These numbers indicate that metered parking in the evening is currently not being managed to maximize a customer’s downtown experience.

The blocks observed to have the highest ratio of 2+ hour parkers include the 200 block of E. Washington, the 100 and 200 blocks of S. Ashley, and the 100 block of E. Liberty – with ratios of 2+ hour parkers as high as 70% to 90%. In addition, the majority of these parkers arrived during the 4:30 to 5:30 cycle, indicating that employees that work nighttime shifts downtown are likely remaining in an on-street meter throughout the night.

Thursday					
2+ Totals:	0.00	0.00	61.00	83.00	83.00
Total spaces:	162	162	162	162	162
Ratio:	N/A	N/A	37.65%	51.23%	51.23%
Friday					
2+ Totals:	0.00	0.00	61.00	81.00	89.00
Total Parking spaces:	162	162	162	162	162
Ratio:	N/A	N/A	37.65%	50.00%	54.94%
Saturday					
2+ Totals:	0	0	64	76	75
Total Parking spaces:	162	162	162	162	162
Ratio:	N/A	N/A	39.51%	46.91%	46.30%
Summary:					
2+ Totals:	0	0	186	240	247
Total Parking spaces:	486	486	486	486	486
Ratio:	N/A	N/A	38.27%	49.38%	50.82%

Table 1 shows the ratio of spaces occupied by a vehicle for two or more hours in the State Street Area.

State Street Findings

While it appears that long-term parking in on-street meters is occurring in the State Street area during the evening hours, it is not the predominant parking pattern. There are particular streets in the study area that long-term parking occurs at a greater percentage compared to the study area as a whole; however, these percentages are not significant. Despite this, low vacancy rates do seem to be having an impact on parking availability in the State Street Area.

Within the study area, 25% of cars observed occupied a space for more than two hours, the daytime parking time limit for those spaces. Only 4% of vehicles observed occupied a space for more than 4 hours. Conversely, 76% of the cars observed occupied a vehicle for one to two hours.

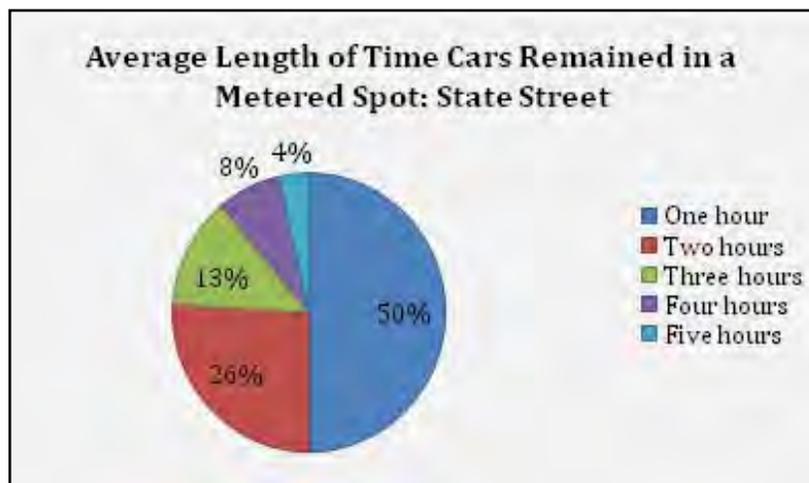


Chart 2 shows the average length of a time the observed cars in the State Street study area stayed in a single metered spot, averaged over three days.

While 25% is only a quarter of the total parkers observed during this time frame, once again, when we examine meter occupancy ratios we get a sense of how parking space availability impacts customers coming to the State Street Area. According to the observations, if a customer were to drive to the State Street area looking for an on-street metered space in the evening, they would likely encounter very little open spaces- with 20% to 50% of the spaces occupied by a car that had been parked for more than 2 hours (See Table 2).

The on-street metered spots had an overall average vacancy rate of 6%, with some blocks as low as 0% vacancy – operating well above the recommended vacancy of 15%. Thursday had the highest vacancy rate of 8%, Friday had a vacancy rate of 4%, and Saturday had a vacancy rate of 5%. Overall, the majority of the vacancies occurred during the first observed cycle at 4:30 PM and not again until the last cycle at 8:30 PM.

Thursday					
Total 2 hr +	0	0	24	41	37
Total Spaces	101	101	101	101	101
	N/A	N/A	24%	41%	37%
Friday					
Total 2 hr +	0	0	15	32	49
Total Spaces	101	101	101	101	101
	N/A	N/A	15%	32%	49%
Saturday					
Total 2 hr +	0	0	20	28	39
Total Spaces	101	101	101	101	101
	N/A	N/A	20%	28%	39%
Total					
Total 2+ hr	0	0	59	101	125
Total Spaces	303	303	303	303	303
	N/A	N/A	19%	33%	41%

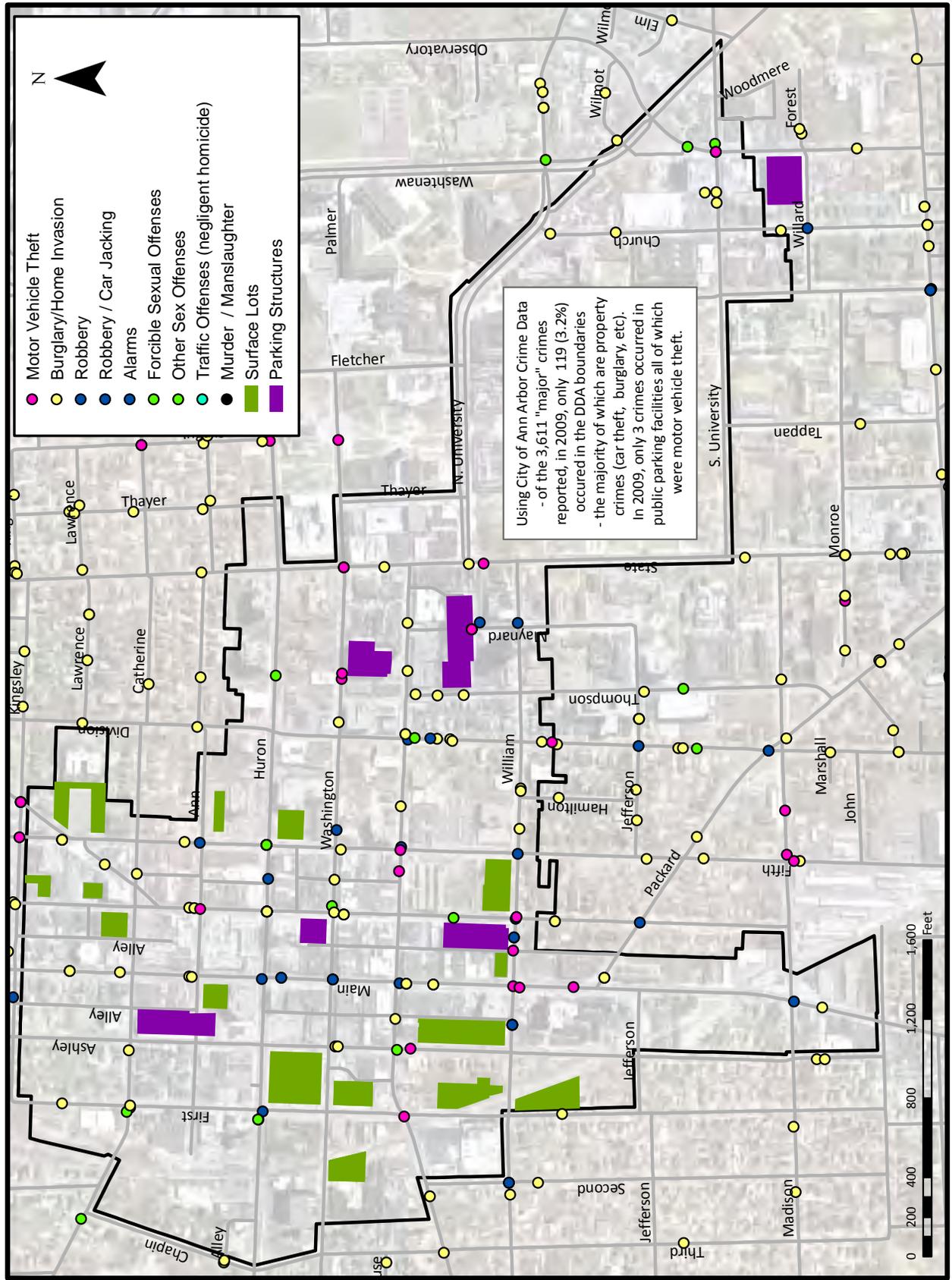
Table 2 shows the ratio of spaces occupied by a vehicle for two or more hours in the State Street Area.

For the cars that stayed in the same metered spot for more than two hours, the majority of them arrived after the first cycle, at 5:30 PM. From surveys and focus group discussions, we know that evening employees often prefer a metered space – however, this information suggests that employee on-street parking in the evening may not be the predominant issue in the State Street area. The primary issue seems to relate more to lack of parking turnover in the evening hours, that when coupled with employee occupancy of the meters, makes it very difficult for customers to find a space in the State Street area after 5:30 pm.

Conclusion

In the State Street study area, long-term parking, particularly by evening employees, in on-street metered spots is *not* the predominant parking pattern. However, long-term parking in on-street meters in the Main Street area is occurring at a significantly high rate and likely by evening employees. Overall, the observations show that lack of evening meter management in both study areas having a prevalent impact. With average vacancy numbers of 4.5% for both areas, evening metered parking is currently not being managed to maximize metered space availability. Clearly, there are opportunities to improve the experience for customers coming downtown in the evenings.

All 2009 Crimes Classified as "Major" in the Downtown Area



Appendix C

Evening Business Community Analysis

CHART OF DOWNTOWN BUSINESSES AND THOSE OPEN DURING THE EVENING HOURS:

On March 23 and 24, 2010 DDA interns conducted a walking survey of businesses within the Ann Arbor DDA boundaries. They asked businesses how late they stayed open to the public and how many employees they keep on staff during an average evening. While this database is still a work in progress, it provides a good estimate to the DDA of the number of business open in the evening hours.

Business	Address	Closing Time after 9pm	Weekend Employees
VIE: FITNESS & SPA	209 S ASHLEY ST	8:00 PM	
PRIME RESEARCH (CONSULTING)	213 S ASHLEY ST	N/A - not open past 6 pm	
LORD-AECK-SARGENT ARCHITECTURE	213 S ASHLEY ST	N/A	
THREE CHAIRS	215 S ASHLEY ST	N/A	
AUT BAR	315 BRAUN CT	2:00 AM	15
ARGIERO RESTAURANT	300 DETROIT ST	9:00 PM	10
TERIYAKI TIME	314 DETROIT ST	9:00 PM	3
ZINGERMANS DELI	422 DETROIT ST	10:00 PM	30
AROUND TOWN INC	407 N FIFTH AV	11:00 PM	2
CAFE VERDE	214 N FOURTH AV	9:30 PM	2
PEOPLES FOOD COOP	216 N FOURTH AV	10:00 PM	7
SMOOTHIE KING	222 N FOURTH AV	9:00 PM	2
NO THAI	226 N FOURTH AV	10:00 PM	
WESTEND GRILL	120 W LIBERTY ST	11:00 PM	8
OLD TOWN ANN ARBOR INC	122 W LIBERTY ST	2:00 AM	7
UNDERGROUND SOUND	249 E LIBERTY ST	N/A	
AFTERNOON DELIGHT	251 E LIBERTY ST	N/A	
ADORN ME	307 E LIBERTY ST	7:00 PM	2
BEAD GALLERY	311 E LIBERTY ST	7:00 PM	2
VAHAN'S	315 E LIBERTY ST	N/A	
PERSIAN HOUSE OF IMPTS	325 E LIBERTY ST	N/A	
TCF BANK	401 E LIBERTY ST	7:00 PM	
TIO'S MEXICAN	401 E LIBERTY ST	2:00 AM	12
BAR LOUIE	401 E LIBERTY ST	2:00 AM	15
ATT STORE	407 E LIBERTY ST	8:00 PM	5
ORCHID LANE	419 E LIBERTY ST	8:00 PM	4
ORCHID LANE	421 E LIBERTY ST	8:00 PM	4
LAB CAFÉ	515 E LIBERTY ST	11:00 PM	3
ROCKY MOUNTAIN CHOCALATE COMPANY	521 E LIBERTY ST	10:00 PM	2
PAMELA'S DAY SPA	527 E LIBERTY ST	N/A	
BEYOND JUICE	527 E LIBERTY ST	7:00 PM	2
MICHIGAN THEATRE	527 E LIBERTY ST	12:00 AM	
POSHH	535 E LIBERTY ST	8:00 PM	2
BEANERS COFFEE	539 E LIBERTY ST	12:00 AM	2
ALLURE BOTIQUE	607 E LIBERTY ST	9:00 PM	2

ACCESS INTERNATIONAL LANGUAGE INST.	609 E LIBERTY ST	N/A	
AMERICAN APPAREL	617 E LIBERTY ST	9:00 PM	3
QUIZNOS SUBS	108 S MAIN ST	8:00 PM	2
VINOLOGY	112 S MAIN ST	12:00 PM	21
CRAZY WISDOM BOOKSTORE	114 S MAIN ST	11:00 PM	3
KAI GARDEN	116 S MAIN ST	10:00 PM	5
MAIN PARTY STORE	201 N MAIN ST	2:00 AM	4
EDDIBLE ARRANGEMENTS	205 N MAIN ST	7:00 PM	1
SHEESH	207 N MAIN ST	10:00 PM	6
FULL MOON RESTAURANT & SALOON	207 S MAIN ST	12:00 PM	4
SABOR LATINO RESTAURANT	211 N MAIN ST	11:00 PM	6
FALLING WATER BOOKS	213 S MAIN ST	9:00 PM	
HEIDELBERG BAR	215 N MAIN ST	2:00 AM	9
FOOTPRINTS	217 S MAIN ST	7:00 PM	2
VAULT OF MIDNIGHT COMIC BOOKS AND STUFF	219 S MAIN ST	10:00 PM	2
BROKEN EGG	221 N MAIN ST	N/A	
STARBUCKS COFFEE	300 S MAIN ST	12:00 AM	4
BLACK PEARL SEAFOOD AND MARTINI BAR	302 S MAIN ST	2:00 AM	12
SEYFRIED JEWELERS	304 S MAIN ST	N/A	
SUWANEE SPRINGS	306 S MAIN ST	N/A	
RUSH STREET RESTAURANT	314 S MAIN ST	2:00 AM	
THE ARK	316 S MAIN ST	11:00 PM	
CONOR O'NEILLS	318 S MAIN ST	2:00 AM	18
CHOP HOUSE	324 S MAIN ST	11:00 PM	19
GRATZI	326 S MAIN ST	11:00 PM	35
PRICKLY PEAR	328 S MAIN ST	10:00 PM	10
CAVILLON	330 S MAIN ST	12:00 AM	3
NATIONAL CITY BANK	1100 S UNIVERSITY AV	N/A	
ESPRESSO ROYALE CAFFE	1101 S UNIVERSITY AV	12:00 AM	3
UNDERGROUND PRINTING	1103 S UNIVERSITY AV	9:00 PM	2
OASIS DELI/RENDEZ-VOUS	1106 S UNIVERSITY AV	3:00 AM	3
VILLAGE APOTHECARY	1112 S UNIVERSITY AV	9:00 PM	2
SMOKA HOOKAH	1113 S UNIVERSITY AV	12:00 PM	
EXCEL TEST PREPARATION	1117 S UNIVERSITY AV	N/A	
ULRICH SPIRIT SHOP	1117 S UNIVERSITY AV	N/A	
TCF BANK	1123 S UNIVERSITY AV	N/A	
GOOD TIME CHARLEYS	1140 S UNIVERSITY AV	2:00 AM	16
FOOTPRINTS	1200 S UNIVERSITY AV	N/A	
BROWN JUG RESTAURANT	1204 S UNIVERSITY AV	2:00 AM	15
PANCHEROS	1208 S UNIVERSITY AV	4:00 AM	4
NOGGINS	1214 S UNIVERSITY AV	N/A	
PINBALL PETES	1214 S UNIVERSITY AV	2:00 AM	2
STARBUCKS COFFEE #2482	1214 S UNIVERSITY AV	12:00 AM	3

BUBBLE TEA	1220 S UNIVERSITY AV	10:00 PM	4
VILLAGE CORNER	1300 S UNIVERSITY AV	2:00 AM	
BLUE LEPRECHAUN PUB	1220 S UNIVERSITY AV	2:00 AM	15
STARBUCKS COFFEE #2359	222 S STATE ST	12:00 AM	5
POTBELLY SANDWICH WORKS	300 S STATE ST	11:00 PM	6
SEE INC	308 S STATE ST	N/A	
GREAT WRAPS AND CHEESESTEAK	310 S STATE ST	8:00 PM	3
RED HAWK BAR & GRILL	316 S STATE ST	11:00 PM	12
NOODLES & COMPANY	320 S STATE ST	10:00 PM	8
ESPRESSO ROYLE CAFE	322 S STATE ST	12:00 AM	8
VAN BOVEN INC	326 S STATE ST	N/A	
ORBIT HAIR DESIGN	334 S STATE ST	N/A	
ANN ARBOR BIVOUAC INC	336 S STATE ST	9:00 PM	11
ASHLEYS RESTAURANT	338 S STATE ST	2:00 AM	12
DIAG PARTY SHOP	340 S STATE ST	1:00 AM	4
STAIRWAY TO HEAVEN	340.5 S STATE ST	9:00 PM	2
JIMMY JOHNS	342 S STATE ST	3:00 AM	6
AMERS MEDITERRANEAN DELI	312 S STATE ST	12:00 AM	6
CAFÉ ZOLA	112 W WASHINGTON ST	10:00 PM	11
GRIZZLY PEAK	120 W WASHINGTON ST	12:00 PM	30
SWEET WATERS CAFE	123 W WASHINGTON ST	12:00 AM	4
THE ARENA	203 E WASHINGTON ST	2:00 AM	8
THE BLUE TRACTOR	205 E WASHINGTON ST	2:00 AM	20
SHALIMAR RESTAURANT	211 E WASHINGTON ST	2:00 AM	16
BLUE NILE	221 E WASHINGTON ST	16	16
KANGS KOREAN RESTAURANT	1327 SOUTH UNIVERSITY	9:00 PM	4
SADAKO	1321 SOUTH UNIVERSITY	10:00 PM	16
SUBWAY SANDWICHES	1315 SOUTH UNIVERSITY	12:00 PM	2
RICH J.C. RESTAURANT	1313 SOUTH UNIVERSITY	8:30 PM	2
NO THAI	1317 SOUTH UNIVERSITY	11:00 PM	5
MIKI CAMPUS	1235 SOUTH UNIVERSITY	10:00 PM	6
YOGA BLISS	1229 SOUTH UNIVERSITY	11:00 PM	2
MOMO TES	1213 SOUTH UNIVERSITY	12:00 AM	2
AYAKA	1205 SOUTH UNIVERSITY	10:00 PM	6
SAFE SEX STORE	1209 SOUTH UNIVERSITY	9:00 PM	2
JIMMY JOHNS	1207 SOUTH UNIVERSITY	2:00 AM	2
CHINA GATE	1201 SOUTH UNIVERSITY	10:00 PM	4
STUCCHI'S	1121 SOUTH UNIVERSITY	10:00 PM	1
PANERA BREAD	777 NORTH UNIVERSITY	9:00 PM	7
SUSHI. COM	715 NORTH UNIVERSITY	10:30 PM	6
SILVIO'S	715 NORTH UNIVERSITY	10:30 PM	5
PITAYA	315 S. STATE	9:00 PM	3
ALL ABOUT BLUE	309 S. STATE	9:00 PM	3
M DEN	303 S. STATE	9:00 PM	4

COSI	301 S. STATE	9:00 PM	5
CHIPOTLE	235 S. STATE	10:00 PM	5
STATE STREET THEATRE	233 S. STATE	UNAVAILABLE	
URBAN OUTFITTERS	231 S. STATE	9:00 PM	5
VINTAGE APPAREL	215 S. STATE	9:00 PM	1
MR. GREEK'S CONEY ISLAND	215 S. STATE	9:00 PM	3
TOTORO	215 S. STATE	10:00 PM	7
BUFFALO WILD WINGS	205 S. STATE	2:00 AM	15
SAVA	216 S. STATE	11:00 PM	15
BORDERS BOOKSTORE	612 EAST LIBERTY	10:00 PM	12
TKWU	510 EAST LIBERTY	10:00 PM	7
DOUGLAS J SALON	500 EAST LIBERTY	9:00 PM	6
SEVA	314 EAST LIBERTY	9:00 PM	11
COMEDY SHOWCASE	314 EAST LIBERTY	UNAVAILABLE	
CHAMPION HOUSE	120 EAST LIBERTY	10:00 PM	5
CUPCAKE STATION	116 EAST LIBERTY	9:00 PM	2
KILWIN'S CHOCOLATE	107 EAST LIBERTY	12:00 AM	8
CAFÉ JAPON	113 EAST LIBERTY	9:00 PM	2
PIERCING PAGODA	211 EAST LIBERTY	9:00 PM	2
SHALIMAR	307 S. MAIN	10:00 PM	12
MELTING POT	309 S. MAIN	10:00 PM	6
JOLLY PUMPKIN	311 S. MAIN	11:00 PM	14
MOOSE JAW	327 S. MAIN	9:00 PM	2
REAL SEAFOOD	340 S. MAIN	10:00 PM	19
PALIO	347 S. MAIN	10:00 PM	18
MIDDLE KINGDOM	332 S. MAIN	12:00 AM	8
A2 MUSIC CENTER	312 S. ASHLEY	10:00 PM	5
LUCKY MONKEY	308 S. ASHLEY	9:00 PM	4
EASTERN FLAME	304 S. ASHLEY	4:00 PM	4
FLEETWOOD	300 S. ASHLEY	24/7	2
LOGAN AN AMERICAN RESTAURANT	115 W. WASHINGTON	10:00 PM	7
SCHAKOLAD	110 E. WASHINGTON	10:00 PM	2
ARBOR BREWING COMPANY	114 E. Washington	1:00 AM	20
AMADEAUS	122 E. Washington	10:00 PM	4
MAHEK	212 E. Washington	10:00 PM	5
BD'S MONGOLIAN BARBEQUE	200 S. MAIN	10:00 PM	15
CAFÉ FELIX	204 S. MAIN	12:00 AM	6
ESPRESSO ROYALE	214 S. MAIN	11:00 PM	
ALLEY BAR	112 W. LIBERTY	2:00 AM	1
PACIFIC RIME	114 W. LIBERTY	11:00 PM	12
GRANGE	118 W. LIBERTY	11:00 PM	N/A
WEST SIDE BOOK SHOP	113 W. LIBERTY	10:00 PM	1
BEER DEPOT	114 E. WILLIAM		2
AADL MAIN BRANCH	343 S. FIFTH	9:00 PM	UNAVAILBLE

COMET COFFEE	NICKEL'S ARCADE	8:00 PM	2
RAJA RANI	400 E. WILLIAM	10:00 PM	6
COTTAGE INN PIZZA	512 E. WILLIAM	11:00 PM	10
NEW YORK PIZZA DEPOT	605 E. WILLIAM	4:00 AM	3
ASIAN LEGEND	516 E. WILLIAM	10:00 PM	4
CAFÉ AMBROSIA	326 MAYNARD	12:00 AM	1
SCOREKEEPERS	310 MAYNARD	2:00 AM	15

Appendix D

Community Benchmarks & Case Study Analysis

COMMUNITY BENCHMARK COMPARISONS - CITIES WITHIN MICHIGAN:

City	Ann Arbor, MI	Birmingham, MI	Dearborn, MI	East Lansing, MI	Ferndale, MI	Grand Rapids, MI	Kalamazoo, MI	Lansing, MI	Royal Oak, MI
2000 population	114,024	19,239	97,775	46,525	25,170	197,800	77,145	119,128	60,062
Number of non-residents who commute in daily for work	58,332	13,603	74,503	20,681	7,974	79,309	36,912	58,906	25,327
Hours of meter enforcement	8am – 6pm	9am -9pm	9am – 3am	8am – 6pm	10 am- 10pm	8am-5pm	9am – 5pm	8am-6pm	24 hours
Structures Hourly	\$0.90	\$1.00 First 2 hours Free	\$0.50	\$1.20 Or \$10/day	N/A	\$2.00 Daily max \$5.75 - \$10	\$1.25 In periphery locations \$1.75/day	\$2.00 First ½ hr free \$8.25 Max	\$0.50 First 2 hrs free \$3.00 flat rate after 5 pm
Lots Hourly	\$1.10	\$1.00 First 2 hours free	\$0.50	\$1.30 Or \$10/day	\$0.50	Primarily Daily (\$2-\$6) Or Event (\$4-\$8)	\$1.15 \$9.20 daily max	Permit only or Daily flat rate \$20-\$25 (wkday) \$7 (wknd)	\$0.50 (day) \$0.75 (evening)
Meters Hourly	\$1.20	\$1.00 (central locations) \$.50 (outskirts)	\$0.50	\$1.00	\$0.50	\$1.25 - \$1.75	\$1.25 - \$1.75	\$0.25 - \$1.50	\$0.50 - \$0.75

COMMUNITY BENCHMARK COMPARISONS - CITIES OUTSIDE OF MICHIGAN:

City	Madison, WI	Bloomington, In	Lincoln, Ne	Minneapolis, Min
2000 population	208,054	69,291	225,581	382,618
Hours of meter enforcement	Varies: 24 hours & 8am-6pm in some areas	5am-5pm	8am-6pm	Varies: As early as 8am, as late as 10pm
Structures Hourly	\$0.70 - \$1.40	\$0.50	\$1.00	\$2.00 - \$4.00 Daily max: \$5.00-\$15.00
Lots Hourly	\$0.75-\$1.35	\$0.50	\$1.00 \$5.00 daily max	Daily \$7.50
Meters Hourly	\$1.50 (downtown) \$.75 (periphery)	\$0.50 - \$1.00 Short Term (2-4 hr) \$0.50 Long term(12 hr)	\$0.50	\$0.25 - \$2.00

PARKING & TDM CASE STUDIES:

Through research and dialogue, more in-depth community case studies provide additional insight regarding parking management, customer service programs, and communication efforts.

OVERALL MANAGEMENT & TDM CASE STUDIES:

Royal Oak, MI:

Conversation with Tim Thwing, Royal Oak DDA

Mission:

The Royal Oak DDA makes parking decisions based on the notion that parking is an integral part of downtown. It needs to pay for itself – but cash flow is not the goal. Parking management is about moving people and getting high-turnover in the meters in the core area. They manage parking as part of an overall land use vision, wanting to control where it is located and how it is used for the benefit of the downtown.

Management & TDM Tools:

The DDA Parking Committee oversees parking management and enforcement by ordinance. Policies in the last several years are moving them closer to a transportation demand management framework. About three years ago, some fundamental changes were made including extending the hours of meter enforcement from 6pm into the late evening and instituting a zone in the central downtown area with higher meter rates than the surrounding area. In addition, patrons receive 2 hours free in the parking structures until 6 pm (after 6 pm, a flat rate applies).

Impact of Pricing Tools:

The combination of these pricing tools have had the impact of driving long-term parking patrons and employees into the structures and allowed higher turnover rates at the meters. In addition, the 2 hour free parking component helps to provide a positive customer experience. When the Downtown made the change to evening enforcement, they didn't receive an increase in complaints from patrons or business owners – the transition has been smooth with the Downtown operating as before other than higher turnover and increased access to short-term parking.

Other Transportation Efforts:

Royal Oak is currently working on a non-motorized plan to better integrate pedestrians and bikes in the downtown. In addition, at the request of the Restaurant Association, the DDA installed taxi wait zones to cut down on the amount of time it took to wait for a taxi. They also relaxed taxi ordinances – taxis are no longer required to be licensed in the City of Royal Oak, they can be licensed by surrounding communities. Prior to this, taxi service could require a 40 minute wait due to availability and the need to call for taxi pick up. In the past, they have attempted trolley operations to little success. The City, DDA, and Chamber partnered to provide trolley service that failed to have the desired impact on the downtown and was discontinued after about a year.

Kalamazoo, MI:

Information taken from Downtown Kalamazoo Inc Website:

Mission:

“To work with downtown businesses, customers, property owners, the City of Kalamazoo and Ampco System Parking, to further develop the parking system into a resource for economic development in a fiscally responsible manner.”

“Parking has been and continues to be an important issue. Long term viability of the downtown partially depends on the availability of conveniently located parking to serve employees, customers, residents and visitors. Its availability can help ensure that customers can easily access businesses and help ease concerns for those who are not familiar with downtown.

Planning for parking in a downtown is different than for any other area. Aside from the fact that many downtown buildings predate the automobile, downtowns are intended to be compact, walkable, interactive and visually attractive. Therefore, the provision of surface lots and parking structures needs to be accomplished in a way that serves modern parking needs while protecting and furthering the overall vision for downtown.”

Management:

The Kalamazoo DDA contracts with Downtown Kalamazoo Incorporated (DKI) to administer the city’s parking system. They use several TDM strategies to manage parking demand including differential parking meter rates and time limits based on location and turnover needs as well as Early Bird Discounted parking in decks (providing a lower rate for those parking early and on the roof of parking decks).

Customer Service Tools:

Downtown Kalamazoo Incorporated offers some unique customer service programs, adding user-friendly components to parking management. Additionally, payment for both parking permits and violations are provided through one online location – minimizing the effort on behalf of the patron to seek out information. Through partnership with employers, it also appears that part-time employees have been given access to discounted parking.

- **Customer Assistance - Lock-out service**, escort service and jump starts are available Monday - Thursday from 7:30 am - 12 am, Fridays from 7:30 am - 1 am and Saturdays from 10 am - 1 am.
- **Online Payment** - Monthly parking permits and parking violations can be paid from any place with internet access.
- **Part-Time Employee Discount** - Provides part-time employees a special rate of \$1.50 for up to six hours each day at designated parking facilities. This discount is made available through their employer’s participation.
- **Early Bird Discount** - Provides for a discounted parking rate (\$3.05/day) for those entering a participating parking facility before 9:30 am and park their vehicles at the rooftop level.

Communications:

DKI has done a nice job of compiling parking information into easy to use formats – including “quick fact” information sheets, parking tip FAQ’s and integrated maps that patrons can access on the web or print for their use.

Madison, WI:

From conversations with Rachel Weiker, Director of Administration, Downtown Madison Inc & Bill Knobloch, Parking Operations Manager, City of Madison

Mission:

To manage parking demand to benefit the downtown. Strong policy that parking should pay for itself – tax payer revenue does not go toward the system – it is only supported by those who use parking services.

Management & Operations:

The City of Madison Parking Utility manages on-street metered parking, garages, lots and residential parking permits in the Downtown Area.

They manage closely with the business community, for example Downtown Madison Inc's parking and transportation committee has the head of the Parking Utility on its board to provide direct input.

TDM Efforts:

Parking in Downtown Madison is operated to manage demand through pricing tools. High demand areas are priced higher than areas of low demand and this includes structured parking. Every three years, the parking utility analyzes pricing and demand and makes adjustments to control use of high demand structures and shift long term parkers to low demand or periphery locations. In addition, Downtown Madison Inc and the Parking Utility are working to utilize capitol area daytime lots for the public in the evening. They have found that with evening enforcement, private lot owners often decide to compete with the Parking Utility and charge their own rates in the evening. But, these municipal lots reserved for daytime uses are an asset to increase public parking in the evening.

Pricing:

Meters are viewed as the most desirable parking locations with a need for high turn-over – as a result they are priced the highest. Lots are priced just below and structures are priced for the lowest demand. Pricing then also varies by location in downtown.

Recently with a dramatic price increase in a very high demand structure (nearing 100% capacity), they saw an immediate shift of 10-15% of patrons moving toward the lesser used garage. They received many complaints about the price differential, but parking behavior indicated that this change was having the positive impact they hoped for. The high demand structure shifted to a desirable 85% capacity and the lower demand structure became much more highly utilized.

Enforcement:

The City of Madison has 24 hour enforcement in all lots and structures – including metered lots. They have not yet made the move to enforce on-street meters, but hope to do so in the near future as they believe the lack of enforcement is having a negative impact on the business community; employees occupy the on-street meters preventing customers from accessing convenient spaces. They do not believe that 24 hour enforcement of on-street meters would have a negative impact on the business community – currently, metered lots directly adjacent to evening businesses and on-street meters are enforced 24 hours and they receive high evening patronage. In addition, the University enforces their meters 24 hours and still see a high demand.

Communication:

The Parking Utility posts regular and event rates at lots and structures and metered blocks are labeled with parking rates. Despite the fact that rates change in various parts of town – the Parking Utility has not found that they need to make special communication efforts to communicate rates and options with patrons. Patrons seem to expect different rates in different parts of town – paying a higher premium the closer they are to high demand destinations.

Public Perception:

Public perception and the response of the business community does not focus as much on parking rates and enforcement, rather they get concerned about the availability of parking and the perception that there is not enough parking in the downtown.

Other Transportation Efforts:

Bus service is limited in the evening hours and Downtown Madison Inc is undergoing a comprehensive “Transportation” study to better meet the needs of evening commerce through transportation. One current effort involved partnering with taxi companies to provide more affordable and convenient evening service. Taxi rates are generally very high in downtown Madison and patrons are not allowed to hail a taxi on the street (resulting in a 30 to 40 minute wait for a taxi). They set up cab stands along a popular strip where taxis could line up and wait for customers, reducing wait time and getting around the rule that prohibits taxi hailing.

Boulder, CO:

Information taken from The Institute for Transportation and Development Policy’s Study “U.S. Parking Policies: An Overview of Management Strategies”

Mission:

The Central Area General Improvement District (CAGID), downtown Boulder’s Parking Benefit District, is operated by a City Agency, *The Downtown and University Hill Management Division and Parking Services*.

The agency has a three- fold mission: Improve access to downtown, manage and promote downtown public space, and promote downtown business.

Pricing History:

Much like Downtown Ann Arbor, downtown Boulder has a compact street grid, defined, walkable streets and an extensive bus system. Over the last several decades, Boulder underwent comprehensive parking changes that enabled the downtown to capitalize on its assets. Several decades ago, downtown Boulder found themselves faced with a parking problem; due to anxiety of losing customers to suburban shopping malls, curbside parking meter rates were kept artificially low – too low in fact, to effect turnover. Curbside parking was monopolized by longer-term parking commuters, many of them store employees. Potential customers, who might have paid higher parking rates, instead had nowhere to park, and avoided downtown. Businesses suffered until the community realized that “the way to compete with suburban shopping malls was not to try to be like them, but to be better and different than them”.

Pricing & Demand Management Success:

Key to CAGID’s success includes a set of parking strategies which result in the majority of motorists paying for parking and reduction in incentives for private businesses to build and provide free parking.

Boulder’s CAGID / DMC Parking Benefit / Transportation Improvement District features these characteristics: Most motorists pay for parking whether they park at the curb or off-street.

There are five centrally located public garages which are wrapped with active storefronts thus complementing street life.

Curbside and off-street parking is both priced and time limited to encourage short term use.

Parking revenues fund bus passes and public space refurbishment.

There is an extensive and effective bus system⁷⁵ in which bus passes for downtown employees are subsidized.

The net result of these policies is to make transit inexpensive, and driving just expensive enough to discourage car commuting, while still keeping curbside parking available and affordable for day-tripping shoppers and tourists.

Key to this is that CAGID sets prices in public garages and at the curbside. They can charge to maximize turnover and use. They have figured out a pricing system to incentivize longer term parkers to use off-street parking; after four hours prices increase which encourages people who are staying long term — such as commuters — to use alternative modes.

According to the ITDP report, CAGID's efforts were immensely successful, and have become the template for generations of other U.S. Parking Benefit Districts. Over a 25 – year period CAGID has:

Created a bondable revenue stream from real estate taxes and parking meters.

Raised meter rates to create turn-over and raise revenue for bonds and operations.

Issued debt and received a federal grant to build a retail pedestrian mall as a town center.

Issued debt to build centrally located public garages, which include ground floor retail.

Helped promote seasonal events to attract visitors and promote business.

Subsidized Eco Pass bus passes for employees of all businesses downtown.

COMMUNICATION STRATEGY CASE STUDIES:

Lincoln, NE:

Information taken from the Lincoln Parking Website

Mission and Management:

Lincoln Nebraska's parking resources are operated by a parking department within the Urban Development Department.

The primary objective of the Urban Development Department is the revitalization and maintenance of low and moderate income communities as productive and vigorous parts of the City as a whole. Strategies and programs are created, many using federal financial resources, which:

- coordinate existing city wide resources -- both public and private,
- develop leadership at the individual, neighborhood, and agency level,
- eliminate barriers -- physical, social and economic, and
- create economic and employment opportunities.

Web Communications:

Lincoln Nebraska appears to be doing an excellent job of communicating options with parking patrons. Their website is set up with information provided by user, enabling employees, customers, and businesses easy access to parking information that is tailored to their parking patterns and needs. Additionally, they have information packets and marketing tools that can be used as information tools for area businesses

and customers. Consolidating information into one website and reducing the effort on the part of the user, payment services (for tickets and passes) are provided in the same web location as parking options.



Lincoln, NE’s web header showing options based on parking needs.

The City of Lincoln also coordinated with area entertainment venues to provide on-line, real time event parking information. This provides patrons a look at downtown events and also access to real time parking options and information to make event parking more seamless and predictable.

San Francisco, CA:

Information taken from the SFPARK website as well as the Victoria Transport Policy Institutes “Parking Pricing Implementation Guidelines” Report

While not the same scope and scale as Ann Arbor, San Francisco is leading Transportation and Parking Demand Management efforts in the U.S. – particularly in communication of parking options.

They have a number of automated communication efforts to get information out quickly to a broad audience.

With SFpark, a new TDM parking system, drivers will have access to real-time garage availability information by text message, on the web, and on a new network of variable message signs in key locations which will be complemented by supplementary wayfinding signs. This information will help drivers find parking more quickly and thus ease congestion. Due to electronic meter technology, SFPark will also make Real-time information about metered on-street parking available to drivers real-time via the web.

Color curbs program:

To better communicate various parking zones and to enable merchants, and residents to help notify the parking authority of a particular need based on type of business or parking traffic in a particular area, San Francisco utilizes a color curb application program. For a fee, merchants and residents can submit applications for a particular curb designation. The types of designations include:

- Red Zones – No parking zones
 - Intersection corners
 - Certain bus stops
 - Fire Hydrants
 - Driveways
- White Zones
 - Passenger loading & unloading with a 5 minute time limit
- Green Zones
 - Short term parking under 10 minutes

- Can also be designated with a green meter in lieu of a green curb
- Yellow Zones
 - Active freight loading zones
- Blue Zones
 - Handicap and disability parking

The above designations do not negate metered parking, for example short-term parking still requires meters. If the request is deemed appropriate for the requested location, the parking authority then paints the curb to better communicate the parking designation with the public. This enables the community to help inform the parking authority of specific needs based on type of business and also to clearly communicate designations with the public to lessen “surprise tickets” that can occur for accidentally parking in designated loading or short term parking zones.

Arlington County, VA

Information and images from Commuter Page.com, Arlington County’s “Making an Impact Report”

Arlington County is taking a comprehensive approach to TDM and making considerable impacts on the choices people make and their experience with travel. Their efforts are particularly notable for the impact of their marketing and outreach campaigns – helping to convey options and programs with the public.

Marketing & Outreach:



On-street information in Arlington County

Transportation Information Display Units deployed—Following earlier focus groups and testing, ATP successfully rolled out the transportation information display units program to provide user-friendly transportation maps, brochures and transit schedules throughout the County. Funding was provided under a grant from the Virginia Department of Rail and Public Transportation and in conjunction with the Retail Partnership program.

iRide Teen Transit Initiative—ACCS completed the successful rollout for the iRide program targeting teen transit use. ACCS continues to support the program through the Teen Program administered by Parks, Recreation & Cultural Resources.

New marketing information materials developed—Marketing materials were developed for a variety of programs, products, and services:

- SmartBenefits flyers, brochures, and website on CommuterDirect.com®
- STAR Rider Guide and updates to the STAR webpage; STAR member surveys
- Arlington Street Naming Guide updated and placed on DES website
- ART 10th Anniversary pieces include decals for buses, posters, magnets and articles in *ART Forum* and *The Citizen* newsletters
- Multiple Metrobus and ART schedules and bus stop information updates and reprints
- Quarterly *ART Forum* newsletters
- CommuterCart, a custom cart that is pulled by a bicycle and used at community events
- Ads for CommuterStore® monitors promoting ACCS programs and services as well as transit, bike and walk options

Internet ServicesCommuterPage.com, CommuterDirect, ArtAlert

- 3,500 visitors per day
- 12th year of CommuterPage.com
- “Region’s best transportation resource”
- Street Team (Street Ambassadors)
- Friendly on-street ambassadors deployed to special events and targeted locations (bus routes, metro stops, neighborhoods & urban villages)
- Provide event and travel information to visitors (including maps and brochures)
- Retail store partnership



Arlington Street Team Ambassadors passing out information

Transit Schedule Distribution:

- Distributed 550,000 transit schedules
- Placed transit info at 425 ART and 55 Pike Ride bus stops
- Installed 150 “take one” info display units at commercial and residential buildings

ACCS marketing campaigns received awards—ACCS won numerous awards for marketing campaigns, including:

- American Public Transit Association (APTA) First Place for Public
- Relations/Awareness or Education Campaign for Teen Transit Awareness
- APTA First Place for Illustrated Bus for Mobile Commuter Store®
- Outstanding Service Award for Teen Transit from the Association for Commuter Transportation
- Gold MarCom Award for Car-Free Diet ad campaign from the Association of Marketing & Communication Professionals



Arlington Transit Displays, equipped with signage, route information, and maps

BEST PRACTICE GUIDELINES:

List and Table from the Victoria Transport Policy Institute’s “Parking Pricing Implementation Guidelines” Report

Best Practices:

Below are common recommendations for parking pricing implementation. Also see Shoup (2005), Litman (2006a), Marr (1999), MTC (2007), Rye and Ison (2005), Siegman (2008), and the *Parking Reform Website* (www.parkingreform.org).

- Wherever possible, charge directly for using parking facilities. This is more efficient and fair than paying for parking facilities indirectly.
- Manage and price the most convenient parking spaces to favor priority users. Charge

higher rates and use shorter pricing periods at more convenient parking spaces (such as on-street and near building entrances) to increase turnover and favor higher-priority uses. Charge performance based prices, set to maintain 85-90% occupancy rates.

- Implement parking pricing as part of an integrated parking management program that also includes improved user information on parking and transportation options, commuter trip reduction programs, improvements to alternative modes, and adequate, predictable and courteous enforcement.
- Improve pricing methods to make parking pricing more cost effective, convenient and fair. They should accept coins, bills and credit cards, and allow motorists to pay for just the amount of parking they will use (rather than requiring prepayment based on expected parking duration).
- Avoid excessive parking supply. Apply reduced and more flexible parking standards that reduce requirements if parking is efficiently managed.
- Establish pricing policies that respond to changing conditions and demands. Optimal rates may vary from one location or time to another, and often need adjustment as supply and demand changes, for example, if nearby parking lots are closed or new businesses open. Establish performance indicators and identify additional management strategies that can be deployed as needed if problems develop.
- Avoid discounts for long-term parking leases (i.e., cheap monthly rates). For example, set daily rates at least 6 times the hourly rates, and monthly rates at least 20 times daily rates. Even better, eliminate unlimited-use passes altogether. Instead, sell books of daily tickets, so commuters save money every day they avoid driving. Eliminate early-bird discounts.
- Create Parking Benefit Districts, with revenues used to benefit local communities.
- If parking must be subsidized, offer comparable benefits for use of other travel modes, such as Cash Out payments.
- Tax parking spaces. Reform existing tax policies that favor free parking. For example, tax land devoted to parking at the same rate as land used for other development.

Table 9 Parking Pricing Obstacles and Potential Solutions

Objections and Obstacle	Potential Solutions
User inconvenience, delay and frustration with pricing systems and enforcement practices.	Use more convenient pricing systems. Use meters that offers multiple payment options (coins, bills, credit and debit cards, and pay-by-phone) and only charges for the exact amount of time a vehicle is parked. Improve user information on their transport and parking options. Insure that enforcement is fair, friendly and courteous.
High transaction costs, including expenditures on equipment (parking meters) and operations, which consume a significant portion of revenues (often hundreds of dollars annually per space).	Use more cost effective pricing systems, including multi-space meters (each of which serves about ten spaces), and integrated systems that achieve scale economies.
Spillover impacts (motorists parking illegally in nearby parking lots or on residential streets).	Implement parking pricing as part of an integrated parking management program that includes improved parking regulation, user information and enforcement which anticipate and address spillover impacts.
Reduced business and economic activity if competitors offer unpriced parking.	Design parking pricing to improve business access, by favoring delivery and customer vehicles, providing convenient information to customers on their transport and parking options, and supporting other modes. Use portion of revenues to support local economic development. Offer targeted discounts and exemptions, such as customer parking validation.
Financial burden on motorists, particularly those with lower-incomes.	Implement parking pricing in ways that maintain affordable parking options (such as free or low-priced parking a few blocks away) and improvements to alternative modes. Use revenues in ways that benefit lower-income people.
Where parking supply is abundant it seems inefficient to price parking, if this results in spaces left unoccupied.	Allow parking supply to be reduced to optimal level. Rent or lease excess parking spaces, or convert land to other uses.
General unhappiness and distrust of government (perception that taxes are excessive, services are poor, and mayors are overpaid).	Implement parking pricing in a transparent and predictable way. Clearly define how revenues will be used and how this benefits citizens.

This table identifies ways to address common objections and obstacles to parking pricing implementation.

Appendix E

Example Differential Parking Rate Scenario

EXAMPLE: SAMPLE PARKING RATE SCENARIO

The following is presented as an illustration of how parking rates can be established that would work to accomplish the twin goals of extending public parking demand more broadly through the system, and reducing concerns about possible parking tickets from staying over the limit at on-street parking meters.

An important message we learned through the community dialogue was that the current parking rate differentials are too small to have a significant impact on decision making. The example below places a much higher cost/value on those high demand spaces while providing an attractive option for more price-sensitive individuals within ready walking distance, and provides a more significant differential between spaces of various demand levels. If this example were to be utilized, it is anticipated that there would be a revenue-neutral impact to the public parking system. Refer to the map on the following page for locations of the designated parking areas used in the illustration below.

High demand curbside parking areas

- Time limits in the green block areas should be extended from two to three hours. This would lessen fears about receiving an over-the-limit parking ticket.
- Parking meter rates in the green block areas would be \$1.80/hour, which is an increase over current parking rates.

Lower demand curbside parking areas

- Time limits in the orange block area should be extended from two to three hours to lessen fears about over-the-limit parking tickets.
- Parking meter rates in the orange block area would be \$1.00/hour, which is a decrease over current parking rates.

Lowest demand curbside parking areas

- Time limits in the purple block area would have no time limits. This would make these spaces more attractive, as there would not be any fear of an over-the-limit parking ticket.
- Parking meter rates in the purple block area would be \$0.50/hour. This is a decrease over current parking rates. This rate would be low enough that it may encourage price-sensitive patrons to walk a few more blocks.

As the on-street parking rates are adjusted, the following off-street parking rates should be adjusted as well, as the on-street and off-street parking system must work together. As an illustration, using the sample parking rates shown above.

Parking structure hourly rates

- The hourly rate would be reduced from \$0.90/hour to \$0.80/hour. This price decrease would help make the structures that much more attractive for extended parking. Further, this would make the parking structures \$1/hour less expensive than the most highly demanded on-street meter spaces.

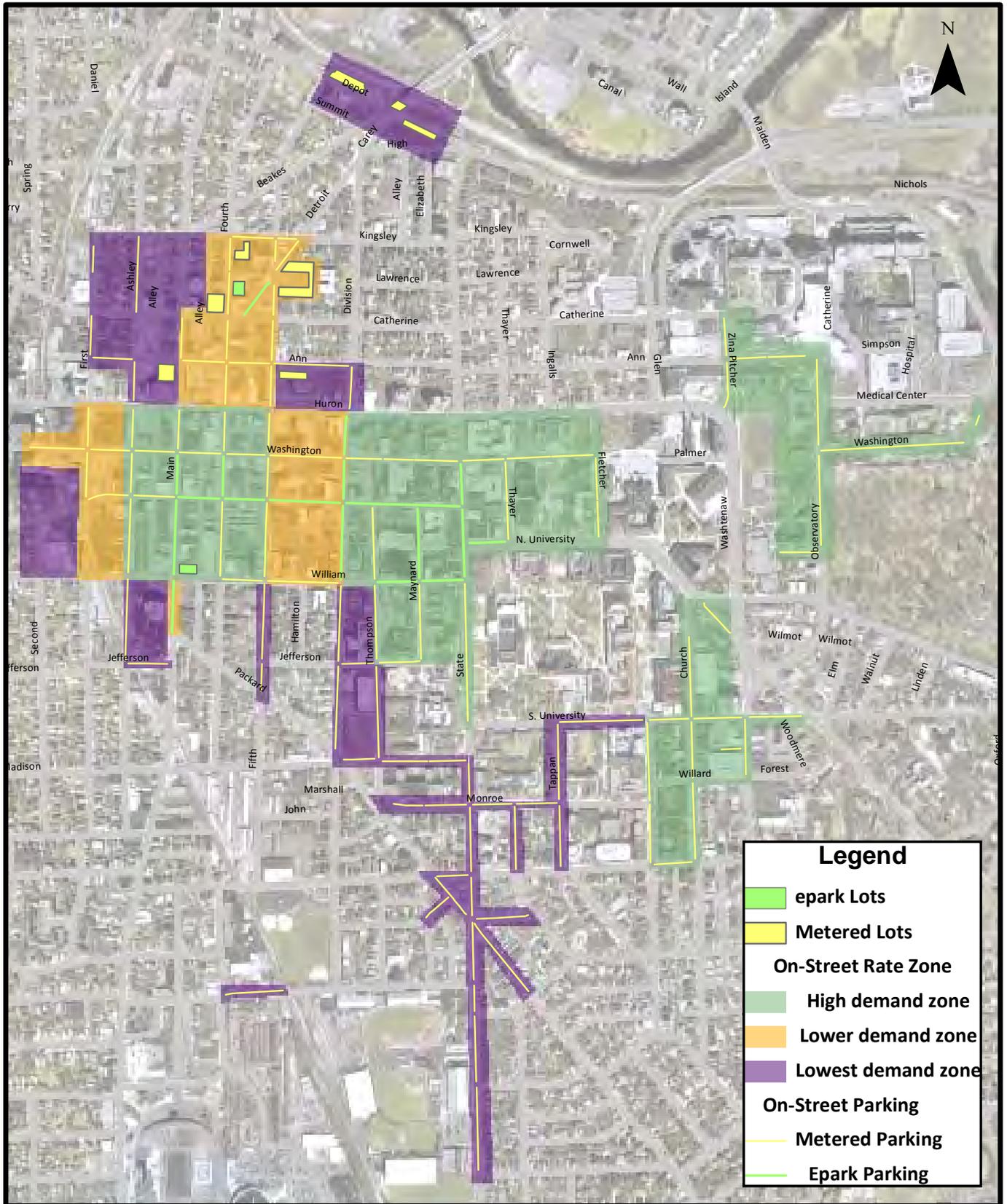
Cashiered parking lot hourly rates

- The hourly rate would be increased from \$1.25/hour to \$1.50/hour. This would

place the lots somewhat less expensive than the highest demand on-street locations and more expensive than the lower and lowest demand parking locations.

- An “early bird” rate of \$1.00/hour could be provided for patrons parking before 10am. This would provide added value for patrons coming downtown in the morning.

Proposed On-Street Parking Rate Zones



Proposed Rate Zones - Created March 2010

0 310 620 1,240 1,860 2,480 Feet

Appendix F

Schedule of Fines - Illustration to Prioritize Life-Safety Violations

SCHEDULE OF FINES - SAMPLE ILLUSTRATION

The following chart shows current fines and provides an example of possible changes that reflect and prioritize the importance of life-safety parking violations.

Citation	Current Fine Amount					Example - Proposed Fine Amount				
	Discount	Fine	14 Days	30 Days	Default	Discount	Fine	14 Days	30 Days	Default
Expired Meter	\$10	\$15	\$30	NA	\$40	\$10	\$15	\$30	NA	\$40
Over the Legal Limit	NA	\$25	\$35	NA	\$45	NA	\$25	\$35	NA	\$45
No Parking Anytime	NA	\$25	\$35	NA	\$45	NA	\$25	\$35	NA	\$45
No Parking_to_	NA	\$25	\$35	NA	\$45	NA	\$25	\$35	NA	\$45
No Stopping/ Standing	NA	\$25	\$35	NA	\$45	NA	\$25	\$35	NA	\$45
Loading Zone	NA	\$25	\$35	NA	\$45	NA	\$25	\$35	NA	\$45
Bus Stop	NA	\$25	\$35	NA	\$45	NA	\$25	\$35	NA	\$45
Taxi Stand	NA	\$25	\$35	NA	\$45	NA	\$25	\$35	NA	\$45
No Parking Football	NA	\$25	\$35	NA	\$45	NA	\$25	\$35	NA	\$45
Lawn Extension	NA	\$35	\$45	NA	\$45	NA	\$35	\$45	NA	\$45
Setback	NA	\$35	\$45	NA	\$45	NA	\$35	\$45	NA	\$45
Double Parking	NA	\$25	\$35	NA	\$45	NA	\$25	\$35	NA	\$45
Fire Hydrant	NA	\$25	\$35	NA	\$45	NA	\$100	\$125	NA	\$150
Sidewalk	NA	\$35	\$45	NA	\$45	NA	\$35	\$45	NA	\$45
Left to Curb	NA	\$25	\$35	NA	\$45	NA	\$25	\$35	NA	\$45
No City Permit	NA	\$25	\$35	NA	\$45	NA	\$25	\$35	NA	\$45
Driveway	NA	\$25	\$35	NA	\$45	NA	\$25	\$35	NA	\$45
Crosswalk	NA	\$25	\$35	NA	\$45	NA	\$25	\$35	NA	\$45
Alley	NA	\$25	\$35	NA	\$45	NA	\$25	\$35	NA	\$45
Blocked Traffic	NA	\$25	\$35	NA	\$45	NA	\$25	\$35	NA	\$45
Backed In	NA	\$25	\$35	NA	\$45	NA	\$25	\$35	NA	\$45
Abandoned	NA	\$50	\$60	NA	\$70	NA	\$50	\$60	NA	\$70
No Parking Street Maintenance	NA	\$50	\$60	NA	\$70	NA	\$50	\$60	NA	\$70
Handicap	NA	\$100	\$125	NA	\$135	NA	\$100	\$125	NA	\$135
12 Inches from Curb	NA	\$25	\$35	NA	\$45	NA	\$25	\$35	NA	\$45

SCHEDULE OF FINES - SAMPLE ILLUSTRATION CONTINUED

Citation	Current Fine Amount				Example - Proposed Fine Amount					
	NA	\$25	\$35	NA	\$45	NA	\$25	\$35	NA	\$45
Other	NA	\$25	\$35	NA	\$45	NA	\$25	\$35	NA	\$45
Improper Parking	NA	\$25	\$35	NA	\$45	NA	\$25	\$35	NA	\$45
Motorcycles	NA	\$25	\$35	NA	\$45	NA	\$25	\$35	NA	\$45
Across Line	NA	\$25	\$35	NA	\$45	NA	\$25	\$35	NA	\$45
Fine Lane	NA	\$50	\$60	NA	\$70	NA	\$100	\$125	NA	\$150
Private Parking	NA	\$35	\$45	NA	\$55	NA	\$35	\$45	NA	\$55
No Parking Driveway	NA	\$25	\$35	NA	\$45	NA	\$25	\$35	NA	\$45
Snow	NA	\$125	\$150	NA	\$160	NA	\$125	\$150	NA	\$160
Odd/Even	NA	\$125	\$150	NA	\$160	NA	\$125	\$150	NA	\$160

