



**Downtown Kalamazoo  
Five Year  
Transportation, Parking & Mobility Plan  
2016 – 2020**

Prepared by the  
**Transportation, Parking & Mobility (TPM)  
Committee**

**APPROVED BY DDA BOARD  
3/21/16**

**ENDORSED BY CITY COMMISSION  
5/2/16**

## Executive Summary

To help transform downtown Kalamazoo into a more walkable community that is less vehicle dependent and more pedestrian friendly, the following plan will help the parking system operate more effectively and efficiently with transportation and mobility. Two major objectives are:

- Reduce the amount of land consumed by parking
- Reduce the amount of TIF support to the parking system

To help reduce the need for parking, this plan promotes alternative transportation and enhances pedestrian convenience with a host of transportation and mobility enhancements, such as a trolley/shuttle, car and bike sharing, walking enhancements, and more.

The plan also addresses financing three major immediate needs:

1. \$3 million in structural maintenance over ten years beginning in 2016
2. \$1.5 million in access control equipment to be installed in 2017
3. \$500 thousand in technology, marketing and education, and transportation and mobility initiatives over ten years

Finally, the plan is customer focused enhancing convenience and service through technology, marketing, education, signage, and other initiatives.

Leaders will strive to eliminate surface parking spaces, reduce TIF funding to the parking system, and analyze the need for a parking exempt district. Leaders will also explore ways to maximize parking availability, improve convenience and customer service, encourage alternative transportation, and improve operational effectiveness. To finance needs and improvements and effectively manage parking demand, rate and operating time adjustments are necessary, such as:

1. Monthly parking rates will increase 16% over five years
2. Incremental transient parking rates in the attended facilities will increase 25% over three years
3. Meters and enforcement hours in effect will extend to 9 pm during the week and 8 am until 9 pm on Saturdays, beginning in 2017
4. Attended facilities will collect fees later until 10 pm during the week and 12 Midnight on Fridays and Saturdays
5. Special event rates will increase 60% with discount and 100% without discount over four years
6. On-street meter rates will increase 33% in four years
7. Expired meter and overtime fines will increase 50% immediately in the 1<sup>st</sup> year alongside other comparable fine adjustments

The plan finances customer focused enhancements in convenience and service, such as:

1. Better signage
2. Expanded surveillance technology
3. Increased marketing and education
4. Technological advancements
5. Lighting enhancements
6. Inter committee and organization collaboration and support

The plan also strengthens the parking system's financial solvency to support projects, such as a shuttle/trolley or the Kalamazoo River Valley Trail.

If successful, the five year plan will help minimize the need to invest millions of dollars in additional parking to support future development.

# **Parking System Mission/Strategy/Goals**

## **Introduction**

A recent conditions assessment indicates the downtown parking system supports economic development but needs to improve marketing and education, technology, and maintenance to operate more efficiently and effectively. The parking system must also expand its' role in transportation and mobility to help minimize the amount of land consumed by parking.

## **Mission**

To work with stakeholders, experts, and others to enhance the quality of life in downtown Kalamazoo by transforming the parking system into a resource that responsibly and effectively incorporates and accommodates transportation, parking, and mobility in support of economic development.

## **Strategies**

- To annually evaluate, revise, update, and advance the 5-year parking plan to enhance the quality of life in downtown Kalamazoo in support of economic development;
- To contribute to a more walkable, friendlier, cleaner, safer, and sustainable downtown;
- To compile a host of short-term and long term strategic goals and objectives that address transportation, parking, and mobility needs for downtown;
- To develop ways and means of operating more responsibly, efficiently, and effectively;
- To maintain the plan as a dynamic resource that continues providing guidance over the next five years while undergoing quarterly reviews and annual updates.

## **Goals**

1. Combine the parking system with transportation and mobility and use the new collective resource as a tool for improving the quality of life downtown in support of economic development.
2. To improve and develop the parking system in a manner that supports making downtown Kalamazoo a more walkable community that encourages less automobile dependence and more use of alternative transportation.
3. Reduce the amount of land use for parking in exchange for alternative use that increases the average land value, tax base, and municipal revenue return.
4. Review and confirm the appropriateness of continuing the parking exempt district that excuses developers from complying with the minimum parking requirements of section 6.1., Off-Street Parking and Loading, Chapter 6, General Development Standards of the Zoning Ordinance.

5. Seek alternative funding to improve the balance of financial resources that support the parking system and reduce the use of TIF dollars.
6. Continue assessing the parking system to determine areas for effective use and expansion of structured parking and reduction of surface parking
7. Continue managing a long range capital maintenance program that utilizes available financial resources to complete annual structural conditions assessments and operational inspections
8. Incorporate new technology to improve financial conditions and operational effectiveness.
9. Establish "GREEN" operating policies, guidelines, goals, and objectives that support local, state, and national environmental initiatives toward sustainability including best practices endorsed by trade and industry leaders.
10. Improve customer convenience and safety through outreach strategies, public safety interaction, education and marketing.
11. Review and amend the Parking Sub-Lease as appropriate.

## **Five-Year Parking Plan**

### **1<sup>st</sup> Year - Budget Year 2016**

#### **A. Financial / Administrative**

##### **1. Reduction of Surface Parking Lots**

- i. Reduce the amount of surface parking downtown by 2% (200 spaces) annually to eliminate 1,000 surface parking spaces in five years
  1. Control or reduce demand by encouraging alternative transportation
    - a. Work with large employers to encourage use of alternative transportation options via deeper rate discounts, pre-tax deductions or cash-out options.
    - b. Premium and discounted monthly parking for carpooling or ridesharing
    - c. Develop an Eco pass program
    - d. Introduce a future shuttle service
  2. Consider instituting a moratorium on creating additional surface parking lots.
  3. Work with private stakeholders and downtown leaders to cooperatively consolidate public and private surface parking lots, share in constructing public structured parking and convert surface parking lots over to alternative development.
  4. If successful, this strategy could generate \$1 million in municipal revenues annually and convert \$3 million in property to alternative development within five years.

##### **2. Reduce TIF Contribution**

- i. Develop strategy to reduce TIF contribution to debt service

##### **3. Future of Parking Exempt District**

- i. Begin reviewing the appropriateness of the parking exempt district
      - 1. What are the governing jurisdiction's risk and responsibilities or obligations?
      - 2. Alternatives?
        - a. Update ratios under Table 6.1 - 1.
        - b. Can developers purchase exemption?
- 4. **Revenue enhancements / rate adjustments** (financial projections handled under separate cover)
  - i. Modify the transient rates of the attended facilities, effective 7/1/16, to:
    - 1. \$1.50 – 1<sup>st</sup> Hour, \$0.85 per 30 minutes thereafter
    - 2. \$9.75 All Day Maximum (per 24 hrs)
    - 3. Eliminate the \$3.00 Flat Rate and re-establish a maximum after 5 pm and Saturdays of \$4.00, effective 7/1/16
    - 4. \$3.75 Early Bird effective 7/1/16
    - 5. \$2.00 Part-time Employee (6 hr) effective 7/1/16
    - 6. \$4.25 Part-time Employee (All Day) effective 7/1/16
  - ii. **Modify the rate of all unattended lots, effective 7/1/16, to:**
    - 1. **\$2.00 - 1st Hour**
    - 2. **\$1.00 per 30 minutes thereafter**
    - 3. **\$4.00 All Day Maximum (per 24 hrs)**
    - 4. **\$4.00 Flat Rate after 5 pm, Friday and Saturday - Lot 1 only**
  - iii. Modify the meter rates:
    - 1. Short term non-premium spaces - from \$1.50 per hour to \$1.75 per hour effective 7/1/16
    - 2. Long term
      - a. from \$2.00 per 10 hrs to \$2.50 per 10 hrs - Effective 7/1/16
    - 3. Monthly permits
      - a. from \$38.00 per month to \$50.00 effective 7/1/16
    - 4. Explore different pricing strategies:
      - a. Performance pricing - Higher demand, higher rate - Pricing to yield a preferred vacancy or availability
      - b. Dynamic pricing - Pricing fluctuates according to varying demand, such as event pricing
      - c. Progressive pricing - Increasing stay, increasing rate
    - 5. Adjust meter bag rental rates effective 7/1/16 to:
      - a. Non-profit - \$5.00 per day
      - b. For-profit - \$10.00 per day
      - c. Review monthly, quarterly, semi-annual, and annual rental rates and modify accordingly.
      - d. Explore instituting a variable rate structure that reflects the time limit of the meter
        - i. Short-term (5 hr or less) - Rate A
        - ii. Long-term (10 hrs) - Rate B
  - iv. Notes:
    - 1. A chart with projections vs. actual should be included and routinely updated as an attachment to the plan
    - 2. Annual rate survey of comparable cities should be included and routinely updated as an attachment to the five year plan. Note: An initial rate survey is included in the conditions report.
- 5. **Fine Adjustments**
  - i. Adjust \$10.00 Expired meter & Overtime fines effective 7/1/16 to:
    - 1. Initial - \$15.00

<p><b>PENDING</b></p> <p>Revenue not represented in five year forecast</p>
--

2. After 7 days - \$30.00
3. After 14 days - \$40.00
4. After 30 days - \$50.00
- ii. Adjust the following violations to \$15 initial fines, \$30 After 7 days, \$40 After 14 days and \$50 After 30 days:
  1. No Parking 11 pm to 6 am
  2. No Advance Payment
  3. No Parking 2 am to 6 am
  4. No Permit City Lot
  5. No Parking \_\_\_to\_\_\_
  6. Alternate Side of Street
  7. Other as Described
  8. Other as Described
- iii. Adjust all remaining \$10 initial fines to \$20 Initial, \$40 After 7 days, \$50 After 14 days, \$60 After 30 days
- iv. Adjust \$20.00 fines to:
  1. Initial - \$30.00
  2. After 7 days - \$60.00
  3. After 14 days - \$70.00
  4. After 30 days - \$80.00
- v. Adjust \$50.00 handicap fines to:
  1. Initial - \$75.00
  2. After 7 days - \$100.00
  3. After 14 days - \$125.00
  4. After 30 days - \$150.00

#### 6. **Expense Reductions**

- i. Reduce core direct annual expenses by \$30,000 effective July 1, 2016 to help improve the parking system's net margin to fund an emergency reserve.
  1. Eliminate 1 FT Maintenance position
  2. Reduce cashier hours (eliminate 8 am to 10 am) in attended ramps until revenue exceeds expenses
  3. Increase employee healthcare contribution to 25%
    - a. Note: This increase will be afforded by the salary and wage adjustments of the minimum wage increase. The salary and/or wages of any employee not receiving a salary or wage adjustment should be increased to offset the increased contribution. The wage and salary increase should be offset by equivalent reductions elsewhere.
  4. Reduce Repairs & Maintenance by 5%
  5. Reduce Materials & Supplies by 5%
  6. Reduce Forms & Printing by 10%
  7. Reduce Outside Contract Services by 3%
  8. Identify alternative savings if any of the above reductions cannot be achieved.

#### 7. **On-Street Meter Conversion and Expansion**

- i. Convert underutilized meters to encourage more usage
  1. Update the 2002 On-Street Parking Meter Analysis
- ii. Increase the current on-street meter inventory by 10% in developing areas. Areas to consider are:
  1. West Academy
  2. East Water St.
  3. South Rose St.

4. South Burdick
5. SE & SW quadrants of downtown
8. **Incorporate Transportation & Mobility into Parking Committee and Rebrand as the Transportation, Parking & Mobility (TPM) Committee**
  - i. Invite other organizations to join the committee:
    1. State
    2. County
    3. Metro Transit
    4. Traffic Engineer
    5. City Planners
9. **Evaluate enforcement levels to maximize on-street parking usage and availability and help control abuse.**
10. **Angle parking areas**
  - i. Explore converting parallel to angle parking to increase on-street parking capacity and improve convenience.
    1. Areas to consider for angle parking:
      - a. Michigan Ave.
      - b. Henrietta
      - c. Eleanor
      - d. East Water St.
11. **Average Collection Period**
  - i. Begin monitoring the average collection period of all receivables (excluding citations to be handled separately) on a monthly basis using a mutually agreed-upon formula.
  - ii. The average collection period should be reported monthly in the operator's monthly activity report.
12. **Establish a Technology Use and Information Confidentiality** policy for all employees
13. **Establish a habitual violator ordinance** with an elevated fine for anyone receiving more than five (5) expired meter or overtime citations within one year

## **B. Maintenance / Capital Improvements**

1. **Capital Maintenance Fund**
  - i. Determine an alternative funding source for capital maintenance.
  - ii. Develop strategy for creating a maintenance reserve fund
  - iii. Complete necessary capital repairs identified in the 2015 Walker Parking Consultants report
2. **Capital Maintenance Tracking**
  - i. Annually track and report consultant recommendations versus completed repairs
  - ii. Create a numbering and tracking system for the Central City Parking Annual Duty to Notify reports to ensure conditions are addressed timely.
3. **Surface Lot Capital Maintenance Forecast**
  - i. Create a 10 year forecast for surface lot capital maintenance needs.
  - ii. Forecast should note possible development projects
  - iii. Forecast should be tracked and reported annually for completed maintenance compared to the forecast
4. **Surveillance Technology**
  - i. Upgrade and expand security surveillance technology
    1. Upgrade hardware and software for greater access, such as remote connection and smart phones
    2. Expand security surveillance technology in surface lots
      - a. Lot 1 - 2016
      - b. Lot 9 - 2017

5. **Improve traffic flow in Lots 1 & 9**
  - i. Lot 9
    1. Activate monthly express lane on Water St.
    2. Consider adding monthly express lane on Edwards St.
    3. Explore moving equipment further away from street to improve turning radius
  - ii. Lot 1
    1. Explore alternatives
      - a. Different technology
      - b. Accept credit card only
      - c. Adding an alternative entrance/exit on South St.
6. **Lighting Improvements**
  - i. Explore greater efficiencies through new and different technologies:
    1. Florescent vs. LED
    2. Motion sensors
7. **ADA Compliance**
  - i. Evaluate all facilities (on- & off-street) for compliance
  - ii. Survey ADA advocates for suggestions to improve accommodations
8. **Motorcycle Accommodations**
  - i. Evaluate motorcycle accommodations and explore possible improvements

### C. Technology

1. **Automation / Replace Access Control Equipment**
  - i. Explore automating all attended facilities by replacing access control equipment
    1. Develop specifications - June 1, 2016
    2. Issue RFP - July 1, 2016
    3. Receive Proposals - September 1, 2016
    4. Award Contract - January 1, 2017
    5. Automation Schedule - "Go Live"
      - a. Ramp 4 - June 1, 2017
      - b. Ramp 2 - June 1, 2017
      - c. Ramp 3 - September 1, 2017
      - d. Lot 9 - September 1, 2017
    6. Funding
      - a. ABM
      - b. Bond (may delay installation)
2. **License Plate Recognition**
  - i. Survey customers about using license plate recognition technology:
    1. Access and revenue control equipment
    2. Enforcement
3. **Sensors**
  - i. Consider and implement (if appropriate) a 12-month pilot program of in-ground parking sensors to monitor vehicle traffic in unattended facilities and on-street effective June 1, 2016
    1. Lot 13
    2. On-street
      - a. South St.
      - b. Church St.
4. **Chip & Pin**
  - i. Prepare a strategy to comply with new Chip & PIN technology to be announced in October, 2015.



5. **Multi-space Meter Technology vs. Credit Card Single Meters**
  - i. Explore converting single meters to electronic credit card or multi-space meters
  - ii. Pilot electronic credit card single meters on Church St. and interface with the sensors described in C.3 above.
  - iii. If multi-space meters are considered, they should be incorporated with the on-street meter expansion. Replacing 8-10 meters with a multi-space machine will create an inventory (temporary or long-term) for expansion. (See A 8.)
6. **Office computer network**
  - i. Evaluate the office computer network to determine its capabilities and limitations in relation to new and updated technology.
7. **Validation program**
  - i. Evaluate current program and design new technology in conjunction with the automation strategy to make the program more versatile, user-friendly, popular, and successful.
  - ii. Consider additional incentives for business participation
8. **Monthly parking privilege expansion**
  - i. Explore the possibility of expanding monthly parking privileges to allow monthly parkers to use alternative facilities in the evenings and on weekends.
  - ii. Explore available technology in conjunction with the automation strategy

#### D. Marketing / Education

1. **Website Improvements**
  - i. Increase parking definition on website's main page
  - ii. Parking Map Redesign
    1. Update
    2. Simplify
      - a. Highlight only public parking facilities
      - b. Eliminate pricing
    3. Add pushpin capability
  - iii. Parking 101 Streamline
  - iv. Customer Testimonials
  - v. Reconsider identifying companies that validate
2. **Downtown and Parking Marketing Unification**
  - i. Promote easy parking within other downtown marketing campaigns
3. **Parkmobile (pay-by-phone) Marketing**
  - i. Install more signage visible from the front of the meter where customers pay.
  - ii. Utilize more social website marketing
    1. Facebook
    2. Twitter
    3. Consider creating a Parking Blog
4. **Collaborate and meet with other non-profit organizations and committees**
  - i. Discover Kalamazoo
  - ii. Arts Council
  - iii. DKRRA
  - iv. Community & Events Committee
5. **Improve Signage**
  - i. Explore raising or relocating illuminated signs
  - ii. Enhance holiday wayfinder signs with directions to parking
  - iii. Consider signage on South St. skywalk
  - iv. Provide businesses with window clings with "P" and QR code that links to the parking map

- v. Consider sandwich boards or wind signs to help direct patrons to parking facilities during the holidays
- 6. **Engage and Educate Downtown Community**
  - i. Meet with downtown businesses and help them better understand parking
- 7. **Consider branding a new mascot**
- 8. **Consider a new promotional tag line**
  - i. Parking in downtown Kalamazoo is Easy "P"sy using the international parking symbol
- 9. **Create "Edy" (educational) bags** with parking material to distribute during downtown events, such as the State of the Downtown
- 10. **Consider Complimentary Parking** times during the holidays
  - i. Explore possibility of free parking on Thursdays
  - ii. Cost?
  - iii. Who pays?
  - iv. Precedent?
  - v. Return on Investment?
- 11. **Improve marketing bicycle parking/storage accommodations**

## **E. Transportation & Mobility**

- 1. **Formalize an alternative transportation promotion strategy**
  - i. In conjunction with A.1. Reduction of Surface Parking Lots, encourage alternative transportation
    - 1. Work with large employers to encourage use of alternative transportation options via deeper rate discounts, pre-tax deductions or cash-out options.
    - 2. Premium and discounted monthly parking for carpooling or ridesharing
    - 3. Develop an Eco pass program
- 2. **Explore shuttle/circulating trolley**
  - i. Identify corporate sponsors
  - ii. Determine parking locations
  - iii. Define routes & operating times
  - iv. Prepare budget
  - v. Potential start in 2017
- 3. **Evaluate existing bicycle storage accommodations**
  - i. Review existing bicycle storage locations
  - ii. Improve marketing and promoting bicycle storage accommodations
    - 1. Work with downtown bicycle retailers
    - 2. Support national bike week and festival site event
  - iii. Compare to and model after other successful cities
- 4. **Evaluate feasibility of bike sharing program**
  - i. Investigate potential sponsors
  - ii. Identify sharing stations
  - iii. Prepare budget
  - iv. Potential Start in 2018
- 5. **Review pedestrian walkways for convenience, safety and comfort**
  - i. Identify areas for improvement and develop a priority list
  - ii. Consider developing walking and running fitness routes
    - 1. Identify potential sponsors
    - 2. Design attractive sign package, including routes and distance markers
- 6. **Work with and support Kalamazoo Valley River Trailway**
  - i. Share infrastructure, such as routes, signage, shelters, parking areas, lighting, etc... to help other efforts, such as the downtown shuttle/circulating trolley

- ii. Develop marketing and promotional partnerships
- 7. **Explore a car sharing program**
  - i. Investigate possible interest by suppliers, such as:
    - 1. Zip Car
    - 2. Hour Car
  - ii. Potential start in 2019

**2<sup>nd</sup> Year - Budget Year 2017**

**A. Financial / Administrative**

- 1. Reduce the amount of surface parking downtown by another 200 spaces annually to eliminate 1,000 surface parking spaces by 2020
- 2. Develop strategy to reduce TIF contribution to debt service
- 3. Continue reviewing the appropriateness of the parking exempt district
  - i. What are the governing jurisdiction's risk and responsibilities or obligations?
  - ii. Alternatives?
    - 1. Update ratios under Table 6.1 - 1.
    - 2. Can developers purchase exemption?
- 4. Revenue enhancements / rate adjustments (financial projections handled under separate cover)
  - i. Adjust monthly parking rates effective July 1, 2017 by 4% to generate 2.4% additional revenue
  - ii. Modify the following transient rates of attended facilities effective July 1, 2017 to:
    - 1. \$1.50 1st Hr. to \$1.75 1st Hr.
    - 2. Adjust the incremental rate from \$0.85 to \$1.00 per 30 minutes thereafter.
    - 3. \$3.75 to \$4.00 Early Bird
    - 4. \$4.25 to \$4.50 Part-time Employee (All Day)
    - 5. \$4.00 to \$5.00 After 5:00 pm and Saturday Maximum
    - 6. \$9.75 All Day Maximum (per 24 hrs) to \$10.00 All Day Maximum (per 24 hrs)
  - iii. Extend the operating hours of the attended facilities, effective July 1, 2017 to:
    - 1. from 9 pm until 10 pm - Monday through Thursday
    - 2. from 10 pm until 12 Midnight - Friday and Saturday
  - iv. **Modify the rate of all unattended lots, effective 7/1/17, to:**
    - 1. **\$2.00 - 1st Hour**
    - 2. **\$1.00 per 30 minutes thereafter**
    - 3. **\$5.00 All Day Maximum (per 24 hrs)**
    - 4. **\$5.00 Flat Rate after 5 pm, Friday and Saturday - Lot 1 Only**
  - v. Modify the following meter rates effective July 1, 2017:
    - 1. Long term
      - a. from \$2.50 per 10 hrs to \$3.00 per 10 hrs
    - 2. Meter bags
      - a. Non-profit - Eliminated
      - b. All Bags - \$11.00 per day
    - 3. Monthly Permits - from \$50.00 to \$60.00
  - vi. Extend Enforcement & Meters "in-effect" – July 1, 2017
    - 1. Weekdays until 9:00 pm
    - 2. Saturdays - 8:00 am until 9 pm
  - vii. Adjust Event Rates for major events at the Arcadia Festival Site – June 1, 2017
    - 1. From \$5.00 to \$7.00

PENDING

Revenue not represented in five year forecast

- 2. Online Reservations - \$5.00 (\$2.00 discount)
- viii. Notes:
  - 1. A chart with projections vs. actual should be included and routinely updated as an attachment to the plan
  - 2. Annual rate survey of comparable cities should be included and routinely updated as an attachment to the five year plan.
- 5. **Expense Reductions**
  - 1. Reduce core direct annual expenses by \$30,000 effective July 1, 2017 to help improve the parking system's net margin to fund an emergency reserve.
- 6. **Establish a good standing policy** that requires all monthly card holders to resolve all outstanding parking citations
- 7. **Create preferred parking areas** for electric, hybrid, or other similar fuel efficient vehicles.

## **B. Maintenance / Capital Improvements**

- 1. **Capital Maintenance Fund**
  - i. Develop strategy for alternative funding source for capital maintenance
  - ii. Complete necessary capital repairs identified in the 2015 Walker Parking Consultants report
- 2. **Surveillance Technology**
  - i. Expand security surveillance technology
    - 1. Expand security surveillance technology in surface lots
      - a. Lot 9 - 2017
- 3. **GREEN improvements**
  - i. Explore new strategies to protect and preserve the environment
    - 1. Drain systems
    - 2. Runoff
    - 3. Contractor requirements
    - 4. Utilities
    - 5. Encourage customers to use fuel efficient vehicles
      - a. Discounts
      - b. Premium parking

## **C. Technology**

- 1. Automation / Replace Access Control Equipment
  - i. Continue Automation Schedule
    - 1. Award Contract - January 1, 2017
    - 2. Automation Schedule - "Go Live"
      - a. Ramp 4 - June 1, 2017
      - b. Ramp 2 - June 1, 2017
      - c. Ramp 3 - September 1, 2017
      - d. Lot 9 - September 1, 2017
- 3. **Sensors**
  - i. Continue exploring and implementing (if appropriate) the 12 month pilot program of in-ground parking sensors to monitor vehicle traffic in unattended facilities and on-street.
    - 1. Lot 13
    - 2. On-street
      - a. South St.
      - b. Church St.
  - ii. End pilot as of May 31, 2017
  - iii. Evaluate results of pilot - June - August, 2017

4. **License Plate Recognition Technology**
  - i. Introduce use of license plate recognition technology as a 90-day pilot with on-street enforcement
    1. Begin pilot - June 1, 2017
    2. Evaluate results of pilot - September 1, 2017
5. **Chip & Pin**
  - i. Consider Chip & Pin requirements announced in Fall, 2015.
6. **Online Reservation System**
  - i. Introduce an online reservation system for Special Events  
Note: Since Lot 9 is scheduled for automation in September, 2017, reservations may be hardcopy only for 2017.
  - ii. On-line reservations will get a \$2.00 discount – See Revenue Enhancements

#### D. Marketing / Education

1. No Initiatives Defined

#### E. Transportation & Mobility

1. **Continue with alternative transportation promotion strategies from Year 1**
2. **If feasible, based on Year 1 study, launch a shuttle/circulating trolley**
3. **Continue exploring a possible bike sharing program**
  - i. Potential start in 2018
4. **Enhance pedestrian walkways for convenience, safety and comfort**
  - i. Follow priority list developed in Year 1
  - ii. Promote walking and fitness route considered in Year 1
5. **Continue exploring a car sharing program**
  - i. Potential start in 2019

### 3<sup>rd</sup> Year - Budget Year 2018

#### A. Financial / Administrative

1. Reduce the amount of surface parking downtown by another 2% (200 spaces) annually to eliminate 1,000 surface parking spaces by 2020
2. Develop strategy to reduce TIF contribution to debt service
3. Continue reviewing the appropriateness of the parking exempt district
  - i. What are the governing jurisdiction's risk and responsibilities or obligations?
  - ii. Alternatives?
    1. Update ratios under Table 6.1 - 1.
    2. Can developers purchase exemption?
4. Revenue enhancements / rate adjustments (financial projections handled under separate cover)
  - i. Modify the transient - 1st hour rate of the attended facilities effective July 1, 2018:
    1. from: \$1.75 - 1st hour to \$2.00 - 1st hour
  - ii. Adjust monthly parking rates effective July 1, 2018 by 4% to generate 2.4% additional revenue
  - iii. Modify the following meter rates effective July 1, 2018:
    1. Meter bags - from \$11.00 to \$12.00
  - iv. Adjust Event Rates for major events at the Arcadia Festival Site – June 1, 2018
    1. From \$7.00 to \$8.00
    2. Online Reservations - \$6.00 (\$2.00 discount)
  - v. Notes:

1. A chart with projections vs. actual should be included and routinely updated as an attachment to the plan
2. Annual rate survey of comparable cities should be included and routinely updated as an attachment to the five year plan.

**B. Maintenance / Capital Improvements**

1. Capital Maintenance Fund
  - i. Develop strategy for alternative funding source for capital maintenance
  - ii. Complete necessary capital repairs identified in the 2015 Walker Parking Consultants report

**C. Technology**

1. No Initiatives Defined

**D. Marketing / Education**

1. No Initiatives Defined

**E. Transportation & Mobility**

1. **Continue with alternative transportation promotion strategies from Year 1**
2. **Analyze success of shuttle/trolley**
3. **Launch bike sharing program – if feasible based on earlier review**
4. **Continue enhancing pedestrian walkways for convenience, safety and comfort**
  - i. Follow priority list developed in Year 1
5. **Continue exploring a car sharing program**
  - i. Potential start in 2019

**4<sup>th</sup> Year - Budget Year 2019**

**A. Financial / Administrative**

1. Reduce the amount of surface parking downtown by another 2% (200 spaces) annually to eliminate 1,000 surface parking spaces by 2020
2. Develop strategy to reduce TIF contribution to debt service
3. Continue reviewing the appropriateness of the parking exempt district
  - i. What are the governing jurisdiction's risk and responsibilities or obligations?
  - ii. Alternatives?
    1. Update ratios under Table 6.1 - 1.
    2. Can developers purchase exemption?
4. Revenue enhancements / rate adjustments (financial projections handled under separate cover)
  - i. Adjust monthly parking rates by 4% effective July 1, 2019 to generate 2.4% additional revenue
  - iii. Modify the following short-term meter rates effective July 1, 2019:
    1. Short-term non-premium meters from \$1.75 per hour to \$2.00 per hour
    2. Meter bags - from \$12.00 to \$13.00
  - iv. Adjust Event Rates for major events at the Arcadia Festival Site – June 1, 2019
    1. From \$8.00 to \$10.00
    2. Online Reservations - \$8.00 (\$2.00 discount)
  - v. Notes:
    1. A chart with projections vs. actual should be included and routinely updated as an attachment to the plan
    2. Annual rate survey of comparable cities should be included and routinely updated as an attachment to the five year plan.

**B. Maintenance / Capital Improvements**

**1. Capital Maintenance Fund**

- i. Develop strategy for alternative funding source for capital maintenance
- ii. Complete necessary capital repairs identified in the 2015 Walker Parking Consultants report

**C. Technology**

- 1. No Initiatives Defined

**D. Marketing / Education**

- 1. No Initiatives Defined

**E. Transportation & Mobility**

- 1. **Continue with alternative transportation promotion strategies from Year 1**
- 2. **Analyze success of bike sharing program – if feasible based on earlier review**
- 3. **Continue enhancing pedestrian walkways for convenience, safety and comfort**
  - i. Follow priority list developed in Year 1
- 4. **Launch a car sharing program – if feasible based on earlier review**

**5<sup>th</sup> Year - Budget Year 2020**

**A. Financial / Administrative**

- 1. Reduce the amount of surface parking downtown by another 2% (200 spaces) annually to eliminate 1,000 surface parking spaces by 2020
- 2. Develop strategy to reduce TIF contribution to debt service
- 3. Continue reviewing the appropriateness of the parking exempt district
  - i. What are the governing jurisdiction's risk and responsibilities or obligations?
  - ii. Alternatives?
    - 1. Update ratios under Table 6.1 - 1.
    - 2. Can developers purchase exemption?
- 4. Revenue enhancements / rate adjustments (financial projections handled under separate cover)
  - i. Adjust monthly parking rates effective July 1, 2020 by 4% to generate 2.4% additional revenue
  - ii. Modify the following meter rates effective July 1, 2020:
    - 1. Meter bags - from \$13.00 to \$14.00
  - ii. Notes:
    - 1. A chart with projections vs. actual should be included and routinely updated as an attachment to the plan
    - 2. Annual rate survey of comparable cities should be included and routinely updated as an attachment to the five year plan.

**B. Maintenance / Capital Improvements**

**1. Capital Maintenance Fund**

- i. Develop strategy for alternative funding source for capital maintenance
- ii. Complete necessary capital repairs identified in the 2015 Walker Parking Consultants report

**C. Technology**

- 1. No Initiatives Defined

**D. Marketing / Education**

1. No Initiatives Defined

**E. Transportation & Mobility**

1. **Continue with alternative transportation promotion strategies from Year 1**
2. **Continue enhancing pedestrian walkways for convenience, safety and comfort**
  - i. Follow priority list developed in Year 1
3. **Analyze success of car sharing program – if feasible based on earlier review**