Parking
Advisory Board

Wednesday, March 1, 2023
11:00 a.m.
2nd Floor Committee,
Governmental Center
400 Boardman Avenue
Traverse City,
Michigan 49684

The City of Traverse City does not discriminate on the basis of disability in the admission to, access to, treatment in, or employment in, its programs or activities. Penny Hill, Assistant City Manager, 400 Boardman Avenue, Traverse City, Michigan 49684, phone 231-922-4440, TDD/TTY 231-922-4412, VRS 231-421-7008, has been designated to coordinate compliance with the non-discrimination requirements contained in Section 35.107 of the Department of Justice regulations. Information concerning the provisions of the Americans with Disabilities Act, and the rights provided thereunder, are available from the ADA Coordinator.

If you are planning to attend and you have a disability requiring any special assistance at the meeting and/or if you have any concerns, please immediately notify the ADA Coordinator.

The City of Traverse City and Downtown Development Authority are committed to a dialog that is constructive, respectful and civil. We ask that all individuals interacting verbally or in writing with board members honor these values.

Downtown Development Authority:
c/o Nicole VanNess, Transportation Mobility Director
(231) 922-0241
Web: www.parking.downtowntc.com
303 East State Street
Traverse City, MI 49684

Welcome to the Parking Advisory Board meeting

Agenda

Page

1. CALL TO ORDER

2. ROLL CALL

3. CONSIDERATION OF MINUTES

A. Consideration of approving the December 7, 2022 meeting minutes. 5 - 6
Parking Advisory Board - 07 Dec 2022 - Minutes - Pdf

4. OLD BUSINESS

A. Employee Parking and Mobility Survey 7 - 17
Employee & Mobility Survey - Memo
Employee Parking & Mobility Survey Results - Report

5. NEW BUSINESS

A. Advisory Board Role and TDM 19 - 20
Advisory Board Role and TDM - Memo

B. Parking and Mobility Updates and Information 21
Updates and Information - Memo

6. TRANSPORTATION DEMAND MANAGEMENT

A. Circulator Update 23
Circulator Update - Memo

7. TRAFFIC COMMITTEE UPDATE

A. City Department Updates 25
City Department Updates - Memo

8. TOPICS FOR CONSIDERATION

A. Parking for short-term stays 27 - 33
Parking for Short-term Stays - Memo
Parking for Short Term Stays - Email
Parking for Short Term Stays - Email Attachments

9. RECEIVE AND FILE

A. Adopted TDM Reports 35 - 80

2022 TDM Plan Recommendations FINAL 12.12.22 - PDF

2022 TDM Plan Appendices FINAL 12.12.22 - PDF

10. PUBLIC COMMENT

11. ADJOURNMENT

CITY COMMISSION

GOALS & OBJECTIVES

2022-2023

HOUSING & HOMELESSNESS

Increase opportunities for more diverse housing through public and private options.

ACCESS & MOBILITY

Invest in multi-modal mobility strategies and existing and future infrastructure so that individuals of all ages, abilities and income have a network of complete, barrier free, safe, year round access to our community's amenities and basic needs.

CONNECTING PEOPLE WITH EACH OTHER AND NATURE

Invest in facilities and amenities in order to create vibrant City spaces that connect all people to nature and to each other.

ECONOMIC DEVELOPMENT

The City will foster economic development by adopting a growth mentality and by conserving and maintaining natural resources. It will work with partners to invest in and maintain amenities that support a wide variety of industries, build the workforce, and attract well-paying jobs with the region's future in mind.

WATER SYSTEMS

Proactively and consistently maintain, conserve, and manage water and water systems to reduce harm to the systems themselves as well as public health and safety.

CLIMATE CHANGE

Address climate within all of our City priorities, goals, policies, and actions.

Minutes of the
Parking Advisory Board for the Downtown Development Authority
Regular Meeting
Wednesday, December 7, 2022

A regular meeting of the Traverse City Parking Subcommittee of the City of Traverse City was called to order at the 2nd Floor Committee Room, Governmental Center, 400 Boardman Avenue, Traverse City, Michigan, at 11 a.m.

The following Members were in attendance: Board Vice Chair Scott Hardy, Committee Member Todd Knaus, Commissioner Doug Hickman, Board Member Pam Marsh, and Board Member Katy Bertodatto

The following Members were absent: None

Chairperson Hardy presided at the meeting.

(a) **CALL TO ORDER**

Chairperson Hardy called the meeting to order at 11:01 AM

(b) **ROLL CALL**

(c) **CONSIDERATION OF MINUTES**

(1)

Approval of the minutes of the October 5, 2022 meeting.

Motion to approve the minutes of the October 5, 2022 meeting.

Moved by Todd Knaus, Seconded by Katy Bertodatto

Yes: Scott Hardy, Todd Knaus, Pam Marsh, and Katy Bertodatto
Absent: Doug Hickman

CARRIED. 4-0-1 on a recorded vote

(d) **OLD BUSINESS**

(1) Employee Parking & Mobility Survey

The Parking Advisory Board recommends the DDA Board approve an expenditure up to $1,800 to purchase parking permits for employees who complete the downtown employee parking and mobility survey.

Moved by Katy Bertodatto, Seconded by Scott Hardy

Yes: Scott Hardy, Todd Knaus, Pam Marsh, and Katy Bertodatto
Absent: None

CARRIED. 4-0-0 on a recorded vote

(e) **NEW BUSINESS**

(1) Presentation on BATA Master Plan

The following addressed the Board:
Eric Lingaur, BATA

(f) **TRANSPORTATION DEMAND MANAGEMENT**

(1) Draft Plan Comments

(g) **RECEIVE AND FILE**

(1) Parking Advisory Board Openings

(2) 2017 Adopted TDM Report & Appendices

(h) **PUBLIC COMMENT**

(i) **ADJOURNMENT**

Scott Hardy, Chairperson

Memorandum

To: Parking Advisory Board
From: Nicole VanNess, Transportation Mobility Director
Re: February 24, 2023
Date: Employee Parking & Mobility Survey Results

The survey results are in the packet for review during our meeting. We have had 233 respondents take the survey. For a quick summary:

- 68% live in the City of Traverse City with 91% driving alone,
- 67% have an employer parking permit benefit,
- 16% parking in meters and 60% parking in DDA managed facilities,
- 16% indicating cost and 63% indicated parking in close proximity to work as priority, and
- 24% citing scheduling and job requirements as a challenge to commuting options.

The summary overviews the dynamic of balancing supply and management. These objectives support our initiative to create demand-based pricing to shift utilization away from the business core. Continuing our outreach for overall employee awareness and commuter-based solutions and is essential to improve our communication with downtown employees and their options.

Additionally, the DDA purchased 100 permits to provide participants one month of free parking at the Old Town Parking Structure. To-date, 25% have accepted, 29% have declined and 41% forfeited.

EMPLOYEE PARKING & MOBILITY SURVEY RESULTS

Following is a summary overview of the results of a Downtown Commuter Survey, hosted by the DDA in September 2022. The survey results provided in the report are as of February 23, 2023.

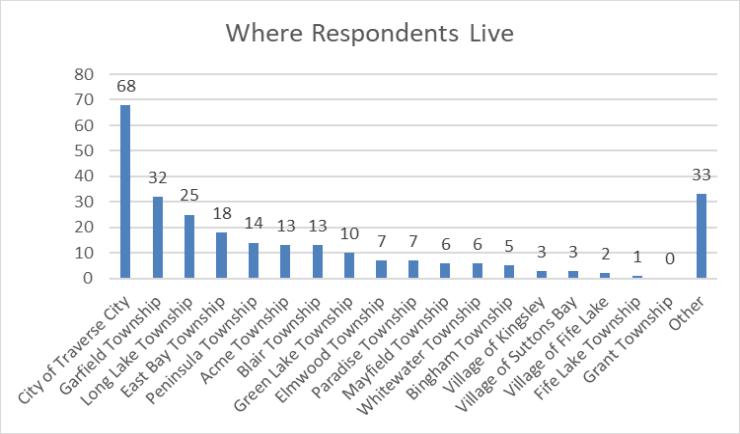
Where Respondents Live

The responses below reflect the intended focus on downtown employees who are also residents of Traverse City and the surrounding region. 233 respondents participated in the survey. 60% are salary and 38% hourly employees and four are volunteers.

Figure 1

Location	Responses
City of Traverse City	68
Garfield Township	32
Long Lake Township	25
East Bay Township	18
Peninsula Township	14
Acme Township	13
Blair Township	13
Green Lake Township	10
Elmwood Township	7
Paradise Township	7
Mayfield Township	6
Whitewater Township	6
Bingham Township	5
Village of Kingsley	3
Village of Suttons Bay	3
Village of Fife Lake	2
Fife Lake Township	1
Grant Township	0
Other	33

Figure 2



How Often Respondents Commute

Responses indicate that the survey was effective in reaching downtown employees who commute multiple times per week, representing downtown's most frequent parkers. 66% are arriving between the hours of 8 AM-12 PM and less than 6% arriving after 12 PM.

Figure 3

Number of Commute Days in Typical Week	Responses	% of all Responses
0 days	2	1%
1-2 days	29	12%
3-4 days	55	24%
5 days or more	147	63%

Where Respondents Work

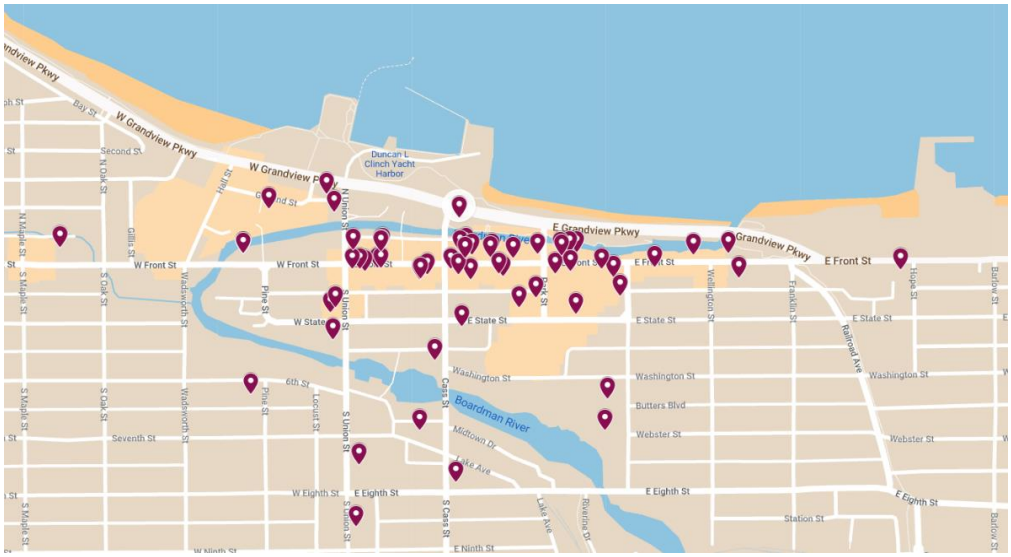
As shown in the map below, survey participants represent a wide range of work locations across the downtown area.

Figure 4 Parking Origination Point

Nearest Intersection	Responses
Cass/Lake	39
Front/Union	38
Front/Cass	35
Front/Pine	29
Front/Park	22
Union/Eighth	10
Other	70

Figure 5 Survey Respondent Worksites[1]

[1] https://www.google.com/maps/d/u/0/edit?mid=1gpqg9Vt2pCmDkPnWT3opTNHd0t0PJOk&usp=sharing



Current Commute Mode vs. Preferred Mode

Current and preferred commute modes are displayed in Figure 6. Commuters who selected "other" most commonly commute with different modes seasonally, biking in summer and driving alone or carpooling in winter. The responses show that nearly half of those driving alone today would prefer to use another mode. Popular options among these commuters include working from home and micro-mobility.

It is also worth noting that, while transit and carpooling are minimally used by survey participants, almost 15% of respondents indicated an interest using these modes more frequently. Combined, these responses suggest an opportunity for a coordinated effort to provide and market non-driving commuter benefits, such as, Destination Downtown, that would greatly improve the downtown commute experience, thus helping downtown business recruit and retain employee talent.

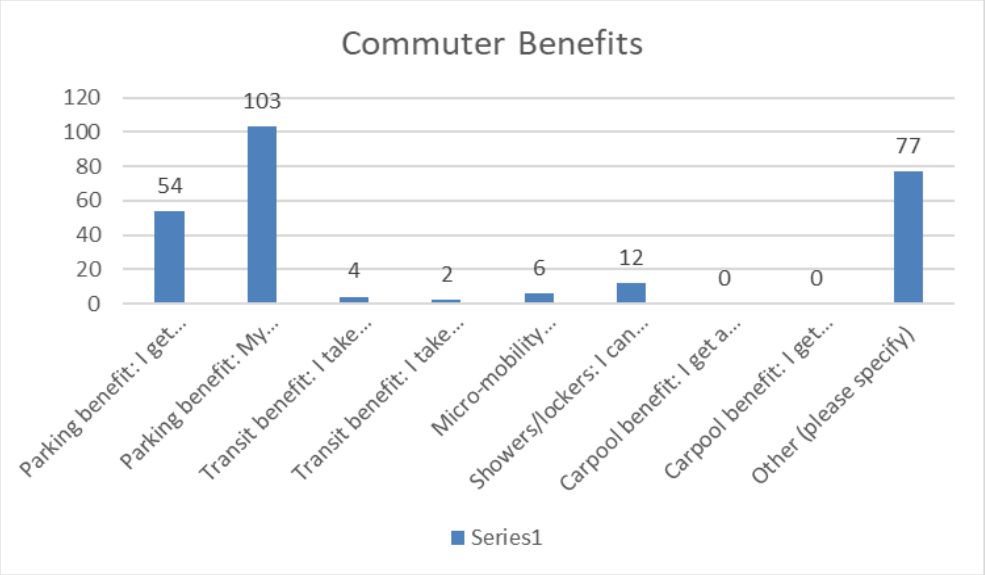
Figure 6

Commute Mode	Current	Preferred
Driving alone	213	110
Micro-mobility (bicycle, e-bike, scooter, skateboard, etc.)	5	48
Telecommute/work from home	2	24
BATA bus	1	20
Walk	3	16
Carpool	2	15
Other	7	

Commuter Benefits

67% of respondents reported that their employer pays for their parking, either with free on-site parking or complete reimbursement of off-site parking. However, very few respondents reported receiving other commute benefits through their employer. Notably, only four survey respondents take advantage of the free BATA transit option through the Downtown Destination program.

Figure 7



Commute Challenges

When asked to identify the most prominent barriers to using their preferred commute mode more frequently, the responses varied based on respondents' commute preferences. 47% prefer to continue driving alone, 15% would prefer transit options, and 20% mobility options.

Figure 8

Preferred Increased Frequent Use	Current
Driving alone	110
Micro-mobility (bicycle, e-bike, scooter, skateboard, etc.)	48
Telecommute/work from home	24
BATA bus	20
Walk	16
Carpool	15

Other	7

Of those respondents who would prefer to use alternate commute modes, the most cited challenge was 24% scheduling and other job requirements and 14% cost.

Figure 9

Commute Challenges for Those Preferring Other Commute Modes	Reponses
Not reliable enough	5
Not convenient/available at the end of my trip	7
Not convenient/available at the end of my trip	8
Takes too long	11
Weather	19
Commute is too long	21
My schedule does not accommodate	23
Cost	32
Does not work with unplanned changes to my schedule	37
Other	70
Total	**233**

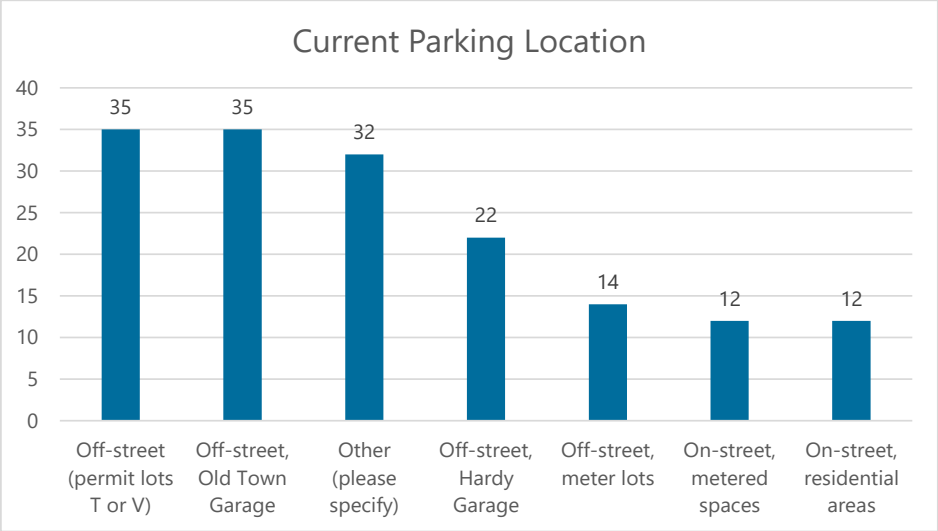
Parking Location

Most survey repondents (60%) park off-street, primarily in DDA-managed facilities. 16% park in on and off-street meters. 16% of respondents park on-street, half of whom park at meters, reflecting a willingness to pay for more convenient parking options, and half parking on residential streets.

Figure 10

Parking Location	Responses
Off-street (permit lots T or V)	63
Off-street, Old Town Garage	40
Off-street, Hardy Garage	27
Off-street, meter lots	18
Off-Street, other	46
On-street, metered spaces	18
On-street, residential areas	21
On-street, Total	**39**
Off-street, Total	**64**
Off-street, Parking Structures / Permit Lots	**130**

Figure 11



Parking Priorities

Among those who park as part of their downtown commute, the most cited top priority for improving their parking options was proximity to their work. This was listed by five times as many respondents as the second-most cited priority – walking conditions between parking and work. A combined 16% of respondents indicated that their parking experience would be most improved by having the option to save on the cost of parking by parking further from work for less or no cost.

Figure 12

Priority	Responses	Percent
Proximity: Being as close as possible to my work	146	63%
Accessibility: Improved walking conditions, too icy/snow-covered	30	13%
Cost: I am willing to walk for free parking	24	10%
Cost: I am willing to walk for reduced parking fees	14	6%
Other (please specify)	13	6%
Micro-mobility: Secure storage, shower facilities, other amenities	2	1%
Transit: Free or reduced fare options	2	1%
Transit: Shelters, warming stations, other amenities	1	1%

Supply and Management

There is a fixed dynamic that frames supply and management options within walkable districts like downtown Traverse City. This dynamic is based on three aspects of parking that

are universally desired – convenient proximity, low/no cost, and ample availability. Most drivers today, expect to find all three at most of their destinations. But, especially in districts where the demand for parking is high, trying to provide all three in one location is ill-advised. Rather it is recommended to prioritize two of these in any given location, by deprioritizing the third. Ideally, downtowns can offer complementary parking options that offer all three, just not in the same location, by leaning into the natural strengths of on-street parking's convenience, while providing more abundant supplies in centralized, off-street locations that will invariably be more distant to downtown core destinations.

Proximate Parking Can be Cheap or Consistently Available, not Both

Parking that is proximate to high-demand destinations will be limited in supply, since the space required by each space pushes the next parking space that much farther from the closest destination. The choice then becomes whether to price this parking relative to demand, to maintain ample availability by moderating demand for these spaces – or to make this parking free, thus ensuring that availability will be scarce when most drivers are seeking parking.

More Distant Parking Can be Cheaper and Consistently Available

By contrast, more capacity can be created further from destinations, while the reduced demand for these less convenient parking options means they can be offered at reduced cost.

Availability

Given the stated priorities of survey respondents, the best option for the DDA is to rely on price to maintain consistent availability among the limited supply of parking that offers the best proximity to downtown's higher density core, while providing lower-cost options in locations where lower parking rates can be maintained without overwhelming the supply with demand.

Parking Proximity to Work

73% of respondents reported that they are typically able to park within a short walk of their workplace. 24% of respondents can park reasonably close, but the distance would be unpleasant in poor weather. Only seven respondents (3%) identified that their typical parking options are "not close" to their place of work, an unpleasantly long walking distance.

Figure 13

Proximity	Percent	Responses
Close. At my work location or a very short walk.	44.21%	103
Pretty close. A short walk away.	28.76%	67
Reasonably close. A walking distance that may be OK in good weather, but can be unpleasant in poor weather.	24.03%	56
Not close. An unpleasantly long walk in any weather.	3.00%	7

When asked to identify the most prominent barriers to using their preferred parking locations, (33%) are satisfied with their current arrangements, and less than (1%) selected leaving spaces available for customers.

Figure 14

Barriers to Parking Close to Work	Percent	Reponses
I am satisfied with my current (parking or micro-mobility) arrangements	33%	78
It's usually full when I need to park	25%	58
Cost	21%	49
Other	11%	25
Requires a permit I can't get due to the waitlist	3%	8
Inconvenient	3%	7
Too far to walk	3%	6
I prefer to leave those spaces for customers	1%	2
Total		**233**

Summary

Significant Demand for Alterative Commute Options

Close to 91% of respondents currently drive alone, but less than 48% of respondents would prefer to drive alone. This suggests a significant opportunity to improve downtown commutes, and help people secure and retain downtown employment, by offering benefits beyond parking. Given the fact that key benefits, such as free transit for downtown employees, are already available, significant improvement could be made simply by promoting these options and increasing the awareness of them among all downtown employees.

Demand for Free/Discounted Employee Parking

It should never be surprising to find that free parking is in high demand. However, the survey results suggest that free parking is more attainable for more downtown commuters than is widely appreciated. Most respondents already receive free or significantly subsidized parking, as provided by their employer, either on-site parking at work, or via partial or full employer

compensation for their off-site parking costs. Beyond employer provided benefits and subsidies, the DDA also offers discounted permits for the Old Town garage, reflecting its location outside the current downtown core. And, the DDA plans to implement a discounted permit for evening employees, an improvement that awaits a planned upgrade to its garage access system.

Walking Conditions

The TDM study and its 2022 update both recommend the creation of seasonal parking rates for off-street permits, to ensure that, when demand is lower, the cost of more proximate parking options is reduced accordingly. This is intended to reduce the walking distance for those employees who rely on more affordable parking options, by making more convenient parking options more affordable during the months when this can be done without overwhelming the supply of these high-convenience space.

Memorandum

To: Jean Derenzy, DDA CEO
From: Nicole VanNess, Transportation Mobility Director
Date: February 23, 2023
Re: Advisory Board Role and TDM

The Parking Advisory Board (formerly Parking Subcommittee) was appointed by the DDA Board in 2018 following their approval of adopting the 2017 Transportation Demand Management Study report. Using the TDM report, a 3-year work plan is prepared based on current conditions or needs in downtown or other areas covered in the Parking Management contract. Many of these objectives require going through the processes and communication with other departments, boards and commissions. The role of the advisory board is to study and vet objectives before bringing a recommendation to the DDA Board for approval. With subsequent approval by the City Commission for objectives requiring Auto Parking Fund approval or ordinance amendments.

On February 6, 2020, the Advisory Board adopted the following guiding principles:

1. Use incentives, as well as, disincentives.
2. Respect local ordinances and plans.
3. Encourage public/private partnerships.
4. Serve as an advocate for safe multi-modal access.

Over the past three years, we have made progress through the use of the Managed Parking Systems Approach. This approach was developed as the result of the 2019 public engagement sessions related to downtown parking. It targeted bundling quick win objectives mostly related to process changes in order to provide a communication plan to the public and establish demand-based practices. All of the changes were implemented through the end of 2021.

The past year has focused on revising the TDM report to incorporate additional objectives that include mobility solutions as we move towards the goal of in-fill development and reduced surface parking options. The TDM revision coincides with the DDA's Moving Downtown Forward plan that was adopted at their December meeting. Both of these reports discuss the importance of accessibility in the downtown network. With the inclusion of mobility in the TDM plan, we recommended the DDA Board rename the Parking Advisory Board (PAB) the Mobility Advisory Board at their February 17, 2023 meeting. This item was pulled and deferred to the March 17, 2023 DDA Board meeting in order to gather feedback from the PAB. While the name

may change, the Advisory board will continue to vet parking objectives, and encompass the inclusion of mobility initiatives.

Memorandum

To: Parking Advisory Board
From: Nicole VanNess, Transportation Mobility Director
Date: February 24, 2023
Re: Updates and Information

Destination Downtown 2023-2024
We are excited to announce that we will be offering the commuter benefit program again for 2022-2023. Again this year, we are waiving employer participation fees. Join us in reducing our carbon footprint, opening up parking spaces downtown, and destigmatizing public transit in the area, all while saving your hard-earned dollars! This program can benefit any employer located within the DDA District. If you have questions or are interested in participating, please reach out at destination@downtowntc.com or by phone at 231-922-0241.

Parking Access and Revenue Control Upgrades
The DDA Board and City Commission have approved the purchase of equipment replacement and software upgrades for both the Hardy and Old Town Parking Structures. Software upgrades will include the ability for parking permit auto-renewals, enhanced validation options for businesses, and enhanced group permit options for businesses. Equipment upgrades will include AVI (windshield RFID) tags, barcode tickets, and credit card acceptance at all exits. Additionally, the Hardy structure will undergo additional work to reconfigure the State Street entrance and exit to align with the two-way traffic patterns.

Parking Lot P (Block of 100 W State)
Permit parkers now have access to use their surface permit in parking lot P (128 W State) and the angled parking along the building at 122 W State . This lot had closed in October, but has reopened as of Monday, February 6, 2023. The lot was purchased, and has been identified as the future home of the West End Parking Structure.

Parking Lot D (Grandview Parkway/Park Street)
Permit parkers have temporary access to use their surface permit in parking lot D (Grandview Parkway/Park Street) during the construction of the Cass Street Bridge.

Surface Permit Waitlist
The waitlist was implemented when we the Lot P lease was terminated. The loss of this lot reduced surface inventory by 52 spaces. We have reopened Lot P, but are not awarding waitlist permit requests as we intend to sell Lot V (103 spaces) as of July 1, 2023 which will further reduce surface inventory.

Memorandum

To: Parking Advisory Board
From: Nicole VanNess, Transportation Mobility Director
Date: February 24, 2023
Re: TDM: Circulator Update

Part of our solution to the "parking problem" downtown has to include transportation. We have started our discussions with Bay Area Transportation Authority (BATA) to see how we may be able to partner on a pilot circulator project. These discussion will include identifying the feasibility related to the cost of operations in order to understand what is needed to move forward with a pilot circulator using the existing BATA fleet. These expenses will likely need to be considered by the DDA Board for use with TIF or other funding, and are not currently budgeted.

The pilot project will address our immediate need to offer better accessibility for individuals moving through the downtown area, and will also address our biggest challenges over the next 3 years: 1) Sale of parking lot V corner of W Front/Pine loss of 103 spaces, 2) MDOT Grandview Parkway project summer 2024, and 3) Construction of West End Parking Structure on lot P (52 spaces) in 2025.

It may take some time to identify the costs and secure funding. We will also identify ways to increase communications for the services and programs that the DDA and BATA already provide that may meet the needs of individuals commuting into the downtown area. We may be able to increase awareness through coffee talks, lunch-n-learns or other communications. These efforts may be targeted to employers in the downtown area initially, but may include options for the general public (residents) and visitors going forward.

Separately, BATA is nearing the launch of their real-time tracking boards. This is an opportunity to partner by adding these board to both parking structures so individuals can view when buses in the area. More details to follow, but the requirements will be to include power, network, and screen mounting areas in the pedestrian towers.

Memorandum

To: Parking Advisory Board
From: Nicole VanNess, Transportation Mobility Director
Re: February 24, 2023
Date: City Departments Update

The following is an overview of items that are currently under review or in-progress by the City Planning Department and Traffic Committee. The purpose is to provide an update on parking related items that other departments are working on in order to communicate items that may come back to the Advisory Board.

Overnight Parking
We have had internal discussions with city departments with regards to city-wide overnight parking ordinance changes. Overnight parking allowances may benefit new housing developments by utilizing city right-of-way rather than building onsite parking. The evaluation process will include connecting with other northern Michigan communities that have recently update their ordinances, street sweeping, snow removal, leaf pick-up, drive-up post office routes, on-street refuse pick up routes. There is no timeline on this evaluation and it is likely to be more than a year.

Bay Street Parking
This area first came before the Advisory Board and Traffic Committee in 2019 for consideration of a metered district as Bay Street from Division east to Second Street is heavily used in the summer months. This item was previously approved to move forward as a metered district, but City Commission did not approve the expenditure for curb improvements and meter post installation.

This area has come back up as the special improvement district (SID) tied to properties at the corner of Bay and Second for parking improvements will be fulfilled in August of 2023. Recent inquires have included metered parking to off-set snow removal costs.

There are currently no time restrictions on these streets. These spaces are used by beachgoers, all day parking for employees, and motorhomes. New developments in this area over the past four years have increased parking demands. There are 42 spaces on the north side that runs along Grandview Parkway. There are 57 spaces on the south side that run along businesses. We will review this area further with the Traffic Committee determine if a metered district should be implemented seasonally or permanently. In order to reduce infrastructure costs, this area could be serviced by mobile payments only utilizing pay-by-plate or multi-space pay stations.

Memorandum

To: Parking Advisory Board
From: Nicole VanNess, Transportation Mobility Director
Date: February 23, 2023
Re: Parking for Short-term Stays

Attached is the email request and attachments from Board Member Bertodatto to consider adjusting the daily rate start time for short-term guests.

As you may recall, a change to the ordinances related to parking permit issuance was adopted in April 2022. The ordinance changes required permits to be registered and used by the registered resident, business or employee; and eliminate the shared use by short-term parkers or reselling of parking. The intent of the parking permit program was never to resell parking permits that are offered at a reduced rate. This change is not specific to short-term rentals and included tour groups who included parking in their fees. Shared permits would be allowed through December 31, 2022 to accommodate rental bookings for the summer of 2022.

The following options are available for businesses: 1) validate their customer's parking, 2) have their customers purchase their own parking permit, 3) direct customers to pay the hourly rates or 4) purchase shared account permits. Many of the current hosts or even guests have been purchasing 1-month parking garage permits for $50 or $30 regardless of their stay duration as it is the best value.

Additionally, both the DDA Board and City Commission approved new equipment and software for both parking structures. The project will start in the coming months, and should be operational by September. The new software will have more flexibility with printable (QR) permits, and may be a viable solution for hosts to prepurchase permits for their guests.

From: Katy Bertodatto
To: Nicole VanNess; Jean Derenzy; Scott Hardy
Cc: Mark Keely; Brandon Sheldon
Subject: Parking for Short Term Stays
Date: Thursday, February 23, 2023 3:56:48 PM
Attachments: IMG_4172.PNG
IMG_4178.jpg
IMG_4177.jpg
IMG_4179.jpg
IMG_4181.jpg
IMG_4175.PNG
IMG_4176.PNG
IMG_4173.jpg
IMG_4180.jpg
IMG_4174.PNG

Scott and Nicole,

Please see attached a small sample of feedback regarding garage parking for short term guests. I see the daily rate restarts at 7am which is very early for overnight guests. The daily rate ends up being higher (sometimes much higher) than $20. People are upset and it is affecting how they feel about downtown Traverse City. It is also affecting our business.

Other hosts disregard the rules and transfer monthly passes from one guest to the next. I am not asking that you penalize them, I am asking that we create a transferable monthly pass so we can provide a much-needed amenity and still follow the rules. In the meantime, I am recommending we change the daily rate restart time to noon or time stamp it and give guests 24 hours.

I would ask that we add this to the next parking committee agenda for discussion.

Thank you for your consideration.

Katy

Katy Bertodatto
Founder/Managing Partner
Golden Swan Management
231.631.2711
goldenswanmgt.com

Overall rating 3 ★

Public review

Parking is not included so consider that in the price. Very nice place but after all the fees and parking there are other places just as nice that are cheaper.

Detailed feedback

Check-in	4 ★
Cleanliness	4 ★
Accuracy	1 ★

Public review

This was our second time staying in this unit. The location is great, right downtown and walkable to everything. Beds are comfy and the unit had everything we needed. Unfortunately for some reason the unit no longer has a parking pass for the structure next door so you'll pay about $25/day to park. Outside of that I have no complaints!

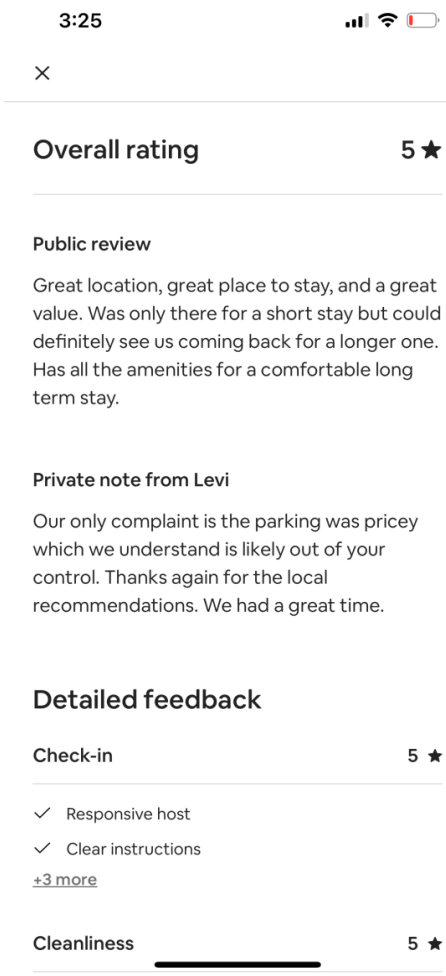
Detailed feedback

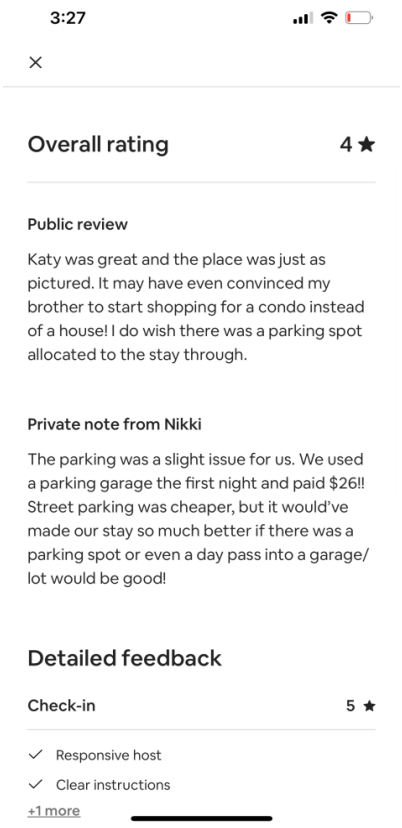
Check-in	5 ★

- ✓ Responsive host
- ✓ Easy to get inside

I had to purchase a monthly parking pass to park in the Hardy Parking Garage. I was told in their office that there were no daily or short-term permits (such as the three days we were there) available. That permit cost $60.00. I feel the parking garage costs, which appear to be the same for either garage for multiple overnights, needs to be reflected in the unit information up front.

Detailed feedback


3:25
Overall rating
5
Public review
Great location, great place to stay, and a great value. Was only there for a short stay but could definitely see us coming back for a longer one. Has all the amenities for a comfortable long term stay.
Private note from Levi
Our only complaint is the parking was pricey which we understand is likely out of your control. Thanks again for the local recommendations. We had a great time.
Detailed feedback
Check-in
5
Responsive host
Clear instructions
+3 more
Cleanliness
5


3:27
Overall rating
4
Public review
Katy was great and the place was just as pictured. It may have even convinced my brother to start shopping for a condo instead of a house! I do wish there was a parking spot allocated to the stay through.
Private note from Nikki
The parking was a slight issue for us. We used a parking garage the first night and paid $26!! Street parking was cheaper, but it would've made our stay so much better if there was a parking spot or even a day pass into a garage/ lot would be good!
Detailed feedback
Check-in
5
Responsive host
Clear instructions
+1 more

3:20

Public review

Katy's place is beautiful!! Just like the photos on the website—Very nicely furnished, very clean and comfortable. Location is ideal for walking around downtown Traverse City. Katy is very responsive and helpful. Thank you Katy for sharing your beautiful place.

The only draw back is it doesn't come with parking so we used the parking ramp around the corner from her condo. Cost is $26-27 each day we took our car out of the ramp. Lynn (February 2023)

Reply to Lynn

Private note from Lynn

Katy
We loved your place-it's beautiful!! Thank you for sharing it.
The only drawback is having to pay additional for parking— it costs us $26-27/ day. Maybe throwing in a parking pass for the ramp would be nice.

Lynn

Public review

Beautiful loft in a perfect location for a Traverse City visit. The apartment was very clean and precisely as described in the listing. We would definitely stay here again.

The only downside is the lack of parking, which is described in the listing. There are parking garages a few blocks away, which was a little inconvenient, but not a problem. We were two couples with one car each, so parking fees at the garage totaled more than $96 per day. There may be better options nearby, but we didn't find them. If there are, it would be helpful for them to be identified by the host.

Private note from Theresa

Public review

Awesome spot in the heart of Traverse City. Katy and team were very communicative and the place was nearly new and super clean. Walkable to everything downtown.

Private note from Kyle

Great stay overall. Parking situation was not ideal but we made it work.

Private note from William

Hi Katy, thought your place was great, very clean, quiet and comfortable. Only issue was the parking situation which I didn't think was a big deal (using the Garage) next door, until I was charged $ 23.75 per night for about 10 hours of parking. Seemed totally excessive and greedy.....Other than that, we loved it and had a great weekend of Hockey (Team went undefeated) ;)

Detailed feedback

Check-in 5 ★

INTRODUCTION

This document presents a revised TDM Plan consisting of updated TDM recommendations for improved parking management and multimodal access in downtown Traverse City. The memo organizes these recommendations by proposed implementation timeline, as follows:

Quick Win Opportunities – Recommendations that can be implemented with minimal cost, logistical, or policy/political barriers, and thus should be considered for implementation within the next two years.

Short Term Priorities – Recommendations that are likely to require some time to align funding, logistics, or policy/political support sufficient for effective implementation, and thus should be considered for implementation within the next five years.

Recommendations for Further Study – Recommendations that will take more time to develop, including, for most, some additional study and analysis, to determine the right implementation approach and timeline.

For each recommendation, a description is provided along with a high-level **Implementation Action Plan**, outlining the basic sequence of recommended implementation steps. Many recommendations are also accompanied by **Examples in Action** – descriptions of how the strategy has been implemented in other cities. For those with direct links to recommendations in the 2017 TDM Study, a **2017 Recommendation Spotlight** on the related recommendation/s is also provided to underscore consistency with the findings and outcomes of the original TDM study.

QUICK WIN OPPORTUNITIES (1 – 2 YEARS)

Create Flex-Use Loading Zones in Key Locations

Key blocks of Cass and Union Streets have been identified for conversion to flex zones, with loading zone schedules more closely aligned with patterns of loading activity, and remaining hours used to provide more short-term parking.

Flex Zone in Athens, OH – After 2pm, Loading and Parking Share the Zone.

Examples in Action

Seattle

Most loading zones are reserved for commercial activity between 7 AM and 6 PM, with some exceptions, after which the space is available for personal vehicle parking. This can apply to both passenger and commercial vehicle loading zones. This regulation allows priority access for loading and unloading during peak business hours and creates more space for on-street parking in the evenings when demand is likely to be higher.

Passenger vehicles parked in after-hours load zones are subject to the time limits and/or paid parking rates posted in the vicinity. Parking is permitted in signed loading zones all day on Sundays and holidays.

Los Angeles

Yellow painted curbs are reserved for both passenger and commercial vehicles during the day, from 7 AM – 6 PM Monday through Saturday in most cases. After hours, the space is available for personal vehicle parking, subject to posted duration-of-stay and fee regulations. Yellow curbs are available for personal vehicle parking all day on Sundays.

Spokane, Washington

Spokane reserves space at the curb between the hours of 8 AM and 6 PM, for commercial vehicle loading activity. Loading is limited to 30 minutes. Outside of posted hours, personal vehicle parking is permitted.

2017 Recommendation Spotlight

Create short-term parking in off-hour loading zones.

On prime commercial streets, set loading-zone regulations to hours that balance the morning/afternoon peak in loading activity, with evening/weekend peaks in short-term parking demand.

- Adjust the schedule of loading-zone restrictions, as negotiated with nearby commercial uses who rely upon these spaces for delivery of goods and services, to expand curbside-parking capacities during evening and weekend periods, when demand for such high-convenience parking is at its peak, and when loading zones attract little to no activity

Create early morning loading zones to encourage more activity at these times.

Generous early-morning loading zones on secondary streets, or on alternate sides on prime streets, can encourage more truck deliveries during these times of modest short-term parking demand.

- Set aside entire blocks for commercial loading/unloading between 6AM and 10AM, when short-term parking demand is modest.
- Pilot this on side streets, perhaps alternating sides of the street to moderate the impact on parking supplies, and expand to primary streets if results are positive.
- Concentrate enforcement efforts during the pilot to further incentivize use of these loading zones, and reduce the current rate of loading from within travel lanes.

Implementation Action Plan

Step 1 – Identify locations where this change should first be applied, and confirm that the change is appropriate by observing level and frequency of commercial loading activity during evenings and weekend afternoons – note that this activity would continue to be allowed alongside personal vehicle parking, so some activity should not preclude making the change.

Step 2 – Change the regulations in these zones to allow personal vehicle parking after 6 PM.

Step 3 – Observe activity when these spaces are reserved for loading, and when parking is allowed, and adjust the extent of these Flex Zones, as may be necessary, to balance activity with demand.

- If significant loading activity continues into the times when personal vehicle parking is allowed, consider reducing the length of the Flex Zone to provide more dedicated loading space at these times, or returning the full space to previous regulations.

Expand Employee Parking Options

Make use of underutilized locations to offer low-cost options.

Using the Performance-Based Pricing approach defined in the 2017 recommendations, create new parking options for employees to find their right-fit balance between cost and convenience, leveraging reduced demand at the Old Town deck to create new permit types at a lower cost.

2017 Recommendation Spotlight

Performance-Based Pricing

Link parking rates to demand, measured as utilization/availability conditions during peak-demand periods, to underscore the standing policy that pricing is the most effective, and intuitive management tool for maintaining demand/supply equilibrium across the downtown and across times of varying levels of demand.

- Review rates annually to determine if adjustments are warranted, raising or lowering rates to address any meaningful gaps between targeted and actual availability measures.
- Provide transparency by providing data, analysis, and findings used to make management/pricing adjustments

Implementation Action Plan

Step 1 – Create an All Deck permit, priced at the current rate for both decks, and an Old Town Deck permit that is offered at a reduced rate.

- This should be promoted to help address the impact of the redevelopment of Lot P
- The Old Town Deck permit should be monthly only
- Offer current annual permit holders the option to apply the remaining value of their permit toward monthly Old Town permits

Step 2 – When demand between the two decks achieves greater parity, create a Hardy Deck permit, priced relative to the balance of demand between the two garages.

- Both deck-specific permits should be monthly only

Step 3 – Phase out annual permit purchases to provide greater flexibility to align rates with variable demand across the year.

Vary Monthly Permit Rates by Season

As monthly permit purchase become the norm, and annual purchases are phased out, this recommendation from 2017 should become a central strategy for reducing cost barriers to downtown employment, and employee recruitment and retention – leveraging the fact parking costs can be lowest during months when driving alternatives are the least appealing/viable, and that parking costs are highest for just a few months when high-visitor demand must be prioritized and when seasonal conditions make options like transit, biking, and walking from peripheral lots more acceptable to more commuters.

2017 Recommendation Spotlight

Vary parking rates by season.

To maintain more-consistent availability during high-demand seasons, without overpricing parking during lower-demand, off-season months, establish a calendar of rate adjustments that closely track seasonal demand patterns. Collecting occupancy/availability data will be essential to make any necessary adjustments to these rates and the schedule of adjustments over time.

Implementation Action Plan

Step 1 – While commuter demand remains below pre-COVID norms, reduce parking rates for off-season months.

Step 2 – Monitor utilization to ensure that availability remains within the targeted range, in all seasons.

Step 3 – Adjust pricing as necessary, as commuter demand continues to recover.

Create Digital Validation Program

Leverage investments in new meter and pay-by-phone technology to offer a modern, digital validation program that would allow downtown businesses to reimburse or pay for the parking costs of their customers.

Examples in Action

Atlanta, GA

Ponce City Market, located in downtown Atlanta, is a multipurpose redevelopment with restaurants, retail, offices, residences, and a dedicated parking garage. Regular parking costs $1 for 1-30 minutes, $1 for each additional 30 minutes after the first 30 minutes, $10 for 4-8 hours and $15 for 8-24 hours. Utilizing ParkMobile parking systems, Ponce City Market management provides special codes that restaurants, merchants, offices, and residence managers can purchase to allow their special guests and patrons to park at a discounted rate.[1]

Oakland, CA

Montclair Village is a neighborhood shopping area in Oakland, California with retail shops, service providers, restaurants, and financial services. Parking for Montclair Village predominantly occurs in a city-owned garage, and the rate is $2 per hour Monday through Saturday. Through the ParkMobile App, customers are able validate their parking with a code provided by Montclair Village vendors. The code provides $2 off, the equivalent of 1 hour of free parking.

Implementation Action Plan

Step 1 – Coordinate with representatives from the current downtown meters and pay-by-phone service providers to define options for creating a seamless validation program that would work at meters or via mobile pay.

Step 2 – Work with downtown business owners to discuss options and define preferred options for creating and marketing a program.

Step 3 – Work with payment-service vendor to establish processes and procedures for activity tracking and repayment collections.

Step 4 – Track revenue collected and coordinate with participating downtown businesses to assess the value-add benefits provided by this option.

Step 5 – Make adjustments to address underperformance and expand upon successes – including by marketing benefits, focusing on businesses similar to early adopters who have found the program beneficial.

[1] Discussion with ParkMobile on March 2, 2016.

Continue to Update the Performance-Based Management approach.

TCPS uses pricing as a primary means of distributing parking demand more broadly and efficiently across the full downtown parking system, using lower rates to increase parking activity outside the high-demand core. Following is a series of recommendations to formalize this approach, to create more transparency, clarity, and understanding regarding how, why, and when parking rates, regulations, and restrictions are established and adjusted.

Step 1 - Formally define Availability as the primary performance measure for parking management in downtown.

- For visitor parking, define Availability as the number of empty parking spaces available, at any given time, along individual block faces and within individual off-street parking facilities.
- For commuter/resident parking, define Availability as the number of long-term parking permits (daily or monthly) available for off-street parking facilities.

Step 2 - Monitor Performance.

Track occupancy/availability conditions across the TCPS parking system, using data-tracking technologies, as may be available, as well as field surveys.

- This should include all off-street facilities, all metered on-street blocks, and residential blocks known to attract significant parking demand (which is likely to change, seasonally).
- Take measures monthly, or more frequently as may be viable.
- Track findings against defined performance targets

Step 3 - Define performance targets.

Targeted availability conditions:

- On-street parking: 15% of spaces are available, or about 1-2 spaces on each block-face
- Off-street, hourly parking: 10% of spaces are available
- Off-street, long-term parking: 5% of spaces are available, with no wait list for monthly permits.

Step 4 - Define thresholds for management change.

Thresholds for rate increases

- On-street parking: Availability averages less than 10%, over three months of measures during peak-demand periods
- Off-street, hourly parking: Availability averages less than 5%, over three months of measures during peak-demand periods
- Off-street, long-term parking: Wait lists are established, with applicant wait-times lasting more than three months.

Threshold for rate decreases

- For all types of parking: Peak-period availability averages less than 50%

Continue to Emphasize Mobility Investments as a Key to Effective Parking Management

This is the key to providing effective "carrots" in reducing/managing parking demand – those strategies that make driving alternatives better, as opposed to the "sticks" of discouraging driving/parking.

Step 1 – Build on the success of the Destination Downtown program

Step 2 – Continue to partner with BATA to provide more/better bus shelters

Step 3 – Look for new opportunities coming out of the Mobility Action Plan, particularly mobility improvements that realize and expand Park Once opportunities (mobility hubs, shared bikes/scooters, wayfinding, etc.) and those that improve peak-season driving alternatives more viable/attractive for more downtown employees (bike buddy programs, promotional rides/challenges, pedal-and-ride, etc.).

SHORT-TERM PRIORITIES (2-5 YEARS)

Refine Resident Permit Parking Program

Incorporate a parking-benefit element to the current program, to provide a process for offering daytime permits, and/or incorporate metering, to meet employee/business parking needs in several growth areas and emerging mixed-use districts along the downtown periphery.

Examples in Action

Columbus, OH

Columbus' Short North benefit district was created to generate revenue for reinvestment in the neighborhood, reduce parking demand, and increase mobility options. Parking regulations are actively enforced 7:30AM – 3 AM Monday through Saturday. 100% of revenue from the program, less administration costs, are used for parking and mobility improvements within the parking area boundaries, including but not limited to:

- Management of existing parking infrastructure
- Improved mobility information like signage and marketing
- Parking related technology improvements, like pay-by-phone, pay-by-plate, and license plate reader (LPR) for enforcement.
- Promotion of alternative travel modes like walking, biking, and riding transit

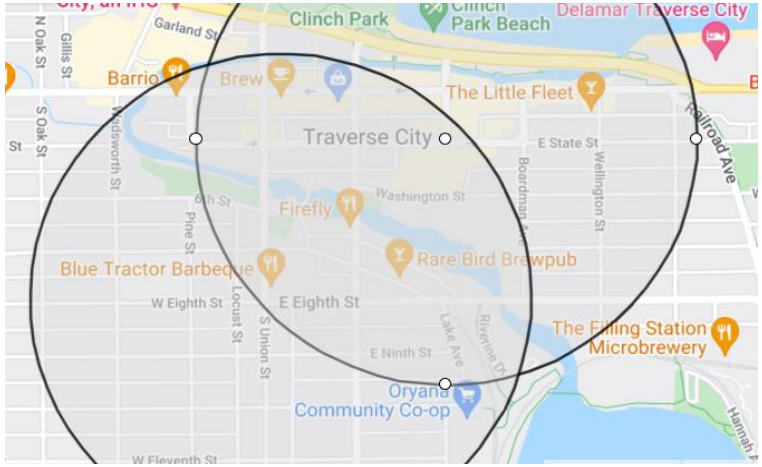
Permits are available to both employers and employees and residents. Employers are eligible for up to 10 employee permits, 4 of which are valid 24/7 and 6 of which are valid 6 AM – 8 PM. The first 4 permits are $100 each, after which the cost of each additional permit increases by $100. Residents are eligible for up 1 permit per driver, up to 2 permits per address. There is a $25 annual permit fee, and residents may also purchase a $25 guest parking pass. Low-income individuals qualify for a reduced fee of $10 per permit. Short term rentals qualify for the program under the residential provisions.

Arlington, VA RPP Program

The RPP is a program established to make it easier for residents to park on public streets near their homes. RPP is an opt-in program, and each block of neighbors can choose whether to have permit parking or not. Residences with off-street parking are eligible for up to 2 permits; residences without off-street parking are eligible for up to 4 permits.

- Residents may purchase one of two passes:
  - Vehicle-specific permits: stickers placed on the driver's-side bumper of the vehicle. The vehicles must be registered with the Arlington County Commissioner of Revenue at the zoned address.
  - FlexPass ($40): a dashboard placard that can be used in either a resident or guest's vehicle.
- The FlexPass is specific to the household and displays the zone number and household address.
- Other passes include:
  - Short-Term Visitor Pass (1st book, $5; 2nd-5th book, $10): a paper pass to be displayed on the dashboard valid for up to three consecutive days. Short-term visitor passes are sold in books of 20 and each household may obtain up to five books per year.
  - Landlord Pass ($40): People who own real estate on street with RPP restrictions, but don't live there may apply for one Landlord Pass each year. The pass should be displayed dashboard and the owner to park at the zoned address for the purpose of conducting business concerning the property.
  - Contractor Passes: a zone-specific temporary dashboard placard valid for three months
  - School Staff Permit ($40): One annual permit may be issued to employees of elementary, middle, or high schools when 50% or more of the streets Permits will be issued on a first-come-first-served basis. When applying for the permit, employees must provide a signed employer confirmation form as proof of eligibility.
  - Group Home Staff Permit ($40): One annual permit may be issued to employees of group homes within an RPP zone. When applying for the permit, employees must provide a signed employer confirmation form as proof of eligibility.
  - Good In All Zones ($40): A permit issued to eligible health care workers and social workers who conduct multiple site visits to multiple homes in the County. The permits enable the workers to park on permit parking restricted blocks while serving residents on those blocks. When applying for the permit, employees must provide a signed employer confirmation form as proof of eligibility.

Implementation Action Plan



Step 1 – Identify current and likely districts where RPP implementation is likely to become desirable, as follows:

- Define Zones for these new areas, based on anticipated expansion of commercial activity beyond the downtown periphery.
- When restrictions are applied within these zones, households should become eligible for permit parking, if they have vehicles registered to an address on an affected block

Step 2 – Identify preferred policies and practices for offering access to non-residents at key times when there is significant non-residential demand, and moderate residential demand, for resident-street curb parking.

- This should focus on strategies that support a Parking Benefit approach that uses paid parking to manage non-resident demand while also generating revenue that can be dedicated to local investment in the neighborhood.
- This can include any combination of:
  - Business permits, offered to nearby businesses to accommodate employee or commercial-vehicle parking needs.
  - Hourly parking rates, using meters and/or pay-by-phone technology to facilitate public parking while exempting vehicles with resident permits from having to pay.

Step 3 – Define benchmarks for determining whether a Parking Benefit component is warranted, this being determined at the discretion of the City, based on proximity to:

- Commercial uses with employee parking needs at times suitable for accommodating on RPP blocks.
- Parks and open space with significant visitor parking demand at times suitable for accommodating on RPP blocks.
- Other similar circumstances where a specific form of parking demand that advances community needs or development goals could be accommodated on RPP blocks without undue impact to resident parking needs.

Step 4 – Create a dedicated budget line for revenues collected in each RPP district, to accrue all revenues above program costs, and to be spent on local benefits, to be determined in consultation with neighborhood representatives.

Adjust Meter-Enforcement Schedules

On-street utilization patterns support the shifting of parking-meter enforcement schedules, as follows:

- Starting enforcement later in the mornings, as availability remains ample until at least 10am on most downtown blocks, even during the summer season.
- Requiring meter payments later into the evenings, as demand currently constrains availability along most core-downtown blocks after 6pm, when parking currently becomes free and time limits no longer enforced.

Such a shift will provide hundreds of spaces of free parking during early morning hours, incentivizing visits to coffee shops, bakeries, cleaners, and other businesses that typically have an early-morning, pre-work rush of customer visits. These spaces will also become more convenient for business owners to use for early-morning loading/unloading activity at the start of the day.

By contrast, downtown-core spaces that transition to free parking early in the evening tend to become popular options for evening-shift employees – occupying downtown's best parking spaces for several hours, when offering convenient visitor parking is most critical for supporting evening-oriented downtown businesses.

Implementation Action Plan

- **Step 1** – Shift meter-enforcement schedules to start no earlier than 10am across downtown.
- **Step 2** – Within the downtown-core (where meters currently charge a premium rate reflective of higher demand) enforcement meter payments until 10pm during the summer season, and until 8pm during "shoulder" seasons.
- **Step 3** – Communicate these changes to incentivize drivers to both seek out the free parking options – particularly those created by this adjustment – and to look for increased availability during new hours of meter enforcement.
- **Step 4** – Monitor utilization periodically to document shifts in behavior – and adjust hours and locations of the new schedules to seek targeted levels of availability.

Another key step to consider is **capturing any increased revenue resulting from these adjustments** – which should be expected, since it would be shifting meter hours to overlap with high-demand times more closely – to fund targeted walkability improvements, such as additional/expanded snow clearance activity to keep downtown walkable in all seasons.

Develop a Plan for Supporting Future of Consolidated Parking

It is generally anticipated that downtown's growth potential will be best achieved through the gradual redevelopment of most to all downtown surface parking lots. The future envisioned would create better and more consistent walkability across an expanding "downtown" district. It will also mean that downtown parking will gradually become consolidated into three parking structures – the two current structures, plus the planned West Front Street parking structure.

Implementation Action Plan

Step 1 – Quantify the capacity of existing, public surface parking lots likely to be redeveloped, including timeline benchmarks for when redevelopment is likely to occur.

Step 2 – Update projected net capacity increase of proposed West Front Street structure.

Step 3 – Quantify gaps between the net capacity increase of the 3rd structure and the capacity lost, including the timeline benchmarks of Step 1 and Step 2.

Step 4 – Outline capacity expansion strategies to develop in anticipation of these gaps, including phase implementation to align with timeline benchmarks.

Complete a First/Last-Mile Alternatives Analysis

Study the viability and cost/benefit potential of a downtown circulator that connects all three public parking decks as part of an Alternatives Analysis of other means of providing first/last-mile connections between these parking locations and key downtown destinations, including:

- Expanding BATA service
- Specialized/Branded BATA service
- Micro-mobility – shared, public bikes and e-scooters

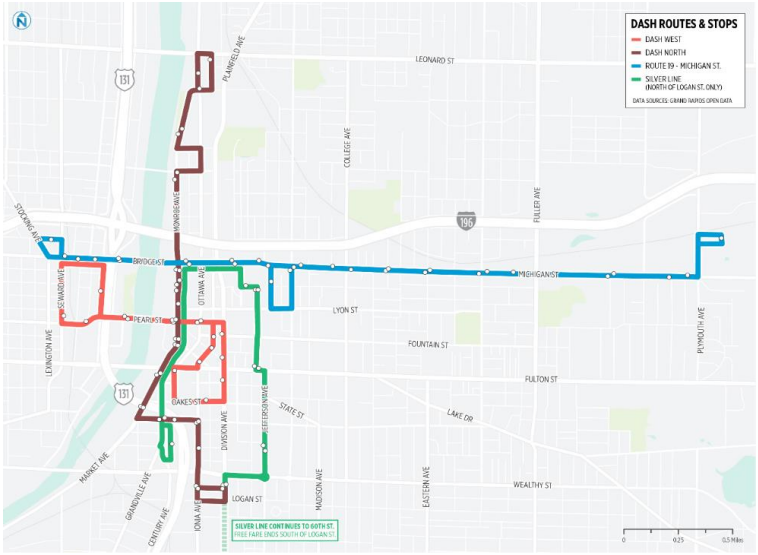
Examples in Action

Hilton Head Breeze

The Breeze is a tourist focused trolley operated by Low County Transit Authority. The Breeze is branded as a distinct, circulator service covering just the six-square miles of Hilton Head Island. The fare-free service runs on 30-minute frequencies, serving fixed-route stops that focus on hotels, resorts, major shopping centers, beaches, and other key tourist destinations. The service is funded by the Tourism Bureau, with member hotels and resorts paying ridership-based dues.

Grand Rapids DASH

The City of Grand Rapids, through the Mobile GR Department, operates the Downtown Area Shuttle (DASH), a system of free buses that connects key Downtown locations and provides access to multiple off-street parking locations. DASH service was expanded in 2018 to include later operating hours and weekend service. DASH is solely funded by the City of Grand Rapids.



Service Characteristics of DASH Shuttles

Frequency	Span of Service			
	Monday - Wednesday	Thursday - Friday	Saturday	Sunday
8 Minutes	6:30am - 10:30pm	6:30am - 1:00am	10:00am - 1:00am	10:00am - 8:00pm

Implementation Action Plan

Step 1 – Coordinate with the City's ongoing **Mobility Action Plan** to ensure that development of micromobility/microtransit and mobility-hub concepts include a focus on extending the effective range of existing and future off-street public parking facilities.

Step 2 – Continue to explore case studies of parking circulator services, and compile a list of key components linked to successful programs.

Step 3 – Use this list to inform an Alternatives Analysis feasibility study that anticipates a future in which most public parking is consolidated into three City-controlled structures – the two existing and the planned structure. The analysis should focus on comparing the viability of replicating success from case studies explored during Step 2, and the potential value-add that a circulator might provide as a complement to existing/anticipated first/last-mile micromobility/microtransit options and mobility hubs recommended in the Bike and Mobility Plan.

- The study should focus on circulator options that include a BATA-operated circulator as well as a 3rd-party operated service
- It should also identify a financial model for a potential service, including likely funding partners.
- It must also identify essential components of a successful service – minimum frequency, supportive information technology such as vehicle tracker mobile apps, route simplicity and efficiency, and fareless rides – to ensure that funding partners are aligned with these service plan parameters.

Step 4 – If a circulator is supported by the Step 3 study work with BATA staff to determine whether such a circulator would be best provided as an extension of its services, or via contracting to a third-party operator – based on the technologies, operational models, and service providers available at the time.

RECOMMENDATIONS FOR FURTHER STUDY

These recommendations will take more time to develop, including for most some additional study and analysis, to determine the right implementation approach and timeline.

Secure an LPR-Data Collection Package

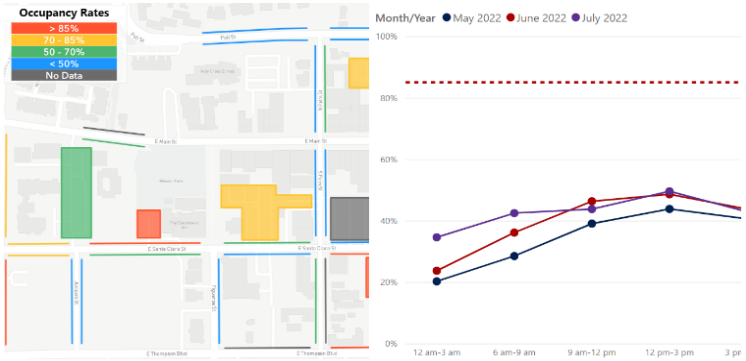


Image Source: https://dixonresourcesunlimited.com/rapid-lpr-report/

License Plate Readers (LPR) generate a data stream that can be used to document occupancy conditions along downtown streets. Most LPR vendors pair their hardware with analytical software that aggregates, analyzes, and synthesizes the data collected by the cameras. Data is presented in a dashboard that can be scaled anywhere from the blockface to a regional level. This can include software that translates plate-read data points into parking-occupancy data points, which can be referenced to supply, to track utilization.

This data would greatly enhance a demand-based approach to pricing downtown parking options, providing a robust set of data from which patterns of high and low demand can be more clearly identified – including by time of day, day of week, and seasonal variations.

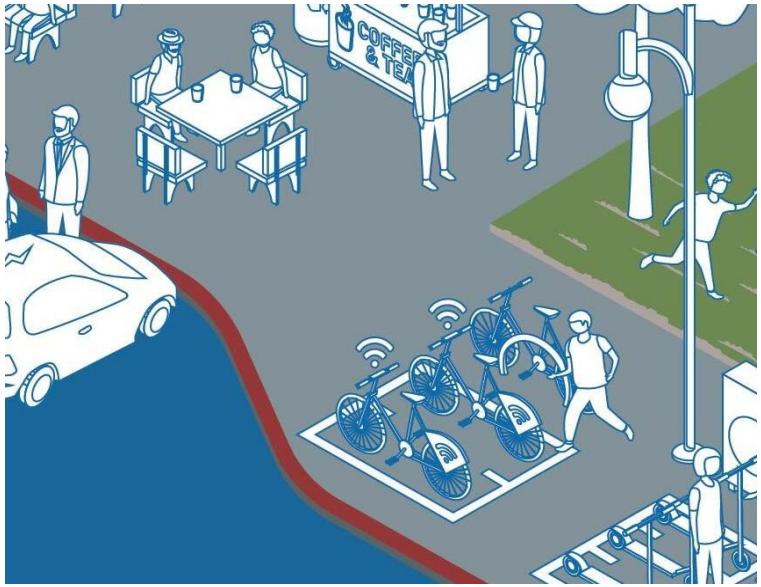
Example in Action

Rapid LPR Tool

Dixon Resources Unlimited offers a software package, branded as the Rapid LPR Tool, which leverages the data being collected by LPR devices used for parking compliance monitoring. With the tool, data that is collected during routine monitoring activity is transformed into parking analytics that can include:

- Occupancy – Percentage of parking spaces occupied.
- Length of Stay – Duration and turnover results.
- Repeat Plates – Identification of re-parking on the same day or across days.
- Timestamped and Geocoded Collection Details – Overview where data is collected, when it was collected, and by which data collector and system data were obtained.

Leverage Mobility Hubs and Microtransit to Enhance & Expand Park Once



Mobility hubs are multimodal transportation connection points designed to integrate independent mobility networks and services to make these resources more viable as primary and connected means of transportation. Mobility hubs commonly address "first-mile/last-mile" gaps, including by providing immediate access to shared and public mobility options at key parking facilities.

Hubs can include a variety of multimodal such as:

- Bus Stops: sheltered waiting area for circulators and buses
- Bike Parking: secure bike racks or public lockers
- Micro-Transit Stations: shared bikes and scooters, including e-assist options
- Ride-Share: dedicated pickup/dropoff zones for local taxi services, Uber, and Lyft rides
- Charging infrastructure for private and shared electric mobility devices

Example in Action

Ann Arbor, MI

Bike racks, car-share, and bike-share are co-located with a below-grade parking structure, which is also adjacent to a downtown transit center and library branch.

Explore Options to Re-Introduce Public Valet

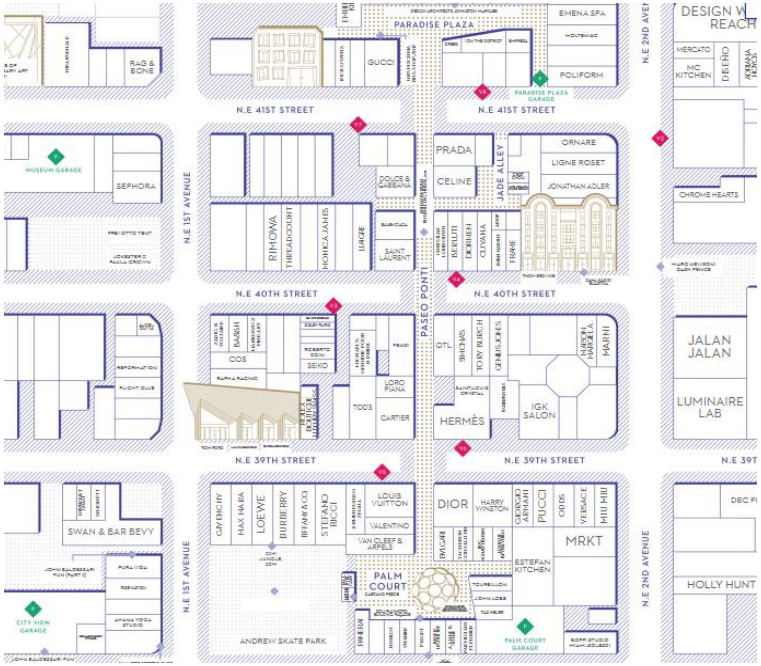
The primary challenge faced by the Public Valet program, as recommended by and implemented following the 2017 Study, was funding – with no sustainable source of sufficient subsidy identified to maintain the program. However, the funding gap might have been greatly reduced if the program had included user fees for the service. This is a common component of public valet programs, generating significant revenue, though often not enough to cover all program costs.

Example in Action

Miami, FL

Located just under three miles north of downtown, the Miami Design District is a master-planned redevelopment of a historic commercial district, based on the new-urbanist model of mixed-use retail centers. In January 2019, its owners secured an agreement with the City of Miami's Parking Authority, paying it $10 per day to use 29 on-street spaces in seven distinct locations to operate a public valet program. The five-year deal is renewable at a rate of $15 per space, per day. The 29 spaces are used to provide seven valet stations across the district, allowing drivers to choose the location of greatest convenience, for both dropoff and pickup – which need not be the same station.[2]

Parking Decks (green) and Valet Stations (red).



[2] John Charles Robbins, Miami Today, January 1, 2019

Key Elements of Successful Implementation

- Public valet, broadly available and marketed as a Park Once option for all downtown
- Must be strategically located, close to key destinations, but also centrally located enough to function well as a Park Once solution
- User fees – this is a premium parking option, leveraging high-demand curbside spaces, and should be priced accordingly
- Will likely still require subsidy to cover costs -- this must be a sustainable source of subsidy
- Potential operators with capacity to provide attractive, effective service
- Digital validation component

This memo provides supplementary information, analysis, and research findings to expand upon key updated TDM Study recommendations. The memo is organized into the following sections.

Appendices

DOWNTOWN CIRCULATORS

Concept Overview

Transit circulators can be defined as specialized fixed transit routes, often served by trolley-style or otherwise-notable vehicle types, that facilitate movement throughout a downtown or business district, and often reduce parking demand (or shift it to peripheral locations) by facilitating "park once" access. Business groups and elected officials often support these services for their potential to support and signal downtown revitalization and economic development.

A recent TCRP report provides one of the most comprehensive studies of existing urban circulators, documenting the motivations for and outcomes of such services.[1] It surveyed 42 transit agencies and provided case studies of seven circulators in Baltimore, Hartford, Los Angeles, Louisville, Philadelphia, Washington D.C., and Austin. Key findings help define challenges and opportunities for establishing successful circulator services in other cities.

- **Funding and fares.** Due to the target audience (e.g. employees who do not typically rely on transit or tourists who are new to the area), free fares help attract a broader ridership. It eliminates the barrier of figuring out how to pay. Further, due to the absence of fare revenue, other stable funding

[1] TCRP Synthesis 87: Practices in the Development and Deployment of Downtown Circulators (201). Available online at http://www.trb.org/Publications/Blurbs/165166.aspx.

sources are necessary. Voluntary contributions have not succeeded in sustaining circulators in the past.

- **Branding.** A distinctive, strong brand will increase the visibility of the service, which likely targets a population that otherwise does not consider transit a viable alternative.
- **Service characteristics.** The findings emphasize frequency and simplicity over coverage. The simpler the route, the better. And, it is ok to reduce coverage (e.g. by limiting stops or deviations) to increase frequency.
- **Partnerships.** The most successful circulators have collaborative relationships with local elected officials, business representatives, and other community stakeholders, which provide important feedback on critical destinations for the route and mitigate duplicative services provided by private partners. Further, a collaborative relationship with the local transit agency supports success.
- **Access and target market.** Key to the success of circulators is the walkability of the area served—and the willingness of the local population to walk. In Dublin, wintertime may pose a barrier to people's desire or ability to access the service, however given the frequency of the service, it may provide an opportunity to foster economic development *despite* of the winter chill.

Conventional Operating Models

Grand Rapids, MI: DASH

Grand Rapids' Downtown Area Shuttle, known as DASH, is a free shuttle service that connects residents and visitors to the city's downtown core. The DASH routes originally started as parking shuttles, connecting peripheral parking lots with the downtown core. The service is marketed to drivers who park in these lots, and information is housed on the City's Mobile GR/Parking Services website. All DASH buses are branded with the DASH logo. Schedules and live buses are available online via the RapidConnect website or app. In 2016, Mobile GR/Parking Services began exploring options for providing a more traditional circulator route, serving visitors as a Park Once service that can both make remote parking options more viable, and reduce visitor tendencies to drive between downtown locations.

Figure 1

Operating Characteristics	
Service Design	Shuttle
Running Time (Round Trip)	DASH West: 28 minutes DASH North: 20 minutes
Number of Stops (Round Trip)	DASH West: 20 DASH North: 16
Fare (One-way)	Free
Service Span (weekdays)	6:30 AM – 10 PM
Service Span (weekends)	None
Frequency (weekdays)	15 minutes
Peak	15 minutes
Frequency (weekends)	N/A
Start-up Capital Costs	N/A
Annual Operating Costs	$1M +
Annual Ridership	660,000
Operating Cost/Passenger	$1.52

2022 Status

This service has been expanded in the last few years, as follows:

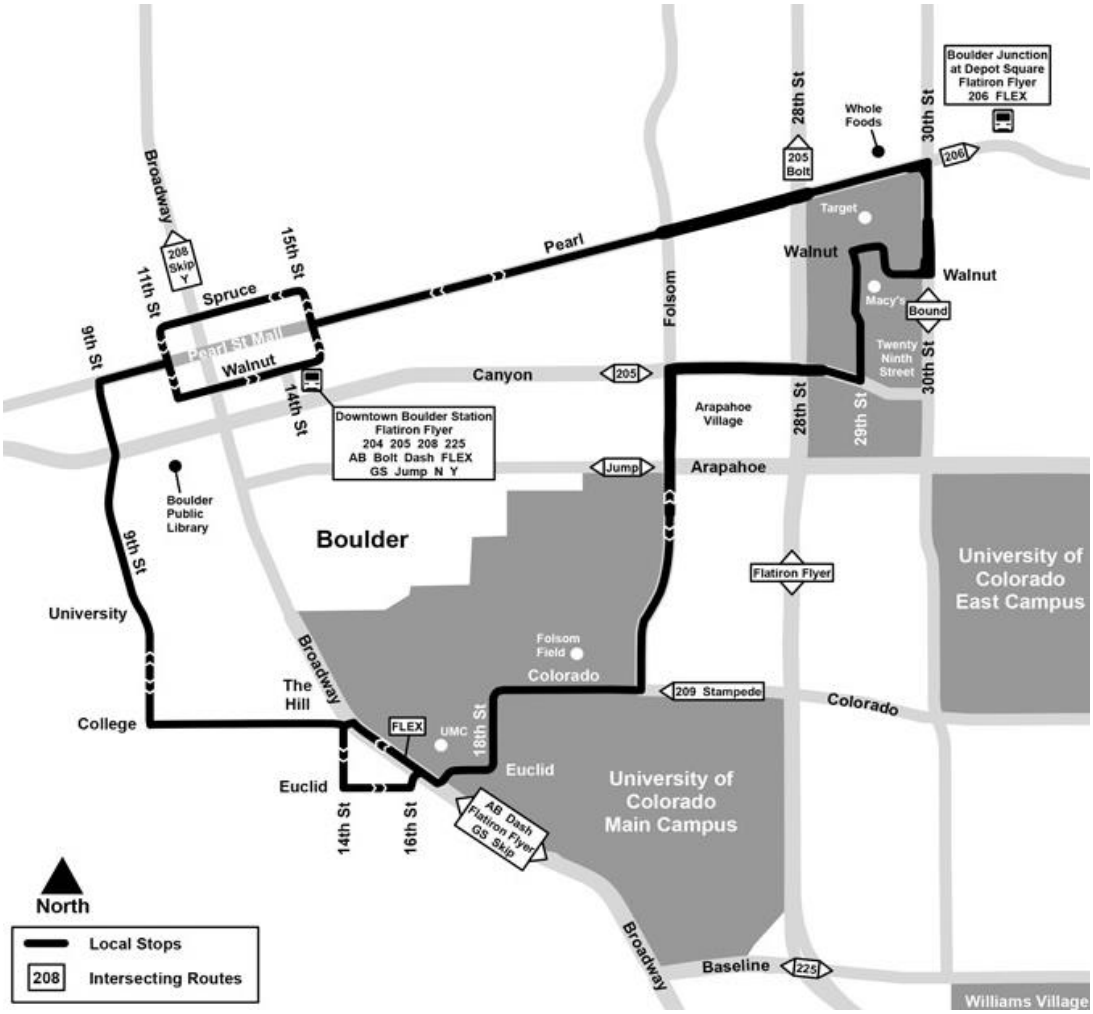
- Now operates on Saturdays, 10-10
- 6:30 - 10 weekdays, 10 to 10 weekends
- DASH North expanded to 31 stops

Boulder, CO: The Hop

The Hop has been operating as a free, high-frequency circulator since 1994. It was implemented to encourage the use of transit between several activity centers within central Boulder. The route helps to ease parking demand in key areas, makes it easier to get around these areas without a car. It is currently one of a set of nine branded local transit routes (also Skip, Jump, Bound, Dash, Stampede, Buff, Climb and Bolt)

The service operates as a loop with headways every 7 to 10 minutes. It runs Monday through Friday from 7 AM to 10 PM, Saturday from 9 AM to 10 PM and Sundays/holidays from 10 AM to 6 PM, and serves major bus stops including Downtown Boulder, 29th Street Retail District, University Hill, University of Colorado, and Boulder Junction.

Figure 2 The Hop Route



Ridership has been slowly decreasing since 2003, despite the high demand of travel between student housing and University of Colorado and increased investment in service. The Hop offers the highest frequency of any Regional Transit District bus, but is only the fourth-most productive route (where productivity is ridership relative to hours of service provided, or cost to operate). The City attributes this to the majority of the ridership only occurring between the short segment between the 29th Street Mall and CU. For many people, The Hop route only competes time-wise against walking, cycling, or driving on the straight segments, but not around the full loop.

Furthermore, the Hop is not being used, as had been expected, for last- or first-mile connections to intercity transit routes. Only 9% of Hop riders report transferring to or from another transit route in 2016. Additionally, there is a mismatch between the city's development trends and the shape of the loop since the route was created in 1994. Boulder workers and students live further away from the center of the city than they used to, so the loop does not serve as high as a population as it could. The Hop additionally does not

connect to the main downtown commercial area very well. The CU's Late Night Black route, along with RTD's Dash and Skip routes, more directly serves the route between CU and downtown.

Figure 3 Operating, Performance, and Funding Characteristics of Hop in Boulder, CO

Operating Characteristics	
Service Design	Circulator
Running Time (Round Trip)	35 minutes.
Number of Stops (Round Trip)	Inbound: 22 Outbound: 15
Fare (One-way)	Free
Service Span (weekdays)	7 AM – 10 PM
Service Span (weekends)	Saturday: 9 AM – 10 PM Sunday / holidays: 10 AM – 6 PM
Frequency (weekdays)	10 minutes
Peak	7 minutes
Frequency (weekends)	18 – 30 minutes
Start-up Capital Costs	N/A
Annual Operating Costs	$2.5 million
Annual Ridership	800,000
Operating Cost/Passenger	$6.88

2022 Status

This service has been expanded in the last few years now making 31 inbound stops and 25 outbound stops. It also has transitioned to a fare-based service, at a rate of $3 per ride.

Duluth, MN: Port Town Trolley

The Port Town Trolley provides service between destinations of Canal Park, Bayfront, the HART District and downtown Duluth during the summer months, from June 1st to Labor Day. It operates seven days a week, every 20 minutes from 11:30 AM to 7:00 PM, and every 30 minutes from 7 PM to 11 PM. On Sundays and Labor Day, it only operates until 10:30 PM. The trolley is a bi-directional loop with just under 30 stops.

Figure 4 Port Town Trolley Route

The Port Town Trolley was put into place as an option to expedite movement between downtown Duluth and the Canal area with aims to reduce congestion. It is primarily targeted towards tourists as a way to avoid driving in the downtown area during the summer season. In Duluth Transit's 2008-2009 Vision Update, the route was recommended as a way to expand on the already-existing trolley to include the hospital area and more of Downtown Duluth. The route has been crucial in that it relieves traffic and parking shortages near the waterfront during the heavy-tourist months.

The main users of the Port Town Trolley are summer tourists looking for rides along the waterfront, downtown, and through the Canal Park area. Because of this, DTA has learned that on-time performance is a critical aspect to making sure tourists who are not familiar with the transit system are able to ride easily. Duluth ridership has been decreasing since 2013, as shown in Figure 5.

Figure 5 Annual Duluth Ridership 2010-2016

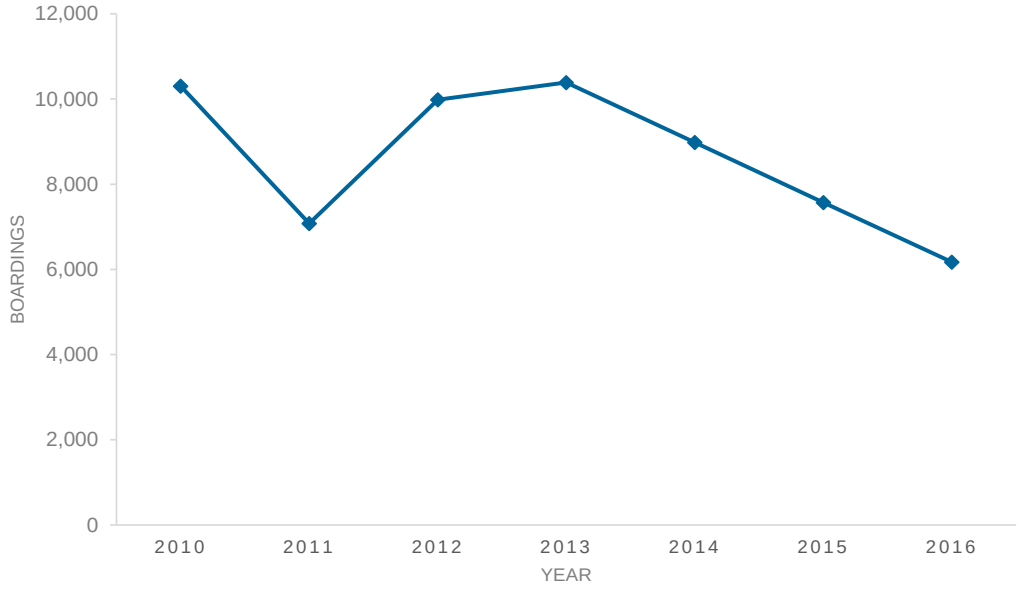


Figure 6 Operating, Performance, and Funding Characteristics of Hop in Boulder, CO

Operating Characteristics	
Service Design	Shuttle/Circulator
Running Time (Round Trip)	40 minutes
Number of Stops (Round Trip)	25-28
Fare (One-way)	Free
Service Span (weekdays)	11:30 AM – 11 PM
Service Span (weekends)	Saturday: 11:30 AM – 11 PM Sunday: 11:30 AM – 10:30 PM
Frequency	30 Minutes
Start-up Capital Costs	$600,000
Annual Operating Costs	$160,000
Annual Ridership	6,172
Operating Cost/Passenger	$25.29

2022 Status

The $0.50 fee for the trolley was eliminated for a time but then brought back, along with a $4 day-pass option.

On-Demand Circulators

Pickup | Austin, Texas

In June 2017, Via launched a new service—branded Pickup—in partnership with Capital Metro in Austin. The agency wished to rethink its existing public dial-a-ride service in a mixed-use area of the city. By removing the current two-hour advance booking requirement, Capital Metro hoped Via's platform could help increase ridership and rider satisfaction. Through Via's customized rider app, customers can request a ride from and to anywhere within a predetermined five square-mile zone. Capital Metro provides the vehicles—Pickup-branded cutaways—and drivers, while Via provides the technology platform, including the rider and driver apps, an operations control center, and training for Capital Metro staff.

Figure 7 Pickup by Capital Metro (Austin, TX)

Source: Capital Metro

2022 Service Metrics

- $1.25/ride, daily/weekly/monthly passes also work
- 11 service areas in Austin and suburbs, 5 with Saturday service
- Weekday services hours: 7-7
- Saturday service hours: 10-6
- Service aims for pickup within 15 minutes

The RideScout Route | Austin, Texas[2]

In June 2015, RideScout, a mobile trip planning app company, launched the "RideScout Route"—a free Downtown Austin circulator six-week pilot funded by RideScout. RideScout (now a part of Moovel) wanted to test the viability of a several different downtown circulator routes. It tested a fixed-route service with designated stops and fixed-route service with customer hailing; it tested open-air Electric Cab vehicles for four weeks and 20-passenger Ford Sprinter vans with R&R Limousine & Bus for the last two weeks. RideScout experimented with peak and off-peak operating models. The first week only 30 riders used on the electric shuttles; by the third week, as word spread, 350 riders took advantage of the service.

RideScout ended the six-week pilot with good information and data to provide public sector leaders. They found that ridership was higher on the electric vehicles than the Ford Sprinters, likely due to the fact that riders noticed the adapted golf cart vehicles more than the typical passenger vans, which blend in with the urban environment. Without fares, they also found that customers were confused about proper tipping behavior, and eventually added messaging to the vehicle specifying a tip was not expected.

The Austin Chamber of Commerce, together with Rocky Mountain Institute, used the findings to release an RFP to private vendors looking to serve downtown and the nearby Market District. Chariot was selected and operated the service using a similar fixed-route to the original RideScout Route.[3]

Figure 8 RideScout Route (Austin, TX)

Source: KXAN

2022 Service Metrics

- No longer operational

[2] http://kxan.com/2015/06/25/ridescout-route-brings-back-downtown-transit-options/, http://www.statesman.com/news/local/switching-partners-ridescout-teams-with-limo/gqaxQ1bs1tYxxyHclXydnI/, https://www.austinchronicle.com/news/2015-07-17/public-notice-dog-week-of-summer/

[3] Interview with RideScout's former Executive Director of Mobility Solutions, Meg Merritt

- Downtown Austin Alliance initiated a Downtown Circulator Study, completed in 2021.
- The report showed that a circulator is viable in downtown Austin and proposed 2 alignments, one entirely downtown (A, 8 stops), and one connecting to the south side of Lady Bird Lake (B, 9 stops).
- Annual operating costs for route A is estimated at $2.08 million, and route B at $3.2 million.
- Startup costs are $120,000 and $135,000 for each respective route.
- The study recommended no fare for the service and 5-10 minute headways

The Downtowner | Manhattan Beach, CA[4]

The City of Manhattan Beach launched a free electric vehicle shuttle service pilot program in January 2017. In order to ride, users must download the "Downtowner" app and select the Manhattan Beach service area. Passengers can be picked up or dropped off anywhere within the designated three-square-mile service area. The Downtowner operates six vehicles daily between 11 a.m. and 11 p.m. Each vehicle seats up to six passengers and is equipped with iPads playing informational videos about the city, announcements, and local advertisements. The Downtowner is free to customers and sponsored by local businesses and the Chamber of Commerce. Advertisements are displayed inside and outside of the shuttles. Drivers also receive tips.

The service is intended for locals and visitors in downtown Manhattan Beach. Proximity to the beach and other tourist attractions generate more activity than current parking supplies can handle. The Downtowner is a response to growing parking and traffic congestion concerns in the downtown area.

During the first five months of the pilot program, more than 28,000 riders used the service and the self-reported wait time was 12 minutes. In July 2017, the service was officially extended for an additional 12 months. City staff will begin researching grant funding that could help offset city costs.

[4] http://www.dailybreeze.com/general-news/20170719/free-downtowner-shuttle-service-extended-in-manhattan-beach

Figure 9 The Downtowner (Manhattan Beach, CA)

Six-seat Downtowner vehicle (Source: Daniella Segura, TBR News)

2022 Service Metrics

- No longer operating
- Pilot ended after 10 months

FRED | San Diego, CA[5]

Free Ride Everywhere Downtown (FRED) is an electric-powered shuttle that serves a 2.5-mile service area around downtown San Diego. The effort is led by Civic San Diego and the Downtown San Diego Partnership.[6] Users can request a ride by downloading The Free Ride smartphone application and inputting their current location and desired destination. Alternatively, users can flag down a shuttle along the route without the smartphone application. FRED shuttles operate seven days per week:

- 7 a.m. to 9 p.m., Monday through Thursday
- 7 a.m. to midnight, Friday
- 8 a.m. to midnight, Saturday

[5] https://www.sandiego.gov/mayor/news/releases/mayor-announces-launch-of-downtown-circulator-program, http://sandiegodowntownnews.com/gaslamp-quarter-premieres-new-parking-options/, http://www.sandiegouniontribune.com/business/sdut-downtown-shuttle-free-2016aug08-htmlstory.html, http://www.businessinsider.com/hamptons-free-ride-shuttle-service-2017-7

[6] Civic San Diego is a nonprofit corporation created by the City of San Diego to replace the redevelopment agency. The Downtown San Diego Partnership is a nonprofit organization serving as the leading advocate for the revitalization and economic health of Downtown San Diego.

- 9 a.m. to 9 p.m., Sunday

During the initial launch, FRED operated 15 five-passenger vehicles, with the expectation that the fleet would grow to 20 vehicles within the first year. Drivers receive benefits and $14.66 an hour, not including tips. The average wait time for a ride is about seven minutes.

FRED serves downtown San Diego residents, locals, and tourists. It aims to fill the transportation gap for short, free rides that traditional public transit and ride-hailing companies cannot fill. In Downtown San Diego, the service allows people to travel to and within the parking-constrained commercial district without a car.

Initial funding comes from $500,000 in downtown parking meter revenues. Revenue is also generated from private sponsorships in the form of advertisements, both inside and on the outside of the vehicle. Eventually, the city hopes to support the service solely through ad revenue. Up to $2 million over five years has been earmarked with more funds available, if needed.

Within the first six weeks of the program, over 20,000 people signed up for the app. Each week yielded an average of approximately 4,000 rides.

Figure 10 Free Ride Everywhere Downtown (FRED), San Diego, CA

Sources: The Coast News; OOPM Creative

2022 Service Metrics

- Program funded through at least April 2023
- $1.2 million annual operating cost

- M-Th 7-9, F 7-10, Sat 8-10, Su 9-9
- downtown service area
- rides can be ordered through an app or flagging down a vehicle on the street
- 20 vehicle fleet, each vehicle fits 6 passengers
- 2019 ridership was 275,000, 136,000 in 2020, 182,000 in 2021.

Public-Private Partnerships

DC Circulator| Washington, DC

The DC Circulator is a fixed route, frequent all-day system that operates 6 standing routes and 1 seasonal route. Originally established in 2005, the Circulator has always operated as a public-private partnership, initially between the Washington Areas Metropolitan Transit Authority (WMATA) and First Transit from 2005 to 2018, when RATP Dev took over as the private operator, and the District of Columbia Department of Transportation (DDOT) took over the public oversight role.

The Circulator operates with 10-minute headways and a fixed fare of $1 per ride, although there have been several very popular fare-free pilots, and popular support remains high to reinstate fare-free rides. The system has a fleet of 81 clean diesel, hybrid, and fully electric 40-foot buses. Passenger capacity on the buses ranges from 71 to 80.

DDOT and RATP Dev have a strong working relationship, holding regular weekly meeting to discuss system operations, and frequent coordination to address customer complaints.

Top reasons why downtown circulators/shuttles fail

- **It's faster to walk**. In a small city, the "remote" parking garage is only 3 or 4 blocks from the heart of downtown. Even if the wait for the circulator is only 5-10 minutes, most people can walk to their destination in that time.
- **It's too expensive to do it "right."** In order to attract riders, the circulator must be "ultra-frequent," such as every 5 minutes. This requires multiple buses and drivers.
- **It's even more expensive than that.** In order to attract riders you need a separate circulator for each garage. Otherwise, you take riders on a tour of multiple parking garages that is much slower than walking. So you need the multiple buses and drivers on multiple routes.

- **It runs empty.** The "ultra-frequent" service needed to attract riders will carry only a few riders on each trip, only in the heavier direction (like toward downtown in the morning,) and only during the busiest hours. In the lighter direction, and in the lighter hours, it could run almost completely empty.
- **It looks empty.** It looks like more of a failure than it actually is.

Keys to increasing the potential success of a downtown circulator

- **Serve more than downtown.** It should serve more than just parking and downtown. It should connnect attractions just a bit too far to walk from downtown. Like, in Traverse City, consider Old Town, the Warehouse District and, perhaps further). Note: this is still costly, but it's less likely to run empty.
- **Serve more than DDA garages**. Encourage use by people who use other parking throughout the service area; #8 and #9 combined create a "park once" option for people with multiple reasons to be in the service area.
- **Integrate with BATA routes.** It may be possible to reconfigure BATA's routes so multiple routes connect each garage to downtown. Then, the circulator can be used to beef up the frequency of BATA routes, and riders can take the first vehicle that arrives (BATA or circulator). The combined service is likely less costly than using the circulator alone.

MONITORING FOR PERFORMANCE-BASED MANAGEMENT

Concept Overview

Performance-based curb management is reliant upon effective performance monitoring – a regular series of data collections to track availability and utilization conditions, to in turn inform pricing and. Benefits of this approach include:

- More convenient and reliable parking experience for visitors, which can help improve public perception of a district
- Demonstrates "good government" stewardship of public assets, promoting efficiency, and improved user satisfaction with better information, parking availability, and ease of payment
- Improves access by other modes: Better parking availability reduces parking search times and traffic enhancing transit speed and reliability, and safety for people walking and cycling
- Decreases greenhouse gas emissions: Less circling means fewer emissions
- Improves neighborhood commercial vitality and access: People can more reliably access commercial, retail areas

Performance-based parking does require significant and regular data collection so that rate-setting and performance metrics are accurate and reflective of current on-the-ground conditions. These metrics may include, but are not limited to:

- Hourly occupancy by block

- Average duration of stay by block and posted time limit
- Rates of non-compliance
- Levels of meter and mobile-payment transactions
- Citation rates

At a minimum, this data should be collected annually.

Examples

Seattle, WA: Performance-Based Parking Pricing Program

Seattle has used a performance-based model to price on street parking since 2010. The program goals in Seattle are to:

- Help customers reliably find parking within walking distance of their destinations
- Reduce emissions and lessen traffic congestion from drivers circling in search of parking
- Increase access to businesses by ensuring turnover of parked cars

Seattle currently adjusts on-street parking rates three times per year across its 19 paid parking areas, impacting over 1,100 paid spaces. Seattle also prices parking dynamically by time of day. Morning rates are in effect from 8 AM to 11 AM, afternoon from 11 AM to 5PM (extended to 6 PM in areas without evening rates), and evening from 5 PM to 8 or 10 PM, depending on the area. Dynamic pricing throughout the day allows the city to manage parking supply at a finer grain and takes into account the land use patterns and needs of local businesses within a given parking district.

Per city code on street parking rates must be between $0.50 and $5.00 per hour. Rate changes are guided by the following policy

- If occupancy is over 85%, increase rate by $0.50/hour, if over 100%, increase rate by $1.00/hour
- If occupancy is between 70% and 85%, rates do not change
- If occupancy is below 70%, decrease rate by $0.50/hour

Seattle publishes an annual parking report, which summarizes pricing and occupancy data from the previous year as well as any significant policy or programmatic changes.

See: SDOT Annual Parking Reports

Portland, OR: Performance-Based Parking Management

Portland established a performance pricing program in 2016 with the goals of increasing parking availability and managing on-street parking more efficiently.

Currently, hourly rates in Portland vary from $1 to $2, depending on the location. The Council approved rate range is between $1 and $5.

Current policy for rate adjustment, set in 2018, dictates the following:

- Meter rates should be **reduced**
  - If the observed peak occupancy for a district is less than 65%
- Meter rates should be **increased**

- If the observed average peak occupancy for the district exceeds 85%, AND
  Average occupancy reaches or exceeds 85% during 3 or more hours during the day, AND
- Average occupancy reaches or exceeds 70% during 5 or more hours during the day, AND
- Annual on-street meter and SmartPark pay station transactions have not decreased since the last meter rate increase

FLEX USE LOADING ZONES

The following provides a more expansive overview of this concept, which is identified as a Quick Win recommendation in the update to the TDM Plan.

Concept Overview

Flex zones, or variable regulations, create dynamic curb space that is responsive to need by allowing different uses access to the same space at different times of day. For example, on prime commercial streets, early-morning loading zones might be balanced with regulations that shift the same curb zone to short-term parking at midday, and potentially to passenger pickup/drop-off space during evenings. Flexible loading zones could also allow for multiple users to occupy the space throughout the day, such as a shared passenger and commercial loading zone.

Flex zones can also vary seasonally as the weather dictates behavior and travel patterns. For example, in the summer space can be reserved for a circulator stop of passenger pick up and drop off near restaurants, shops, and other attractions space where demand is highest. In the cooler, quieter months, this space could transition to parking or commercial loading. Flexible infrastructure can reduce competition for the right-of-way and allow multiple modes to take advantage of the same space at alternating times. Thoughtful design of infrastructure and space can ensure that all impacted/accommodated modes see benefits, while, in many cases, dedicated infrastructure for one mode may be preferred.

Design & Infrastructure Considerations

Flex zones, as with other loading and unloading curbside spaces, require enough space to be efficient. Specific considerations include the following:

- Commercial loading zones should be designed with the following space parameters:
  - 8′ wide preferred, 7′ minimum, located within parking lane.
  - At corners, 20′ long minimum for one parallel parking space. 50′ long preferred, if no parking between crosswalk and first parking stall.
  - If midblock, 22′ long minimum.
  - 40′ long minimum for spaces expected to accommodate a delivery truck or two passenger vehicles
- Loading zones should be placed so that they don't obstruct visibility of crosswalks, either at intersections or midblock locations.
- Trees should not be planted in furnishing zones adjacent to loading zones.

MOBILITY HUBS

Concept Overview

Mobility hubs combine points of access to distinct components of the local/regional multimodal network, often including services and programs that operate independently of each other – the placement of a City-provided bike rack and a shared bike or scooter corral installed adjacent to a BATA bus stop, for example – to facilitate seamless transfers between these services and programs that, when effectively combined, reduce travel dependence on personal autos. The mobility hub concept originated as branded public spaces designed and programmed to integrate travel modes with information to guide trip planning and mode-selection. The first mobility hubs were largely focused on addressing "first-mile/last-mile" gaps, particularly related to connections to and from mass transit services. Providing immediate access to taxis, car-share services, and bike parking/networks gave those alighting buses and trains reliable options for completing their trips. Likewise, these options provided a range of options for getting to stops and stations without driving oneself and having to secure parking.

Information Kiosk at Branded Mobility Hub in Bremen, Germany

Image Source: www.carsharing.de

The concept has proven broadly useful, however, to call attention to points of intersection between two or more non-driving travel modes and to make it as easy as possible to access these modes, including transferring from one to another. As emerging mobility options increasingly diversify travel options in more places, and as technology makes it increasingly easier to find immediate information on and access to these options, informal mobility hubs are emerging across many of our communities. A bus rider who hails a Lyft ride upon receiving notice of a bus delay is one example of an informal mobility hub in action. Nonetheless, opportunities to create distinctive public spaces by co-locating points of access to these modes and

enhancing these spaces with information and marketing, can create important opportunities to reduce driving trips and parking demand in places like downtown Traverse City.

Whether Simple or Complex, Mobility Hubs Optimize Access to Key Mobility Options

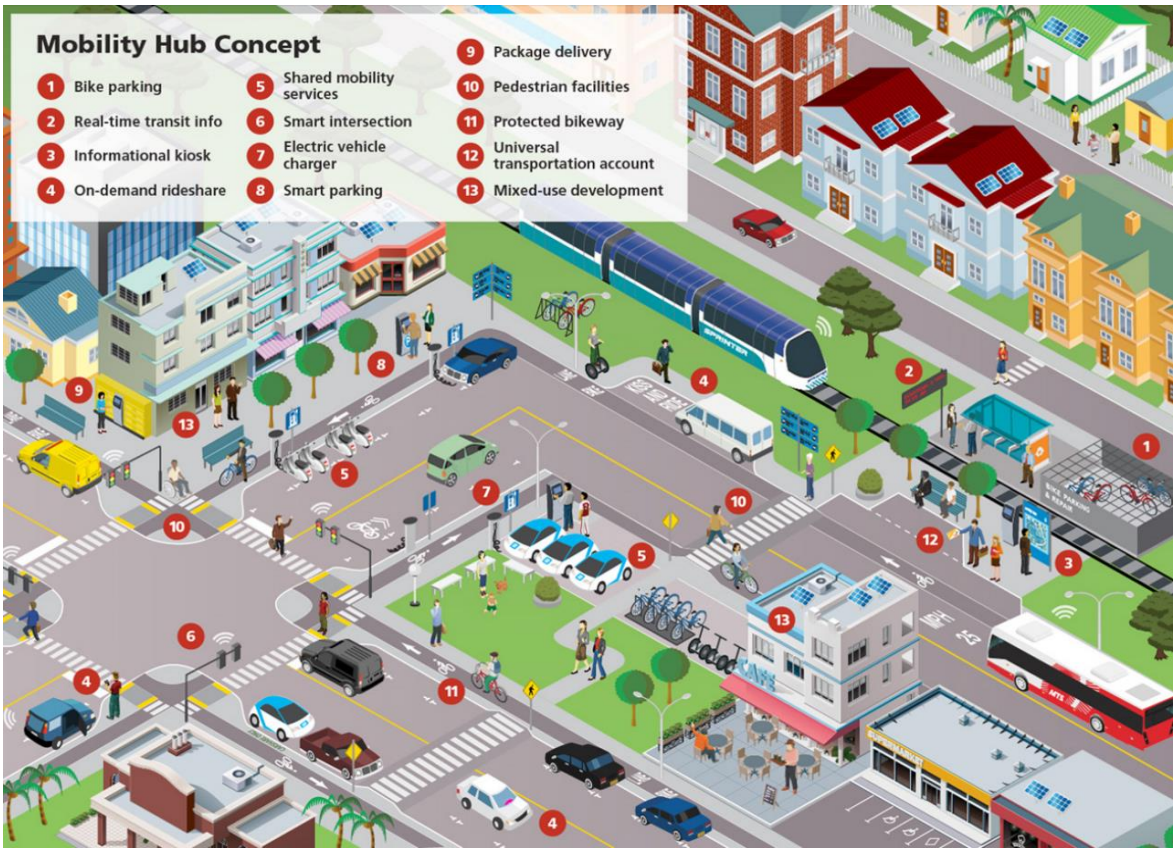


Image Source: SANDAG

Mobility hubs can include a variety of multimodal infrastructure components customized for their location within the transportation network, and they can range from simple to complex in their range of features. Beyond mobility connections, mobility hubs can provide a sense of place and community connection, which may include access to food and drinks, as well as proximity to public facilities and/or amenities. For the purposes of this document, the term "mobility hub" refers to any intentional co-location of two or more publicly accessible travel modes within a public space or facility.

Design & Infrastructure Considerations

Designing mobility hubs depends heavily on the surrounding context and the mode of transportation that is placed at the hub. Regardless, mobility hub services and devices should not impede mobility of other modes,

such as walking. Specific design and infrastructure considerations for the elements that may be located at mobility hubs include:

- Bikeshare and scootershare stations should be located:
  - 1.5′ from back of curb if not adjacent to parking; 3′from back of curb when adjacent to parking.
  - 3′ from building or building frontage while maintaining a 5′ minimum pedestrian access route.
  - 10′ from a building doorway.
  - 3′ from all street furniture or fixed objects including trees and vegetation, light poles, benches and other bike racks as well as accessible (ADA) parking spaces.
  - 5′ from a marked crosswalks and driveways.
  - 10′ from a fire hydrant, fire call box, police call box or other emergency facility.
  - 3′ from the front and 15′ from behind a designated bus stop sign post.
- Hubs may be located on-street in the clear space where motor vehicle parking is prohibited or in place of parking.
- Avoid placing hubs within streets that have high traffic volumes/speeds.
- Vertical barriers, such as flex posts, precast curbs, or planters should be used to restrict motor vehicle encroachment on on-street docks and corrals.
- Mobility hub elements should be oriented so they can be accessed from the sidewalk or a protected on-street area.

PUBLICLY OWNED SHARED MOBILITY

Concept Overview

Shared mobility is a shared transportation service where bicycles or e-scooters are available for public use through short-term rental. Bike and scooter share provide a low-cost transportation option that is ideal for short trips. It also offers a low barrier to entry for individuals to incorporate active transportation into their routine. Shared mobility is proven to help lower VMT, reduce carbon emissions, and improve public health. Shared mobility can operate independently or in tandem with other mobility services like public transit to create a seamless public transportation network.

Examples

Metro Bike | Austin, TX

MetroBike was established in December of 2013. The system is owned by the City of Austin and operated by the local 501(c)(3) non-profit Bike Share of Austin. Funding partners include Whole Foods, SXSW, Downtown Austin Alliance, the Austin Chronicle, Austin Parks Foundation, Austin Community College, and others. In 2020, the MetroBike was also integrated with CapMetro, the local transit operator. The MetroBike system includes 75 stations and a fleet of 700 bikes, 500 traditional and 200 electric bikes. It is a docked system, and all trips must begin and end at a docking station.

Pricing options for MetroBike are as follows:

- Pay as you ride: $1.09 to unlock + $.023 per minute
- Day pass: $12.99 for unlimited trips up to 60 minutes within a 24-hour period
- Weekend pass: $19.49 unlimited trips up to 60 minutes within a 72-hour period
- Monthly pass: $11 + $15 one-time activation fee for unlimited trips up to 60 minutes
- Annual pass: $86.60 for unlimited trips up to 60 minutes

There is an additional fee of $4/30 mins for any trip over 60 minutes.

CDPHP Cycle | Albany, NY

CDPHP *Cycle!* is a bikeshare program offered through the Capital District Transportation Authority (CDTA) in partnership with CDPHP, a local health insurance company based in Albany. The system has over 400 bikes at more than 80 station in Albany, Watervliet, Schenectady, Troy, Cohoes, Saratoga Springs, and the Lake George/Glens Falls area. CDPHP Cycles is a peak season service only, operating annually from April to November. The system does have docks, but bikes do not have to be left at specified parking locations.

Pricing options include:

- $5 hourly plan, prorated by minute
- $15 monthly plan, which includes 60 minutes of ride time per day
- $55 seasonal plan, which includes 60 minutes of ride time per day
- Half price plans for students
- Discounted plans are available for CDPHP members

Spokies | Oklahoma City, OK

The City of Oklahoma City launched its Spokies docked bike share program in May 2012. The Spokies program was initially funded with an Energy Efficiency and Conservation Block grant administered by the City of Oklahoma City's Office of Sustainability. This grant was designed to promote energy efficiency, including alternative methods of transportation.

Spokies has been part of EMBARK, the region transit authority in Central Oklahoma, since August 2014. In June 2019, Spokies launched Spokies DASH with the assistance of a Congestion Mitigation and Air Quality (CMAQ) grant supported by ACOG, Downtown OKC, Colony Partners, and Uptown 23rd.

The Spokies fleet includes 60 pedal-only bikes and 53 E-bikes, added in 2022 and funded by a federal TAP grant. User fee options include:

- Annual Pass: $120/year, includes 40 minutes of ride time/day. Ride time exceeding 40 minutes per day are charged usage fees of $0.12 per minute for E-bikes and $0.06 per minute for pedal-only bikes.
- Monthly Pass: $20/month, includes 40 minutes of ride time per day. Ride time exceeding 40 minutes per day are charged usage fees of $0.12 per minute for E-bikes and $0.06 per minute for pedal-only bikes.

- Day Pass: $12, includes 4 hours of ride time to be used in a 24-hour period. Ride time exceeding 4 hours (240 minutes) are charged usage fees of $0.15 per minute for E-bikes and $0.12 per minute for pedal-only bikes.
- Walk-up - Unlock a bike for $1. Riders pay $0.15/minute for E-bike and $0.12/minute for pedal-only bikes.

PEDESTRIAN SAFETY BEST PRACTICES

Concept Overview

The recommendation to Adjust Meter Schedules, to focus more on evening peaks and provide more free parking during early mornings should be a revenue-positive change that could create a meaningful increase in the DDA's parking fund income. It is suggested that an optional implementation step would be to capture that new revenue to fund winter sidewalk clearance/maintenance activities, to ensure that downtown remains walkable during all seasons. This could include:

- Clear obstructions from sidewalks, curb ramps, and crosswalks
- ADA requires at least 36 inches of clear passageway
- Use of salt or gravel to reduce slip hazards
- City ordinance on snow clearance time frame, BID hires contractor to maintain

Examples

Expanded Sidewalk Snow Clearance | Marquette, MI

The Marquette DDA significantly expanded its downtown parking meters following a 2012 Downtown Parking Study that found a large share of downtown's on-street parking was occupied by downtown merchants and employees, as well as a general willingness among downtown visitors to pay for parking if it was convenient and consistently available. To help build support for this change, the MDDA agreed to use the increase in meter revenue to pay for sidewalk snow clearance during winter months, helping to maintain downtown's walkability during winter months. A 2020 update to the 2012 parking study found that there was significant support for both the snow clearance and the meters that helped fund it among downtown's retail business owners.

Snow Center Website | Cambridge, MA

The city of Cambridge maintains a web page[7] that serves as an information repository for all things snow-related, including updates on parking bans, transit service and delays, city snow removal policies, and other resources. The website also allows residents to report snow-related hazards on streets, sidewalks, bike lanes, and bus stops.

[7] https://www.cambridgema.gov/snow

Sidewalk Snow Support Pilot | Grand Rapids, MI

The City of Grand Rapids operates a limited scope sidewalk clearing pilot program, modeled after similar programs in East Grand Rapids and cities in Wyoming. The program began in 2020 will continue through at least April 2023. The program area covers 164 of the city's 922 miles of sidewalks. 80% of pilot sidewalks are on major roads, and 20% are on neighborhood streets. The purpose of the program is to make is easier for residents to clear their sidewalks after heavy snow events, and focuses on neighborhoods with high community need, where there are high concentrations of seniors, people with low-incomes, high levels of pedestrian traffic, and large populations of school children, among other factors. Snow support is provided after a storm resulting in at least 3 inches of accumulated snow.

REVISING PARKING REQUIREMENTS

Eliminating Parking Requirements

Parking requirements dictate the minimum number of parking spaces that a developer must build in conjunction with a new project. Parking requirements generally correlate to land use and building square footage, and are outlined in a city's zoning code. There is movement across the US to reduce or eliminate minimum parking requirements, either in defined areas like a downtown district, or citywide. This wave of policy change is heralded by numerous benefits, most notably to support economic development, downtown revitalization, and small business growth, and to address the rapidly increasing cost of housing.[8]

Key Benefits

Benefits of reduced or eliminated parking requirements include

- Lower costs for new commercial and residential development, promoting new business growth and making housing more affordable. Surface parking generally costs between 5,000 and 10,000 per space to build, and these costs are most often passed along to the consumer in the form of higher commercial or residential rent.
- Improved environmental sustainability, with less impervious cover creating stormwater runoff and management concerns.
- Promote the use of alternative transportation modes like transit, walking, and biking, which reduces congestion and improves public health.

Case Studies

Fayetteville, AR

In 2015, Fayetteville became one of the first cities United States to eliminate minimum parking requirements for commercial building citywide, giving businesses and developers the freedom to determine how much parking their customers truly needed. The change helped spur the redevelopment of several historic sites across the city into restaurants and mixed-use buildings that otherwise would not have been feasible due to

[8] For more on this trend and its impacts: Nov 2022 Next City Article

the high cost of parking construction. It has also increased foot traffic in commercial areas, as visitors are more able to easily walk between businesses.

South Bend, IN

In early 2021, the South Bend City Council voted to eliminate minimum parking requirements citywide, expanding on previous policy that removed parking requirements in its downtown only. South Bend had already eliminated parking requirements for its downtown, but Motivations behind the policy change were to eliminate burdens on small businesses and attract new investment to the area. Previously, small businesses had to apply for a zoning variance to build fewer parking spaces, which cost both the businesses and the city government time and money to develop, submit, review, and approve applications.

Setting Maximum-Parking Limits

Parking maximums define the maximum amount of on-site parking that would be approved for each land use in a development proposal. Maximums seek to ensure that parking is not oversupplied and incentivize developers to plan for alternative transportation modes. Parking maximums can also increase development density, improving area walkability and multimodal functionality in support of the TOD concept.

The original concept of a parking maximum focused on defining a hard cap on a development's on-site parking supply, with no/minimal exceptions. Today, many cities choose to establish a more flexible form of maximum, in which one or more options are available to provide more parking. The most common exceptions made available through such an approach are:

- The provision of shared, or public, parking
    - Example: Transit Oriented Development (TOD) Districts (Charlotte, NC)
- The provision of mobility improvements or TDM commitments
    - Example: Aspen, CO
- The payment of a fee toward a public mobility or TDM investment fund
    - Example: Columbia Pike form-based code (Arlington County, VA)

Key Benefits

Parking maximums can yield the following benefits:

- Facilitating and encouraging higher development densities
- Preventing oversupply of parking
- Reducing traffic congestion by reducing induced parking demand
- Reducing housing costs by reducing the potential impact of excess parking supplies on rent prices
- Reducing housing costs by increasing potential housing density
- Emphasizing the expectation of reduced parking needs in the affected TOD area

Benefits Specific to Flexible Maximums

The following benefits are specifically associated with flexible parking maximums:

- Making lower maximums more viable, allowing codes to clearly indicate the preferred amount of parking for land uses in key growth areas

- Providing strategic flexibility to developers, minimizing the risk of shifting development activity away from these areas
- Generating public benefit when developers choose to provide more parking, commensurate with how much more parking they provide

Case Study: Flexible Maximums in TOD Districts (Charlotte, NC)

Charlotte's new Transit Oriented Development Districts code – adopted in 2019 and covering the majority of the city's South End neighborhood – includes an incentive to provide public parking, by **limiting the amount of on-site parking that can be provided** for most land uses (Maximum Vehicle Parking Spaces) **but allowing developers to include more parking if a significant share of the parking will be available for public use**, as described below:

- Visitor parking in multifamily residential development can exceed the maximum by 10 spaces, or 10% of the number of dwelling units on-site, whichever is greater.
- Supplies can exceed the maximum by up to 50% if any one of the following conditions are met:
  - 10% of the total number of spaces are provided for public use 24 hours a day and seven days a week.
  - 20% of the total number of spaces are provided for public use as shared spaces available from 8:00 a.m. to 6:00 p.m., Monday through Friday.
  - 20% of the total number of spaces are provided for public use as shared spaces available from 6:00 p.m. to 8:00 a.m., seven days a week

This policy encourages new projects to include parking that can help meet the longstanding and expanding public parking supply deficit in South End, particularly in a market where many developers are likely to seek approval for supplies that exceed the "maximums" now allowed in these districts. Because the City offers this flexibility, rather than emphasizing a hard cap on parking that can be provided, it was able to adopt "maximums" that are significantly lower than what can typically be adopted for a hard-cap maximum. The lower maximum combined with flexibility that is tied to a desired public good (in Charlotte's case public/shared parking) both signals to developers what the City considers to be an appropriate (rather than maximum) amount of parking is for each use, and defines the concessions it wants from developers if a higher supply is to be approved -- public parking, to encourage more efficient, resilient parking facilities.

MEETING PARKING REQUIREMENTS VIA MOBILITY IMPROVEMENTS

The growth of active transportation shared mobility over the past several years (including biking, scooter share, car sharing programs, and ride-hailing apps) provides opportunities for people to have access to fast and convenient modes of transportation without needing to own and store a personal vehicle. Incentivizing and promoting the use of active and shared mobility leads to less demand for on-site parking and provides opportunities to reallocate the parking footprint to other uses. The prevalence of ride-hailing services in

certain communities, for example, may increase demand for exclusive loading and unloading zones at a site rather than a parking space.

Bicycle Examples

Folsom, CA

The City of Folsom, a city of about 75,000, allows for the reduction in vehicle parking requirements if development provide additional secure bicycle parking over and above the minimum bike parking requirements.

- One vehicle space may be reduced for every three additional bicycle spaces provided up to a maximum of 2% of required parking. The provision of end of trip shower/locker facilities for developments at least 100 employees reduces required spaces by 2% or 5 spaces, whichever is greater.
- There is also reduction opportunities through the provision of preferred parking spaces to employees participating in carpool or vanpool. The reduction for this measure is one required space per every carpool/vanpool space up to a maximum of 2%

Dallas, TX

Dallas boasts comprehensive bicycle-based parking reductions for off-street vehicle parking. Specific reductions are based on bicycle parking class. Dallas allows up to a 10% reduction of required off-street parking.

- A reduction of one vehicle parking space is permitted for every six Class I bicycle parking spaces (e.g., racks for short-term use). Required bicycle parking does count towards parking reduction. A minimum of 20 off-street parking spaces must be required to receive parking reductions
- A reduction of one space for every four Class II bicycle parking spaces (e.g., secure lockers for long-term use)
- Reductions May not exceed 5% of total required off-street parking spaces.
- An additional 5% reduction of total off-street parking requirements may be granted by providing showers, lockers, and changing facilities for bicycle riders. This provision does not apply to retail or personal service land uses.

Shared Mobility Examples

Chandler, AZ

Chandler encourages the installation of passenger loading zones to meet demand for passenger drop-off and pick-up areas generated by ridesharing vehicles

- Municipal code allows a 10% reduction of parking requirements per each passenger loading zone up to a maximum of 40%
- 1 loading zone space may be counted per 50,000 sq. ft. for commercial uses

Austin, TX

Austin has several off-parking reduction incentives for developers to install active and shared mobility infrastructure, such as:

- Reduction of up to 10% if shower facilities are provided
- Reduction of 20 spaces for each car-sharing space provided on site.

These and other incentives can be combined to reduce parking requirements up to 40%.