



Downtown Parking Study

FINAL

City of Spokane
February 2019





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1 INTRODUCTION

Downtown Spokane's unique history and strong link with the past have positioned it as a premier destination to live, work, and play both today and in the coming decades. Substantial citywide and regional growth is anticipated by 2040, and **downtown will be a major focal point**. Investment is already occurring at a rapid pace, with new transformative developments in the pipeline.

Mobility and access will play a fundamental role in helping Spokane achieve its larger goals. There is a recognition that while the automobile will continue to be front and center, the transportation system must prioritize a shift of some existing vehicle trips to transit, biking, walking, and shared mobility services in order to achieve long-term success.

Parking is at the nexus of these growth and mobility conversations. How Spokane manages, supplies, and designs parking will have a direct impact on its ability to create a multimodal, mixed-use place and further enhance the vitality of downtown.

WHAT IS THE DOWNTOWN PARKING STUDY?

Over the past decade and half, Spokane has made progress on improving the downtown parking experience. With parking studies in 2005 and 2010, Spokane has improved its parking system, yet more work is needed. With rapid growth and change on the horizon, now is the time for a fresh look at parking policy, programs, systems, and infrastructure.

The **Downtown Parking Study** thoroughly evaluated the existing parking system, and conducted extensive outreach with stakeholders and the general public. Following that evaluation and outreach, the City and consultant team developed a comprehensive package of recommendations designed to facilitate growth and activity downtown, while making parking more convenient and user-friendly for residents, businesses, employees, and visitors.

The final outcome is this document, which serves as the roadmap for Spokane's downtown parking future. **It offers a set of coordinated strategies focused on better using existing parking spaces, improving the customer experience, and enhancing core operational tools, all supported by key changes to the municipal code and investments in overall downtown mobility.**



WHAT IS THE STUDY AREA?

The **project study area** is shown in Figure 1-1. It generally is bounded by Boone Avenue to the north, Division Street and Cowley Street to the east, Rockwood Boulevard, 9th Avenue, and 5th Avenue to the south, and Cedar Street and Maple Street to the west.

WHAT IS THE PROJECT APPROACH?

There were two primary phases to the study. The **first phase** included an assessment of the current system, identifying key issues, challenges, and opportunities through data collection and analysis, as well as solicitation of community feedback.

The **second phase** focused on strategy development, crafting a comprehensive and diverse set of recommendations to improve parking over the short and long term. The project schedule as conducted is shown in Figure 1-2.



Figure 1-1 Downtown Parking Study Area

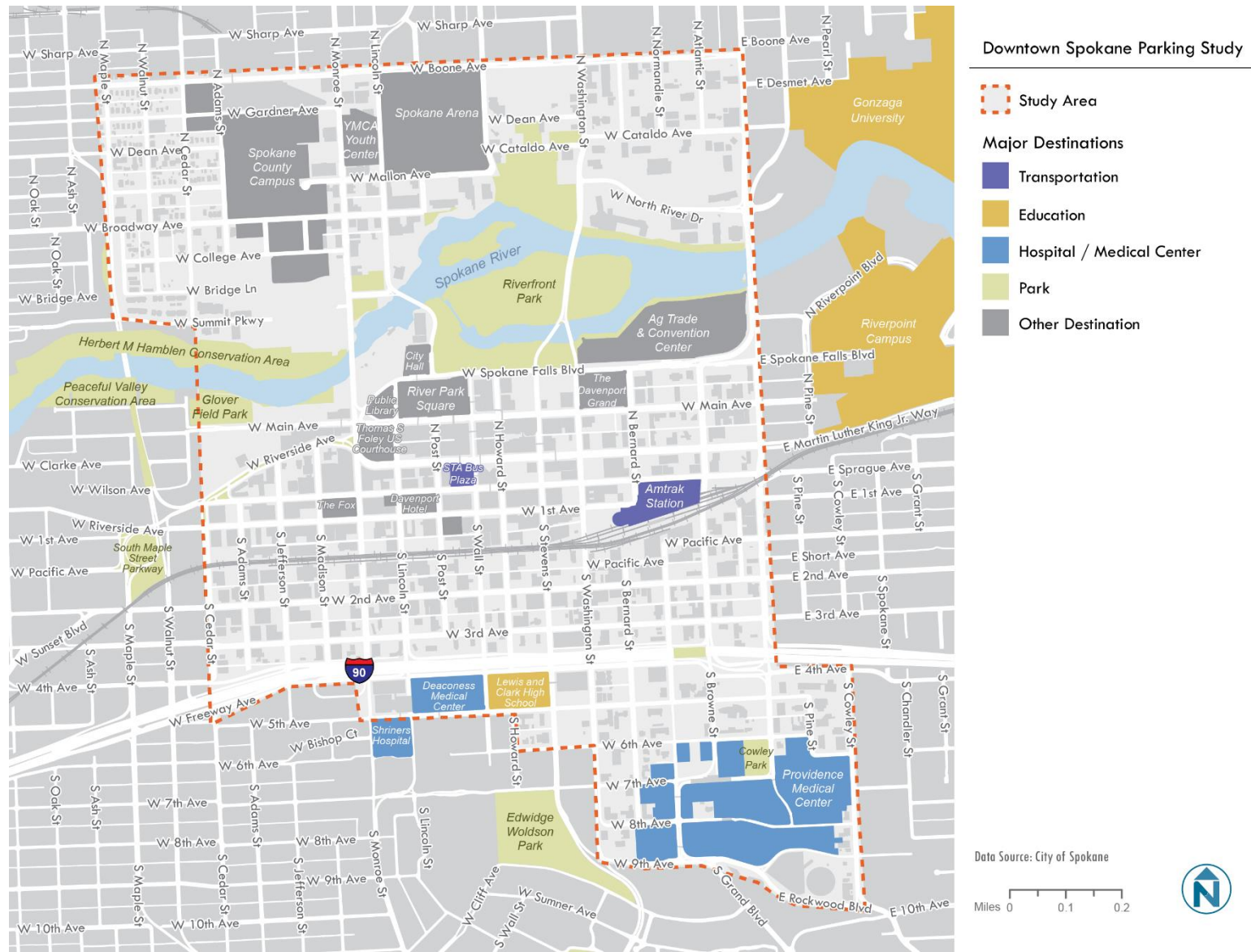
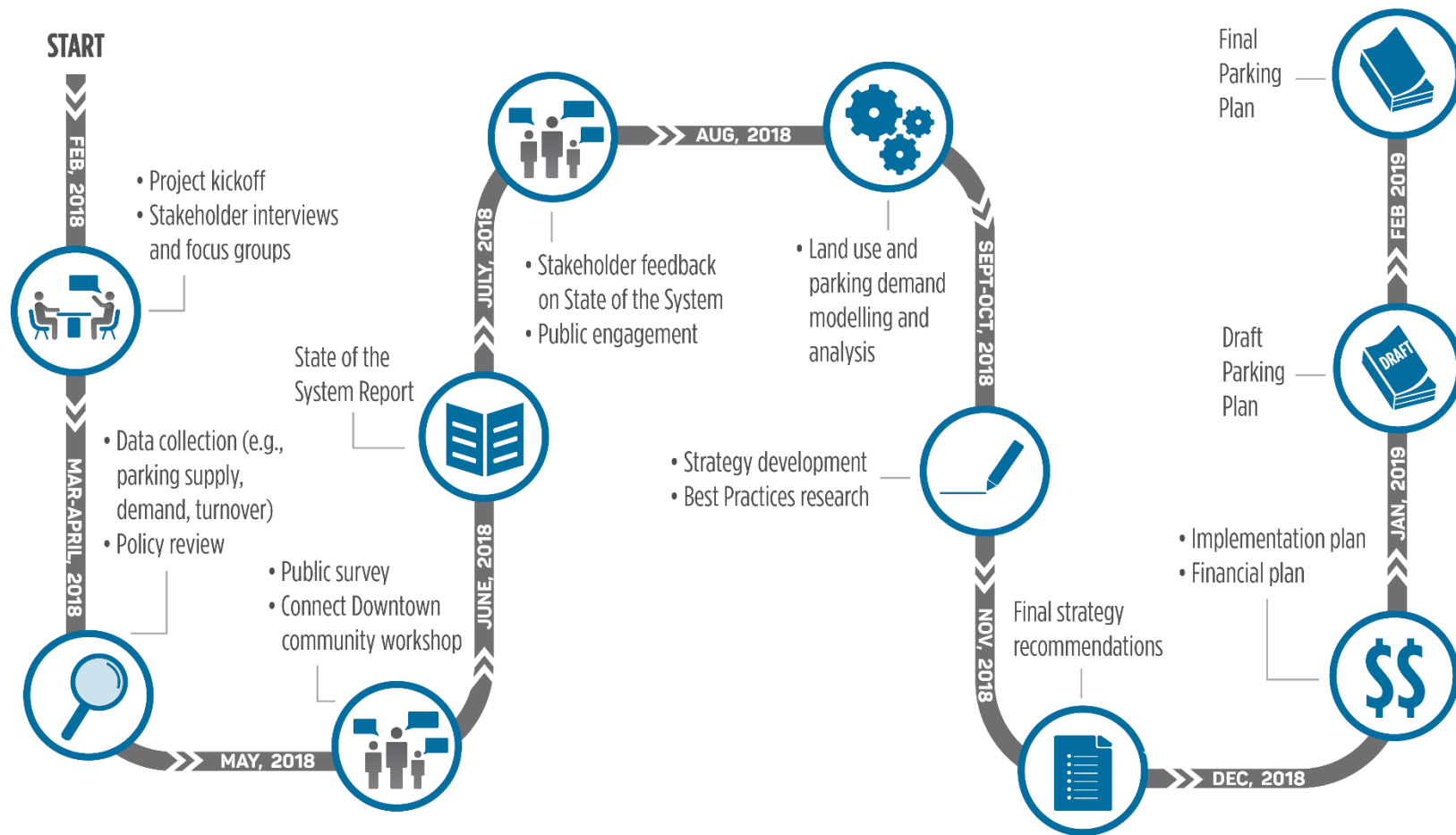


Figure 1-2 Project Schedule and Activities



2 OUTREACH SUMMARY

This chapter presents an overview of the outreach conducted throughout the Downtown Spokane Parking Study. The outreach results are presented in additional detail in the State of the System Report (Appendix A).

OUTREACH BY THE NUMBERS

75+

stakeholders interviewed, representing 14 different interest groups



General public survey with nearly



1,900

responses

Over 150 people engaged



At 2 public events

3

presentations to Parking Advisory Committee (PAC) with opportunities for feedback



2

presentations to Spokane's City Council





WHAT WE HEARD

Stakeholder Interviews

The following stakeholder groups were interviewed:

- Businesses and employees
- City Council members
- City staff, including planning, transportation, enforcement, and operations
- Commercial delivery services
- Downtown Spokane Partnership (DSP)
- Healthcare providers
- Housing providers
- Parking Advisory Committee (PAC)
- Parking operators
- Public schools
- Residents
- Spokane Transit Authority (STA)
- Taxi, Uber, and Lyft representatives and drivers
- Transit, bicycle, and pedestrian advocacy groups

Below are key themes heard from the cross-section of stakeholders we spoke to:

- **On-street parking should be prioritized for visitors and customers**, not long-term parkers.
- Business and property owners are concerned about the **future of on-street loading**, both for commercial deliveries and passenger loading.
- Spokane needs a visible **parking brand** and coordinated **information and wayfinding**.
- **Payment technologies are often outdated and inconsistent** across downtown.
- **Safety and comfort issues** discourage longer walks to a parking spot, limiting the reach of the parking system.
- **Improved communication and education** around parking and related transportation programs is needed.
- **Proximate, covered parking in the downtown core** is a key need for certain users, especially for Class A office.
- Recent growth and development in downtown is perceived to have **increased pressure on the parking system**.
- More people living downtown has led to an **influx of resident vehicles being stored downtown**.
- **Special events contribute to spillover parking** and high demand in key locations.
- **Equity of access to the parking system** is a concern, especially for lower income service industry workers.
- **The Spokane region's culture contributes to perceptions about the difficulty of finding a parking spot** – many area residents are used to the plentiful, low cost (or free) parking of lower density suburban areas. This creates conflicting expectations for downtown Spokane.

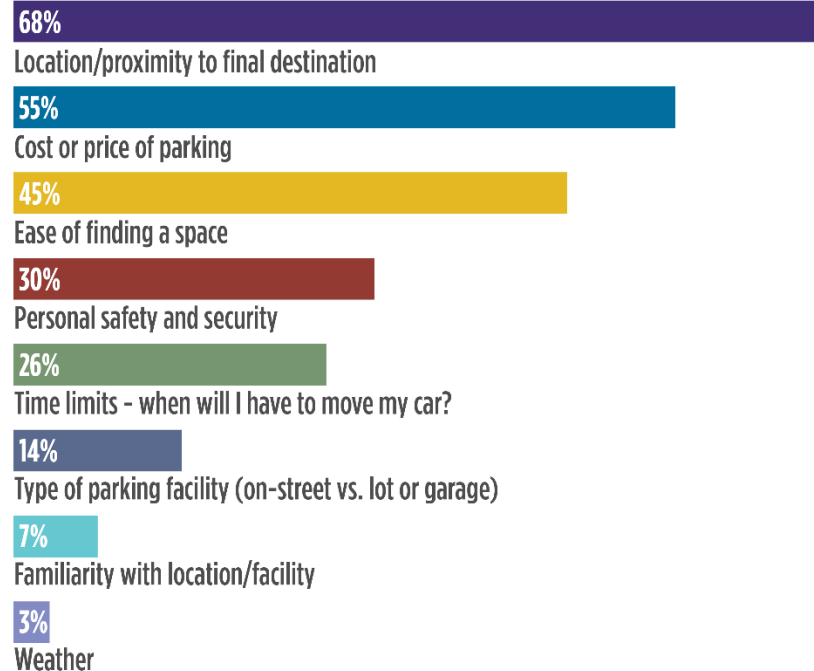
Summary of Survey Results

How do you travel to downtown?

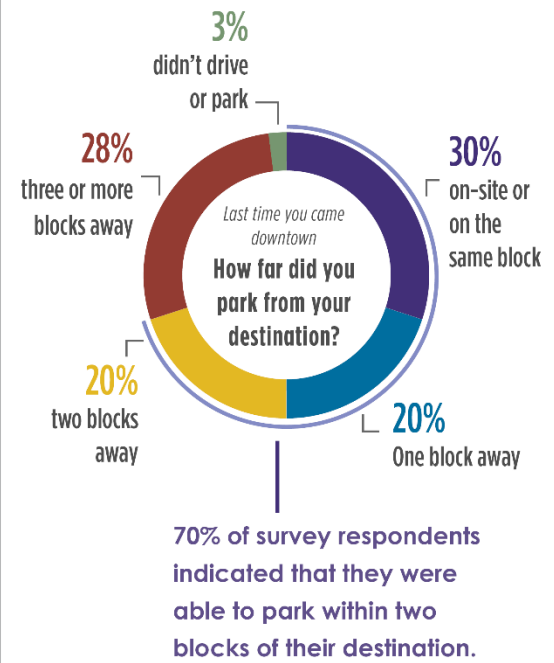
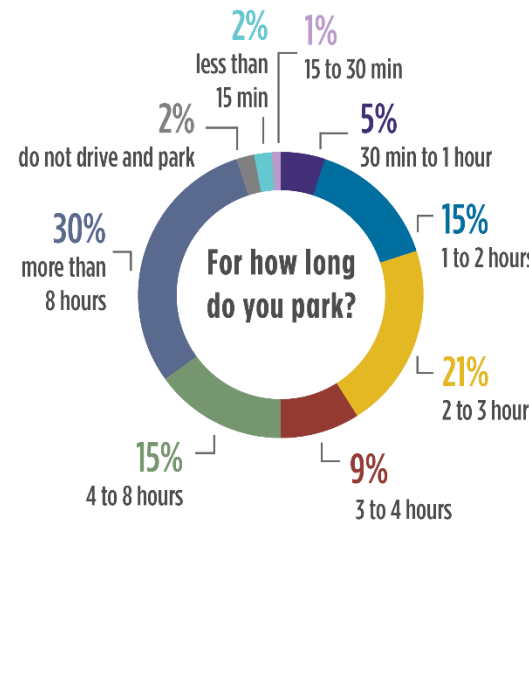
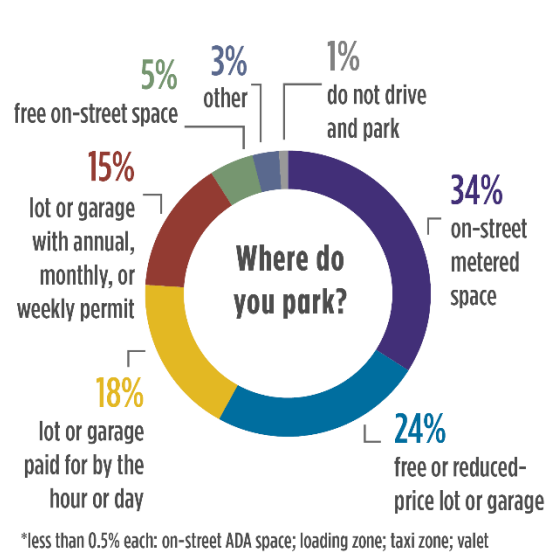


*2% each: own a business or property; go to school; do not travel to downtown

What are the most important factors for where you park?



Where and for how long do you park?



Public Events

Two public events were held in May and July of 2018 to engage the general public on the Downtown Parking Study and its preliminary findings. Between the two events, over 150 people provided feedback and input. **Key themes expressed by the public** at these events included:

- **The community would like to see increased turnover of on-street parking.** They expressed concerns about employees “plugging” the meters past the time limit.
- Some people expressed concern about a **perceived scarcity of (affordable) parking in downtown.**
- **Consistency in parking technology and signage** is an improvement community members would like to see. The potential for real-time parking information (e.g., via an app) excited people.
- **Parking during special events**, including concerts, sporting events, and shows, is a concern of event goers, as well as general travelers to downtown Spokane.
- **Improved transit service** to encourage people to leave their cars at home was a frequently identified improvement among community members.
- **People like the angled parking re-design on Main Street** and would like to see more of these types of designs.
- The community expressed desire for **improved bicycle infrastructure and parking in downtown.**



3 STATE OF THE SYSTEM

INTRODUCTION

This chapter presents a high-level overview of the State of the System report, which was finalized in July 2018. The full report is available in Appendix A or [online](#).

The State of the System report drew upon extensive outreach and data collection/analysis to fully understand the parking system in downtown Spokane. In addition to feedback from the community, the project team worked with various City of Spokane departments to understand how the parking system works and affects multiple City programs. On-site visits with the Parking Operations team also gave the project team a hands-on look at the mechanics of Spokane's parking system

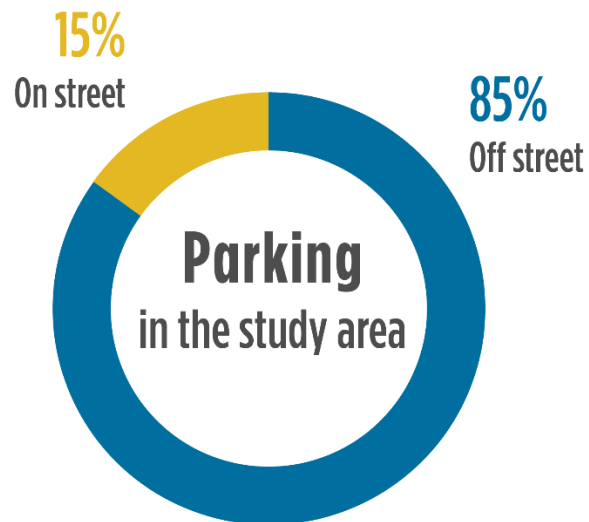
The data informing the State of the System Report include the following:

- **A comprehensive inventory** of on- and off-street, public and private parking spaces within the study area.
- **A parking occupancy survey** over the course of a typical weekday, Saturday, and a special event (the Lilac Parade).
- **A parking duration/turnover survey** of on-street spaces in the Downtown Core.

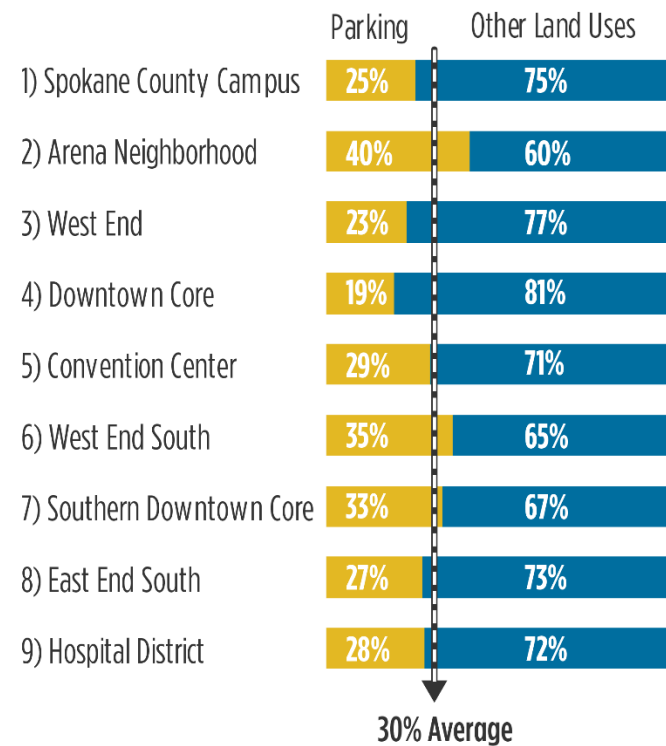


TOP 10 TAKEAWAYS

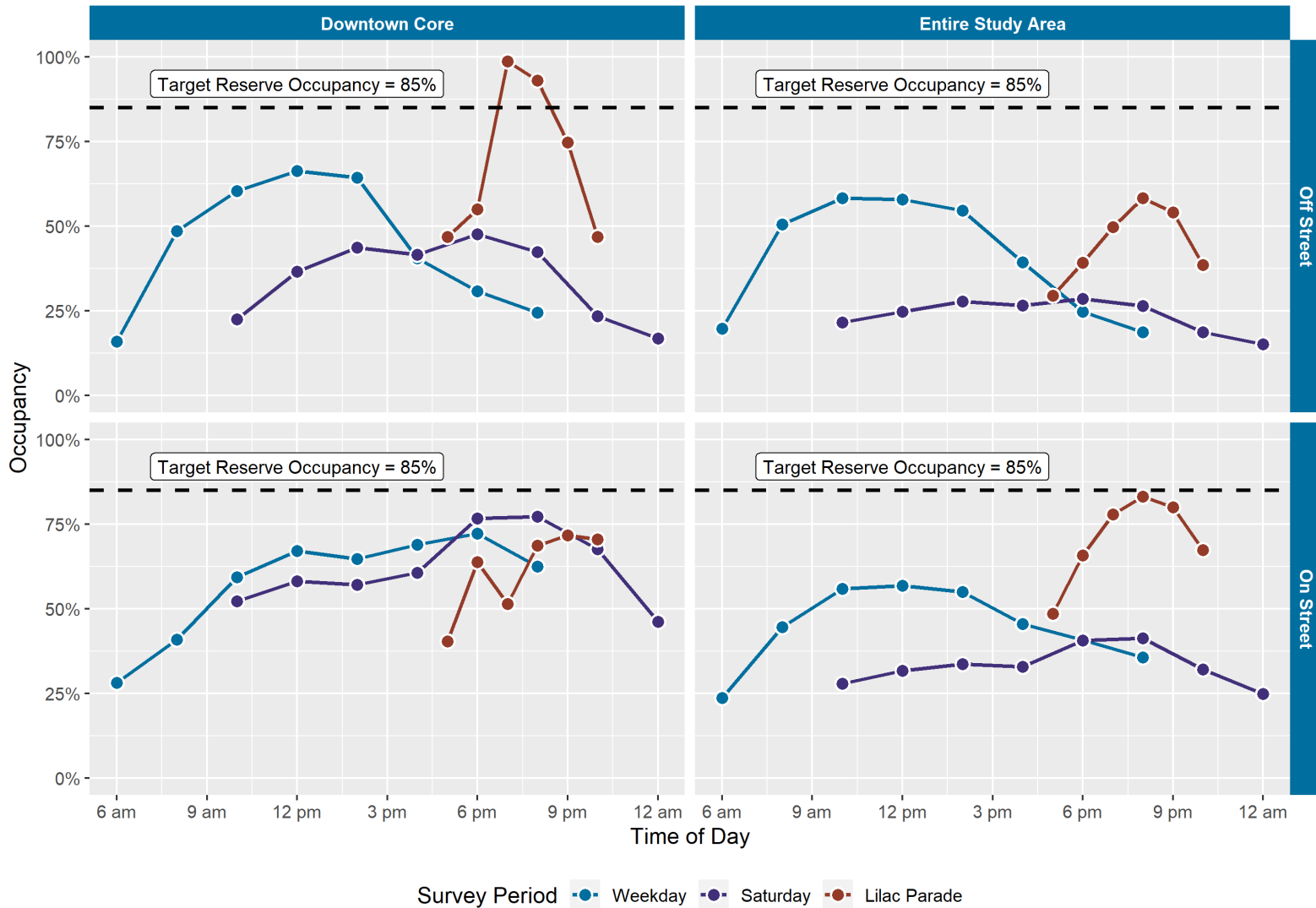
1 There are 37,000 parking spaces in downtown Spokane. 85% are off street, 15% are on street.



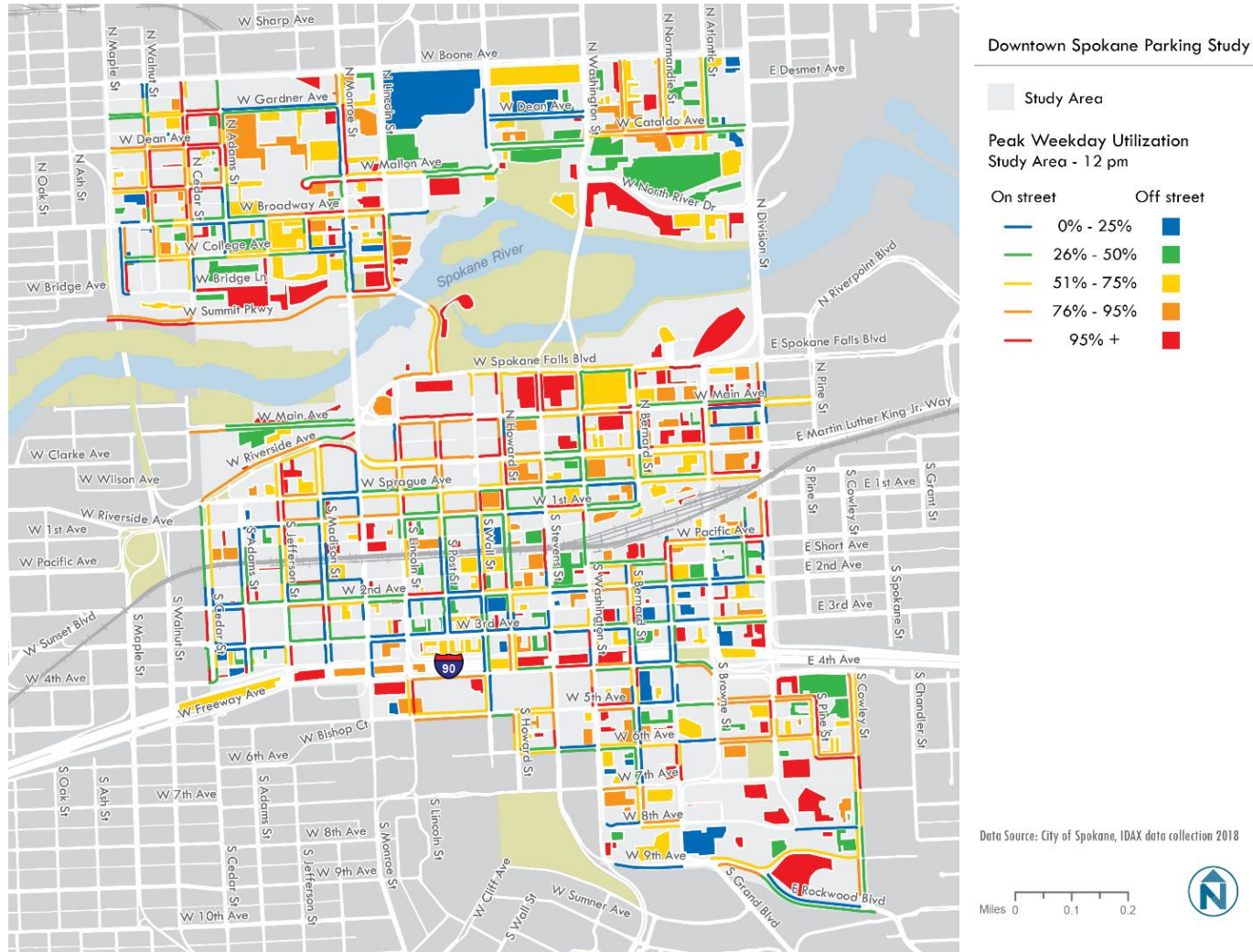
2 Parking occupies 30% of land in the downtown study area. This proportion is higher in the Arena neighborhood and the south/west areas of downtown.



3 Even during the busiest time of day (weekdays at 10 a.m. – 12 p.m.), parking occupancy across the study area peaks at 56%. At peak, thousands of parking spaces are under-utilized.

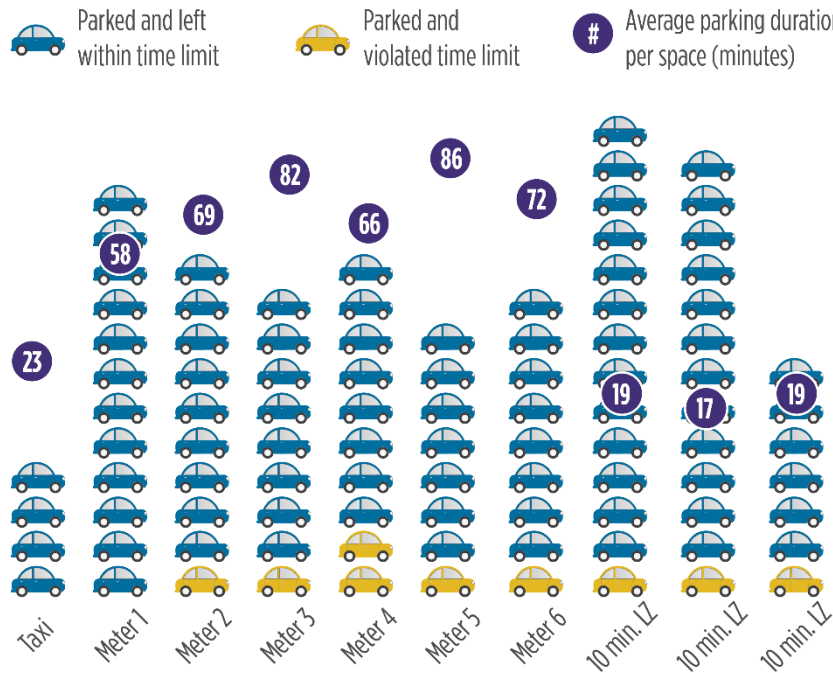


4 Parking demand varies by geography, on- versus off-street space, and time of day. The Downtown Core experiences higher demand, especially on-street parking. The periphery of the study area typically has underutilized spaces, even during the peak.



5 People who overstay the time limit impact access to local businesses. Adjacent to River Park Square, some of the most convenient on-street spaces experienced over 7% of parkers violating the time limits.

6 The most convenient spaces are underpriced, incentivizing circling for parking. In the Downtown Core, off-street parking costs 2.2 times as much as on-street parking. Across the study area, off-street parking costs twice as much as on-street parking.



Downtown Core

\$2.65 per hour
Average off-street rate

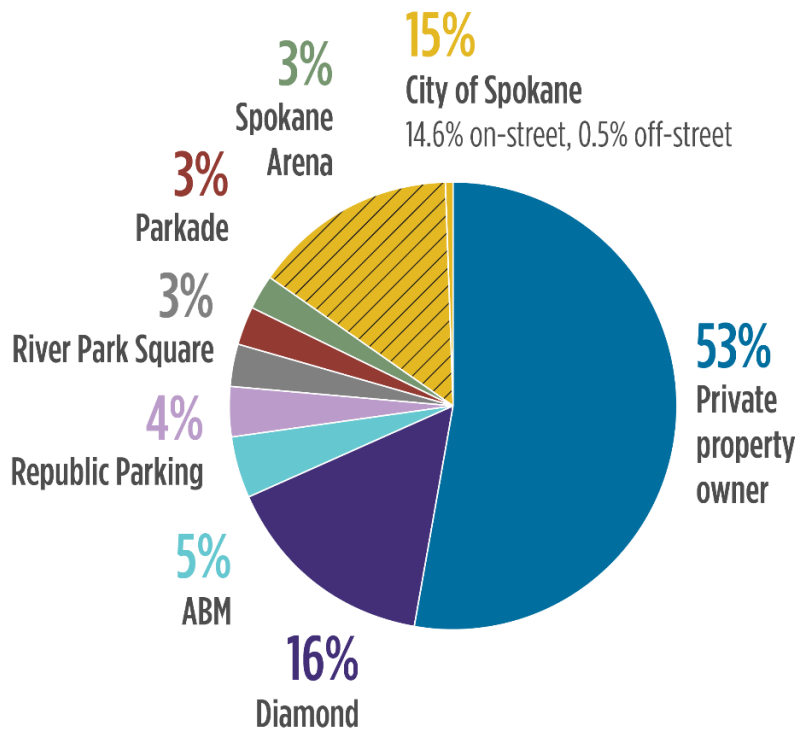
\$1.19 per hour
Average on-street rate

Study Area Average

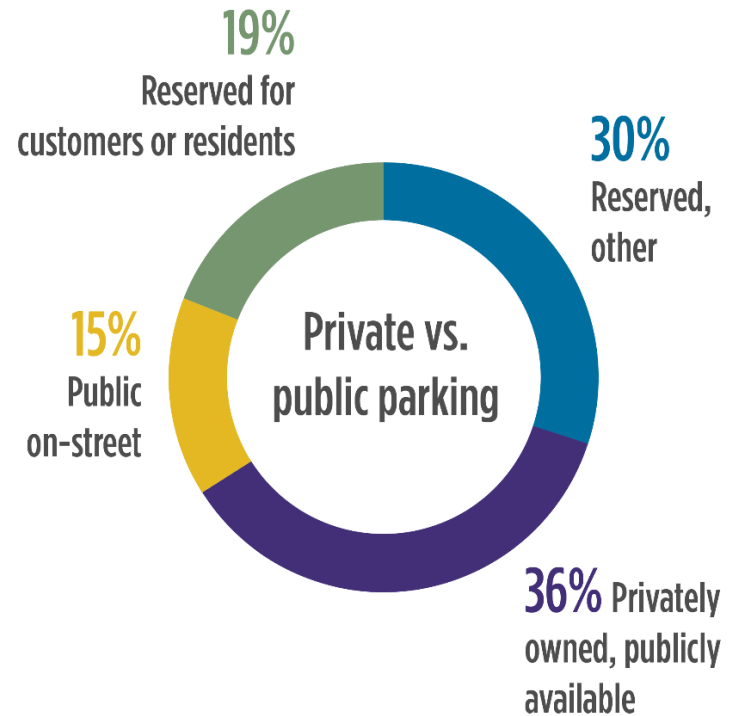
\$1.70 per hour
Average off-street rate

\$0.87 per hour
Average on-street rate

7 The City of Spokane manages less than 1% of off-street parking – the vast majority of its inventory is on street. Off-street management is dispersed among independent property owners and larger private operators, presenting challenges for rate-setting, communication, branding, and technology.



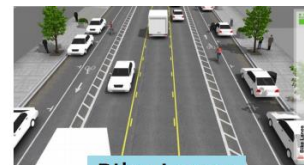
8 The fragmented parking system means only 51% of parking is available to general public at all times. For both frequent and first-time visitors, the limited access can be frustrating.



9 Wayfinding, pricing, and payment systems are confusing and uncoordinated. This leads to dissatisfied customers, concentration of demand in specific areas, and poor utilization of existing assets.



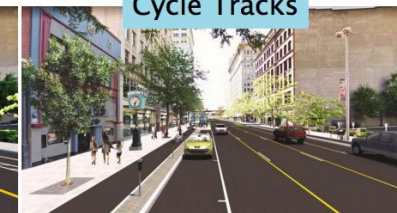
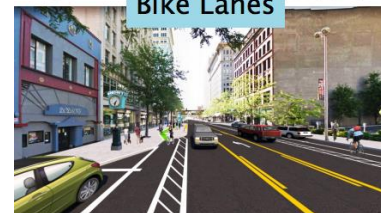
10 Downtown Spokane is growing, and Spokaneites have the opportunity to leverage existing parking assets, new development, and multimodal investments to improve downtown parking.



Bike Lanes



Cycle Tracks





4 STRATEGY TOOLKIT

This chapter presents the parking strategies prepared for the Downtown Parking Study. These strategies represent the culmination of months of stakeholder and general public outreach, data collection and analysis, and iterative development between the City, downtown stakeholders, and the consultant team.

This toolkit contains 20 total strategies, organized into seven strategy groups. Each strategy contains a discussion of the following:

- **Challenges.** What are the challenges identified during outreach or data collection/analysis that necessitate development of this strategy?
- **Benefits.** What are the anticipated benefits to the downtown parking system as a result of the implementation of this strategy?
- **Action Steps.** What are the specific steps the City and its partners should take while implementing this strategy?
- **Implementation Partners.** Which city departments and/or external stakeholders will lead the implementation of this strategy, and who will play a supporting role?
- **Implementation Timeline.** How soon is this strategy likely to be implemented? An estimated phasing and priority is provided.
- **Estimated Cost Impact.** What is the relative, planning-level cost estimate of the strategy?
- **Goals Supported.** Which goals (Strategy A.1) of the Downtown Parking Study are supported by this strategy?

Some strategies also include **Case Studies**, which present a brief example of how a strategy was applied in another city. Additionally, some strategies include a **Study Spotlight**, which is a more in-depth look at a key idea, challenge, or application.



Figure 4-1 Strategy Summary

Category	#	Strategy	Page #
A. Adopt Downtown Parking Goals	A.1	Adopt formal parking goals and objectives.	4-3
B. Maximize Use of Existing Supply	B.1	Adopt a formal performance-based management program.	4-5
	B.2	Adjust on-street regulations to allow for a more flexible user experience.	4-10
	B.3	Pilot shared parking programs with willing property owners.	4-14
	B.4	Evaluate right-of-way changes to mitigate on-street parking impacts, while supporting multimodal improvements.	4-17
C. Optimize Management Policy and Programs	C.1	Adopt a policy framework that encourages flexible, but consistent freight and passenger loading activity.	4-20
	C.2	Modify permits and programs.	4-23
	C.3	Implement modifications to event management policies.	4-26
	C.4	Pilot a universal valet program.	4-29
D. Enhance Administration and Operations	D.1	Adopt formal enforcement and maintenance goals and metrics.	4-31
	D.2	Improve staff training and communications. Identify long-term parking staffing needs.	4-33
	D.3	Enhance technology systems for enforcement.	4-34
	D.4	Enhance revenue collections and reconciliation.	4-36
E. Make Parking Simple to Find and Use	E.1	Develop and implement a formal downtown parking "brand" and a parking wayfinding program.	4-39
	E.2	Develop an enhanced marketing and communications plan.	4-42
	E.3	Streamline downtown payment systems.	4-45
F. Update City Policy and the Zoning Code	F.1	Revise existing zoning policies and standards.	4-47
	F.2	Expand and diversify funding approaches and financial incentives.	4-53
G. Reduce Parking Demand	G.1	Strengthen the use of TDM in downtown.	4-55
	G.2	Support multimodal improvements.	4-57

A.1 – ADOPT FORMAL PARKING GOALS AND OBJECTIVES

Challenges

Through previous parking studies and various initiatives over the years, the City of Spokane has established a strong policy and management framework for parking. Parking management is primarily the responsibility of Parking Services, but staff from other agencies and departments also have key responsibilities. In downtown, the Parking Advisory Committee (PAC) plays an advisory role, representing a range of downtown stakeholders on parking.

While all of these entities work together on parking, **no formal goals and objectives guide downtown parking policy and management.** Without clearly defined goals, it can be difficult to achieve and maintain internal and external consensus on key initiatives, and therefore difficult to implement strategies in a transparent manner for the public.

Implementation Partners:

- **Lead:** Parking Services
- **Support:** Planning

Implementation Timeline: Short term

Estimated Cost Impact: \$

Goals Supported?









Benefits

- **Establishes a foundation** for future parking policy and management
- **Reflects and reinforces broader city goals**, as defined in the Comprehensive Plan and Specific Plan
- Provides **long-term continuity** of key policies amongst staff, stakeholders, and decision makers
- Promotes **transparent decision making** for the public and downtown stakeholders

Action Steps

1. Adopt formal parking goals and objectives (Figure 4-2) to serve as a guiding framework for parking management and policy. They are defined as:
 - a. Goals: What values will guide downtown parking policy and management? What are the desired short- and long-term outcomes for the parking system?
 - b. Objectives: What specific actions will allow the City of Spokane and its partners to achieve the goals?

Figure 4-2 Downtown Parking Goals and Objectives

Goal		Objectives
Convenient		Put the customer first by creating a user-friendly and intuitive parking experience.
		Manage parking to achieve consistent availability. Set target occupancy rates for on-street parking.
		Utilize coordinated technology to make it easy to find and pay for parking.
Coordinated		Manage on- and off-street parking as distinct, yet mutually supportive, parts of the overall system.
		Share parking spaces between uses and users to the greatest degree possible.
		Maximize use of existing parking spaces before adding new parking.
Equitable		Provide a diverse range of parking choices and prices for all users of the system.
		Continue to invest parking revenue to support both the parking system and downtown mobility and vitality.
		Prioritize cost-effective solutions to ensure efficient use of limited resources.
		Enforce parking rules strategically, fairly, and firmly.
Flexible		Adjust prices and regulations on a periodic basis to manage short- and long-term changes in parking demand.
		Manage on-street spaces to accommodate an increasingly diverse set of curbside parking and loading needs.
		Establish policies and design guidelines that prepare Spokane for emerging technologies and mobility services, and their long-term impact on parking demand.
Multimodal		Ensure parking policies and management practices support and leverage local and regional investments in transit, biking, walking, and shared mobility.
		Prioritize investments that make downtown streets and parking facilities safe and comfortable.
		Support programs and incentives that offer diverse travel choices and encourage people not to drive.
Catalytic		Right-size the downtown parking supply in key areas to support downtown's growth and development potential.
		Prioritize a new parking supply that is shared by multiple uses and accessible to the general public.
		Facilitate and prioritize development opportunities that revitalize underutilized parking lots.

B.1 – ADOPT A FORMAL PERFORMANCE-BASED MANAGEMENT PROGRAM

Challenges

Downtown Spokane has nearly 37,000 parking spaces, yet access to available parking remains a problem for some users in some locations at peak demand times of day. Certain blocks and off-street facilities, predominately within the Main Avenue corridor, downtown core, and Hospital District, were at or near capacity at peak period. Yet, occupancy counts indicate at least **20-25% of spaces across the study are not used, even at the busiest times.**

In the high demand areas, hourly parking rates simply do not match the level of demand, and on-street rates are static, even during the busiest times. Furthermore, off-street parking in the downtown core is over twice as expensive per hour as priced on-street parking in the same area. **The gap between on- and off-street parking prices is persistent throughout the study area,** incentivizing motorists to circle and hunt for on-street parking.

Implementation Partners:

- **Lead:** Parking Services
- **Support:** Streets, Legal, Long-range planning

Implementation Timeline: Short to Long

Estimated Cost Impact: \$\$\$

Goals Supported?



Benefits

- Adjusts parking rates to ensure that **approximately 10-15% of spaces are available** throughout the day. When a motorist chooses to park, they can do so without circling the block and contributing to congestion.
- **Geographically distributes demand** for parking across the system, maximizing use of existing supply.
- **Provides more choice to motorists,** allowing those who want a front-door space to get it, but at a market rate.
- Supports businesses by ensuring adequate turnover and maintaining **parking availability for visitors and customers.**
- Provides City staff the **flexibility to dynamically manage the system** based on observed parking data.

Action Steps

1. Adopt an ordinance to modify Spokane Municipal Code (SMC) Chapters 16A.61 and 08.02, establishing a performance-based parking management program for the downtown, including:
 - a. Setting specific occupancy targets for on-street parking at 75-85%.
 - b. Granting staff authority to change rates/regulations at least annually, but not more than twice per year, to meet adopted occupancy targets.
 - c. Setting minimum and maximum hourly parking rates for on-street parking.
 - d. Setting thresholds for action and the amount that rates can be lowered or raised per rate adjustment.



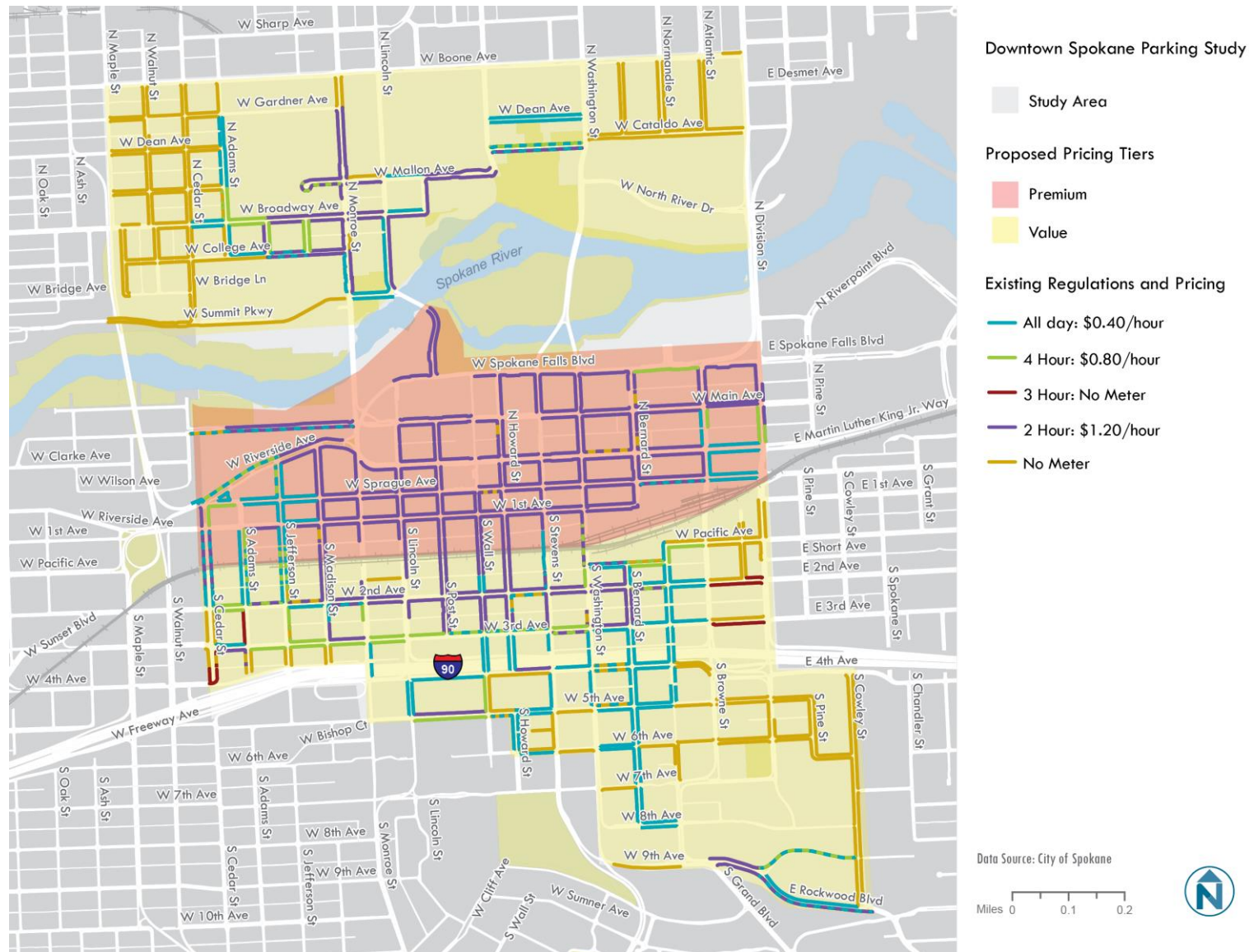
2. Revise current on-street rate structure to: 1) establish “Premium” and “Value” zones; 2) increase the rate differential between low- and high-demand on-street areas; and 3) reduce cost differential between on- and off-street parking.
3. Over time, evaluate implementation of a “progressive” or “tiered” rate structure, allowing motorists to stay beyond the time limit if they pay for it (i.e., the 3rd, 4th, or additional hours cost more). See Strategy B.2 for a more detailed discussion of progressive rate structures.
4. In coordination with Strategy E.1 (pg. 4-39) and E.2 (pg.4-42), communicate the program prior to implementation with effective outreach and messaging.
5. Similarly, ensure signage, universal wayfinding, and information technology systems are in place prior to rollout to effectively operate the program and serve the customer.
6. Establish a formal monitoring program to assess parking occupancy, modify Premium and Value boundaries, and inform rate adjustments over time. Typical data sources used include manual data collection, modeled occupancy data based on payment data, License Plate Recognition data, and/or parking sensors.
7. Issue periodic reports on system performance for parking/city staff and key stakeholders. Develop an annual State of Downtown Parking Report for review by City Council and the public.
8. Establish internal and external data sharing protocols, including making inventory and occupancy data “open source.”

Figure 4-3 Proposed Downtown Rate Structure

Pricing Tier	Hours of Operation	Initial Rate Structure (price per hour)			Hourly Rate Window		Maximum Rate Adjustment (per Cycle)	Space Occupancy Rate Adjustment Thresholds
		2-hour	4-hour	All-day (w/ meter)	Minimum	Maximum		
Premium	Monday – Saturday 8 a.m. – 7 p.m.	\$2.00	\$1.50	\$0.75	\$.50	\$5.00	\$.50	0-65%: Lower rate 66-75%: Maintain + Monitor 76-85%: On target 86-90%: Maintain + Monitor 91-100%: Increase rate
Value		\$1.25	\$.75	\$0.50				



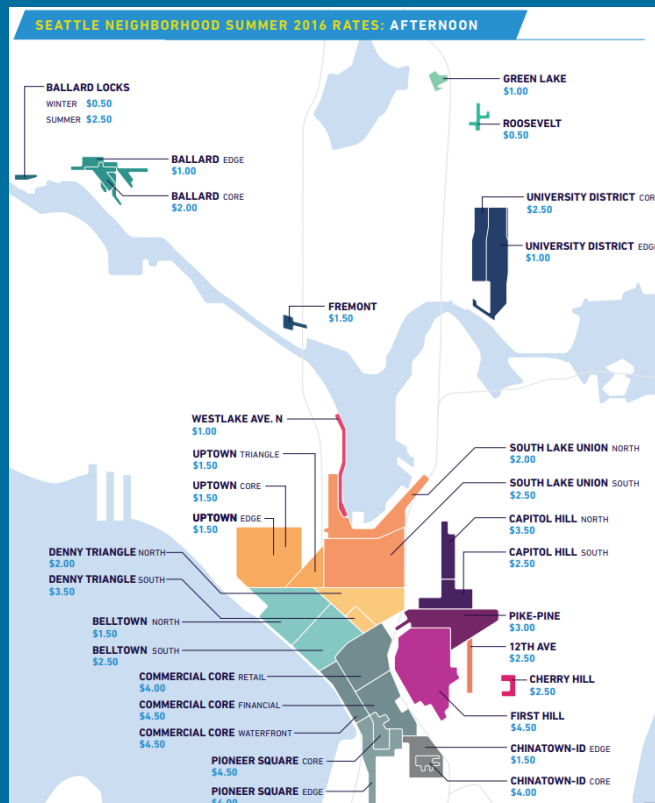
Figure 4-4 Proposed Pricing Tiers and Time Limits



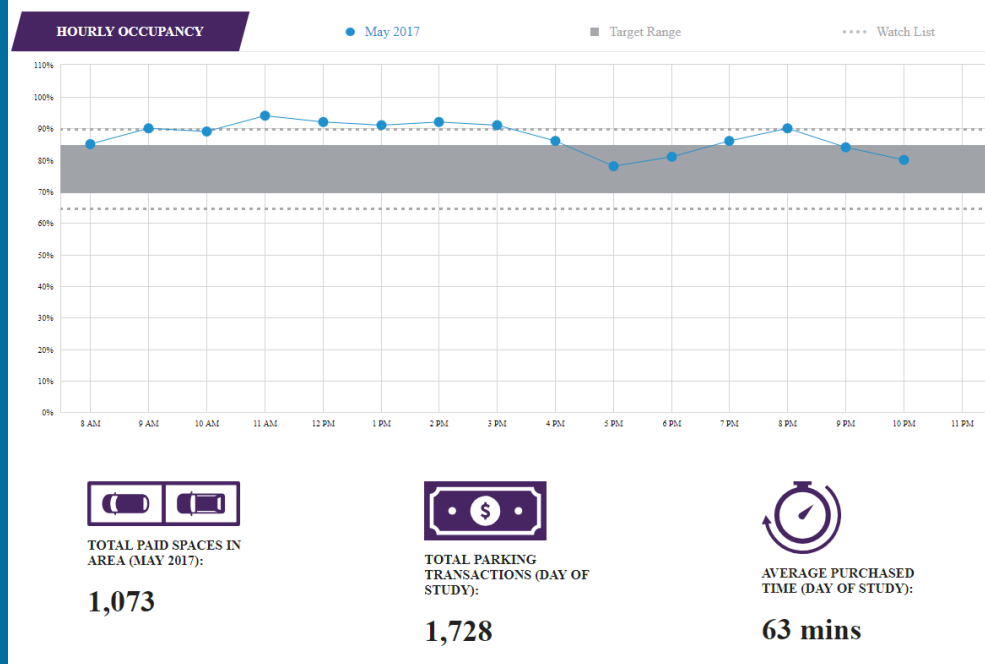
Case Study: Seattle SeaPark Performance Based Parking

Goal: Use occupancy data to set meter rates so that one to two spaces per city block are open.

Summary: In 2011, the Seattle City Council and Mayor created the structure for a data-drive process to dynamically set on-street parking prices. The rates are varied to achieve an outcome of one to two open parking spaces per city block throughout the day. Demand for parking varies block to block, so the City established 30 distinct parking zones citywide. The City collects data annually to assess if a rate increase or decrease is necessary. The program is supported by a comprehensive signage program, which clearly communicates the parking prices and regulations for each block. In 2016, 27% of spaces had their hourly rate decreased, while another 26% had their hourly rate increased. Below, an example summary of performance data citywide and for a specific neighborhood (First Hill) are shown.



First Hill (May 2017)





Study Spotlight: Performance-based Management in the Zoning Code

City of Seattle – Chapter 11.16.121.C

The Director shall establish on-street parking rates and shall adjust parking rates higher (up to the Maximum Hourly Rate) or lower (as low as the Minimum Hourly Rate) in neighborhood parking areas based on measured occupancy so that approximately one or two open spaces are available on each block face throughout the day in order to:

1. Support neighborhood business districts by making on-street parking available and by encouraging economic development
2. Maintain adequate turnover of on-street parking spaces and reduce incidents of meter feeding in commercial districts
3. Encourage an adequate amount of on-street parking availability for a variety of parking users, efficient use of off-street parking facilities, and enhanced use of transit and other transportation alternatives
4. Reduce congestion in travel lanes caused by drivers seeking on-street parking

City of Berkeley – Chapter 14.52.120.B

For parking meter zones set forth in Section 14.52.010(B) (goBerkeley Program Areas):

- A. At single-space meters and pay-and-display stations within the goBerkeley Program parking meter zones:
 1. The hourly rate may vary between \$0.50 and \$5.00 per hour effective FY 2017, between \$0.50 and \$6.00 per hour effective FY 2018, between \$0.50 and \$7.00 effective FY 2019, and between \$0.50 and \$8.00 effective FY 2020, as set by the City Manager.
 2. The parking fee may be either flat rates (same rate for a specified time period e.g., 1 hour, 4 hours, all day), or may be variable rates based on time of day, length of stay, or a combination of those pricing structures, as set by the City Manager.
 3. The City Manager may adjust the parking fee by increments no larger than 50 cents (\$0.50) per hour.
 4. The City Manager may implement special event pricing at designated times and at designated pay-and-display stations and parking meters.
 5. Adjustments to the parking fee must be supported by published data on parking usage statistics with the goal of achieving 65-85% parking occupancy of spaces as calculated in the goBerkeley Program Guidelines.
 6. Adjustments to the parking fee at pay-and-display stations and parking meters must be posted to the City's website no later than 30 calendar days prior to the adjustment.
 7. Parking rates may be adjusted no more frequently than once per 60 calendar days.

B.2 – ADJUST ON-STREET REGULATIONS TO ALLOW FOR A MORE FLEXIBLE USER EXPERIENCE

Challenges

Existing on-street regulations offer a diverse set of options for motorists. However, adjustments over time will enhance the overall effectiveness of the system. Current challenges include:

Both stakeholders and the general public indicated that two hours is often not enough time for them to visit downtown – **people would like more options for longer stays.**

The mix of time limits, especially within districts or streets, **can create confusion for motorists and increase administrative and enforcement burden.** For example, there are free three-hour parking spaces in the study area, but only 48 of them in a small number of locations. In addition, there are many cases where one side of the street may be all-day parking, while the opposite side of the street is two-hour parking.

Numerous blocks within the current meter district **provide all-day parking for free.** Occupancy data show that demand is often high on many of these blocks, while many priced off-street lots are underutilized. There is a growing need to transition to pricing on these blocks to manage demand.

Finally, the existing citation rates are too low. For example, one of the most common violations, an expired meter, has a citation penalty of just \$15.00. Relative to an all-day parking cost of \$13.20 at the two-hour meters, the citation rate **does not incentivize drivers to pay for parking or comply with the time limit.**

Benefits

- More flexible experience for motorists, **offering longer stay options** and/or the ability to add time to a meter
- **Simplified user experience** and reduced operational burden for staff
- Improved turnover on high demand blocks, providing **more consistent availability** for short-term trips
- Incentivizes long-term parkers, such as employees, to park off street, **freeing up on-street spaces** for visitors, customers, or other shorter-term parkers

Implementation Partners:

- **Lead:** Parking Services
- **Support:** University District Development Association, Legal, Downtown Spokane Partnership, Development Services Center, Planning, Streets

Implementation Timeline: Short

Estimated Cost Impact: \$\$\$

Goals Supported?





Action Steps

1. Expand existing meter district to make the district co-terminus with the “No Parking Required” zone on the western edge of downtown.
2. Adopt an ordinance, making the following changes to existing regulations to accommodate longer time stays, simplify the system, and better manage high demand areas (see Figure 4-5):
 - a. Convert existing two-hour spaces to four-hour spaces at the following locations: 1) between 2nd and 4th Avenues; and 2) west of Monroe Street and south of Riverside Avenue.
 - b. Convert existing all-day, metered spaces to four-hour spaces at the following locations: 1) along MLK Jr. Way, Sprague Avenue, and Browne Street east of Bernard Street; and 2) along Monroe Street, Mallon Avenue, Broadway Avenue, and College Avenue west of Adams Street.
 - c. Convert all existing three-hour spaces to metered four-hour spaces.
 - d. Over time, and informed by occupancy data, transition existing all-day, no meter spaces to all-day, metered or four-hour spaces. Priority areas for conversion include northwest, northeast, southeast portions of study area (Figure 4-5, pg. 4-12).
3. Over time, evaluate a “progressive” or “tiered” rate structure, allowing motorists to stay beyond the time limit if they pay for it (i.e., the 3rd, 4th, or additional hours cost more). Additional time purchase would be available at the meter or through the Passport mobile payment app.
4. Monitor evening occupancy to evaluate an extension of meter hours within the proposed “Premium” pricing zone.
5. Evaluate impacts of free meters on Sundays, including a targeted occupancy and turnover study. Based on data findings, potentially adjust meter policies on Sundays.
6. Increase citation rates for common offenses to discourage common behaviors. In particular, increase expired meter citation rate to \$30 and adjust periodically to ensure compliance.
7. Maintain the current approach to the provision of on-street ADA spaces by allowing ADA placard holders to park for free for up to four hours in metered districts (SMC 16A.61.582). Based on a review of the guidelines and professional judgment, the City of Spokane, at this time, is in compliance with ADA¹, as there is no formal on-street parking guidance from the U.S. Department of Justice or the State of Washington. The City should monitor forthcoming rulings and consult with the City Attorney upon issuance of any new ADA parking guidance to ensure ongoing compliance.

¹ Nelson\Nygaard does not provide legal advice and the City Attorney should be further consulted to secure a definite legal opinion.

Case Study: SacPark Progressive/Tiered Rate Structure

Goal: Incentivize regular turnover of high-demand parking spaces while also providing options for longer stays.

Summary: SacPark in Sacramento, CA implemented a progressive/tiered pricing structure for on-street metered spaces for four zones with different desired turnover rates. For example, their '2+' zone has parkers charged one rate for each of the first two hours (\$1.75) and then charges progressive rates for the third and fourth hours of \$3.00 and \$3.75, respectively. This allows for parkers to stay past the desired duration, but still incentivizes turnover.

Posted Street Signage



Meter Display

Parking smart meters accept:

- Coin
- Credit cards
- Parkmobile



Example of 1+ Zone

Pricing Structure for Each Zone

- Tier 1=** Regular hourly rate based on posted number of hours
- Tier 2=** Effective for up to one additional hour after end of Tier 1 time
- Tier 3=** Effective rate for every one hour parked past Tier 2



Source: <https://www.cityofsacramento.org/Public-Works/Parking-Services>

B.3 – PILOT SHARED PARKING PROGRAMS WITH WILLING PROPERTY OWNERS

Challenges

Downtown parking can be hard to find at certain times, in certain areas, or for certain users. About half of the 37,000 parking spaces in the study area are reserved for particular uses, and not available to the general public for all or a portion of the day.

The variety of entities managing off-street parking downtown **creates a mismatch between on- and off-street pricing and regulations and results in a wide variety of signage, wayfinding, and payment systems.**

The end result for many motorists is a **confusing, fragmented, and frustrating experience.** A formal shared parking program in downtown would create a more seamless system.

Benefits

- Allows less overall parking to be built, saving up to \$40,000 per space in construction costs and **reducing costs to tenants**
- Helps property owners recognize **significantly more return per space** on their investment
- Unlocks **small downtown parcels** viable for development
- Improves **customer experience and access** to underutilized parking

Action Steps

1. Pilot a partner program and/or a leasing program with private property owners to make all or a portion of their underutilized off-street spaces part of the public supply.
 - a. Identify and select vendor and technology platforms to manage program. Virtual systems and smartphone apps can solicit partners and facilitate simple payment.
 - b. Provide partners with official program signage, wayfinding, and payment systems (see E.1 (pg. 4-39) and E.3 (pg. 4-42)).
 - c. Develop shared parking agreement template, addressing cost sharing, liability, and data sharing.
2. Create an interactive and open-source parking database and platform to facilitate shared parking opportunities, especially for downtown employers.
3. Pilot an Affordable Employee Parking Program aimed at providing lower-cost parking options for employees. Identify underutilized off-street facilities and enter into leasing and/or sharing agreements to provide lower-cost permits at certain times of week/day. Potential employees to target are retail and service workers, especially in evenings and on weekends.

Implementation Partners:

- **Lead:** Parking Services
- **Support:** Downtown Spokane Partnership, Legal, Information Technology, Geographic Information System, Parking lot owners

Implementation Timeline: Short

Estimated Cost Impact: \$\$\$

Goals Supported?





Case Study: Park Omaha Shared Parking Program

Park Omaha – the brand for Omaha Public Works Parking Division – launched the Park Omaha Partners program to “boost the number of public parking spaces and help visitors easily locate them in the popular downtown area.” The program provides a user-friendly, online process for property owners to offer their unused spaces, at a specified schedule, to the Park Omaha network through a shared parking agreement. The process begins with an online application – see screenshot to the right.

Accepted Partner locations are added to the Park Omaha interactive map. An expanded map view also provides information on rates, hours of operation, and payment options. Park Omaha identifies these facilities, as “partner” facilities, and distinguishes them from Park Omaha facilities, in its maps and information materials. As Partner facilities, private lots are given official (copyrighted) signage/iconography with a distinct logo that identifies them as part of the City parking system, while indicating that hours of access, rates, and other regulations may vary from standard Park Omaha facilities. The copyrighted branding helps to prevent unapproved private lots from using the same design and calling themselves Park Omaha Partners.

One of the key tools to make this work has been facilitating payment via the Park Omaha App. Partner facilities are given a unique payment-zone designation to use this mobile-payment system, allowing drivers to pay for parking exactly as they would in a City facility. Payment revenue goes directly to the facility owners, thus allowing private facility owners to monetize their excess parking without having to set up payment systems. This has been a critical component in recruiting new Partners to the program.

U-Park Garage

PARK OMAHA PARTNER

202 North 19th Street

DIRECTIONS

Information

CONTACT
(402) 346-6668

MONTHLY AVAILABILITY
Waiting List

HOURS OF OPERATION
24-7

DAILY RATES
N/A

EVENT RATES
N/A

MONTHLY RATES
\$45 - \$65

REGULAR STALLS
68

ADA STALLS
2

TOTAL STALLS
70

Interested in becoming a Park Omaha Partner?

If your residential or business building has unused parking spaces (for example after 5 p.m. or on weekends) and you would like to be part of the shared Park Omaha Partner program, fill out the form below or call City of Omaha Parking Division at 402-444-PARK to learn more.

NAME OF FACILITY

LOCATION OF FACILITY *

TYPE OF FACILITY *

AVAILABILITY *

How many spaces will you have available for public parking?

HOURS/RATES *

Please describe your current basic hours of operation and rates.

Source: www.parkomaha.com

Study Spotlight: Austin Affordable Parking Program

In May 2016, Austin launched its Affordable Parking program to both ensure accessible and affordable parking for service industry workers and to maintain market-priced on- and off-street parking availability for customers at destinations (e.g., restaurants, bars). The program is a partnership between the City of Austin and the Downtown Austin Alliance in combination with private parking providers who have excess parking capacity in the evening during peak demand hours for service industry establishments. Spaces are leased to parkers on a monthly basis for \$35-\$40 per month. The City of Austin manages the application and tenant management process, along with aggregating and marketing information about available spaces and garages. In August 2018, the program expanded from 500 spaces to a total of 2,500 spaces. Staff are hopeful the program can expand to more areas and garages to 'unlock' spaces that are currently private and underutilized.



To sign up for garages 1-4, contact Ryan Royal with the Austin Transportation Department at Ryan.Royal@AustinTexas.gov or 512.974.5161.

To sign up for garages 5-12, contact Christina Murray with Premier Parking at premieraustin@premierparking.com or 512.536.1145.



The Frost Tower Bank garage opens at 3 p.m. on weekdays and is open all weekend for service employees at a discount rate. Source: ParkMe

- | | |
|---|--|
| <ul style="list-style-type: none"> 1 City Hall Garage
301 W. Second St.
\$25 per pass per month
5 p.m. – 5 a.m. Mon. – Sun.
(excluding holidays and special events) 2 One Texas Center Garage
505 Barton Springs Rd.
\$25 per pass per month
5 p.m. – 5 a.m. Mon. – Sun. 3 Waller Creek Center Garage
625 E. 10th St.
\$25 per pass per month
6 p.m. – 5 a.m. Mon. – Sun. 4 State of Texas Garage N
300 San Antonio St.
\$65 per pass per month
4 p.m. – 3 a.m. Mon. – Sun. 5 Frost Garage
401 Congress Ave.
\$40 (plus tax) per pass per month | <ul style="list-style-type: none"> 7 Littlefield Garage
508 Brazos St.
\$40 (plus tax) per pass per month
3 p.m. – 7 a.m. Mon. – Fri. and all day Sat./Sun. 8 St. David's Church Garage
710 Trinity St.
\$40 (plus tax) per pass per month
3 p.m. – 7 a.m. Mon. – Fri. and all day Sat./Sun. 9 300 West Sixth Garage
300 W. Sixth St.
\$40 (plus tax) per pass per month
4 p.m. – 7 a.m. Mon. – Fri. and all day Sat./Sun. 10 501 Congress Garage
112 E. Fifth St.
\$40 (plus tax) per pass per month
4 p.m. – 7 a.m. Mon. – Fri. and all day Sat./Sun. 11 Lava Plaza Garage
504 Lavaca St.
\$40 (plus tax) per pass per month
4 p.m. – 7 a.m. Mon. – Fri. and all day Sat./Sun. |
|---|--|

Source: www.austintexas.gov/affordableparking



B.4 – EVALUATE RIGHT-OF-WAY CHANGES TO MITIGATE ON-STREET PARKING IMPACTS, WHILE SUPPORTING MULTIMODAL IMPROVEMENTS

Challenges

In addition to parking, downtown's streets must accommodate multiple travel modes and streetscape amenities. Through its Comprehensive Plan and Downtown Plan processes, Spokane has prioritized investments that reduce private vehicle trips and support more travel by transit, biking, and walking. Recent street transformations and upcoming bicycle and transit projects highlight the **increased competition for right-of-way on downtown streets**.

While the City and its partners have carefully considered the parking implications of recent and future right-of-way changes, refinements to existing policies and procedures could maximize the planning process, reduce anxiety around parking impacts, and streamline project delivery.

Benefits

- **Accurately estimate impacts** to existing and future parking supply and demand
- **Better inform** businesses, residents, and stakeholders about a project's impacts to parking supply
- Potentially reduce loss of on-street parking within a corridor/area and help develop **actionable mitigation plans**
- Enhance **multimodal access and safety** for all street users

Action Steps

1. As planned projects move forward with detailed design, continue to coordinate with key departments to further assess parking impacts and mitigate impacts to adjacent businesses and land uses. Utilize Downtown Parking Study data as feasible and appropriate.
2. Make Downtown Parking Study inventory and occupancy data available to all city departments and regional partners to assist in planning and design processes. Integrate study data into city's existing GIS database and shapefiles.
3. Integrate formal procedures within the city's street design process to assess and mitigate on-street parking impacts from right-of-way changes. Key steps could include:

Implementation Partners:

- **Lead:** Integrated Capital Management, Development Services Center
- **Support:** Parking Services, Engineering, Streets, Downtown Spokane Project, Spokane Transit Authority, Planning, Geographic Information System

Implementation Timeline: Short

Estimated Cost Impact: \$\$\$

Goals Supported?





- a. A supply and occupancy study within a feasible radius of a project. For corridor-based projects, a one block buffer is likely appropriate. For a site- or parcel-specific project, a two to three block radius is likely appropriate. If feasible, the on-street parking study should include a 100% sample, while off-street parking assessments could utilize a sampling-based methodology to capture an appropriate mix of off-street facility types and regulations.
 - b. Based on data findings, assess parking impacts within the context of other project goals. If parking impacts are identified as an implementation obstacle, coordinate with appropriate city departments to develop mitigation measures. Measures could include: changes to on-street regulations (price, time limits, loading, etc.), implementation of permit programs, creation of shared parking agreements with off-street lots/garages, and/or identification of locations to add nearby on-street capacity (see Action Step #4).
 - c. Conduct post-implementation studies of on- and off-street parking to capture project impacts.
 - d. Integrate before and after parking data into on- and off-street database and shapefiles.
4. The City should continue to evaluate the feasibility of converting existing vehicle travel lanes to on-street parking and/or other multimodal improvements, such as wider sidewalks, transit lanes, bike lanes, and public spaces. In addition, the City should further evaluate additional parallel to angled parking conversions that 1) can add parking capacity; 2) can support transit, bicycle, and pedestrian improvements; and 3) is supported by local businesses and residents.
- Such changes to the right-of-way are only feasible under certain conditions and must carefully consider a number of factors. Downtown and/or citywide guidelines should address:
- a. Street classification – Principal arterials are not good candidates given the higher vehicle volumes and speeds. Streets that serve as an approach to a bridge or an interchange should also be exempted, or at least within three blocks.
 - b. Street widths – any conversion will require evaluation to ensure adequate width exists to go from a 8-foot parking lane to 20-foot angled parking.
 - c. Block length conversions – from parallel to angled parking can be more successful on long blocks where they add parking.

Study Spotlight: Back-in Angled Parking

Benefits

- Potential gain in on-street spaces
- “Eye-to-eye” line of sight with driver and road user
- Reduced egress conflict, especially with bicyclists
- Vehicle doors open in a way that directs people to the sidewalk, rather than the street
- Loading activity can occur at the sidewalk and outside the travel lane
- Fewer vehicle movements than parallel parking

Challenges

- Motorist confusion and unfamiliarity with configuration
- Requires public education and additional signage
- Often requires removal of travel lane
- Requires minimal curb cuts and driveways; or the potential closure of curb cuts
- Vehicle overhang impeding sidewalk use, particularly for trucks that back tires up to curb



- d. Vehicle volumes – Removing a vehicle lane to accommodate parallel parking or a parallel to angle conversion will likely require detailed traffic analysis. National guidance for right-of-way changes with lane removal provides general thresholds for determining feasibility.
- e. Presence of transit service – Given the number of potential conflicts with parked and/or parking vehicles, corridors with transit service are not good candidates for a conversion of parallel to angled parking.
- f. Presence of a bike lane – Bike lanes and parking lanes can result in conflicts, especially with angled parking. To mitigate conflicts conversions should ensure wider bike lanes (minimum of 6 feet, but up to 8 feet should be considered). Back-in angled parking is recommended over front-in angled parking for bicyclist visibility².
- g. Presence of curb cuts and driveways – A large number of curb cuts and driveways on a corridor can reduce the feasibility of angled parking. Analysis should be conducted on a block-by-block and corridor-wide basis to determine feasibility.
- h. Network traffic flow – reconfigurations that would remove turn lanes may cause traffic flow impacts on the corridor. Consideration should include a network analysis to determine whether turn lanes can acceptably be removed.

² http://www.pedbikeinfo.org/data/faq_details.cfm?id=3974

C.1 – ADOPT A POLICY FRAMEWORK THAT ENCOURAGES FLEXIBLE, BUT CONSISTENT FREIGHT AND PASSENGER LOADING ACTIVITY

Challenges

Spokane’s Downtown Core has limited curb space and a variety of uses competing for that space – including people parking, pick-ups and drop-offs by Uber, Lyft, and taxis, as well as various loading activities. The City has allocated several hundred on-street spaces as designated zones for taxi (96 spaces), 10-minute loading (112), and commercial loading (192) in the Downtown Parking Study area. While these zones currently perform well, Spokane’s loading policies **should provide additional flexibility to address the increasing and evolving demands for curb space.**

Benefits

- Reduce double parking and congestion
- Maximize flexibility of the curb, ensuring maximum utility for all users throughout the day
- Tailor curb treatments by land use and corridor activity
- Support multimodal investments, such as transit, bike, or pedestrian treatments throughout downtown
- Provide consistent guidance to staff, and transparency to the public, about how changes to right-of-way are determined

Action Steps

1. In partnership with other key departments, evaluate creation of an official “flex zone” policy which prioritizes various uses of the curb and adjusts allocation of the curb accordingly. Specific elements could include:
 - a. Designation of the curb lane as a flex zone.
 - b. Develop prioritization of curb treatments within flex zones – parking, commercial loading, passenger loading, streetscape amenities, bike lanes, etc. – based on land use typology.
 - c. Use framework as guidance to staff and decision makers about how the curb can be effectively allocated to both parking and competing other needs.
2. Evaluate creation of “Shared Loading Zones,” allowing for more flexible sharing of curb space based on time of day and/or day of week. For example, transition some commercial and passenger loading zones to shared loading zones, allowing for both

Implementation Partners:

- **Lead:** Parking Services
- **Support:** Spokane Transit Authority, Taxi, Uber/Lyft, Downtown Spokane Project, Streets, Development Services Center, Integrated Capital Management, FedEx/UPS, Food and Beverage distributors, Building Management Companies, Downtown businesses

Implementation Timeline:

Medium term

Estimated Cost Impact: \$\$

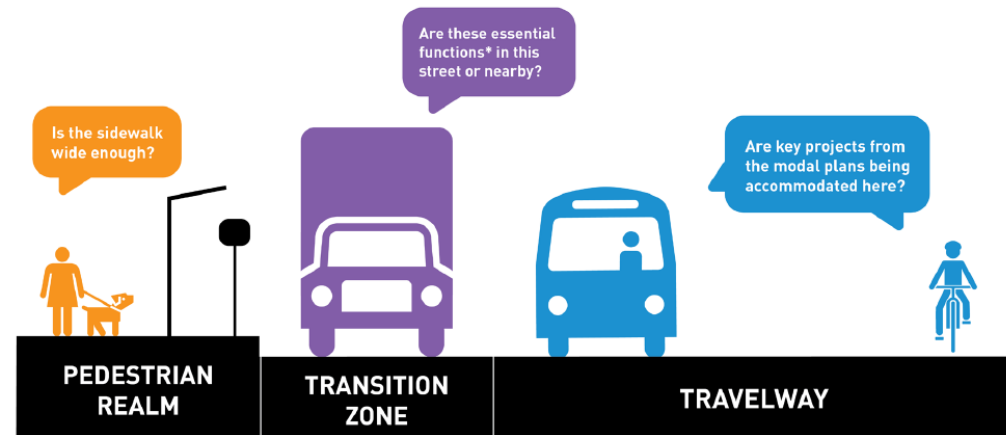
Goals Supported?



types of loading at that space. Commercial loading should generally occur in the morning/midday, while passenger loading would be allowed in the evening.

3. Continue to monitor impacts of shared mobility services, delivery, and future autonomous vehicles on curb demands.
4. Develop a data sharing agreement with shared mobility and taxi providers that enables Spokane to access and understand locational and temporal trends in the demand for shared mobility.

HOW DO WE MAKE THE BEST USE OF THE STREETS WE HAVE?



*Essential functions:



Flex zone functions are prioritized based on surrounding land use

	Residential	Commercial & Mixed Use	Industrial
1	Support for Modal Plan Priorities	Support for Modal Plan Priorities	Support for Modal Plan Priorities
2	Access for People	Access for Commerce	Access for Commerce
3	Access for Commerce	Access for People	Access for People
4	Greening	Activation	Storage
5	Storage	Greening	Activation
6	Activation	Storage	Greening



Case Study: Seattle Flex Zone/Curb Use Priorities

As it has grown in recent years, Seattle has moved away from the idea of curbside spaces as 'for-parking-only' and towards planning for a variety of street and curbside functionalities.

Seattle now plans the function of a curb or street within its local context. For example, curb space priorities are set in line with distinct street typologies in an effort to both maximize mobility and support local land uses. This shift was necessary to address conflicts, on the ground and in policy, in its increasingly multimodal planning process and transport system.

One of Seattle's main street planning goals is to allocate space on streets to "safely and efficiently connect and move people and goods to their destinations while creating inviting spaces within the right-of-way." The City views flex zones as an important tool in achieving this goal with limited street space. The City's policies on flex zones attempt to prioritize short and flexible uses, and are as follows:

- Assess the adequacy of the pedestrian realm before allocating space to the travel way or flex zones.
- Allocate flex zone space to accommodate access, greening, and activation functions except when the need to accommodate mobility is critical.
- Assign space in the flex zone to support nearby land-uses, support modal plan priorities, and perform multiple functions.

In implementing flex zones, Seattle prioritizes certain flex zone functions based on the surrounding built environment context. For example, flex zone functions like plantings, parklets, or bike parking are more valuable in residential areas, while others, like taxi zones, public art, or short-term parking are more valuable in commercial, mixed-use, or industrial areas.

Find out more: <https://tinyurl.com/yc6abe3j>



C.2 – MODIFY PERMITS AND PROGRAMS

Challenges

The City of Spokane has a Commercial Loading Zone³ (CLZ) permit and a Special Loading Zone⁴ (SLZ) permit. The SLZ permits are operationalized through the meter bag program. In addition, the city operates a Residential Parking Pass (RPP) program, allowing pass holders to park at an all-day meter free of charge. Hangtags are distributed by the city to property owners or landlords for \$25 per month. Key challenges with existing permit programs include:

- **Enforcement staff do not have effective methods for tracking meter bags and their approved location or duration.** Enforcement of the RPP program has also been problematic, as passes have historically been tracked via a static spreadsheet that is difficult to field check.
- **RPP program pass allocations are not linked to limited on-street inventory,** creating a potential oversell problem.

Benefits

- Streamline permit administration and enforcement
- Improve customer experience
- Improve enforcement efficiency and minimize abuse of loading and RPP programs

Action Steps

1. Transition the CLZ and SLZ permit programs into “virtual” permit programs. Key elements include:
 - a. Revise program so that meter bags are only in use for cases where a *specific parking space* is being reserved. Meter bags should be handled by Parking Enforcement Officers (PEOs) only – customers should no longer be able to use them for multiple parking spaces. Space-specific permits should be sold at a higher rate than non-space-specific permits to de-incentivize the use of this type of permit.

Implementation Partners:

- **Lead:** Parking Services
- **Support:** Information Technology, Downtown Spokane Project, Integrated Capital Management, Streets, Development Services Center, Parking Lot Companies, Neighborhood and Planning Services

Implementation Timeline:
Medium Term

Estimated Cost Impact: \$\$

Goals Supported?

³ **Commercial Loading Zone (CLZ):** Commercial vehicles can purchase a CLZ decal to facilitate curbside loading at designated CLZ spaces. Food trucks, taxis, and mobile vendors are not eligible.

⁴ **Special Loading Zone (SLZ):** SLZs are created within a legal parking space via a meter bag. SLZs are for loading activity of commercial, service, news media, and non-profit vehicles. Food trucks, taxis, and mobile vendors are not eligible.



- b. Enforce all permits via license plate recognition (LPR) vehicles.
 - c. Develop a web-based portal for all permit purchases and ongoing administration.
 - d. In the short term, ensure that PEOs have an accurate and up-to-date list of CLZ and SLZ permits accessible in the field (via a mobile-accessible database).
 - e. Ensure loading permit rates cover administrative costs. Roughly, loading permit rates should be set so that the average number of permits sold in a month cover the monthly administrative costs – historical data should be used to set rates. Evaluate rate adjustments on a periodic basis based on key data points (occupancy, permit sales, violations, etc.). Adjust rates as needed to ensure compliance with intent of permit programs. Potential changes include:
 - i. Commercial Loading Zone – 1) Increase annual and prorated costs for CLZ permits; 2) Eliminate transfer, replacement, and corrections costs with virtual system
 - ii. Special Loading Zone – 1) Increase daily, monthly, and quarterly rates to reflect proposed meter rates; 2) Eliminate security deposit with virtual system
2. In the long term, adopt an Urban Goods Delivery Strategy to improve commercial deliveries and loading. Policies could include:
- a. Minimum loading distance thresholds
 - b. Promotion of shared delivery systems
 - c. Promotion of alternative delivery systems
 - d. Incentives/requirements for off-hour deliveries
3. Evaluate modifications to existing Residential Parking Pass program. Potential changes include:
- a. Develop initiation and formation process of RPP zones. Typical formation processes require:
 - i. Demonstration of high on-street occupancy and demand (i.e. 75%+ occupied) over a consistent period (i.e. four+ days a week and nine months a year). An occupancy study would be required to confirm high on-street demand.

C.3 – IMPLEMENT MODIFICATIONS TO EVENT MANAGEMENT POLICIES

Challenges

Major events, such as parades or festivals in downtown, events at the Arena, or sporting events in the University District, can have significant impacts on Spokane's parking system. For example, during the Lilac Parade, parking demand in the core was much higher, and on-street spaces in the West End South area filled to capacity at 8 p.m. **Spillover parking from these events can negatively impact adjacent businesses and residences.**

While the City of Spokane has developed strong event management policies and procedures to carefully manage street closures, emergency access, and traffic flow, there are opportunities to augment parking policies for large events.

Benefits

- Improve the efficiency of the parking system and **traffic flow during sizeable events**
- **Minimize spillover impacts** to nearby neighborhoods
- Increase the **efficiency of pick-up/drop-off activities** and reduce traffic congestion

Action Steps

1. Adopt an ordinance to establish event management zones within downtown (and potentially the University District) that result in pricing and regulations changes. Potential zones are shown in Figure 4-6. Regulatory changes could include:
 - a. Restrict time limits at all spaces within event zone to a maximum of four-hour parking – all two-hour meters would remain.
 - b. Implement an event pricing structure, raising on-street rates during events to manage demand. Rates should increase for a predetermined time before, during, and after an event. For example, all meter rates would increase by \$.50 for two hours before, during, and two hours after the event.
2. Partner with Spokane Transit Authority for park-and-ride shuttle service during major events. Publicize parking areas for specific events and available parking shuttle maps.
3. To facilitate efficient passenger loading during events, work to implement the following management strategies:
 - a. Temporarily convert a limited number of on-street spaces to passenger loading zones through the use of temporary signage. Distribute loading zones throughout event zone.
 - b. Identify underutilized off-street lots and establish partnerships to allow for Uber/Lyft/taxi staging and/or waiting areas during major events. Work with Uber and Lyft to utilize geo-fencing features to restrict pick-up and drop-off to certain locations.

Implementation Partners:

- **Lead:** Special Events Team, Development Services Center
- **Support:** Police, Downtown Spokane Partnership, Spokane Transit Authority, Uber, Lyft, Taxis, Bloomsday, Hoopfest and Lilac Parade Organizers

Implementation Timeline:
Medium term

Estimated Cost Impact: \$\$

Goals Supported?

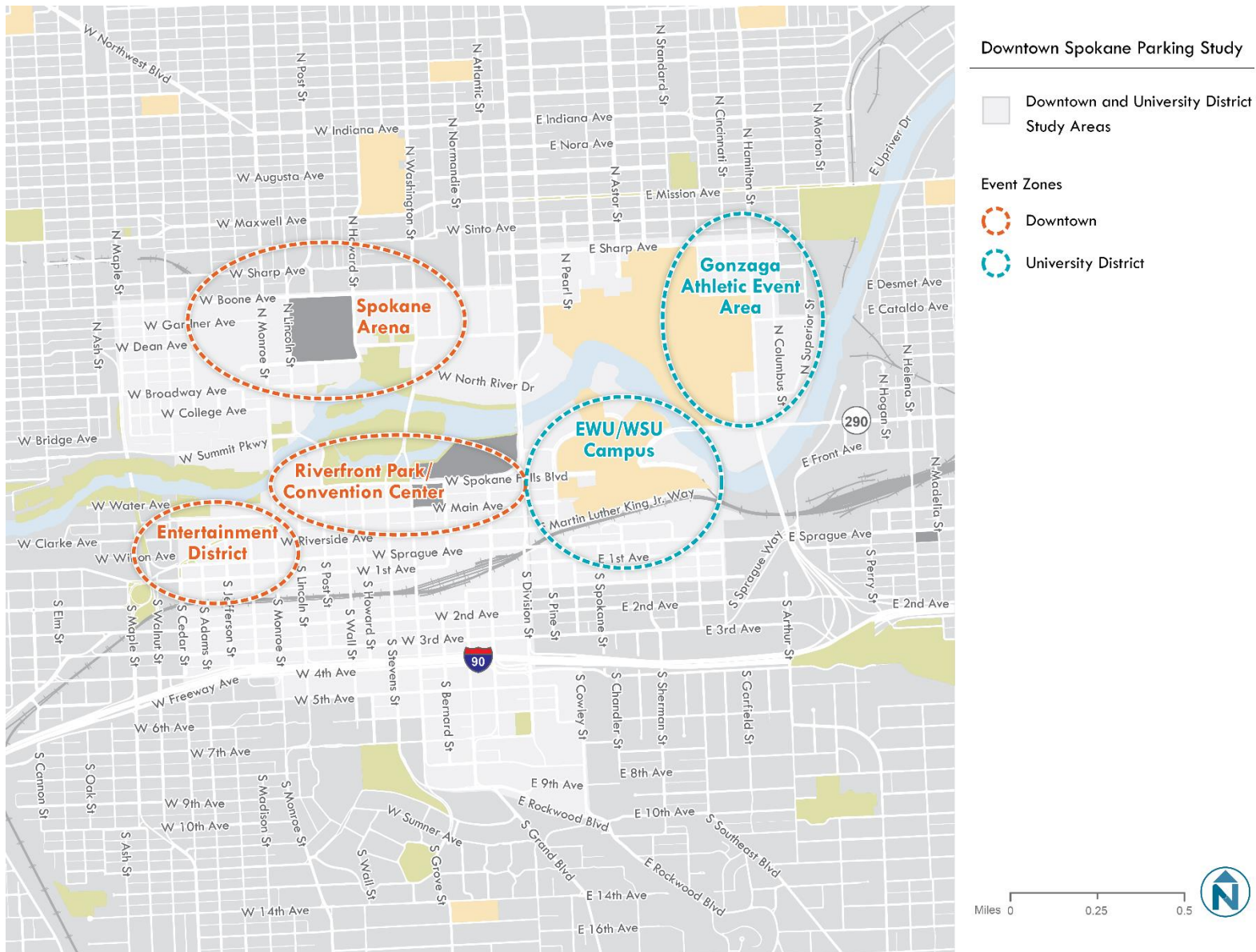

CONVENIENT


COORDINATED


EQUITABLE


FLEXIBLE

Figure 4-6 Potential Event Management Zones



Case Study: City of Portland Event Management District

Providence Park is home to the Portland Timbers, and is located in the heart of northwest Portland. In addition to hosting major sporting events, northwest Portland is also a thriving commercial and residential neighborhood. To ensure local businesses and residents are not overly impacted by event parking demand, the City of Portland implemented an event parking district.


The goal of the district is to manage heavy demand by incentivizing event goers to walk, bike, take transit, or park at a more remote off-street lot or garage. Specific policies include:

- Automatic decrease of time limits at meters to two hours
- Automatic increase of meter rates to \$3.50 per hour 1.5 hours before and 2 hours after the event.



NORTHWEST *portland* EVENT PARKING

NWPORTLANDPARKING.COM
PARKING PLAN



LET'S GET TIMBERS PARKING OFF ON THE RIGHT FOOT!

Inside the stadium, Portland Timbers matches are loud, crowded events. Outside the stadium, our new event parking plan is designed to reduce the crowds and congestion in Northwest neighborhoods.

WHERE CAN FANS PARK?


If you're a Timbers fan, please walk, bike or use public transit to attend home matches. If you drive, you can park near the stadium in the Event Parking District (see map). Meters in the Event Parking District allow parking from 1.5 hours before home matches to 2.5 hours after home matches, at \$3.50 per hour.

HOW ARE NEIGHBORHOODS PROTECTED?

Parking rules in neighborhoods surrounding the Providence Park stadium will be strictly enforced during and after Timbers home matches. In the Restricted Event Parking area (see map), all meters will automatically decrease to two-hour time limits during home matches, which is not long enough for game-day parking. Most parking in other surrounding areas is already too short for game-day parking.

QUESTIONS? Visit portlandoregon.gov/transportation or timbers.com. Call the parking permit hotline: 503.823.APPP (2777).

PARKING FOR TIMBERS HOME MATCHES



TIMBERS HOME MATCHES*

- Saturday, April 14, 7:30 PM
- Sunday, April 22, 3:00 PM**
- Sunday, May 13, 1:00 PM**
- Monday, May 19, 12:00 PM
- Saturday, June 02, 2:00 PM
- Saturday, June 09, 7:30 PM
- Saturday, July 07, 8:00 PM
- Saturday, July 21, 8:00 PM
- Saturday, July 28, 6:00 PM
- Saturday, August 04, 8:00 PM
- Saturday, August 11, 8:00 PM
- Sunday, August 26, 6:30 PM**
- Wednesday, August 29, 7:30 PM
- Saturday, September 08, 7:30 PM
- Wednesday, September 19, 7:30 PM
- Saturday, September 29, 7:30 PM
- Sunday, October 21, TBD**

* Dates and times subject to change.
** Everyone must pay meters on NW 21st and 23rd



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C.4 – PILOT A UNIVERSAL VALET PROGRAM

Challenges

Certain blocks within the downtown core **experience heavy parking demand, notably along key commercial/retail corridors and in the Entertainment District**. During peak periods of evening and weekend demand, on-street spaces in these areas can be very difficult to find, while off-street parking can go underutilized. Currently, few businesses offer valet parking in downtown Spokane, limiting the city’s ability to manage spikes in parking demand and competition for prime, on-street spaces.

Universal, district-wide valet services allow motorists to drop their vehicle off at one valet stand and pick up at any other valet stand in the area. This strategy can help to distribute demand across an area, ensuring some parking availability at key high-demand locations. Valet strategies are adept at increasing capacity during peaks, and taking advantage of more remote locations and avoiding building parking that is only used a few days out of the year.

Implementation Partners:

- **Lead:** Parking Services
- **Support:** Downtown Spokane Partnership, Business Improvement District

Implementation Timeline:
Medium term

Estimated Cost Impact: \$\$

Goals Supported?


CONVENIENT


COORDINATED


EQUITABLE


FLEXIBLE

Benefits

- More **efficient use of existing and underutilized parking facilities**, as valet can double or triple park vehicles.
- Less congestion due to parking search in busy commercial corridors. Supports **a park-once, walkable** environment.
- Offers a **high-quality amenity and convenient parking option** for those willing to pay for it. Ability to park in one location and pick up vehicle in another.

Action Steps

1. Evaluate implementation of a pilot program for “universal” valet to facilitate convenient drop-off/pick-up within the Downtown Core. Elements of a pilot program should include:
 - a. Initially run during weekend evenings and/or other peak visitor periods.
 - b. Limited to the downtown core or a sub-area of the downtown core. Valet spaces would be designated by temporary signage during the hours of valet operation.
 - c. Utilize a single vendor/platform, offering pick-up and drop-off at designated on-street locations. Two to three locations are likely sufficient for an initial pilot program.
 - d. Specifically prohibit vendors from on-street vehicle storage/parking – all vehicle storage must be in an off-street facility.
 - e. Partnerships with private facility owners for vehicle storage.

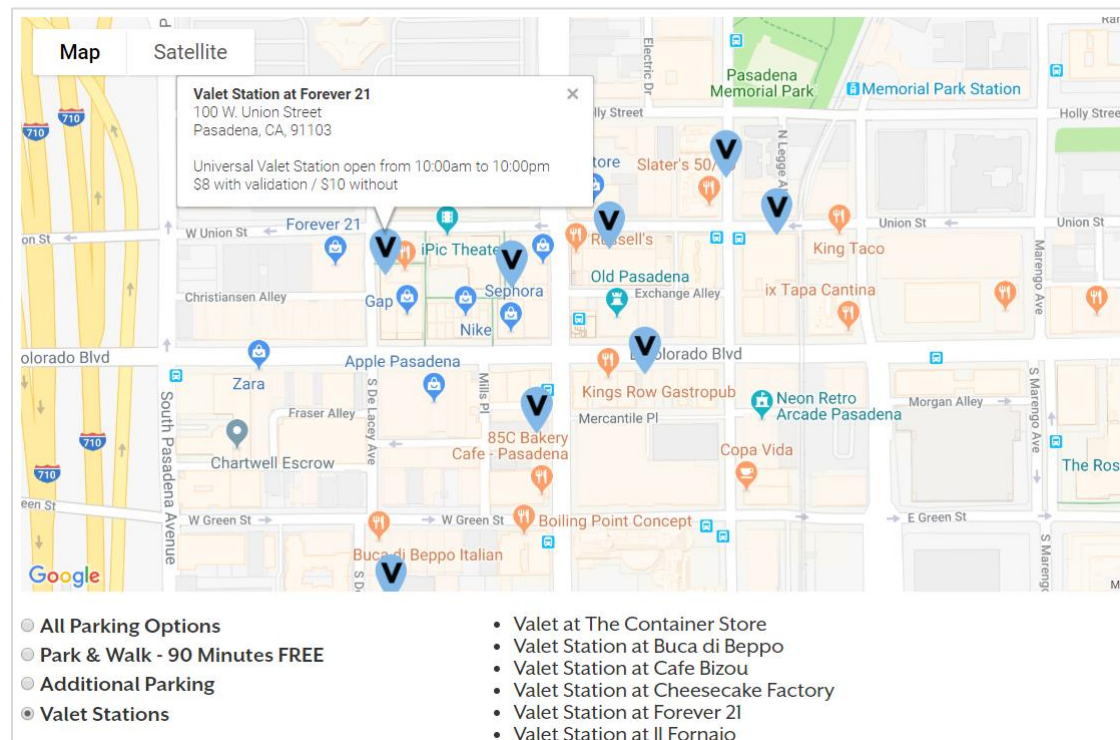
2. Issue a Request for Proposals and competitively select a vendor. Contract provisions could address some or all of the following:
 - a. Permit fees – Establish permitting fee structure that, at a minimum, is reflective of per space, per hour on-street rates.
 - b. Rate-setting – Pricing is typically determined by the market and most municipalities do not regulate rates. The city could offer incentives, such as reduced permitting fees, if prices reflect performance-based management.
 - c. A requirement for consistent brand, signage, and uniforms.
 - d. A requirement for minimum technology platforms, such as smartphone-based retrieval systems.
 - e. Validation – Validation programs can also be integrated, allowing businesses to subsidize parking costs to customers if desired.
 - f. Strict prohibition from use of on-street spaces for vehicle storage and establishment of agreements with off-street facilities for vehicle storage.
3. Monitor, adjust, and/or expand the pilot program.

Case Study: Old Pasadena Universal Valet

Within the Old Pasadena district, the city also offers a universal valet service. The universal valet parking program allows customers to drop off their vehicles at any of the 14 valet stations in the district, most of which are located along Colorado Boulevard.

Customers can then arrange to have their vehicle waiting for them at any other valet stand. Various participating merchants allow validation that reduces the price of valet parking.

The current cost is \$10 per vehicle without validation. The city does not regulate the price of valet parking, but rather the private service provider determines the rate. The cost of the program is approximately \$300-\$600 per space per year.



D.1 – ADOPT FORMAL ENFORCEMENT AND MAINTENANCE GOALS AND METRICS

Challenges

- **Customer service focus.** While the Spokane parking enforcement team has prioritized customer service as a goal, public perception frequently has a negative impression of the parking system. There is a challenge to ensure consistent enforcement of the parking regulations and policies while finding an equivalent balance of education and compliance.
- **Resource allocation.** Ensuring adequate resources and staffing coverage for the parking hours of operation can be a challenge. It is essential that enforcement must be consistent and all parking technology must be proactively maintained.

Implementation Partners:

- **Lead:** Parking Services
- **Support:** None


Implementation Timeline: Short

Estimated Cost Impact: \$


Goals Supported?



COORDINATED



EQUITABLE



FLEXIBLE

Benefits

- Parking ambassador programs have been successfully implemented in many cities to bring forth a more customer service centric approach to parking enforcement and can lead to higher compliance and a positive overall image of the parking program and the parking enforcement officers.
- A well-maintained parking operation provides a more convenient and reliable customer experience.
- Increased compliance and a proactive maintenance program will result in increased paid parking revenue.

Action Steps

1. Develop policies and procedures guidelines that define a proactive and reactive maintenance program that defines performance measures like field response requirements, uptime standards, and repair standards.
2. Adopt a parking ambassador program that is focused on customer service, compliance, and education.
3. Develop parking enforcement performance standards that utilize measures like number of warnings issued, gap management reviews (the time lapses between job duties), and the quantity of voids due to error.
4. Consider a monthly review with parking personnel to discuss performance measures and comparisons to previous months.
5. Implement an ongoing parking enforcement training program that incorporates conflict resolution, de-escalation, and the use of discretion for frontline personnel.
 - a. Incorporate the aspects of the training program into the improved communication guidelines with staff; this can promote frequent and ongoing conversations about regulations and field policies that can positively influence overall job performance and service capabilities.



Plan Spotlight: Efficient Allocation of Parking Enforcement Offices (PEO) Resources Using Technology & Customer Service Training

Goal: Support the training and development of PEO personnel as customer service agents for Spokane.

Summary: Parking enforcement is evolving. Previously, a PEO was sent into the field with a ticket book, a chalking stick, and a simple review of the municipal codes in order to monitor their enforcement areas. With the ongoing development of parking technology, escalating parking rates, and increased penalty values, cities must ensure that PEOs are properly equipped to manage not only their field duties but also understand the technology capabilities and, most importantly, have the capacity to handle their interactions with the general public.

Often, a PEO may be the only contact that a parking patron may have with City staff. PEOs are a direct representation of Spokane and they should become customer service ambassadors for the community. Their enforcement duties not only ensure parking availability and vehicle turnover but create an outlet for public relations and addressing community aesthetics and safety hazards.

A pro-active training program can change the way that enforcement services are managed internally and can significantly improve public perception of Spokane's enforcement model. While an understanding of municipal ordinances, vehicle codes, and route maps is important, it is imperative that a Spokane's enforcement ethos is defined and that each PEO is well-informed and understands the operating guidelines.

An enforcement training should incorporate all aspects of a PEOs job including, but not limited to, safety awareness, communication skills, conflict avoidance, resolution management, and the use of discretion. Another important aspect of training is the hardware/software technology solutions being utilized. All PEOs must understand the capacity and limitations of the technology solution and receive the hands-on training to properly utilize the tools and service features. The importance of personnel management and ongoing training should not be minimized, and Spokane should be committed to not only improve service levels but to also provide an ongoing commitment to develop PEO staff.

D.2 – IMPROVE STAFF TRAINING AND COMMUNICATIONS. IDENTIFY LONG-TERM PARKING STAFFING NEEDS

Challenges

- **Imminent retirements** are pending for two Spokane parking personnel who have extensive legacy knowledge about the current operations, equipment, and technology support needs. Without succession training, this can cause an impactful deficit for the parking program.
- There have been **several management changes in Neighborhood and Business Services** which can contribute to a level of instability within the departmental chain of command and communication flow.
- **Minimal evening staffing levels** contribute to a lack of enforcement and lower parking revenues.

Benefits

- **Succession planning** and cross-trained employees can help safeguard from operational interruptions in case of an anticipated or unanticipated staffing change.
- Operational and procedural documentation including a **Policies and Procedures Manual**.
- **Evening and weekend staff** will increase compliance during those periods and overall meter revenues.

Action Steps

1. The newly appointed Parking Manager should establish and prioritize a communications plan with parking personnel. This could include regular scheduled staff meetings to disseminate parking information, and to discuss ongoing development and review policies. Frontline staff need to rely on current information to implement any necessary adjustments in both enforcement and collections.
2. Invest in on-going training for PEOs and meter maintenance staff with focus on technology systems, meter maintenance, parking enforcement, and customer service skills.
3. Document legacy operational knowledge and create a Policies and Procedures Manual for the frontline staff with continued investment in cross-training current and future employees.
4. Expand the parking enforcement staffing schedule to include evenings and weekends consistent with the paid parking hours of operation.

Implementation Partners:

- **Lead:** Parking Services, Human Resources, Civil Service
- **Support:** Accounting, Information Technology, 311, Communications, Parking Companies

Implementation Timeline:

Short to Medium term

Estimated Cost Impact: \$\$

Goals Supported?



D.3 – ENHANCE TECHNOLOGY SYSTEMS FOR ENFORCEMENT

Challenges

- **Enforcement technology.** There is a lack of integration between the handheld ticket writers, the Passport mobile payment application, and the Accela code enforcement software for neighborhood parking complaints. Parking enforcement officers (PEOs) are required to carry three separate devices to conduct their job assignments. In addition to in-vehicle computers for neighborhood enforcement, PEOs must support a handheld ticket writer, separate printer, and a mobile phone to verify parking payment status.
- **Mobile payment loophole.** Some parkers have figured out how to defraud the system due to a mobile payment loophole. PEOs are challenged in their duties and find it difficult to issue citations to those who have abused this loophole since the user has completed a parking session payment and there is no clear regulatory violation.
- **Sensor issues.** The city has had ongoing issues with parking sensors in conjunction with meters for several years. They have repeatedly tried to work with the vendor, but the issues have not yet been resolved.
- **LPR.** The city currently only has one vehicle equipped with License Plate Recognition (LPR) technology to check for valid payments in the Parkeon pay-by-plate angled parking pilot on Main Avenue and to check vehicles violating the 24-hour parking rule enforcement in the neighborhood areas.

Implementation Partners:

- **Lead:** Parking Services
- **Support:** Accounting, Information Technology

Implementation Timeline: Short term
Estimated Cost Impact: \$\$

Goals Supported?



Benefits

- An integrated parking enforcement system that includes new handhelds and LPR will significantly improve staffing efficiencies and parking compliance.
- Maximize revenue by addressing mobile pay loopholes to end user abuse of the mobile payment system and ensure accurate payment rates by zone.



Action Steps

1. Replace parking enforcement handheld ticket writer equipment.
2. Purchase additional License Plate Recognition (LPR) equipment to support the city's use of digital permits and license plate-based payments including mobile payment and pay stations. LPR will also increase parking enforcement efficiencies and parker compliance in loading zones and at meters with time limits by utilizing digital chalking.
3. Work with mobile payment provider Passport to address payment loopholes and update City policies and municipal code to provide Parking Enforcement Officers (PEOs) with the ability to issue citations for all violations.
4. Consider releasing a comprehensive Request for Proposals for an integrated citation and permit management solution that includes all city parking management technologies: parking meters, pay stations, mobile payment, digital permits, LPR, and the city's neighborhood code enforcement software.
5. Review contractual options to return parking meter sensors.

Plan Spotlight: Defining Spokane's Parking Technology Roadmap

Goal: Maximize parking regulation compliance through the use of technology

Summary: Drawing upon Spokane's parking objectives, the City should begin identifying both short- and long-term technology goals that focus on modular, flexible, and expandable solutions (hardware & software). It is neither feasible nor advisable to purchase all technology investments at once; a one-time investment can place a universal expiration date on all infrastructure. By developing a phased approach towards purchasing parking technology, Spokane can invest in a customer service-based parking operation that will enhance the end user experience and provide an ongoing focus on technology renewal.

The implementation of smart parking technology has introduced a different field approach to parking enforcement. In order to implement these new technologies, the City must communicate with all parking enforcement officers to understand their field operating needs and ensure that the most appropriate and adaptable technology solution is selected. Understanding their operational requirements can impact preferred vendor solicitations. Once a vendor product or service is selected, the importance of training throughout implementation and ongoing operation is imperative to ensure the support and utilization of technology investments. Vendors offer a wide array of technology solutions, but it is imperative to ensure that Spokane receive what was promised and that vendors are held accountable for their service and product delivery.

D.4 – ENHANCE REVENUE COLLECTIONS AND RECONCILIATION

Challenges

- **Conflicting job duties.** Spokane parking enforcement officers (PEOs) are currently responsible for collecting parking meter revenues on foot routes while also performing morning parking enforcement duties. This hinders focus on compliance and decreases efficiency, security, and safety in revenue collection.
- **Security risks.**
 - Meter locks and key procedures require security improvements to minimize loss risk. The coin room vault, which houses the meter keys and collection money, also needs security improvements.
 - The open-can meter collection system provides open access to the monies during collection processes. PEOs are also responsible for collecting the monies from the charity meters, including traveling to the airport to collect monies, which further delays them from enforcement duties.
 - While no security breaches have been identified, the current security protocols for coin counting have several gaps. Two-person teams count the meter collections with no oversight by the Finance Department. There are coin room security cameras, but it was not identified who monitors these. The current contract with armored car service, Loomis, provides for pickup of full coin bags only, which leave open coin bags exposed in the coin room vault with open access to personnel.
- **Junk and foreign coin.** Staff identified that the current meters' poor coin discriminators cause issues with excessive junk in the meters. There is currently no defined policy for processing foreign coin.
- **Reconciliation issues.** The parking meter operation includes a combination of smart and mechanical meter technology. The meter collection routes include a mixture of these technologies, which does not allow for optimal reconciliation to the parking management system.
- **Meter inventory.** Lack of coordination between vendor and on-street active meter inventory has resulted in additional fees being paid.

Implementation Partners:

- **Lead:** Parking Services
- **Support:** Purchasing, Information Technology

Implementation Timeline: Short term

Estimated Cost Impact: \$\$

Goals Supported?



COORDINATED



EQUITABLE

Benefits

- Closed-can collection systems provide **revenue and staff security** by limiting exposure to the parking meter monies.
- Varying meter keys by route or the use of e-locks provides a higher level of security and **minimizes the impact of a lost or stolen key.**
- **Foreign coin has value** and can be converted into U.S. currency.



- A separate parking enforcement and meter collections team allows each employee **to focus exclusively on their duties and provides a higher level of efficiency.**
- Monitoring parking meter revenue reconciliation reporting **ensures accurate reconciliation with deposits.**
- Consistent reporting from parking meter vendor will **decrease meter downtime and can reduce the number of complaints** from the public.
- City will **only be charged** for on-street meter usage.

Action Steps

1. Invest in a closed-can collection system and consider installing e-locks and/or keying meters by route or location to increase security and reduce risk to staff.
2. Reallocate staffing resources to ensure morning parking enforcement is supported. Consider splitting enforcement and meter collections, counting, and maintenance into separate divisions within the department.
 - a. This will minimize staff access to meter revenues and increase parking enforcement efforts by allowing the assigned Parking Enforcement Officers to focus on compliance rather than collections. Revenue collections personnel should be focused on their personal safety along with the security of the revenue rather than splitting with enforcement duties.
 - b. Staff can be cross-trained in meter collections and enforcement, but shifts should be assigned by duty. Meter collections and enforcement shifts should be separated. Daily duties should be assigned by the shift supervisor to provide shift coverage but also provide an ongoing rotation of duties.
 - c. This will provide expanded staffing coverage capacities and additional revenue safeguards by fluctuating roles as well as minimizing dependencies on sole personnel expertise.
3. Implement a foreign coin policy that can include conversion to U.S. currency.
4. Increase security policies for coin counting with oversight by Finance Department staff or Parking Management and consistently reconcile financial revenue reports with Loomis deposit slips within one day of pick up.
5. Consider outsourcing coin counting by a local bank or amending Loomis contract to pick up all daily collections, whether the bag is full or partial, to optimize parking meter reconciliation reports and limit the amount of open coin being left in the vault.
6. Develop meter collection routes based upon technology to allow for simplified reconciliation and tracking processes.
7. Ensure the city only pays for on-street parking meters being used.



Case Study: SFMTA Parking Meter Collections, Counting, & Reconciliation

Goal: Optimize parking meter operations to achieve revenue reconciliation with minimal variance.

Summary: The San Francisco Municipal Transportation Agency (SFMTA) has a parking meter operation that includes over 25,000 single space parking meters and over 200 pay stations. Parking meter revenue accountability is a priority for the program and the SFMTA closely monitors deposits, variances, and reports. The program has extensive documentation that defines roles, responsibilities, performance standards, and troubleshooting. Annual parking meter revenues are over \$50 million and the reconciliation process identifies variances and anomalies that are investigated daily. While the program is one of the largest in the country, there are several lessons that can be learned and best practices that can be applied to a parking meter operation of any size.

Documented procedures define details from equipment that can be carried in the field, maintenance reporting requirements, collection frequency, routing, counting, and reconciliation policies. Money handling and security protocols are clearly defined and identified issues are dealt with immediately. Maintenance issues are addressed immediately by parking meter repair technicians that both minimize opportune risk but also maximize revenues by ensuring that meters are available for payment during operating hours.

Collection equipment is proactively maintained to ensure that staff can be safe and efficient in the field. Personnel receive extensive training with ongoing supervisor oversight that includes random field inspections and coin room audits. Security cameras are installed and actively monitored and collection personnel can be geolocated at any time.

The SFMTA Parking Meter Collections, Counting, & Reconciliation program operates optimally, efficiently, and should be used as a model reference and guideline for the City of Spokane.



E.1 – DEVELOP AND IMPLEMENT A FORMAL DOWNTOWN PARKING “BRAND” AND A PARKING WAYFINDING PROGRAM

Challenges

Parking signage and wayfinding in downtown is provided and managed by the City of Spokane and a mix of private property owners and parking operators. For the most part, the City of Spokane manages signage for on-street parking and signage. Off-street parking signage is typically implemented by private entities, each with their own unique style.

As a result, there is **no single, unified parking “brand” in downtown**. There are different colors, fonts, and symbols to indicate the location of parking facilities and their respective rates/regulations. The variety of signage dilutes the overall look and feel of downtown, while confusing the motorist about where and when it is ok to park. **This often creates ticket anxiety and negative perceptions about the system**. The lack of real-time signage also limits a motorist's ability to find available parking.

Benefits

- Enhanced customer experience, reduced search time for parking, and less user confusion
- Consistent look and feel for parking, supporting the overall downtown brand
- Real-time information directs motorists to underutilized off-street facilities, freeing up the most convenient front-door curbside spaces, and maximizing the efficiency of the parking system
- Reduces traffic caused by vehicles cruising for on-street parking
- Helps dispel perceived shortages in parking
- Can increase visits, facility utilization, and revenue for private lot/garage owners

Action Steps

1. Coordinate wayfinding efforts with Visit Spokane and other downtown partners.
 - a. A wayfinding program should include a suite of static, directional, pay station, informational per lot/garage, arrival/entry, and dynamic variable message signs (VMS). VMS would allow for continually updated real-time information, be integrated across facilities, and facilitate distribution to websites and mobile apps.
2. Adopt a formal parking brand and style guide for signage, wayfinding, and parking collateral.

Implementation Partners:

- **Lead:** Planning
- **Support:** Communications, Downtown Spokane Partnership, University District Development Association, Visit Spokane

Implementation Timeline:
Short to Medium term

Estimated Cost Impact: \$\$\$

Goals Supported?

CONVENIENT COORDINATED MULTIMODAL CATALYTIC

3. Issue competitively-bid RFP and conduct study to develop design elements, real-time/VMS/website/mobile technology, and installation locations.
4. Install signage at all public facilities and roll out in coordination with other elements of communication program (Strategy E.2 , pg. 4-42).
5. Work with Downtown Spokane Partnership and other key stakeholders to integrate private parking facilities into the program. Potential options include:
 - a. Pilot signage program with key private lots/garages, including cost sharing and maintenance agreements.
 - b. Integrate signage into shared parking program with private partners (see Strategy B.3, pg. 4-14).

Study Spotlight: Brand Your Parking

A consistent and recognizable brand is a vital element of a successful downtown parking system. The brand helps motorists easily recognize available parking, while reinforcing the look and feel of downtown. Some cities have also found private facilities adopting the brand to draw would-be parkers.



Wayfinding/Informational Signage Examples



San Francisco, CA



Park City, UT



Columbus, OH

Credit: <https://tinyurl.com/y9fpwn2h>



Columbus, OH

Credit: <https://tinyurl.com/ydasmph8>

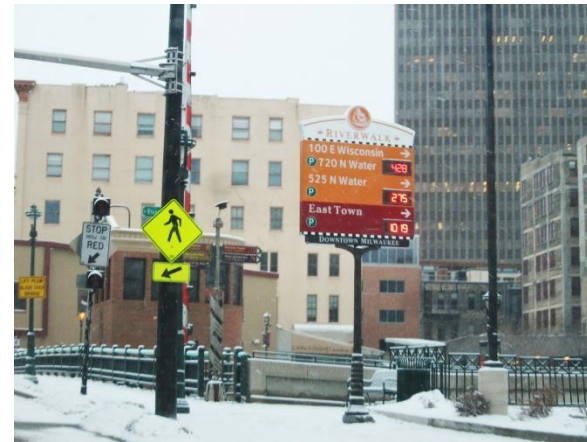
Real-time Signage Examples



Walnut Creek, CA



Ann Arbor, MI



Milwaukee, WI



Park City, UT

E.2 – DEVELOP AN ENHANCED MARKETING AND COMMUNICATIONS PLAN

Challenges

Current parking information provided by the city and private providers **is incomplete and inconsistent**. The city website provides a streamlined and user-friendly portal for most parking issues and programs. However, most information about private off-street parking is only found on the Downtown Spokane Partnership and/or third-party websites. As a result, **parking information for the user can be difficult to find**.

Information is also largely static and is not updated on an as-needed basis. For example, the city website links to the Downtown Spokane Partnership, which provides a searchable Google map of off-street parking facilities. Information on the map includes location, number of spaces, and rate information, **yet not all parking facilities are included**.

Benefits

- Enhanced user experience and **ease of use** for motorists
- Better **connect motorists with available parking** spaces
- Greater public **transparency and understanding** about parking rules, regulations, and benefits of management practices
- Consistent updates to parking inventory and occupancy, ensuring City and stakeholders have **real-time data**

Implementation Partners:

- **Lead: Communications**
- **Support: Parking, Information Technology, Geographic Information System**

Implementation Timeline:
Short to Medium term

Estimated Cost Impact: \$\$

Goals Supported?


CONVENIENT


COORDINATED


MULTIMODAL


CATALYTIC

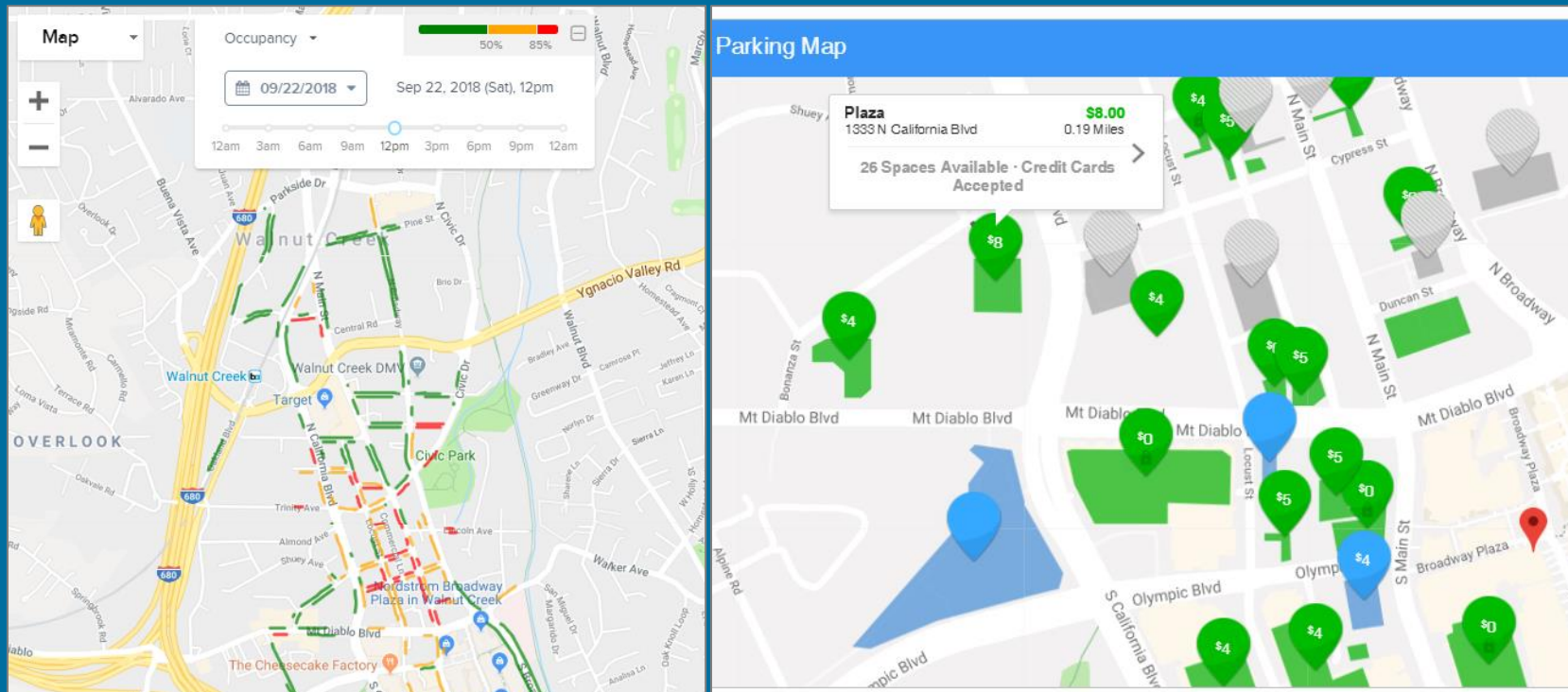
Action Steps

1. Augment existing parking communications and marketing in the downtown. Potential elements include:
 - a. Parking goals and objectives (Strategies A.1 (pg. 4-3) and B.1 (pg. 4-5))
 - b. Revised website to include more dynamic inventory and occupancy information
 - c. Leverage existing mobile phone vendor to provide real-time on- and off-street inventory (and potentially occupancy) data via a mobile phone app
 - d. Create user-friendly parking content, including downtown parking map, brochure, and FAQ
 - e. Partner with key stakeholders to roll-out marketing plan
 - f. Continue to leverage social media channels for information and ongoing updates to parking system
 - g. Provide mobile trainings and informational sessions with key stakeholders
 - h. Market multimodal options (i.e. City Ticket shuttle) as a parking management strategy

- Utilize new brand, signage, and content (Strategy E.1, pg. 4-39) to conduct a comprehensive public education campaign about downtown parking. Emphasize official parking goals/objectives for parking and ensure the customer is well-informed about parking options and rules.
- Evaluate creation of an interactive and open-source parking inventory website/database and process for updating downtown inventory.

Case Study: Real-time Parking Maps

Walnut Creek, California utilizes performance-based management in its downtown with the goal of keeping "...one or two parking spaces open on every block." Through data collected via paid transactions from meter and mobile payments, the city provides a real-time data feed on its parking website. The maps are maintained by Smarking, Inc (on-street) and ParkMe (off-street).



Study Spotlight: Open Source Data

The City of Spokane now has a robust data set for both on- and off-street parking. However, the data collected as part of this study is a snapshot in time, and will require ongoing updates. One option to explore is making all, or a portion, of the data, open source, allowing third parties to create enhanced information tools. A screenshot of the existing online database is provided below.





E.3 – STREAMLINE DOWNTOWN PAYMENT SYSTEMS

Challenges

The City of Spokane provides multiple payment options for its on-street spaces via multiple vendors, including credit card-enabled, single-space smart meters; coin-operated, single-space meters; and pay-by-plate, multi-space kiosks. All of the metered parking spaces allow for mobile phone payment. Most of the private garages and/or lots offer a combination of credit card (typically pay-by-plate) and mobile phone payment, yet the specific system or mobile phone app can vary by facility.

While diversity of payment options is generally beneficial, **the payment technology is fragmented**. Multiple meter types, mobile payment apps, and pay-by-plate systems create a less user-friendly system. Frequent parkers and guests may need to utilize multiple systems or apps within one visit to downtown, while fewer people carry cash or coins, limiting the utility of many of Spokane's meters.

Benefits

- Reduced user **confusion and frustration**
- Minimized potential for payment disputes, while increased **accuracy of collections**
- Enhanced user confidence and **reduced ticket anxiety**
- Improved enforcement and **reduced administrative burden and costs** for maintenance and operations

Action Steps

1. Transition to a single and consistent meter type for on-street parking, ensuring multiple payment options are provided (including cash, credit card, and mobile). Meters should allow for integration with use of LPR enforcement.
2. Modify zoning code to require a payment receipt for all off-street parking transactions within Spokane, ensuring that existing facilities with slot boxes are phased out. Specific revisions to the municipal code could include:
 - a. Operator must either 1) use Pay and Display Revenue Control Equipment (RCE) that issues a parking ticket or, 2) use RCE that utilizes electronic payment to record license number, parking space number, or some other means of identifying the occupant as having paid rent.
 - b. A facility that uses electronic payment must have individually numbered and clearly marked parking spaces. The RCE must be able to record the occupied parking space number to track period of occupancy and confirm payment.

Implementation Partners:

- **Lead:** Parking Services, Information Technology, Accounting
- **Support:** Downtown Spokane Project, Parking Lot Companies

Implementation Timeline:

Medium to Long Term

Estimated Cost Impact: \$\$

Goals Supported?



- c. The receipt must contain a statement warning the occupant that the vehicle may be towed for failing to pay or display the receipt.
 - d. Operator shall post a sign at every location where the occupant pays rent or in at least two places that are otherwise conspicuous.
 - e. Operator shall not tow or charge additional rent to any vehicle that entered while the RCE was not fully operational and for a period of eight hours after the RCE is restored to full function.
3. Incentivize use of consistent payment systems and mobile apps within private, off-street facilities. Potential methods include:
- a. Pilot payment technology systems with key private lots/garages used by a variety of downtown visitors, including cost sharing and maintenance agreements.
 - b. Integrate coordinated payment technology requirements into shared parking program with private partners (see Strategy B.3).

Case Study: Passport App in Asheville, NC

Drivers in downtown Asheville can pay for the city's on-street parking and private lot off-street parking using the Passport Parking App. Private lots became part of the same payment system after lot owners approached Passport, the third-party provider of Asheville's parking app.

The lot owner posts signage describing the rates and regulations for the lot. Some lots maintain their private parking for periods of the day and convert to public parking in off-hours. Others operate as privately-owned, public parking throughout the entire day.

The Asheville example highlights how cities themselves may not need to convince private lot owners once pay-by-cell programs have become established in a city. Sometimes, the ease and simplicity offered by the app is enough of an incentive to motivate lot owners to seek out participation themselves.



F.1 – REVISE EXISTING ZONING POLICIES AND STANDARDS

Challenges

Downtown Spokane is growing and changing quickly. In the next six years, downtown could add up to 2.3 million square feet of new development, including over 550 new residential units. The ongoing downtown plan update, [Downtown Central](#), will articulate a refined vision for downtown that builds off the Comprehensive Plan and previous area plans. **Flexible and innovative management of parking and mobility in the zoning code** will be crucial to support future downtown growth.

The existing Spokane Municipal Code (SMC) includes many national best practices, namely no off-street parking minimums within the core, as well as off-street maximums. **However, there are areas of the code to further evaluate that could enhance parking management, maximize downtown development, and streamline the development process.** For example, the SMC is largely silent on transportation demand management (TDM) as a policy lever, limiting Spokane's ability to capitalize on proven programs as a means to incentivize more trips by walking, biking, ridesharing, or transit.

It is important to note that this strategy offers recommendations to evaluate in the context of Downtown Central. These recommendations are essential to an effective downtown parking system, yet implementation of many of the action steps are more appropriate as part of the Downtown Central planning process.

Benefits

- Increases **developer flexibility** to provide on-site parking based on market demand
- Reduces parking demand and **increases multimodal trips**
- Promotes **shared parking** and a park-once district

Implementation Partners:

- **Lead:** Planning
- **Support:** Parking Services Downtown Spokane Partnership, Development Services Center, Spokane Transit Authority, Integrated Capital Management

Implementation Timeline: Short term

Estimated Cost Impact: \$

Goals Supported?





Action Steps

1. Revise existing zoning policies and standards to ensure downtown develops and manages parking in support of its long-term vision. Potential changes include:
 - a. Evaluate changes to SMC 17C.230-M1, expanding the existing no minimum parking zone to be co-terminus with Downtown Core (DTC), Downtown General (DTG), Downtown South (DTS), and Downtown University (DTU) zones (Figure 4-7, pg. 4-50).
 - b. Evaluate changes to SMC 17C.230, reducing minimums and maximums (outside the Downtown Core, Downtown General, Downtown South, and Downtown University zones) for certain land uses, geographies, and development type. Potential changes include:
 - i. Reduce the maximum to three spaces per 1,000 gross square feet (GSF) in the Center and Corridor (CC1) zone
 - ii. Reduce minimums and maximums for all retail and office categories to two spaces per 1,000 GSF and four spaces per 1,000 GSF, respectively
 - iii. Reduce minimums and maximums for restaurant/bar to three spaces per 1,000 GSF and six spaces per 1,000 GSF, respectively
 - c. Modify SMC 17C.230.120.B to state that a maximum of 50% of parking provided within a building or parking structure is not counted when calculating the maximum parking allowed. As currently written, the zoning code allows the parking maximum to be exceeded with no limits if the parking is provided in a structure. The intent of the current standard is to incentivize development of structured parking; however, it potentially negates the goal of limiting the amount of parking built in downtown. Allowing a maximum of 50% of parking to not be counted would still incentivize structured parking, but preserve the intent of the parking maximum.
 - d. Incentivize sharing of parking with new development by: 1) allowing parking to be built in excess of maximum if incremental amount is shared and/or if there is payment of a mitigation fee to fund shared parking and multimodal improvements; AND/OR 2) modifying Section 17C.230.100.D to clarify eligible uses of parking spaces; AND/OR 3) expand off-site parking shed limit to 1,320 feet. As documented, many off-street spaces in downtown are unused, even at peak periods. Additional sharing of existing and future parking facilities would ensure that spaces are well used, while reducing pressure at the curb. With the proposed changes, the zoning code can better incentivize the sharing of parking. For example, a developer could exceed the parking maximum, generating more spaces, but only if that increment is shared, ensuring that the pool of public parking grows (see Arlington County case study below).
 - e. Modify 17C.230.130 to raise development size threshold for parking exemptions (less than 6,000 square feet) and changes of use (less than 15 spaces of additional parking). In zones where parking minimums remain, the existing change of use regulations can limit redevelopment, especially for smaller parcels or developments that do not have space to add

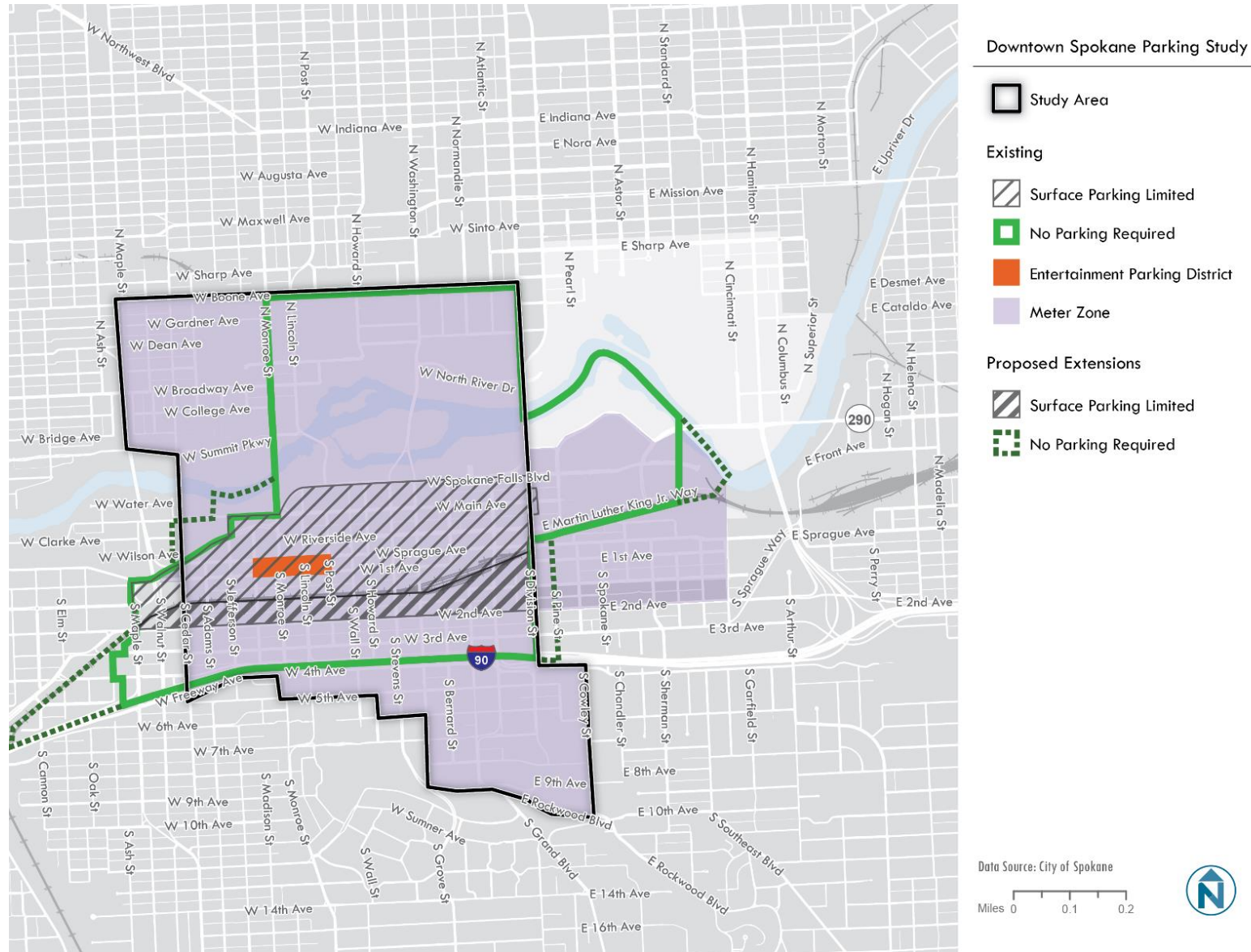


additional parking onsite. By increasing the exemption threshold, the city can encourage redevelopment and lower the parking burden on developers and business owners.

- f. Modify SMC 17C.124-M1, expanding new surface parking prohibition zone south to 2nd Avenue (Figure 4-7, pg. 4-50). This study, and previous planning efforts, have identified that parking, especially surface lots, consumes a significant amount of land in downtown. For example, in the area between the railway and I-90 (study Zones 6-8), approximately 31% of land is parking, and almost all of that parking is in surface lots. Surface lots not only limit development of new housing or commercial uses, but also significantly detract from the aesthetics, safety, and walkability of downtown. Extending the existing prohibition zone for new surface parking over time will ensure that downtown's valuable land has the highest and best uses, while improving pedestrian comfort and overall connectivity.
 - g. Modify SMC 17C.230.200 to address short- and long-term bike parking facility needs. Decouple bike parking from vehicle spaces required and link bicycle parking requirements to the size of a given use. Utilize Association of Pedestrian and Bicycle Professionals (APBP) *Bicycle Parking Guidelines, 2nd Edition (2010)*⁵ as a guideline for new requirements. The existing code for bike parking does not represent best practices, as linking bike parking to vehicle spaces does not effectively capture bike parking demand by land use. Calibrating required bike parking by land use, and differentiating between short- and long-term parking, will ensure that new development supports downtown's goal of increasing bike trips.
 - h. For all new non-residential (10,000 GSF or more) and residential (10 or more units, exempting units with individual garages – i.e. single-family or townhomes) development with common parking areas, evaluate a requirement for unbundled parking, allowing tenants to rent or buy parking separate from the sale or lease. Among households or tenants with below average vehicle ownership rates, allowing this choice can provide a substantial financial benefit.
2. Modify the zoning code to expand the use of transportation demand management (TDM) in downtown to reduce parking demand and promote enhanced mobility. Key changes could include:
 - a. Modifications to SMC 15.01 to enhance local Commute Trip Reduction (CTR) requirements. The current code requires CTR sites to only implement two trip reduction measures and treats all policies and programs as equal. Research and best practices are clear that certain measures are much more effective at changing employee travel behavior than others.
 - b. New TDM requirements for all new developments within a certain downtown geography (i.e., Downtown Core (DTC) and Downtown General (DTG)) and/or above a certain size – 20,000+ square feet for non-residential and 20+ residential units.
 - c. Both changes could include a menu-based and tiered approach, in which CTR sites and/or developments are required to select one or more high-impact measures and another set of four or five support measures. Alternatively, the code could require a higher number of minimum or baseline measures, plus one or more high-impact measures.

⁵ www.apbp.org/page/publications

Figure 4-7 Proposed No Minimum Parking and Surface Parking Prohibition Zones

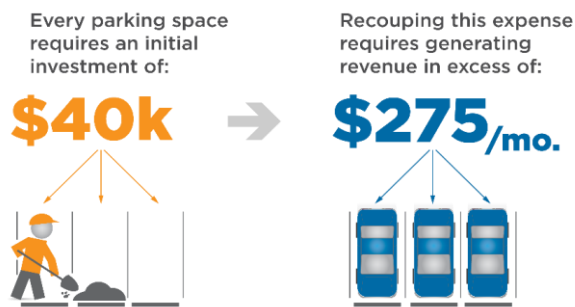


Study Spotlight: Minimum Parking Requirements

Minimum parking requirements dictate how much parking must be built, depending on a development's size and land use category. They are often set based on industry standards, which are calibrated from a limited number of suburban sites.

Research has shown that parking minimums increase the cost of housing and construction by forcing developers to dedicate a portion of a limited building envelope to car storage, at great expense – between \$20,000 and \$40,000 per space in construction costs alone [6]. The provision of each additional space increases rents by an average of \$225-275 per month [7]. Assuming typical development costs, the provision of a parking space per unit can increase development costs by 12.5%, or 25% with two parking spaces.

More and more, cities are eliminating minimum parking requirements and/or reducing parking requirements [8]. Parking *continues to be built* in these cities, but at a rate that is reflective of market conditions and supportive of cost-effective development.



Case Study: San Francisco TDM Ordinance

Initiated in 2017, the program provides developers flexibility in meeting TDM requirements by allowing the developer to choose the right combination of TDM measures that will work best for reducing vehicle trips associated with their project.

Projects less than 10,000 square feet or with less than 10 residential units are exempt.

Developers choose from a menu of different on-site TDM measures, each worth different point values based on the relative impact and effectiveness at reducing vehicle trips. For example, providing showers for bike commuters is worth one point, while reducing on-site parking is worth up to 11 points. Each project is required to meet a minimum point threshold based on project size, characteristics, and location.

The program is built into the development application, and developers are required to select the measures they are planning on utilizing before they file a development application. This allows planning staff an opportunity to comment on or recommend measures for a project prior to starting the development application process.

Find out more: <https://tinyurl.com/yd4bbsau>

TDM PLAN EXAMPLE #1 TARGET: 21 POINTS

NEIGHBORHOOD: THE HUB
 TALL: 578
 NEIGHBORHOOD PARKING RATE (RESIDENTIAL): 0.28
 NEIGHBORHOOD PARKING RATE (NON-RESIDENTIAL): 0.08
 PROJECT DESCRIPTION: 180 DWELLING UNITS, 4,500 SF RETAIL (RESTAURANT)*, 90 PARKING SPACES

ACTIVE 1	Improve Walking Conditions: Option A	X	1
ACTIVE 2	Bicycle Parking: Option A	X	1
ACTIVE 3A	Bicycle Repair Station		1
CAR-SHARE	Car-Share Parking: Option D	X +3	4
DELIVERY 1	Delivery Supportive Amenities		1
FAMILY 1	Family TDM Amenities: Options A & B		2
FAMILY 2	On-site Childcare		2
FAMILY 3	Family TDM Package		2
INFO 1	Multimodal Wayfinding Signage		1
INFO 2	Real Time Transportation Information Displays		1
INFO 3	Tailored Transportation Marketing Services: Option A		1
UP 1	On-site Affordable Housing	X	1
PARKING	Unbundle Parking	X	4
Total			21 Points

Stroller Parking

⁶ <https://wginc.com/wp-content/uploads/2018/07/Parking-Construction-Cost-Article-17x11-8.5x11-Pages.pdf>

⁷ <https://www.reinventingparking.org/2015/06/how-much-does-one-parking-spot-add-to.html>

⁸ <https://www.google.com/maps/d/viewer?mid=1fpQabG3XKyHH7YNImQobUHjwuLI&hl=en&ll=40.345028907175966%2C-111.51186125957042&z=3>

Case Study: Arlington County's Columbia Pike Code

The private sector provides most of the public, off-street parking in Arlington County. The county had been reluctant to invest in new stand-alone public parking facilities, largely because there is already underutilized parking in most of the transit-oriented and mixed-use corridors. With a goal of better utilizing off-street parking and developing fewer stand-alone, private-only parking facilities, the county encouraged and rewarded shared parking through the zoning code.

The Columbia Pike District form-based zoning code outlines minimum requirements for shared parking for all private development, as well as a maximum standard for parking that is reserved only for on-site uses. The code utilizes flexible maximums, allowing developers to build more parking than a hard maximum would allow, provided that the excess parking is unreserved and open to the general public.

Outcomes: Redevelopment has been significant while parking supplies remain modest, yet efficiently used. Brokers now advertise the availability of public parking, as well as non-driving mobility options in the area, when leasing new development space.

The Avalon Columbia Pike and Penrose Square are two example projects that incorporated significant, public parking facilities directly in response to the flexible-maximum limit on reserved parking. Each project's Certificate of Occupancy required a County-approved parking management plan for all parking credited as shared/public parking.

The **Avalon Columbia Pike** project combines 269 residential units with more than 40,000 square feet of retail and includes 449 underground parking spaces. As part of the shared-parking requirements, no more than 321 parking spaces were allowed to be built and maintained as reserved parking. The remaining shared parking spaces are available for use by the general public at all times on all days. The **Penrose Square** is a 299-unit rental apartment building with approximately 36,000 square feet of ground floor retail, a 61,500 square foot grocery store, and a public plaza along Columbia Pike. The project is served by 713 parking spaces, including 320 public, shared parking spaces.



Penrose Square (left) and Avalon Columbia Pike (right). Source: www.penrose-square.com and www.avaloncommunities.com

F.2 – EXPAND AND DIVERSIFY FUNDING APPROACHES AND FINANCIAL INCENTIVES

Challenges

Downtown's parking meters and citations generate revenue for the city, yet provision of the programs and enforcement of the system also require significant resources. Furthermore, this study **proposes a number of new strategies and programs that will require additional resources** to ensure effective implementation. For example, new technologies, coordinated branding and wayfinding, enhanced communications, and a shared parking program are essential to improving the downtown parking system, but all will require additional revenue.

Furthermore, the City of Spokane should begin planning today for an unknown future. New and emerging transportation technologies, such as ride-hailing services (e.g., Uber or Lyft) and autonomous vehicles, **have the potential to dramatically change driving behavior and parking demand**. A future of reduced parking demand will impact every city's parking revenue stream.

Benefits

- Helps ensure **long-term financial stability** and diversifies city's revenue stream
- Incentivizes new **development on surface parking lots** to highest and best use
- Clarifies **short- and long-term funding priorities** and specific allocations of net parking revenue
- Mitigates potential **impacts of reduced parking demand** on meter/citation revenue

Action Steps

1. Expand and diversify parking funding approaches. Potential changes include:
 - a. Creation of an optional in-lieu parking fee (applicable in zones where minimum parking is still required) – allows developers to pay an optional fee in-lieu of providing on-site parking, generating a pool of district revenue for parking and multimodal investment. Potential expenditure options for parking in-lieu fees include:
 - i. Expand public parking supply by leasing existing and available spaces from willing private property owners
 - ii. Streetscape and landscape improvements that create a more appealing and walkable built environment
 - iii. Parking wayfinding and signage
 - iv. TDM projects and programs that reduce vehicle trips and demand for parking

Implementation Partners:

- **Lead:** Parking Services, Accounting, Planning, Integrated Capital Management
- **Support:** None

Implementation Timeline: Short term

Estimated Cost Impact: \$

Goals Supported?



EQUITABLE



FLEXIBLE



CATALYTIC



- b. Event ticket surcharge – imposes parking charges as part of local and regional event center ticketing. Parking lot operators would charge an additional fee during special events. These fees would generate a pool of revenue to be used for special event related improvements – wayfinding, information, shared parking agreements, etc.
 - c. Innovative tax or tax-abatement approaches to phase out or incentivize different uses for surface parking lots. Such programs would require state legislation.
 2. Further define net meter revenue allocation policies and develop a formal annual expenditure planning process to support study recommendations.
 - a. Per existing requirements, net revenue generated within the meter district is allocated back into the meter district for parking and mobility improvements. Potential future expenditures could include:
 - i. Shared parking programs and technology, expanding public parking supply by leasing existing and available spaces from willing private property owners
 - ii. Enforcement technology and/or staffing
 - iii. Enhanced parking enforcement
 - iv. Bicycle infrastructure and parking improvements
 - v. Pedestrian infrastructure and sidewalk improvements
 - vi. Parking brand, signage, and wayfinding program
 - vii. TDM projects and programs that reduce vehicle trips and demand for parking, such as subsidized transit passes for residents or employees
 - viii. Expanded public parking supply through construction of new facilities
 - b. Expenditure plans should be developed on an annual basis by staff based on current year actuals and estimated revenue for preceding year.
 - c. A summary of parking financials should be made available as part of the city's annual reporting on the parking program, such as a "State of Downtown Parking Report."
3. Monitor impacts of shared mobility services and automated vehicles on parking demand and revenues.



G.1 – STRENGTHEN THE USE OF TRANSPORTATION DEMAND MANAGEMENT (TDM) IN DOWNTOWN

Challenges

The downtown study area has a total of 25 employers participating in the state's Commute Trip Reduction (CTR) program⁹, comprising a total of nearly 11,000 employees. For the last decade, the Spokane County CTR department has been the official downtown CTR organization via a series of funding agreements with the City. To date, downtown Spokane **employers have yet to meet their goal** to reduce drive-alone trips by 10% from 2008 levels.

Spokane County provides extensive resources for downtown employers¹⁰, and their focus is primarily on larger employers. **As a result, there is no downtown organization focused specifically on reducing single-occupancy vehicle trips for all of downtown.**

It is important to note that this strategy offers recommendations to evaluate in the context of Downtown Central. These recommendations are essential to an effective downtown parking system, yet implementation of many of the action steps are more appropriate as part of the Downtown Central planning process.

Benefits

- Reduced employee parking demand will free up spaces for visitors and customers
- Enhanced coordination can leverage resources, ensuring smaller employers can take advantage of mobility programs
- Greater mobility choice for all downtown users

Action Steps

1. Evaluate existing Commute Trip Reduction (CTR) agreement with County of Spokane and identify opportunities for improvement in meeting single-occupancy vehicle (SOV) trip-reduction targets for CTR employment sites. Potential areas of discussion may include:
 - a. Organizational assessment to determine key issues and opportunities

Implementation Partners:

- **Lead:** Integrated Capital Management, Planning
- **Support:** Downtown Spokane Partnership, Parking Services, Spokane County, Commute Trip Reduction, Spokane Transit Authority

Implementation Timeline: Medium

Estimated Cost Impact: \$\$

Goals Supported?



COORDINATED EQUITABLE FLEXIBLE MULTIMODAL CATALYTIC

⁹ For employers with 100 or more full-time employees whose workdays start between 6 a.m. and 9 a.m. on weekdays, the law requires CTR-affected employment sites to create a plan for how to reduce employee drive-alone rate.

¹⁰ www.mycommute.org



- b. Development of a new CTR Strategic Plan, updating 2008 trip reduction goals and program strategies
- c. Enhanced data analysis and reporting by CTR employer site
2. Explore the creation of a downtown-specific Transportation Management Association (TMA) to bolster TDM programs for all downtown users. This could be a function of an existing organization or a brand new organization. Potential areas of focus include:
 - a. Parking management and sharing of parking
 - b. Employee/Resident outreach and education
 - c. Employer and Employer Transportation Coordinator (ETC) trainings and resources
 - d. Employee on-boarding
 - e. Data collection + survey efforts
 - f. Coordination with Spokane Transit Authority on marketing discounted or employer-subsidized employee bus pass programs.
 - g. Best practice commuter mobility programs
 - h. TNC/taxi partnerships for guaranteed-ride-home programs
 - i. Information sharing and peer-to-peer collaboration
 - j. New technology and commuter platforms
 - k. Certification program for employers who provide TDM programs and services
3. Implement priority elements of previously-developed TDM Toolkit, adopted as part of Comprehensive Plan.

Case Study: Commute Seattle

Commute Seattle is the TMA for Seattle's Center City – the core employment area. It is supported by the Downtown Transportation Alliance, which includes representation from the Seattle Department of Transportation (SDOT), King County Metro (transit agency), the Downtown Seattle Association (neighborhood association), Sound Transit, and rotating private sector representatives. Commute Seattle has a staff of 10 people, and an annual operating budget of \$1.45 million.

Commute Seattle acts as a liaison for Center City employers to the One Regional Card for All (ORCA) program, which offers a single fare medium. Through Commute Seattle, employers can purchase ORCA passes for their employees or make them available to employees at a partially subsidized rate.

Commute Seattle, along with other partners, has created the Downtown Seattle Parking Program, which allows private parking facilities to integrate their information and branding into a uniform downtown parking brand and experience.

SDOT currently contracts with Commute Seattle to provide ongoing CTR-related services, including direct CTR site engagement, travel options marketing and programming, and management of the biennial CTR survey. In addition, Commute Seattle conducts a more comprehensive Center City Mode Split Survey which surveys every employer in the Center City (including non-CTR-affected employers).

While Commute Seattle offers programming for a much denser employment area, as well as a greater prevalence of travel options, there are still some best practices that could be useful for a potential Downtown Spokane TMA:

- A downtown-focused liaison for the CTR program
- A central coordinating organization for new parking programs
- An organization focused on increasing transit ridership

G.2 – SUPPORT MULTIMODAL IMPROVEMENTS

Challenges

The downtown core provides a strong, attractive, and legible street grid for motorists and pedestrians, making it relatively easy to navigate to and from key destinations. **Outside the core, the pedestrian experience can be more challenging and less comfortable.** Sidewalk gaps exist and sidewalks are narrower. Key amenities, such as lighting and landscaping, are also more limited outside the core.

As a result, while parking may be available a few blocks away from one's destination, many do not feel comfortable or safe walking or biking to and from more remote parking facilities. The utility of these facilities diminishes and **demand concentrates on the most proximate on-street spaces and/or lots and garages, leaving others underutilized.**

Benefits

- Improving multimodal access, especially pedestrian connectivity, can **extend the reach of the parking system**
- Ensures **parking demand is distributed** to existing, yet underutilized parking facilities, especially at peak periods
- Encourages motorists to **park once** and travel between multiple destinations on foot, by bike, by bus, or in a shared ride

Action Steps

1. Support and coordinate with city departments and regional agencies to invest in transit, biking, walking, and shared mobility services that: 1) reduce parking demand and free up existing spaces; 2) extend the reach of the parking system to ensure existing parking facilities are well-utilized; and 3) make it safe and comfortable to park in all areas of downtown. Key priorities may include:
 - a. Safety/lighting improvements on high-priority pedestrian and bicycle corridors and on routes to remote parking facilities. Priority areas for pedestrian improvements are highlighted in Spokane's Pedestrian Master Plan.
 - b. Implementation of Bicycle and Pedestrian Master Plan projects and policies.
 - c. Expansion and diversification of downtown bike parking. Figure 4-9 (pg. 4-59) illustrates existing bicycle parking locations and proposes areas for additional bicycle parking investment. These areas are based on proximity to existing/proposed bicycle facilities.
 - d. Implementation of bike share as a remote parking strategy (among other bike share goals).

Implementation Partners:

- **Lead:** Integrated Capital Management, Planning
- **Support:** Parking Services, Design, Engineering, Downtown Spokane Partnership, Development Services, Spokane Transit Authority

Implementation Timeline:

Short to Long term

Estimated Cost Impact: \$\$

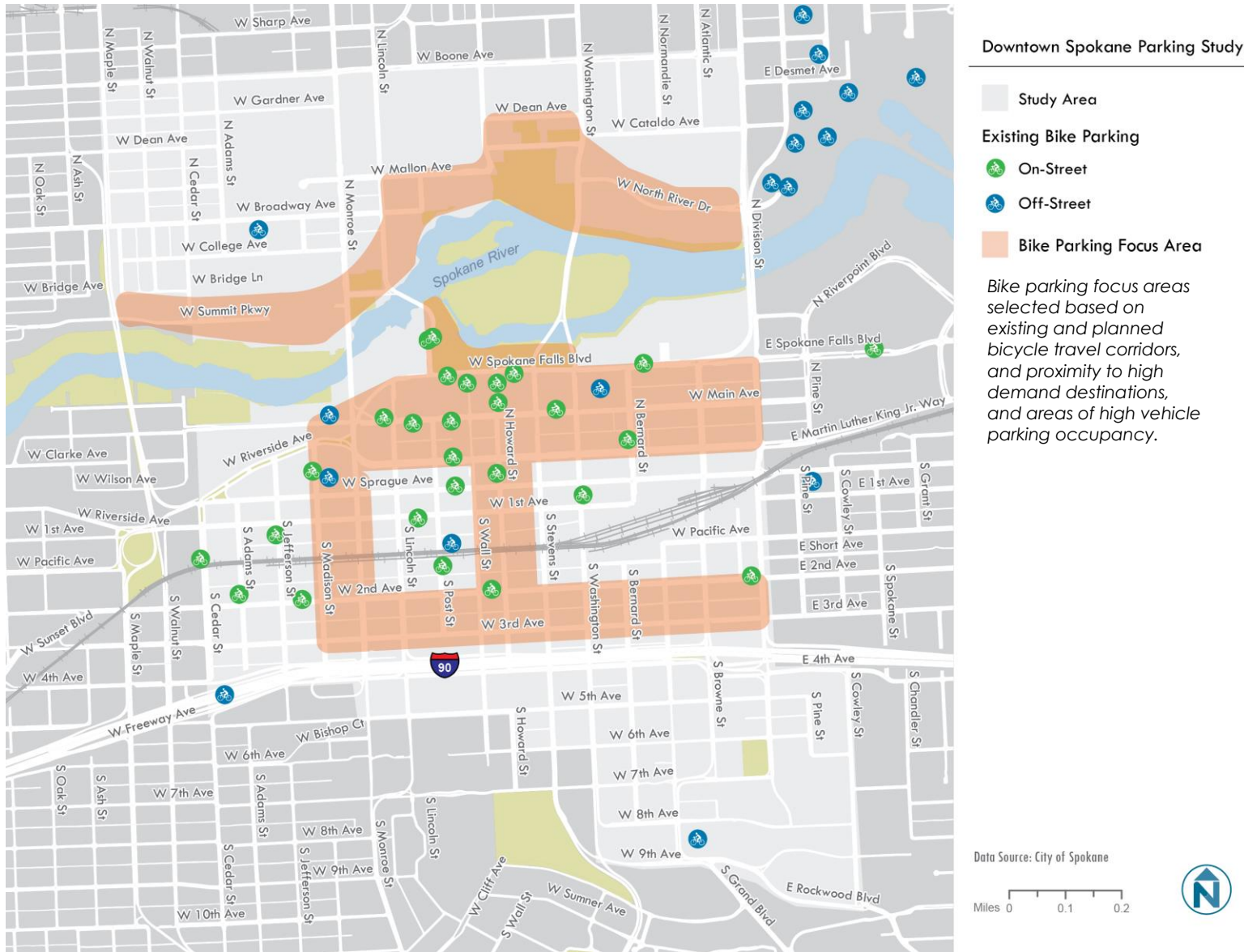
Goals Supported?





- e. Ongoing expansion and additional marketing of the City Ticket remote parking shuttle.
- f. Coordination with Spokane Transit Authority to: 1) mitigate loss of on-street parking space from the Central City Line as feasible, while ensuring efficient transit operations; 2) maximize benefits of Central City Line as a key mobility investment that can reduce overall parking demand and expand resident and employee access; and 3) ensure vehicle and passenger access to bus stops, while minimizing on-street parking impacts to the greatest degree possible.
- g. Creation of official guidelines for shared mobility services, including e-scooters. E-scooter policies should address on-street parking, including the designation of designated parking areas for e-scooters in appropriate locations. Shared mobility service policies should be coordinated with Strategy C.1.

Figure 4-8 Bike Parking Focus Areas



5 IMPLEMENTATION PLAN

QUICK WINS

Implementation of the proposed strategies will not, and should not, happen right away or all at once. Some strategies will take additional time to plan, design, or finance. Some may be dependent on implementation of others first. That said, immediate progress is within reach. **Here are six quick wins the City of Spokane should prioritize to build momentum in 2019.** A detailed implementation matrix is provided in Figure 5-1.



Adopt parking goals and objectives (see strategy A.1).



Pilot a shared parking program with private operators, including 1-2 new “public” facilities (see strategy B.3).



Design and adopt a downtown parking brand and develop wayfinding guidance (see strategies E.1 & E.2).



Adjust on-street rates to prioritize turnover and adopt policy language supporting the development of a Performance-based Management program (see strategies B.1 and B.2).



Create an agreement template that can be used to support shared parking (see strategy B.3).



Prioritize investment in parking management technology and tools (see Strategies D.3, D.4, and E.3).

IMPLEMENTATION AND PHASING

Figure 5-1 Strategy Implementation Matrix

Category	#	Strategy	Key Actions	Lead Partners	Supporting Partners	Phasing						
						Timeline						
						2019	2020	2021	2022	2023	2024	
A. Adopt Downtown Parking Goals	A.1	Adopt formal parking goals and objectives.	<ul style="list-style-type: none"> Adopt formal parking goals and objectives to serve as a guiding framework for parking management and policy. 									
B. Maximize Use of Existing Supply	B.1	Adopt a formal performance-based management program.	<ul style="list-style-type: none"> Adopt a code ordinance establishing a performance-based parking management program. Revise current rate structure to: 1) establish 'Premium' and 'Value' zones, 2) increase rate differential between low and high demand areas, and 3) reduce cost differential between on- and off-street parking. Establish a monitoring program to assess parking occupancy on a periodic basis to inform rate adjustments. Establish internal and external data sharing protocols, including the development of an annual report shared with City Council and the public. 									
	B.2	Adjust on-street regulations to allow for a more flexible user experience.	<ul style="list-style-type: none"> Expand existing meter district. Adjust timed stay designations to accommodate longer parking stays in lower demand areas, simplify the system, and better manage high demand areas. Increase citation rates for common offenses to further discourage those behaviors. 									
	B.3	Pilot shared parking programs with willing property owners.	<ul style="list-style-type: none"> Pilot a partner program with private property owners to make all or a portion of their underutilized off-street spaces part of a shared public supply. Create an interactive and open-source parking database and web platform for facilitating shared parking opportunities. 									
	B.4	Evaluate right-of-way changes to mitigate on-street parking impacts, while supporting multimodal improvements.	<ul style="list-style-type: none"> Coordinate with partner departments and share parking study data to further assess parking impacts from right-of-way changes. Develop formal procedures for right-of-way change assessment in relation to on street parking. 									
C. Optimize Management Policy and Programs	C.1	Adopt a policy framework that encourages flexible, but consistent freight and passenger loading activity.	<ul style="list-style-type: none"> Evaluate creation of an official flex zone policy which prioritizes various uses of the curb and adjusts allocation accordingly. Evaluate creation of shared loading zones. Continue to monitor impacts of shared mobility services, delivery, and future autonomous vehicles on curb demands. 									
	C.2	Modify permits and programs.	<ul style="list-style-type: none"> Transition the Commercial Loading Zone and the Special Loading Zone into virtual permit programs. Adopt an Urban Goods Delivery Strategy to improve commercial deliveries and loading. Evaluate modifications to Residential Parking Pass program. 									
	C.3	Implement modifications to event management policies.	<ul style="list-style-type: none"> Establish event management zones within downtown (and potentially the University District) that result in pricing and regulations changes. Partner with Spokane Transit Authority for park-and-ride shuttle service during major events. 									

Partners

Parking Services
 City Departments
 University District Development Association
 DSP & Downtown Business Interest Groups
 Parking Operators
 Spokane Transit Authority
 Taxi/Uber/Lyft
 Freight
 Special Events/Tourism
 Spokane County

Phasing
 Planning
 Implementation
 Refinement

Category	#	Strategy	Key Actions	Lead Partners	Supporting Partners	Timeline						
						2019	2020	2021	2022	2023	2024	
	C.4	Pilot a universal valet program.	<ul style="list-style-type: none"> Evaluate implementation of a pilot program for universal valet to facilitate convenient drop-off/pick-up within the Downtown Core. 									
D. Enhance Administration and Operations	D.1	Adopt formal enforcement and maintenance goals and metrics.	<ul style="list-style-type: none"> Develop policies and procedures guidelines that define a proactive and reactive maintenance program that defines performance measures. Adopt a parking ambassador program that is focused on customer service, compliance, and education. Develop parking enforcement standards using performance measures. Consider a monthly review with parking personnel to discuss performance measures. Implement an ongoing enforcement training program. 									
	D.2	Improve staff training and communications. Identify long-term parking staffing needs.	<ul style="list-style-type: none"> Establish a communications plan with parking enforcement personnel that regularly disseminates performance measure information. Invest in on-going training for PEOs and meter maintenance staff. Document legacy operational knowledge and create a Policies and Procedures Manual. Expand parking enforcement staffing schedule to include evenings and weekends consistent with paid parking hours of operation. 									
	D.3	Enhance technology systems for enforcement.	<ul style="list-style-type: none"> Replace parking enforcement handheld ticket writer equipment. Purchase additional License Plate Recognition equipment to support the City's use of digital permits and license plate-based payments including mobile payment and pay stations. Work with mobile payment provider Passport to address payment loopholes. Consider releasing a comprehensive Request for Proposals for an integrated citation and permit management solution. 									
	D.4	Enhance revenue collections and reconciliation.	<ul style="list-style-type: none"> Invest in a closed-can collection system and consider installing e-locks and/or keying meters by route or location to increase security and reduce risk to staff. Reallocate staffing resources to ensure morning parking enforcement is supported. Increase security policies for coin counting with oversight and consistently reconcile financial revenue reports with Loomis deposit slips within one day of pickup. Develop meter collection routes based upon technology to allow for simplified reconciliation and tracking processes. 									
E. Make Parking Simple to Find and Use	E.1	Develop and implement a formal downtown parking "brand" and a parking wayfinding program.	<ul style="list-style-type: none"> Coordinate with Visit Spokane and other downtown partners. Adopt a formal parking brand and style guide for signage, wayfinding, and parking collateral. Install signage at all public facilities and roll out in coordination with other elements of communication program Work with Downtown Spokane Partnership and other key stakeholders to integrate private parking facilities into program. 									
	E.2	Develop an enhanced marketing and communications plan.	<ul style="list-style-type: none"> Augment existing parking communications and marketing in downtown. Utilize new brand, signage, and content to conduct a comprehensive public education campaign about downtown parking. Evaluate creation of an interactive and open-source parking inventory website and database. 									

Partners

- Parking Services
- City Departments
- University District Development Association
- DSP & Downtown Business Interest Groups
- Parking Operators
- Spokane Transit Authority
- Taxi/Uber/Lyft
- Freight
- Special Events/Tourism
- Spokane County

Phasing

- Planning
- Implementation
- Refinement

Category	#	Strategy	Key Actions	Lead Partners	Supporting Partners	Timeline						
						2019	2020	2021	2022	2023	2024	
	E.3	Streamline downtown payment systems.	<ul style="list-style-type: none"> Transition to a single and consistent meter type for on-street parking, ensuring multiple payment options are provided Modify zoning code to require a payment receipt for all off-street parking transactions, ensuring that outdated payment technologies (e.g., slot boxes) are phased out. Incentivize use of consistent payment systems and mobile apps within private, off-street facilities. 									
F. Update City Policy and the Zoning Code	F.1	Revise existing zoning policies and standards.	<ul style="list-style-type: none"> Revise existing zoning policies and standards to ensure downtown develops and manages parking in support of its long-term vision. Modify the zoning code to expand the use of transportation demand management (TDM) in downtown to reduce parking demand and promote enhanced mobility. 									
	F.2	Expand and diversify funding approaches and financial incentives.	<ul style="list-style-type: none"> Expand and diversify parking funding approaches. Further define net revenue allocation policies and develop a formal annual expenditure planning process to support six-year plan recommendations. Monitor impacts of shared mobility services and automated vehicles on parking demand and revenues. 									
G. Reduce Parking Demand	G.1	Strengthen the use of TDM in downtown.	<ul style="list-style-type: none"> Evaluate existing Commute Trip Reduction (CTR) agreement with County of Spokane and identify opportunities for improvement in meeting single-occupancy vehicle (SOV) trip-reduction targets for CTR employment sites. Explore the creation of a downtown-specific Transportation Management Association (TMA) to bolster TDM programs for all downtown users. Implement priority elements of previously-developed TDM toolkit. 									
	G.2	Support multimodal improvements.	<ul style="list-style-type: none"> Support and coordinate with city departments and regional agencies to invest in transit, biking, walking, and shared mobility services that: 1) reduce parking demand and 2) extend the reach of the parking system. 									



FINANCIAL ASSESSMENT

Summarized below is a financial assessment for the ongoing operations of the parking program, as well as new strategy implementation over the next six years. The assessment is **not a budget for the parking program**, but rather a modelling exercise to: 1) ensure the strategies recommended are within a feasible range of the parking program budget; and 2) guide the phasing of implementation.

As with any model, a number of assumptions have been made based on best available data and standard practices as documented in Appendix E. Assumptions should be updated on an ongoing basis as more data is available.

Expenditures

The following section summarizes the **estimated net additional expenditures** projected for implementation of the study strategies.

Staffing

Four net new full-time employees are recommended to be hired in 2020-2021 – two administration/planning staff and two enforcement staff. Additional planning FTEs are recommended to implement and maintain the performance-based management program, and implement and administer the other new policies and programs recommended in the strategies. Two additional enforcement staff are recommended to support enhanced enforcement procedures.



Figure 5-2 DRAFT Recommended Staffing Adjustments

#	Strategy	FTE Proposal	Employee Type	Salary	Benefits	Total	Hire Year
B.1	Adopt a formal performance-based management program.	1.0	Admin/Planning	\$74,983	\$26,633	\$101,616	2020
B.3	Pilot shared parking programs with willing property owners.	0.2	Admin/Planning	\$14,997	\$5,327	\$20,323	2021
C.1	Adopt a policy framework that encourages flexible, but consistent freight and passenger loading activity.	0.2	Admin/Planning	\$14,997	\$5,327	\$20,323	2021
C.2	Modify permits and programs.	0.2	Admin/Planning	\$14,997	\$5,327	\$20,323	2021
C.3	Implement modifications to event management policies.	0.2	Admin/Planning	\$14,997	\$5,327	\$20,323	2021
C.4	Pilot a universal valet program.	0.2	Admin/Planning	\$14,997	\$5,327	\$20,323	2021
D.2	Improve staff training and communications. Identify long-term parking staffing needs.	1.0	Enforcement	\$59,781	\$22,923	\$82,704	2020
D.3	Enhance technology systems for enforcement.	0.5	Enforcement	\$29,890	\$11,461	\$41,352	2021
D.4	Enhance revenue collections and reconciliation.	0.5	Enforcement	\$29,890	\$11,461	\$41,352	2021
Total		4.0	-	\$269,526	\$99,112	\$368,638	-

Capital

The major capital investments recommended for implementation of the study strategies include:

- **Parking Meters.** It is recommended that the City of Spokane purchase approximately 3,480 credit card capable meters by 2024, both to expand the number of spaces that are metered by 1,200, and to ensure that all meters on the street are credit card capable by 2024. For the purposes of costing, after the 480 meters already budgeted for purchase in 2019, it is recommended the City purchase 600 meters per year in each year from 2020-2024 to spread the total cost out over the time period.
- **Parking Kiosks.** Approximately four parking kiosks are recommended for additional angled parking conversions throughout downtown.



- **LPR Vehicles.** Two additional LPR vehicles are recommended for expanded enforcement of both meters and permitting programs.
- **Enforcement Vehicles.** Two additional enforcement vehicles are recommended for the two additional enforcement FTEs.
- **Software Investments.** Includes an assumption of \$150,000 per year in software assets through 2024.
- **Wayfinding.** It is recommended the City invest in wayfinding on approximately 100 city blocks within the study area, at a cost of \$20,000 per block (\$2.2 million total).
- **Shared parking program implementations.** It is recommended the City invest in signage for 20 shared parking lots at an assumed cost of \$10,000 per facility (\$200,000 total).

External Transfer

The annual transfer of \$250,000 for the Parking Advisory Committee is assumed to continue. Additionally, it is recommended the parking program contributes \$100,000 annually towards the development of a Transportation Management Association (TMA).

Revenues

Meters

Meter revenues were projected based upon existing occupancy, the recommended initial price changes identified in strategy B.1, and an assumed elasticity of demand with respect to price. Initial price increases are expected to be implemented in 2020.

Additionally, an initial performance-based rate adjustment is assumed in 2021, per the thresholds recommended in Figure 4-3. It is likely that additional rate adjustments will be necessary after 2021, but these should be based upon ongoing occupancy data collections.

The overall meter revenue model was calibrated to match the modeled existing revenue to the budgeted revenue in 2019 – this calibration resulted in the meter compliance rate of 70.64% (see Appendix E). Credit card and pay-by-phone transaction costs were also incorporated into the revenue estimates. The estimated meter revenue by year is shown in Figure 5-3.



Citations

Citation revenues are calculated based on several assumptions identified in Appendix E, and the modeled demand developed during the meter revenue projection process. Assumptions for calculation of citation revenue include:

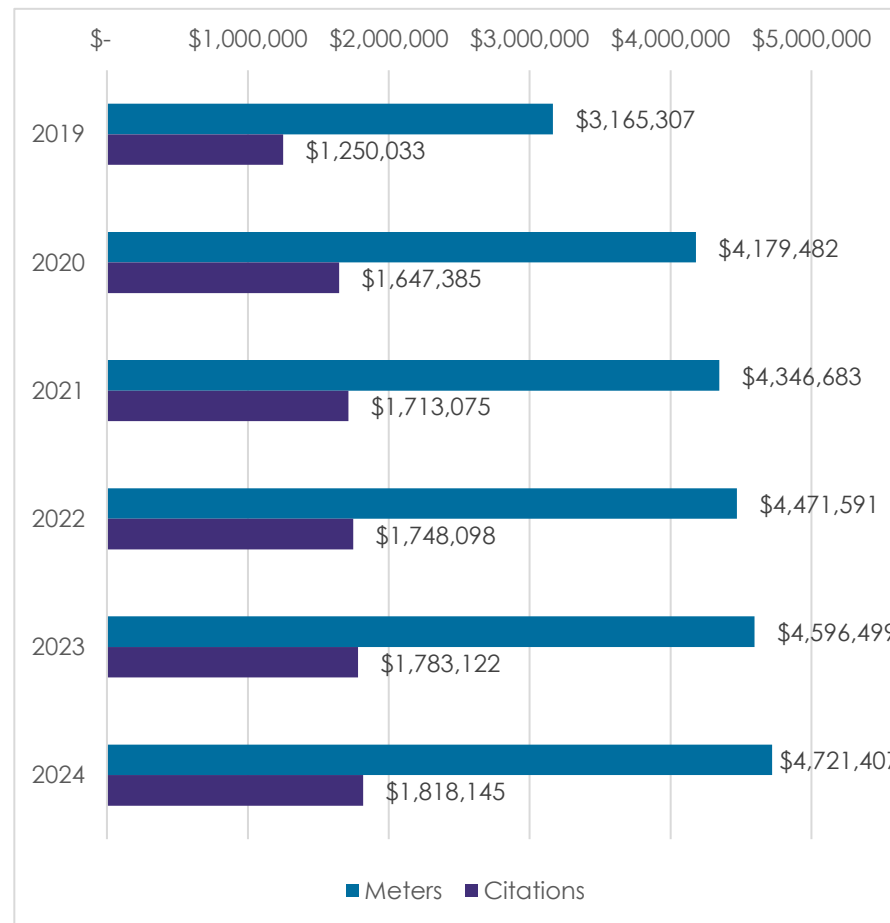
- Existing and future enforcement rates
- Meter violations as a proportion of total fines issued
- Total citation revenue as a proportion of total fines issued
- Municipal court expenses as a proportion of total citation revenue

The anticipated citation revenue is illustrated in Figure 5-3.

Permits & Other Revenue

For simplicity, permits and other revenues were assumed constant through 2024. Permit revenues are assumed to \$300,000 per year (identical to the budgeted revenue in 2019) and other revenues are expected to be \$8,000 per year (identical to the budgeted revenue in 2019).

Figure 5-3 Projected Meter and Citation Revenue (2019-2024)





Results

Figure 5-5 presents a summary of the cost and revenues assumed by category and year for 2017-2024. These numbers are illustrated graphically in Figure 5-6. Key trends include:

- A large proportion of the parking program budget is allocated to debt service for River Park Square garage (Figure 5-4). The debt service proportion is projected out to 2024, when it will occupy approximately one quarter of the budget. The remainder of the debt is expected to be refinanced in 2025, with full payoff by 2030. The debt service proportion of the budget will continue to decrease until payoff after 2025.
- Capital expenses are expected to increase out to 2024, as the City invests in its system per the recommended strategies.
- Salary and benefit expenses are expected to increase with the hiring of four additional FTEs.
- Meter and citation revenues are expected to increase as a result of several factors:
 - Increased prices
 - Expanded metering
 - Increased compliance
 - Increased enforcement
- Deficits (between \$340k and \$370 k) are expected in 2019 and 2020 as significant capital investments are made in Spokane's parking program. The parking program has a \$500 k annual reserve available that will cover the deficits in these years.
- Starting in 2021, as additional meters come online and following the major capital investments in the preceding years, 5-7% of the budget is expected to become available – a surplus of \$330k to \$530 k.

Figure 5-4 Debt Service as Proportion of Parking Revenues

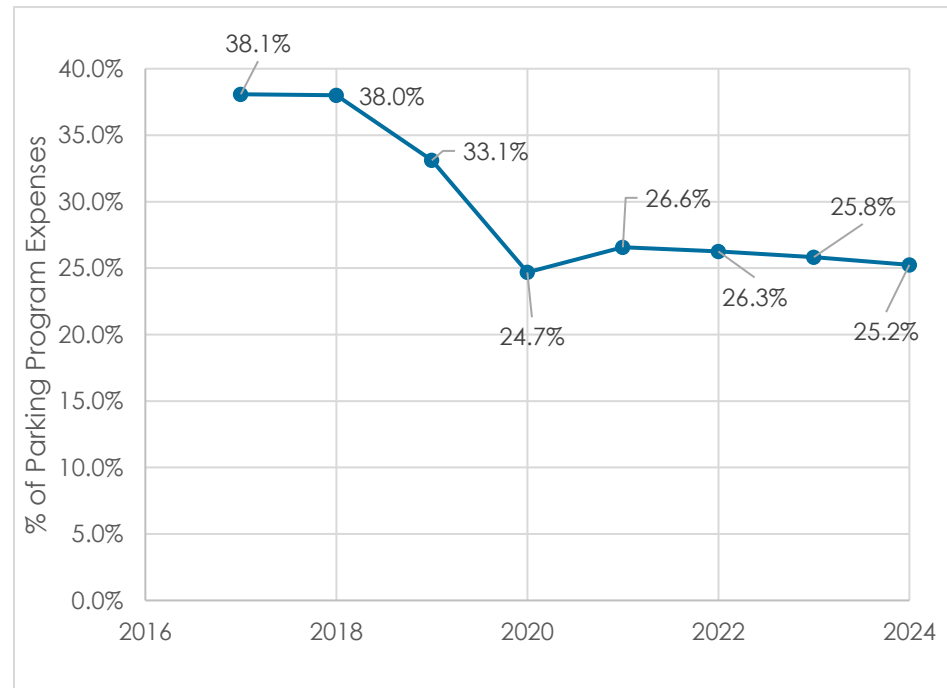




Figure 5-5 DRAFT Cost and Revenue Summary, 2017 - 2024

Type	Category	Previous Years		Future Years					
		2017	2018	2019	2020	2021	2022	2023	2024
Expenditures	Salaries & Benefits	\$1,262,688	\$1,326,713	\$1,484,926	\$1,728,642	\$1,982,107	\$2,061,391	\$2,143,847	\$2,229,601
	Capital	\$57,122	\$300,000	\$179,000	\$1,664,722	\$822,535	\$799,057	\$823,028	\$859,312
	Operating / Admin	\$1,109,416	\$834,970	\$1,284,791	\$1,312,100	\$1,353,926	\$1,393,773	\$1,434,649	\$1,476,585
	External Transfer	\$440,000	\$440,000	\$440,000	\$440,000	\$546,090	\$549,273	\$552,551	\$555,927
	Debt Service	\$1,764,454	\$1,778,863	\$1,677,323	\$1,686,415	\$1,701,908	\$1,710,618	\$1,725,057	\$1,729,691
Revenues	Meters	\$3,038,299	\$3,165,332	\$3,165,304	\$4,508,757	\$4,711,628	\$4,881,674	\$5,051,720	\$5,221,766
	Citations	\$1,000,000	\$1,250,000	\$1,250,032	\$1,646,747	\$1,715,575	\$1,760,338	\$1,805,101	\$1,849,864
	Permits	\$280,230	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
	Other Revenue	\$5,379	\$9,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Total Expenses		\$4,633,680	\$4,680,546	\$5,066,040	\$6,831,879	\$6,406,566	\$6,514,112	\$6,679,132	\$6,851,116
Total Revenues		\$4,323,908	\$4,724,332	\$4,723,337	\$6,463,504	\$6,735,203	\$6,950,012	\$7,164,821	\$7,379,630
Surplus/Deficit		-\$309,772	\$43,786	-\$342,703	-\$368,375	\$328,637	\$435,900	\$485,689	\$528,515
% Surplus/Deficit		-7.2%	0.9%	-7.3%	-5.7%	4.9%	6.3%	6.8%	7.2%

Figure 5-6 DRAFT Cost and Revenue Summary Illustration, 2017 - 2024

