



Parking Management Plan

Parking & TDM Study

Ann Arbor Downtown Development Authority



February 2016

Table of Contents

	Page
Overview	3
Near Term Actions.....	3
Further Study	3
Implementation Guide	3
Near Term Actions	4
Maintain Consistent Availability Among Short-Term Spaces.....	4
Maintain Permit availability	10
Add <i>In-Downtown</i> Strategies/Programs.....	14
Coordinate with Development-Review Process.....	19
Develop Events-Based TDM.....	19
Add More Shared Off-Street Parking.....	22
Expand Evening/Weekend Parking Capacities	25
Recommended for Further Study	27
Implementation Guide	35
Strategic Action Plans	35

Table of Figures

	Page
Figure 1 Clustered Demand Obscures Availability as Drivers Seek “Best Space for the Money”	5
Figure 2 Occupancy by Meter Type	7
Figure 3 GOOD: Recent Design Improvements for NYCDOT Parking Information Signs ...	9
Figure 4 BETTER: Streamlined Information and More Graphical Cues Improve Wayfinding Role.....	9
Figure 5 Seasonal Cycling Comparison in US Cities	16
Figure 6 Seasonal Cycling Comparison in European Cities.....	16
Figure 7 4 th Avenue Loading Zone	20
Figure 8 Signs Noting Evening-Based Public Valet in Uptown, Cleveland	25
Figure 9 Commute Store in Arlington County, VA.....	29
Figure 10 Modest Traffic and Minimal Activity along Huron Street at Night	30

OVERVIEW

NEAR TERM ACTIONS

The first section of the Parking Management Plan identifies recommendations for Near Term Actions, changes that should be targeted for implementation in the next few years. These consist of recommendations for Transformative Change, policies and strategies that offer opportunity to substantially improve Downtown mobility and the performance of the DDA parking system. These are complemented by several recommendations identified as Supportive Strategies, proposed to facilitate and enhance the Transformative Change strategies, and help to realize their full potential for transformative improvement.

FURTHER STUDY

The next section outlines strategies that are likely to require more time, more study and consideration, and/or significant outside coordination and cooperation to be effectively implemented. While the path to implementation is less clear for these recommendations, near-term actions are identified as “next steps” to begin the process of refining these strategies and better understanding their viability.

IMPLEMENTATION GUIDE

The Plan concludes with an Implementation Guide, which identifies key implementation considerations for the recommendations identified as Near Term Actions. This is organized into a series of Strategic Plan matrices that identify specific implementation steps, performance measures and targets, the role of strategic partners, and key financial implications.

NEAR TERM ACTIONS

IMPROVE THE SHORT-TERM PARKING EXPERIENCE



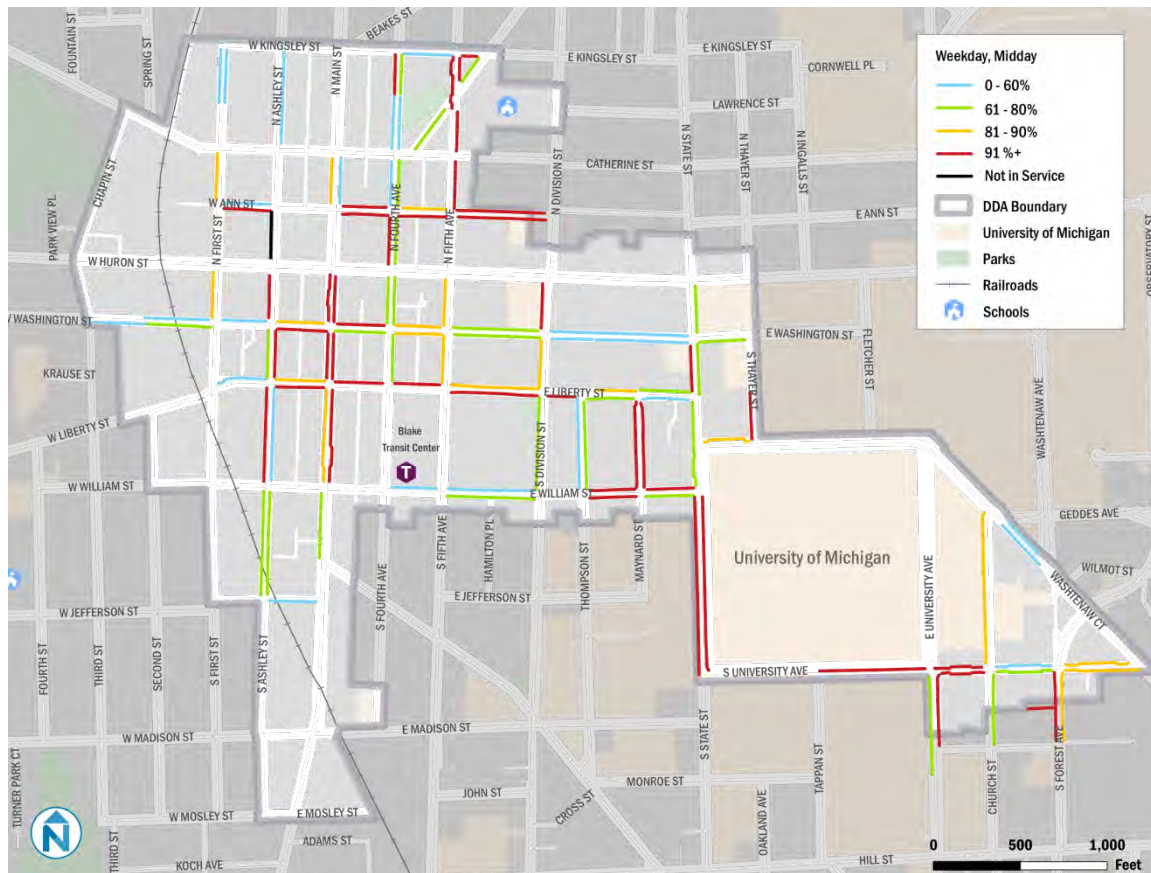
MAINTAIN CONSISTENT AVAILABILITY AMONG SHORT-TERM SPACES

Transformative Changes

1. Refine Tiered On-Street Parking Rates

A tiered-rate system can redistribute short-term utilization more evenly among Downtown parking options, making it easier to find parking in areas currently congested by high demand. Tiered rates exist to some degree today, with the most-remote metered parking spaces priced at half of the standard rate. Increasing this standard rate to create a prime rate for the most popular blocks of parking, leaving nearby blocks at a base rate, and leaving the half-rate spaces as the reduced-rate option, would diversify the options available to Downtown motorists and help the DDA maintain consistent availability among all blocks.

Figure 1 Clustered Demand Obscures Availability as Drivers Seek “Best Space for the Money”



Data Sources: Field Collection September 2015, DDA, City of Ann Arbor, Washtenaw County GIS

Recommended Actions

- Establish a structure of Prime, Base, and Reduced rates for on-street parking, as follows.
 - \$2.40/hour
 - \$1.80/hour (~75% of the Prime rate)
 - \$1.20/hour (50% of the Prime rate)
- Apply the Prime rate to all ePark on-street spaces.
- Apply the Base rate to all other spaces currently priced at \$1.60/hour, including conventional-meter spaces and all hourly, off-street spaces.
- Apply the Reduced rate to all spaces currently priced at “half rate”.

2. Adjust Meter Schedules to Align with Peak Demand

On-street meters are currently enforced from 8AM to 6PM, ending precisely when the evening peak begins to develop. At these times, Downtown activity is dominated by visitors, and visits are primarily focused on arts/culture, dining, socializing, and recreation. In such a context, motorists will tend to prioritize convenience over moderate cost savings, in choosing where to park. Making the most convenient spaces free at these times can be a great strategy for downtowns with struggling evening economies. In a thriving evening economy, however, this creates a conflict

between expectations of free and easy curb parking and the reality that, unless one is willing to endure a prolonged search for such a space, paying to park in an off-street space is much more likely.

At the other end of the meter-enforcement schedule, short-term parking demand is typically modest until close to Noon, when the midday peak begins to develop. This provides an opportunity to shift meter-enforcement hours toward this peak, adding a meaningful period of free parking in the mornings, while extending pricing into evenings to better maintain availability at these crucial times. Such a shift will underscore the connection between pricing and demand, offering free parking when availability can still be maintained, and pricing to maintain access at all other times.

Recommended Actions

- Adjust the meter-enforcement schedule to begin at 10AM, rather than 8AM, Monday – Saturday.
- Adjust the meter-enforcement schedule to continue until at 10PM, rather than 6PM, Monday - Saturday.

3. Implement Performance-Focused Enforcement

Parking enforcement should be focused on management objectives. Compliance is a means to this end, but not an end in itself. Enforcement is not only an extension of parking management; it is parking management's most public "face". As such, it can create profound distrust of the management system if it appears that rules and infractions, or ticket revenue, are priorities, rather than means of facilitating optimal parking conditions.

Currently, parking enforcement is the responsibility of the City of Ann Arbor and its Police Department. Change will require working with City stakeholders and policy makers to outline the broad and significant potential benefits of an approach that focuses more on management objectives than on typical policing procedures and metrics.

Recommended Actions

- Work with the City to develop a more strategically-aligned, performance-focused enforcement program that incorporates the following core changes to the current program.
 - Institute incremental fines
 - Include a First Time Forgiveness policy and procedures, including information-based tickets directing motorists to parking and mobility options
 - Concentrate enforcement where it is most needed, focusing where availability is most likely to be lacking, not necessarily where violations are most likely to occur.

Supportive Strategies

1. Adjust Rates to Attain/Maintain Target Performance

Ideal utilization levels for on-street parking leave one or two spaces open on each block — just enough so that empty spaces are apparent to drivers seeking a space. This equates roughly to 85%

utilization on most blocks. Monitoring utilization patterns, and adjusting rates based on findings, will avoid having to make decisions based on anecdotal evidence or popular complaint.

Recommended Actions

- Complete monthly, sample surveys of key blocks, at key times
- Analyze data to track blocks that are consistently constrained or underutilized during demand peaks
- Adjust rates accordingly, on an annual basis, providing time for drivers to adjust to changes, and surveys to document any subsequent changes in utilization patterns.

2. Upgrade Meter Technology

There is a clear and strong preference for ePark meters over standard meters. Demand patterns indicate that this is primarily about the meter type, and not the location of these meters. Average payment patterns also indicate that drivers are willing to pay significantly more to park at these spaces.

Figure 2 Occupancy by Meter Type

Meter Type	Weekday, Midday	Friday Evening
ePark	110%	102%
Conventional	68%	95%

Replacing the remaining conventional meters with ePark meters would increase the appeal of these spaces, and ease space-search congestion currently experienced in ePark areas. Similarly, improving and promoting mobile-payment options would extend the same payment convenience available at ePark meters to all Downtown parking options.

Recommended Actions

- Install More ePark Meters
- Upgrade and promote the mobile payment system

3. Formalize a Performance-Focused Pricing Policy

Formalizing the DDA’s performance-focused pricing approach would help to clarify the analysis, objectives, and outcomes of its rate-setting decisions.

Recommended Action

Formalize a policy that states the following rate-setting guidelines.

- Availability is the primary performance measure for short-term parking management.
- Hourly parking rates will be based directly on demonstrated, geographic and temporal patterns of demand.
- Rates will be periodically adjusted to respond to, and influence, these patterns, in pursuit of a space-availability target of 15% of all spaces on each block, during weekly-peak demand conditions.

4. Begin to Eliminate Time Limits

Successful pricing strategies can make time limits unnecessary. Taking advantage of this to expand or remove time limits can be especially important for “destination districts” like Downtown Ann Arbor, where many visitors are drawn by a variety of destinations, and have only a vague sense of how long they will want to stay. In fact, the Downtown economy benefits when more visitors can forget the time and extend their stay as they find more things to do and see. Time limits discourage this by design, but are necessary, absent effective pricing, to maintain turnover and keep business owners and employees from parking all day in the best spaces.

Recommended Incremental Actions

1. When meter-enforcement hours are extended until 10PM, do not extend time limits past the current schedule (6PM).
2. Pilot eliminating time limits on Saturdays, when the meter-enforcement schedule is adjusted as recommended above.
 - Kerrytown may be a useful place to pilot this, as there is a common perception that it lacks immediate access to structured parking options for longer parking stays.
3. Use performance outcomes of steps 1 and 2 to develop strategies for broader elimination of time limits.

5. Create a Communications Plan

A strategic communications plan can help drivers identify their “right fit” parking options before leaving home, help them find those options upon arriving Downtown, and help them confirm the price, time limit, and hours of enforcement they were expecting. This can help reduce search traffic created when drivers, faced with more options resulting from new management strategies, continue to drive in search of information to confirm their best choice.

Recommended Action

Create a three-fold Communications Plan to complement the benefits of pricing in reducing drivers searches for their best parking options.

1. Distributed information, sufficient for drivers to understand their options and select their preferred locations, before heading Downtown, based on:
 - Rates;
 - Time limits; and
 - Schedule of enforcement.
2. Wayfinding in the form of visual cues and information to drivers, upon arrival.
 - The first objective of wayfinding should be to reinforce distributed information, and direct drivers to the parking they expected to use.
 - Wayfinding can also provide visual information and cues to guide drivers toward “right fit” options without the benefit of the distributed information.
3. Signage, to complement wayfinding with discrete and essential bits of information, and to confirm the rates, time limits, and enforcement hours of spaces found by drivers. The images below present examples of how signage can effectively provide essential information, while serving a complementary wayfinding role; note how the second set of signs clearly states when parking is free of charge.

Figure 3 GOOD: Recent Design Improvements for NYCDOT Parking Information Signs



Image and Notation Source: Robert Hemsall; roberthemsall.co.uk

Figure 4 BETTER: Streamlined Information and More Graphical Cues Improve Wayfinding Role

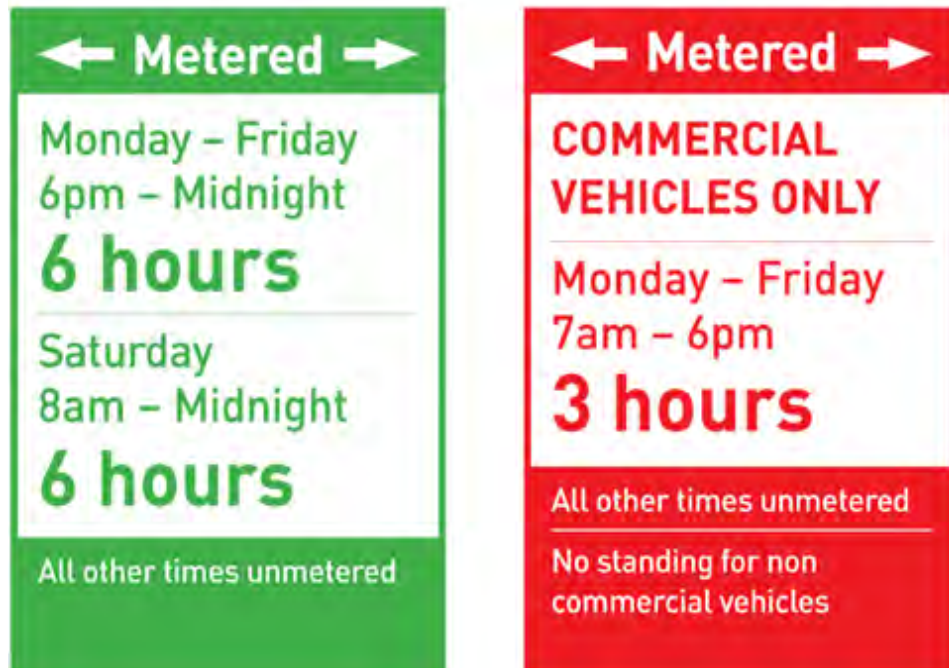


Image and Design Concepts: Robert Hemsall; roberthemsall.co.uk

EXPAND COMMUTER OPTIONS



MAINTAIN PERMIT AVAILABILITY

While Downtown has grown and thrived on far less parking than standard demand projections would suggest is feasible, demand for monthly permits is well beyond available supplies, across the DDA parking system. Given that supply expansion opportunities will take considerable time to realize, reducing permit demand should be a priority, as it is the best available means of making this basic commute option more available.

Transformative Changes

1. Increase Permit Rates

The most effective and intuitive means of maintaining access to a limited supply is to adjust its price until a desirable balance between supply and demand is achieved. The consistency of complaints about lack of access to monthly permits, and the level of frustration expressed over this situation by employers and employees, who were otherwise pleased with the Downtown location of their company or job, indicates that a rate increase is warranted at this time.

Recommended Action

- Increase the rate for the standard and reserved monthly permits by ~20%.

2. Introduce Discounts to Facilitate TDM & Cost Equity

Provide permit-rate discounts to encourage go!pass participation and use, to discourage employee benefits that shield commuters from parking costs, and to ease the cost burden on employees who pay for their own permits.

Recommended Actions

- Do not raise the rates on carpooling permits.
- Provide a sliding-scale pricing system to discount permit rates, based on go!pass utilization rates.
- Provide an additional 5% discount to employers who agree to quarterly coordination meetings with getDowntown staff, creating repeat opportunities for employers to learn of changing parking/commute options, to update their employees on these changes, and to emphasize Downtown’s multimodal commute options and programs to new hires.

3. Continue to Explore “Pay as You Go” Monthly-Permit Options

Once a commuter has secured a monthly permit, he/she has no cost-based incentive to not use that permit every day. Even free options, such as cycling and riding transit with a go!pass, offer no opportunity to reduce his/her commute costs. This conflicts with efforts to attract commuters toward driving alternatives, removing one of the prime motivators to alter habits: saving money.

Recommended Actions

- Adopt a formal policy to shift away from long-term permit contracts.
- Review findings from the ongoing “debit card” pilot at 4th and Washington structure.
- Purchase and install proximity-card reader equipment to other structures, in order to expand the program as demand warrants.
- Reach out to parking managers in peer cities that have adopted “Pay as You Go” permit alternatives.
- Within two years, identify a viable, full replacement for monthly permits, one that combines the assurance of a monthly permit with the ability to save money by parking less. Once identified, this is will take several more years to implement.

4. Add an “Occasional Parking” Benefit to the go!Pass

Many driving commuters may be motivated and able to commute by transit or bike, most of the time, but nonetheless reluctant to fully surrender their parking options for days when driving will be their best or only option. If their parking options on those days will be greatly reduced, these commuters will be reluctant to become non-permit-holders. And, once permits are in hand, they are more likely to be used.

The benefit of the “occasional parking” pass arose out of this dilemma, and has gained much favor on college campuses as a strategy to increase commitments to alternative-mode commuting, by providing a “fall back” option for days when driving is the best option.

Recommended Actions

- Provide go!pass holders with a small, monthly allowance of daily parking passes.

- Make passes valid for entry to a monthly parking facility, even at times when it is restricted to permit-holders.
- Incorporate this benefit into whichever “pay as you go” option eventually replaces the monthly parking permit, to provide and track use of this benefit electronically.

Supportive Strategies

1. Allow Monthly-Permit Holders to “Freeze” Their Permits

Accommodate permit holders who are interested in testing out a potential mode shift, but do not want to end up on a wait list for permits if they go back to driving.

Recommended Action

- During the next Commuter Challenge month, allow participants to “freeze” their monthly permits as part of their commitment.
 - They don’t have to pay for the permit that month, but cannot use it either.
 - After the month, they can resume purchasing the permit without disruption.

2. Encourage Ridesharing

Sharing a commute is a great way to avoid the increasing cost of Downtown parking. Increasing the use of this commute option is a great way to reduce constraints on monthly permit supplies. New mobility services like car-share, bike-share, and sourced-ride services (Uber/Lyft) make these opportunities more viable than ever.

Recommended Actions

- Do not raise the rates on carpool permits when the standard and reserved monthly permits are increased – see above.
- Promote the many means by which car-share, bike-share, and sourced-ride services (Uber/Lyft) make ridesharing easier to rely upon as a primary commute mode.
- Place anyone who has participated in a registered carpool for at least six months, ahead of other individual applicants on all permit wait lists.

EXPAND TRANSIT OPTIONS

Transformative Changes

1. Coordinate with the Ride to Develop Express Ypsilanti Area/Ann Arbor Service

Many Downtown employees live in Ypsilanti, but transit options between Ypsilanti and Downtown are complex and time consuming. Service from the Blake Transit Center to the Ypsilanti Transit Center along Washtenaw is handled primarily by the 4 – Washtenaw route, but connections to final destinations within Ypsilanti, and longer headways on other routes, make the journey arduous. TheRide is planning on implementing more service to Ypsilanti as a part of its upcoming service improvements. The DDA and getDowntown should coordinate on this effort to ensure that it includes limited-stop/express service.

Express service between central Ypsilanti and Blake Transit Center offers transformative potential to connect these two communities, based on the following unique opportunities.

- Accommodating unmet demand for affordable, walkable-urban housing resulting from the fast-escalating cost of living in central Ann Arbor
- Converting this demand into economic development in Ypsilanti
- Making use of the transit-favoring demographics of Downtown employees living in or likely to move to central Ypsilanti to ensure high ridership for improved service.

TheRide currently runs 14 trips per hour in peak and 10 trips per hour off-peak between Blake Transit center and downtown Ypsilanti, along four different routes (#3, #4, #5 and #6) with the #4 Washentaw corridor supporting 8 trips per hour in the peak and 4 trips per hour in off peak. The #4 has two branches, with the divergence close in to downtown Ann Arbor, with the 4B serving the Central Campus Transit Center, and the 4A serving the Hospital.

So a very economic way to approach this may be to convert the either the 4A or the 4B into an express, serving either the Central Campus TC or the Hospital in addition to Blake Transit Center, whichever is more attractive to the Ypsilanti market. It appears feasible to design this as a Rapid Bus, or “BRT Lite”, with 1-mile spacing, or a long non-stop zone. TheRide could maintain the current service levels, with half of the runs running local and half running express. This would likely save a bus (through running time) and at least 2 drivers per day. Most importantly for tapping into potential ridership gains, this could legitimately be branded as a signature service in TheRide’s busiest corridor.

Recommended Actions

- Offer to help TheRide design and cost out an express service that would optimize the opportunities outlined above.
 - This would likely not be a pure overlay, but rather an upgrade of their existing corridor service.
- Complete a survey of Downtown service and technology workers to identify their preferred housing options.
 - For those who identify Ypsilanti, ask specific questions about the value of existing and potentially-improved transit options for getting to their Downtown jobs.
 - Use response to gauge how much new ridership might be gained from faster, one-seat options.

Supportive Strategies

1. Continue to Coordinate on Plans to Develop Rail-Based Transit

The several projects being explored and developed for introducing rail-based transit service to Downtown offer the potential to transform the role of transit in meeting commuter, resident, and visitor travel needs. Compared to the potential improvements offered by the service expansions planned by TheRide, however, these options remain conceptual, with significant funding, legal, and operator-identification challenges remaining to be addressed. Nonetheless, they present an opportunity to the DDA to shape the decision-making as these options continue to evolve.

Recommended Actions

- Seek to influence the development of each option, and any decision making in prioritizing between them, based their relative potential to reduce parking needs as Downtown continues to realize its full and evolving growth potential.

EXPAND TDM FOCUS



Downtown’s residential and commercial growth potential justifies robust investments in better mobility and continued TDM investment. These types of improvements and programs bring several co-benefits that go beyond their capacity to reduce commuter parking demand, including increased physical activity, reduced traffic congestion, improved access and mobility for non-drivers/non-car-owners, and stronger market viability in competing for residents, employers, and visitors.

ADD *IN-DOWNTOWN* STRATEGIES/PROGRAMS

The value of the go!pass and the overall getDowntown program goes well beyond reducing monthly parking permits. Past and ongoing TDM efforts help to maximize the value of Downtown’s multimodal transportation resources, expanding mobility options and reducing dependency on parking and personal-auto access. Past success has allowed Downtown growth and economic development to significantly outpace parking supply expansion. This is particularly remarkable within the greater Detroit region, and will be increasingly valuable to the future of Downtown as more and more residents, job-seekers, employers, and visitors demonstrate increasing preference for walkable, bike-friendly, transit-rich urban environments.

Transformative Changes

1. Develop A moveDowntown TDM Program

A distinct TDM program, focused on expanding and promoting *in*-Downtown mobility options, will make it easier to live, or spend a day at work or play, in Downtown without a car.

Recommended Actions

- Foster & promote new mobility resources: Seek collaborative partnerships with developers and providers of new mobility resources, including but not limited to the following.
 - Car-share, including options to bring “one-way” car-share providers, which now includes Ford¹, and “peer to peer”² systems, to Downtown
 - Bike-share, which could play a role in reducing auto and parking demand among Downtown residents, particularly if developers are induced to invest in its expansion
 - Sourced-Ride services (Uber/Lyft), including marketing these emerging resources to promote the increasing viability of car-independent Downtown living.
- Improve bicycle facilities to encourage a broader range of riders.
- Explore Downtown Shuttle/Circulator options, particularly during evenings, weekends, and events like Farmers Markets, when off-street parking demand tends to cluster within some facilities, leaving others with significant capacity.
 - Clearly identify the objectives of the service, and ensure that funders support them
 - Research best practices from comparable downtown’s that have maintained successful services as long-standing local mobility options.
- Work with the City to implement recommendations that resulted from the Downtown Street Design Manual to install bike facilities on William Street, connecting to the bike facilities on Liberty and Packard and creating an east-west connection.
- Identify & promote the Library Lane/Blake Transit Center as a unique, urban mobility hub resource for Downtown.
 - Mark on DDA, getDowntown, and TheRide maps
 - Install on-site wayfinding that calls out various modal options, and distance in time by mode.
 - People’s Food Coop: 8-minute walk, 3 minutes by ArborBike, 6-8 minutes via #1,9, or 12B bus
 - Detroit Airport: 45 minutes by AirRide, 33 minutes by ZipCar
 - Briarwood Mall: 10 minutes by ZipCar, 22 minutes by #6 bus
 - Continue to emphasize this hub as new Downtown mobility options emerge.

¹ <https://media.ford.com/content/fordmedia/fna/us/en/news/2015/05/26/ford-brings-dynamic-car-sharing-experiment-to-london--first-serv.html>

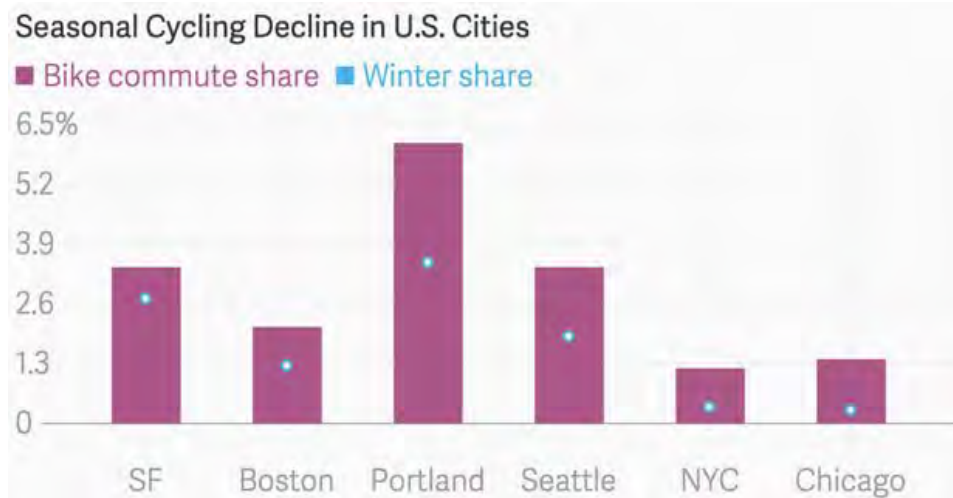
² <https://turo.com/how-turo-works>

- Develop a moveDowntown survey to track mode shares and patterns for local travel.

2. Promote Better/More Year-Round Bike Commuting

Ann Arbor is not alone, in that during the cold, snowy months, many cycling commuters decide to take other forms of transportation to work. In fact, in many cities, cycling declines by more than half during the coldest months, as shown in the graphic below.

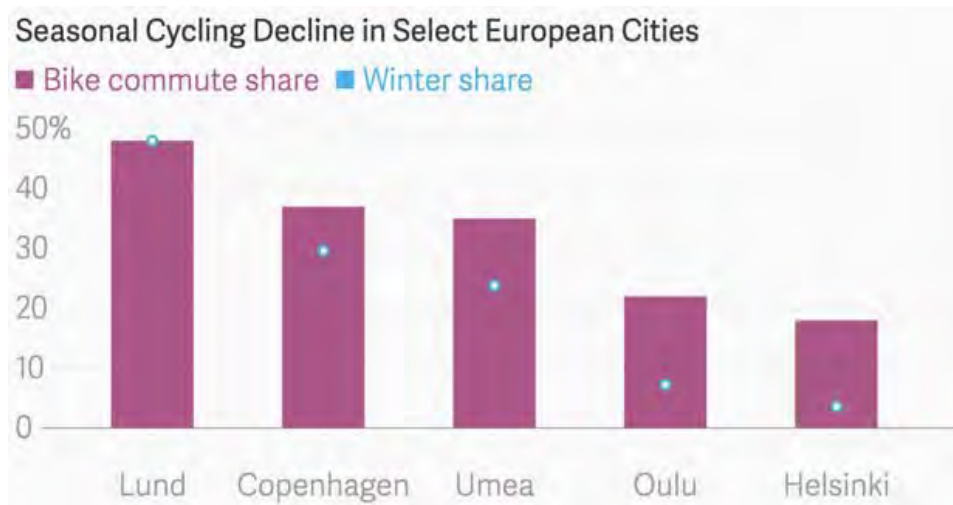
Figure 5 Seasonal Cycling Comparison in US Cities



Source: Steve Raney via CityLab.com

However, many European cities maintain a much greater share of cycling commutes during the frigid months.

Figure 6 Seasonal Cycling Comparison in European Cities



Source: Steve Raney via CityLab

Lessons from these cities indicate that snow clearance and programs to keep cyclists motivated to ride are key to the reducing the typical winter drop in cycling rates. Many European cities have developed highly innovative strategies to motivate commuters to cycle during winter months.

- Proactive snow-clearance practices
- Distributing information on cycling visibility, bike maintenance, and clothing
- Providing public services like a free winter bike checks, maintenance courses, and one-on-one route advising and commute training
- Offering “perks” to winter riders, such as group breakfasts, cycle lights, and free studded tires.
- Creating promotional/motivational videos on cycling to work in winter.

Downtown’s high level of transit connectivity helps capture much of the winter shifts away from bike commuting, which helps extend the parking-demand reduction benefits of bike commuting into the peak parking-demand season. More year-round bike commuting, however, can be useful in maintaining public health gains from this active commute mode, and make clear the case for investments in better, safer bike-infrastructure throughout the region.

Recommended Actions

- Work with the City to advocate for improved winter maintenance of bike and pedestrian amenities.
 - Ensure that snow-clearance practices do not neglect bicycle facilities, such as bike lanes
 - Similarly, enacting *Pedestrian Safety and Access Taskforce* recommendations for more/better snow clearance practices for Downtown sidewalks will help extend Park Once efficiencies into winter months.
- Develop a Winter Cycling Survey as part of the next round of getDowntown surveys
 - Ask bike commuters about seasonal variation in their mode preferences
 - Identify alternate modes most commonly used in winter months
 - Identify key barriers to year-round cyclingIdentify potential improvements, incentives, programs that could overcome common barriers

Supportive Strategies

1. Position Downtown to Attract Innovative Car-Share Operators

Car-sharing is currently experiencing a time of heightened innovation. The one-way rental model, pioneered successfully by small start-ups, is attracting established car-share companies and even Big 3 car manufacturers. Peer to peer car-sharing, which works like Uber/Lyft for car-sharing, is also proving viable in markets similar to Downtown.

When ZipCar first arrived in Downtown, its commitment was based on revenue assurance and other forms of support from the DDA. With Downtown a now-proven and increasingly desirable market, the DDA should seek to bring as much competition and innovation to town as possible. Options to consider for maximizing Downtown's appeal to service providers include the following.

Recommended Actions

- Engage with established and emerging companies.
- Incentivize innovation that adds value to existing mobility resources.
- Look for synergies with Detroit-region providers.
- Allow vendors offering proven service models to compete freely for market opportunities
- Address concerns about dedicating public resources (on-street and DDA parking) for private companies, by identifying the multiple public benefits of improved car-share access.
 - Lower cost of Downtown living as car ownership becomes increasingly unnecessary
 - Reduced parking demand, which reduces parking rates over time, in DDA facilities
 - Support for the city's sustainability objectives, via the well-documented links between car-share access and increased walking, cycling, and transit use³

2. Explore Fleet-Share Strategies

Car-share companies like ZipCar have developed fleet-share programs that offer reduced costs and improved performance compared to traditional fleet operations. In doing so, such programs reduce fleet-vehicle parking needs, improve and expand access to shared vehicles for workday trips, and increase the number of shared vehicles available to public members during evenings and weekends. This can reduce employer impacts on Downtown parking demand, make non-drive-alone commuting more viable for employees who drive in the course of their work, and reduce Downtown-resident parking demand by expanding the pool of shared cars available for evening/weekend use.

Recommended Actions

- Work with ZipCar and other fleet-share providers, Washtenaw County, the City of Ann Arbor, and possibly DTE to explore the viability of a fleet-share pilot.

³ *Impact of Carsharing on Transit and Non-Motorized Travel*, Elliot Martin, Susan Shaheen, UC Berkeley, 2011.
<http://tsrc.berkeley.edu/sites/default/files/The%20Impact%20of%20Carsharing%20on%20Public%20Transit%20and%20Non-Motorized%20Travel.pdf> (PDF page 17)

- Identify Downtown benefits as objectives for such arrangements, to include:
 - Reducing parking impacts from large employers;
 - Reducing drive-alone commuting by providing more/better workday car-share access; and
 - Making more car-share vehicles available when most used by Downtown residents.

COORDINATE WITH DEVELOPMENT-REVIEW PROCESS

Transformative Change

1. Develop TDM Standards for Updated Zoning

Downtown cycling accommodations and enthusiasm, ever-improving walkability, and expanding transit services are increasingly marketable aspects of Downtown living and working opportunities. However, within key growth markets, private parking amenities continue to be a common and assumed amenity. Incorporating TDM into the development-review process may be the best means of transforming this pattern of assumption and accommodation toward one better suited to Downtown.

Recommended Action

- Work with City Planning to incorporate incentives and/or requirements for TDM-commitments from developers, into planned updates to the City's Zoning Ordinance, such as the following.
 - go!pass participation
 - Unbundled parking (residents pay full cost of all parking provided)
 - Bike parking in excess of requirements
 - Bike-commute amenities, such as showers and changing facilities
 - On-site car-share parking, a proven means of reducing car ownership rates on-site and beyond⁴
 - Providing space and/or funding for an on-site bike-share station
 - Providing funding for a nearby bike-share station
 - Providing a Bike House on-site.

DEVELOP EVENTS-BASED TDM

Transformative Changes

1. Develop Management Strategies Specific to Farmers Market

As the most frequent, high-impact events in Downtown, the Farmers Markets, held on Wednesdays and Saturdays in Kerrytown, merit a particular focus for demand management strategies.

⁴ <http://www.accessmagazine.org/articles/spring-2011/impact-carsharing-household-vehicle-ownership/>

Recommended Actions

- Convert existing loading zones to customer pickup/dropoff stations on market days.
 - This will improve access for market-goers with limited mobility.
 - It will also better accommodate those making large or heavy purchases, making more remote parking options viable in the process.
- Provide dedicated vendor parking locations to reduce vendor parking impacts on customer access.
 - Preliminary options to consider include:
 - The loading zone on Kingsley Street at 5th Avenue
 - The rear, side lot along the north side of Community High School
- Encourage vendors to use available options that customer find less appealing, such as the lower level of the Washtenaw County lot and the Ann Ashley structure.
- Work with Washtenaw County to keep the gate arms down at their nearby surface lots to encourage Market vendors/employees to park at Ann Ashley, thus keeping these free lots more available to customers
- Work with the Market to promote early-morning benefits at the Market, including the best pick of produce and parking. The Market opens at 7am and gets really busy at 10am. Expanding demand earlier before the rush will contribute to alleviating parking frustrations.

Figure 7 4th Avenue Loading Zone



Supportive Strategies

1. Develop a TDM Toolbox for Seasonal and Annual Events.

Recommended Strategies

- Coordinate with UM to seek strategic use of any excess capacity they may have at these times.
- Cross-Market with local businesses to offer package deals, which can encourage event-goers to come early, or stay late, reducing peak ingress/egress impacts on parking facilities, and possibly spreading demand to less congested areas of Downtown during the event.
- Create a Transit Marketing Plan to make sure event-goers know their options, including any special services being offered for the event.
- Incorporate remote and off-site parking, with discounts and shuttle services offered to encourage their use.
- Sell pre-assigned parking along with event tickets to reduce search traffic and optimize the effects of pricing strategies (which can be ineffective or counter-productive when they take patrons by surprise).
- Offer VIP parking to make use of market mechanisms that can distribute demand more evenly across a greater number of parking locations.
- Reserve some of the most convenient spaces for High Occupancy Vehicle parking.
- Offer Public Valet to improve parking convenience and expand capacities of existing facilities.
- Develop a Bike Valet program to incentivize more use of bikes by eliminating doubts about finding somewhere to park.

EXPAND SHARED PARKING



ADD MORE SHARED OFF-STREET PARKING

High-growth real estate costs, limited site availability, demanding design/construction standards, and the DDA's policy that parking expansions must be paid for by parking revenues, all suggest it is unlikely to be financially feasible for the DDA to significantly overbuild new parking. The consequentially modest pace of expansion also provides time and opportunity for Mobility and TDM investments to continue to reduce future supply expansion needs. Finally, to the extent that increased supply can shift more parking demand away from private/accessory facilities, there may even be an upside to periods of oversupply.

Overbuilt parking that is designed, built, and maintained as a public, shared resource can be used to accommodate more growth, encouraging further development with a standing supply of accessible parking, until a more optimal supply/demand balance can be regained. Continuing to prioritize Mobility and TDM opportunities to create "excess" capacity within existing supplies, will extend the impact of these shared resources even further. This combination of periodic supply expansion, and continual Mobility and TDM improvements, has been the formula for Downtown's growth achievements over the past decade or more. It should be continued.

Transformative Changes

As City development premiums for D1/D2 zoning are reconsidered, the shared parking incentive should be reconsidered as an opportunity to make expansions of shared/public parking a common component of larger development projects. The obstacles to developing new DDA parking facilities, as identified above, make it difficult for shared parking capacities to keep pace

with development and growth. More directly linking shared parking expansion to the development process would address this limitation, and ensure that lack of public parking does not depress otherwise viable Downtown investment.

Recommended Actions

- Work with City Planning to preserve and/or update the FAR-premium incentive to include shared parking within new developments.
- Option 1: Keep parking requirements for premium FAR, but add shared parking to the requirement
 - The first 20 required spaces, and at least 50% of all spaces provided, must be offered to the DDA to be managed as part of the public parking system.
 - If all spaces are offered to the DDA, any requirements are cut in half
 - Offer = DDA is given the Right of First Refusal on these spaces. The DDA can say Yes immediately, or at any time in the future, to this offer, based on its evolving needs.
- Option 2: Refine the Shared Parking Premium Option
 - The first 20 spaces provided, and at least 50% of all spaces provided, must be offered to the DDA to be managed as part of the public parking system.
 - If all spaces are offered to the DDA, the project can build to the full premium
 - 50% of the premium is attainable otherwise.
 - Offer = Right of first refusal. The DDA can say Yes immediately, or at any time in the future.
- For all development:
 - Allow all requirements to be met through an In Lieu Fee, or comparable alternative, set at a sliding scale based on the number of spaces required.
 - Allow minimum requirement ratios to define a maximum quantity of parking spaces that can be reserved as private parking for the development.
 - Allow capacities in excess of this level only if a meaningful share of the overall supply is shared, or if the developer pays a fee comparable to the In Lieu Fee.
 - Dedicate all In Lieu Fee revenue to fund non-driving mobility improvements and/or TDM.

2. Expand Ann Ashley

The Ann Ashley structure is designed to accommodate up to three additional levels of parking. This structure is located in an area of Downtown that has seen significant residential and commercial growth. The DDA is currently exploring options for realizing this expansion potential, including potential funding partners. Additional floors could add as much as 375 spaces to this increasingly popular facility.

Recommended Actions

- Work with funding partners to realize this project, primarily by highlighting the benefits of using this facility, rather than expanding private employee facilities
- Highlight the public benefits of expanding the evening and weekend capacities at this location, near several popular entertainment venues

- Use funding partnership to redefine the DDA's role in diversifying employee commute benefits, and helping employers manage their parking needs (including potential, innovative fleet-management strategies as noted above).

Supportive Strategies

1. Continue to Pursue Joint-Development Opportunities

The development of the Library Lane and 1st and Washington projects provide useful lessons on the two, most-viable models available to the DDA for partnering on private-development/public-parking projects. In the case of the Library Lane structure, this project was lead by the DDA, and designed to accommodate private-sector, multi-story development above (which has yet to be realized). 1st and Washington, by contrast, was led by private developers, with the DDA helping to fund, and agreeing to manage, the parking structure built into the base of the building.

The limitations of this approach include the following.

- A somewhat modest expansion of public parking capacities, relative to what a fully public facility could provide.
- Challenges of coordinating on funding, design, and construction elements of the project, and managing a site co-located with private land uses.
- Identifying viable private developer partners, with suitable projects and development sites, and the means and patience to address the challenges of co-financing this type of parking facility.

The advantages seem to far outweigh these limitations, however, particularly in comparison to building stand-alone structures, or publicly-funded mixed-use projects. These include the following.

- Addresses the limited site opportunities available to the DDA for developing new parking structures on its own.
- Addresses the urban design concerns regarding, and public resistance to, stand-alone parking structures.
- Offers opportunities for cost-sharing efficiencies, that could reduce the per-space cost to the DDA, relative to the capacity increase provided by the project.
- Gives the DDA design control over parking facility design at private developments, including how the entrances and exits interface with adjacent sidewalks and streets, but also where bike parking is located, and opportunities to provide pedestrian easements through the facility.⁵
- Perhaps most importantly, this facilitates the sharing of all facility spaces that are not needed to support the development, creating an opportunity to gain public access to resident/commuter spaces through effective TDM programs that reduce vehicle-ownership and driving-commute rates.

⁵ This is one of the Lessons Learned from 1st/Washington. The DDA did not have control over design standards, which led to reduced functionality and efficiency. In future arrangements, it should be clear that the DDA has design control over the parking facility component of future joint-development projects.

Recommended Strategies

- Continue to work with interested developers to explore viable joint-development opportunities.
 - Developer interest, suitable site opportunities, and strong stakeholder support may make this feasible in the South University Area.
 - Future opportunities for the 5th and Huron lot might find strong support among Kerrytown businesses.

EXPAND EVENING/WEEKEND PARKING CAPACITIES

Transformative Change

1. Pilot On-Street Public Valet

An on-street public valet drop-off/pickup station can greatly expand access to on-street parking during high-demand times. These services provide a high level of parking convenience, make effective use of underutilized off-street locations, and promote park-once by allowing the service to be used as an extension of the DDA's public parking operations. A public valet can also facilitate shared parking arrangements by controlling access to a potential shared lot, and assuming any increased liability. This can open up access to private parking lots that might otherwise remain significantly underutilized during evening and weekend peaks.

Figure 8 Signs Noting Evening-Based Public Valet in Uptown, Cleveland



Recommended Actions

- Develop a pilot near the Library Lane mobility hub.
- Potential valet station locations to explore include the 4th Avenue frontage of the 4th & William structure and the Palio Lot.
- Pursue arrangements to use nearby private lots, including Detroit Edison, the UM Credit Union, and the USPS lots.

RECOMMENDED FOR FURTHER STUDY



1. Develop a Residential go!pass Program

This pass program would target residential developments, providing deeply discounted, unlimited-ride, monthly bus passes to all residents within participating developments. Similar pass programs have been developed where successful, employer-focused programs have been established.⁶ Common elements include:

- The program is structured similar to an established, employee-based program.
- Participation is structured around apartment/condominium buildings, which function similar to the function of employers in the go!pass program.
- Residential associations can be included to ensure that single-family-home residents can participate.

⁶ <http://www.vta.org/getting-around/fares/eco-pass-residential-faq>

<http://www.rtd-denver.com/Neco.shtml>

<http://www.bouldercounty.org/roads/transit/pages/ecopass.aspx>

- Learn from the experiences, strategies, and outcomes from similar efforts in peer cities.

Recommended Next Steps

- Reach out to Boulder and other peer communities with residential pass programs.
- Identify program details, including costs and other implementation challenges, and outcomes to date
- Assess cost/benefit of this TDM-expansion option, particularly in terms of the capacity to:
 - Reduce vehicle ownership rates among Downtown residents
 - Reduce resident parking impacts on DDA capacities

2. Manage Enforcement Directly

The most effective means of ensuring that parking enforcement remains closely aligned with management strategies and objectives will be for the DDA to manage the enforcement program directly. A successful performance-focused approach will, by design, lead to increased compliance and reduced parking citations. The DDA is distinctly well-positioned to appreciate the long-term economic benefit of such a transition, which will be much greater than any resulting loss in citation revenue. Articulating this benefit clearly will be necessary to build support for change.

Recommended Next Steps

- Continue to dialogue with the City on the importance of transitioning parking enforcement away from the City's Police Department to the DDA.
 - This will require arriving at a means by which the City can share in the long-term benefits of performance-focused enforcement, in compensation for any lost enforcement revenue.

3. Build Up on the Library Lane/Transit Center Mobility Hub

The Library Lane/Blake Transit Center has emerged as a dynamic, connected-mobility hub, providing Downtown with a vital center of mobility services and intermodal connections, including the following.

- Two of the DDA's largest parking structures;
- Blake Transit Center: The hub of TheRide's bus network;
- AirRide: TheRide's express-bus service to the Detroit airport;
- ZipCar car-share: Long-demonstrated to reduce private vehicle ownership and parking, and poised to offer one-way rentals to better complement transit-connection options;
- ArborBike bike-share: already improving transit connections to jobs located beyond walking range of the transit center;
- Pedestrian amenities, including a mid-block cut-through between 5th Avenue and Division Street, and ample plazas and seating; and
- Several bike racks.

These combine with important public amenities — public restrooms, drinking fountains⁷, shelter/indoor seating, and the City's main library — to create a distinctive example of what an urban

⁷ <http://www.citylab.com/navigator/2015/07/can-the-drinking-fountain-make-a-comeback/399098/>

mobility hub can be.⁸ The interplay of mobility and non-mobility amenities brings a broader segment of the public into contact with the wide range of options for getting to, moving about, and/or settling in to live in Downtown without owning a car. Options for building upon this unique achievement, and bringing even more people into its spaces, include the following.

- Developing and promoting the hub as a standing area for taxis and sourced-ride services (Uber/Lyft)
- Adding one-way car-sharing
- Providing free wifi to facilitate use of app-based mobility options in this area
- Hosting Community Bike Repair events in plaza spaces
- Promoting synergies between the transit center and the Library Lane ArborBike station
- Adding a getDowntown kiosk or storefront, similar to those provided near hubs in Arlington County, which provide staff to offer mobility information and direct transit pass sales.

Figure 9 Commute Store in Arlington County, VA



Image source: <http://www.arlingtontransportationpartners.com/>

Recommended Next Steps

- Explore strategies for funding public wifi in this area, perhaps with information on accessing it co-located with information on the Mobility Hub's component services/amenities

⁸ http://bostoncompletestreets.org/pdf/2013/5_3_MobilityHubs.pdf

- Explore costs of developing a getDowntown Store at the Blake Transit Center or nearby
- Seek opportunities to improve pedestrian connections between 5th and 4th Avenue, on or near the transit center property.
- Ensure the best feasible in-street bike facilities along these blocks of 4th and 5th Avenue and Division Street.
- Explore options for closing 5th Avenue, between Library Lane and William Street for bike-promotion events, such as Community Bike Repair workshops or Bike Rodeos.⁹

4. Allow Evening and Weekend Parking along Huron Street

Figure 10 Modest Traffic and Minimal Activity along Huron Street at Night



Evening and weekend traffic volumes likely drop low enough to accommodate parking along this street, precisely when more on-street spaces are most desired. Parking is currently allowed on Sundays to accommodate those attending places of worship. This represents a successful precedent that could offer significant supply-based improvements if expanded to evenings and Saturdays.

Parking along this street would be highly convenient and certainly well-used. This would help activate Huron Street, which currently tends to be devoid of much pedestrian activity. Activation would help reduce the visual and psychological barrier this street currently creates between the Kerrytown area and all of Downtown to the south.

Recommended Next Steps

⁹ <http://www.saferoutesinfo.org/program-tools/organizers-guide-bicycle-rodeos>

- Work with MDOT to identify performance measures that could demonstrate the viability of allowing parking during evenings and weekends along the Downtown blocks of this street

5. Expand Access to the Community High School Lot

An agreement with Community High School for evening use of its primary parking lot, similar to the agreement for daytime use on weekends and summers, would add dozens of well-maintained, centrally-located spaces to support evening-oriented businesses and events in the Kerrytown area. On most nights, school-based, evening parking demand is likely quite modest, with the school's 14-space back lot likely sufficient to accommodate it. When evening-based events are held at the school, the DDA could place signs on the meters in this lot, restricting access to school use.

Recommended Next Steps

- Reach out to school officials regarding potential agreements for evening use of this lot, currently signed as permit-only on non-summer weekdays.
 - Option 1: Seek to allow public parking during evenings, similar to the current agreement for summer-weekday and weekend use.
 - Option 2: If Option 1 is not agreeable to school officials, seek to allow employee parking during evenings, to be controlled by permits provided to employees of Kerrytown businesses.
- Reach out to Kerrytown merchants to explore interest in co-funding lot improvements, with the DDA, as part of any potential agreement.

6. Continue to Refine Park and Ride Strategies

Many stakeholders interviewed for the project had tried Park and Ride options but found that the additional stops between the lot and Downtown made the trip too time consuming. By contrast, some Park and Ride lots are clearly very popular, successfully reducing commuters parking costs and shifting parking impacts outside of Downtown. TheRide has spent much time and effort on defining strategies for replicating its successes, and not repeating failures, but no clear solutions have emerged to date. The potential of this strategy, however, and the fact that success does have multiple precedents around the city, makes this a strategy worth continuing to pursue and refine.

Recommended Next Steps

- Work with TheRide to refine findings from its Park and Ride analysis, and implications of planned service changes/expansions.
- Identify which existing Park and Ride lots attract significant Downtown commuters, as distinct from UM campus commuters.
- Survey those on DDA permit wait lists for Park and Ride lot location suggestions that might serve their needs until they receive their permits.
- Work with sourced-ride service providers (Uber/Lyft) to explore opportunities to serve lots that might be well-utilized, but are not located along a viable Ride bus route.

7. Close Regional Bike-Network Gaps

Connecting regional bike routes to Downtown will be essential to increasing Downtown-commuters' cycling mode share. While the Downtown bike network connects many areas of Downtown, outside of the DDA boundary bike infrastructure is piecemeal and disconnected. With a more robust and

complete network, the effective bike-commuter catchment area for Downtown could easily extend into the 2-5-mile range. Closing network gaps within this catchment should be a priority. The inverse is true as well - where there is good connectivity to downtown (Liberty and Packard), continuing the bike network into and through downtown should be a priority.

Recommended Next Steps

- Coordinate with the City and MDOT to prioritize improvements that facilitate bike commuting to Downtown. This would focus on routes that make connections to Downtown facilities, within a 2 to 5-mile catchment of Downtown.
- Coordinate with Greenway project planners to ensure a similar focus on improving routes that offer potential to increase bike commuting.
- Implement recommendations that resulted from the Downtown Street Design Manual to install bike facilities on William Street, connecting to the bike facilities on Liberty and Packard and creating an east-west connection.

8. Track Expansion of Sourced-Ride Service Impacts and Opportunities

These ride service companies (Uber/Lyft) are rapidly moving into new markets, and are already making carless living and commuting more viable among those most familiar with them. These services will become an increasingly valuable option for Downtown commuters, visitors, and residents, offering near-door-to-door, one-seat convenience, to any destination, at a cost comparable to public transit, and no need to park.

Ridesharing

UberPool¹⁰ is just one example of these efforts, meant to allow multiple passengers to share an Uber ride to save on costs. Lyft¹¹ has a similar service, removing the need for interested commuter to find their own shared-ride matches.

Transit Coordination

These services are working closely with many mass transit agencies, offering complementary services that can reduce the agencies' costs for low-ridership services, or increase ridership by offering first/last mile connections.¹²

Senior Mobility

These services are working on solutions to make themselves more accessible without smartphones.¹³ This includes the growing population of seniors could benefit greatly from better mobility options, but tend to be less comfortable with purchasing goods or services with smartphones.

10 <http://newsroom.uber.com/announcing-uberpool/>

11 <http://www.chicagotribune.com/bluesky/originals/ct-lyft-line-chicago-bsi-20151204-story.html>

12 http://www.huffingtonpost.com/entry/uber-mass-transit_5693d714e4b0a2b6fb70de5b

13 <http://techcrunch.com/2016/01/12/lyft-announces-partnership-to-help-seniors-without-smartphones-get-around/#.av3er1s:U20P>

Recommended Next Steps

- Develop contacts among key providers of innovative mobility services.
- Track emerging interests in new markets, like transit coordination and senior mobility.
- Specifically seek out interests in developing “next generation” version of “carpool” remote parking lots.
- Coordinate with UM and SMART stakeholders and thought leaders to track emerging opportunities

9. Pilot Bike-Mobility Strategies at Farmers Markets

There are several Bike-mobility opportunities that may be worth exploring to reduce parking demand or make remote parking locations more viable for market-goers. The planned redesign of N. Fifth Avenue and the construction of an all-season Market building provide a unique opportunity to pilot some of these concepts as part of the broader changes.

Recommended Next Steps

Work with Market planners and survey merchants and customers to identify bike-mobility options that might offer meaningful improvements, and synergies with the planned Market overhaul. Options to explore with these stakeholders include the following.

- Providing free, one-time rides on ArborBike with a set level of Market purchases.
- Providing delivery service, potentially via tricycles/cargo-bikes (trikes) + market volunteers who might work for tips.
- Providing a pedicab service, using trikes to cart goods or carry market-goers between the market and remote parking options or other areas of Downtown
- Promote access to ArborBikes, which, stationed at the Market, provide baskets that can accommodate carrying of smaller parcels to nearby homes, remote parking options, or other areas of Downtown

10. Event Permit Districts

Event Permit Districts allow for the utilization of residential on-street parking near arenas without inundating neighborhoods with spillover. The University of Oregon, which has pioneered the practice for its new \$227 million basketball arena, sells 500 event-day permits to park in a designated neighborhood near the arena. In addition to this, residents receive two free permits per property in the Event Permit District, and are given the option to buy additional permits at market price. To ensure that regulations are effective, fines are doubled in the district during events. The university uses the revenue from the permits to pay the city for managing the district. By implementing the strategy the university is able to avoid a game-day parking crush without bearing the cost of an expensive parking structure that would be underutilized outside of event hours.¹⁴

¹⁴ Donald Shoup. The High Cost of Free Parking. American Planning Association, 2011, pp. 693-694.

Recommended Next Steps

- Work with UM planning partners to gauge interest in jointly exploring such options.
- Given ample availability among metered on-street parking on many Downtown streets during UM Football games, explore the option of selling daylong, date-specific permits to park and walk to the game from these spaces, which will be particularly appealing to game attendees who plan to return to Downtown after the game.

IMPLEMENTATION GUIDE

STRATEGIC ACTION PLANS

Maintain Consistent Availability among Short-Term Spaces

Key Performance Target: 15% of spaces, on most blocks, at peak

Action Plan

Recommended Actions	Key Steps	What to Measure	Measure To Target	Data Needs	Role of Key Strategic Partners	Financial Implications
Year One						
Establish a structure of Prime, Base, and Reduced rates for on-street parking, as follows. <ul style="list-style-type: none"> \$2.40/hour \$1.80/hour (~75% of the Prime rate) \$1.20/hour (50% of the Prime rate) 	Apply: <ul style="list-style-type: none"> the Prime rate to all ePark on-street spaces, the Base rate to all other spaces currently priced at \$1.60/hour, and the Reduced rate to all spaces currently priced at “half rate” 	Weekday Midday utilization among Prime- and Base-rate spaces	Gap between the two is less than 10 percentage points. (Currently estimated at 50 percentage points)	Sample occupancy data, Thursday, 1PM counts, averaged each month.	The <u>Downtown business community</u> should understand the value of maintaining access to Downtown’s most-valued parking spaces. This may require persistent messaging. Most importantly, the approach has to be consistent – see Adjust Meter Schedules Action in Year Two.	This change should be significantly revenue-positive.
Upgrade Meter Technology	<ul style="list-style-type: none"> Install more ePark meters Upgrade and promote mobile payment system 	Average meter transaction level	Increasing annually	Transaction data for all metered spaces	The <u>Downtown business community</u> should understand the value of better accommodating drivers’ strong preference for ePark spaces, as demonstrated in Study data. Package as part of a “Making On-Street Parking Better” suite of changes to promote to businesses.	The cost to purchase and install more ePark meters should be more than offset by the increased revenue that should result from having more of these meters, which average twice the revenue of standard meters, per occupancy.
Formalize a Performance-focused Pricing Policy	<ul style="list-style-type: none"> Formalize a policy that specifies a clear, performance-focused rate-setting policy 	Support for Availability-Focused Pricing adjustments	Reduced resistance to price adjustments that are supported by formal pricing approach, and performance measures	This is a qualitative measure	Getting buy-in on this from the <u>Downtown business community</u> and <u>City policy makers</u> should improve future conversations and debates about rate adjustments.	Staff Time Only
Year Two						
Adjust Meter Schedules to Align with Peak Demand	<ul style="list-style-type: none"> Adjust the meter-enforcement schedule to begin at 10AM, rather than 8AM, Monday – Saturday. Adjust the meter-enforcement schedule to continue until at 10PM, rather than 6PM, Monday - Saturday. 	<ul style="list-style-type: none"> Morning Utilization Evening Utilization 	<ul style="list-style-type: none"> Availability is between 10% and 20% on most blocks, at 11AM Availability is between 10% and 20% on most blocks, at 9PM 	<ul style="list-style-type: none"> Sample occupancy data, Thursday, 11AM counts, averaged each month. Sample occupancy data, Thursday, 9PM counts, averaged each month 	The best means of building <u>Downtown business community</u> support for performance-based pricing is for its application to be consistent. This means adjusting rates when, and not just where, demand constrains supply.	This change should be significantly revenue-positive, as it shifts hours of meter enforcement from low-demand mornings toward high-demand evenings.

PARKING & TDM STUDY | PARKING MANAGEMENT PLAN
[Ann Arbor Downtown Development Authority](#)

Recommended Actions	Key Steps	What to Measure	Measure To Target	Data Needs	Role of Key Strategic Partners	Financial Implications
Implement Performance-Focused Enforcement	<ul style="list-style-type: none"> Work with the City to develop a performance-focused enforcement program 	<ul style="list-style-type: none"> Share of tickets that are "first time" violations. Number of tickets issued 	<ul style="list-style-type: none"> Increasing annually Declining annually 	<ul style="list-style-type: none"> Ticket data 	The City enforces on-street parking. Buy-in from <u>the Police Department</u> and <u>City policy makers</u> will be essential.	This action aims to increase compliance, which would have a negative impact on enforcement revenue. This would be moderated somewhat by the increased fine levels for repeat-offense violations.
Begin to Eliminate Time Limits	<ul style="list-style-type: none"> Do not enforce time limits when meter enforcement is extended into evenings. Eliminate time limits on Saturdays 	<ul style="list-style-type: none"> Number of tickets issued 	<ul style="list-style-type: none"> Declining annually 	<ul style="list-style-type: none"> Ticket data 	The City enforces on-street parking. Buy-in from <u>the Police Department</u> and <u>City policy makers</u> will be essential.	This action removes a barrier to compliance, but should only have a marginal impact on enforcement revenue.
Year Three						
Create a Communications Plan	Include coordinated Information, Wayfinding, and Signage components	Time spent finding short-term parking	Decreasingly annually	Intercept-survey data	A consultant/firm specializing in innovative Information Design should be sought through an RFP process.	\$10,000 (targeted improvements) - \$100,000 (new, coordinated, comprehensive)
Ongoing						
Adjust Rates to Attain/Maintain Target Performance	<ul style="list-style-type: none"> Complete monthly, sample surveys of key blocks, at key times Analyze data to track blocks that are consistently constrained or underutilized during demand peaks Adjust rates accordingly, on an annual basis, providing time for drivers to adjust to changes, and surveys to document any subsequent changes in utilization patterns. 	Availability during demand peaks	~15%, on most blocks	Sample occupancy data, Weekday 1PM and Friday 8PM	The best means of building <u>Downtown business community</u> support for performance-based pricing is to make sure its application is consistent. This means continuing to apply the approach, each year, based on documented performance measures.	Will be revenue-positive as long as demand continues to increase relative to supply.

Maintain Permit Availability

Key Performance Target: Wait list is less than 12 months at each location

Strategic Action Plan

Recommended Actions	Key Steps	What to Measure	Measure To Target	Data Needs	Role of Key Strategic Partners	Financial Implications
Year One						
Increase Permit Rates	Increase the rate for the standard and reserved monthly permits by ~20%.	Estimated waiting period for standard monthly permits	6 months	Wait list and average permit-turnover rates	This is the best option for quickly making more permits available at all DDA facilities. This is the messaging that should be used to gain support among <u>Downtown employers</u> , particularly those interviewed during the study, who stressed the importance of having the option to provide monthly permits at preferred parking locations in aid of employee attraction/retention.	This change should be significantly revenue-positive.
Introduce Discounts to Facilitate TDM & Cost Equity	<ul style="list-style-type: none"> Do not raise rate for carpools Discount, based on go!pass utilization Discount for employers actively engaging with getDowntown 	<ul style="list-style-type: none"> Carpool permit sales go!pass utilization Employer-getDowntown coordination activity 	Increasing monthly	<ul style="list-style-type: none"> Permit sales go!pass use data getDowntown activity tracking 	This provides three, viable options for individuals and/or employers to avoid the proposed rate increase, in return for actions that should help reduce monthly parking demand, in the long-term. For this to work, these options will need to be clearly and broadly communicated to <u>Downtown businesses and commuters</u> .	No significant impact, as this is actually just holding rates steady for these customers.
Year Two						
Add an "Occasional Parking" Benefit	<ul style="list-style-type: none"> Provide go!pass holders allowance of daily passes. Introduce during 2017 Commuter Challenge month 	<ul style="list-style-type: none"> go!pass use/go!pass participant 	Increasing annually	go!pass utilization	For this new benefit to be effective, it will need to attract monthly permit customers with a high interest in a mode change. <u>getDowntown marketing during a Commuter Challenge</u> month should help reach this market.	<p>Marginal costs, where and when use of provided passes reduces short-term parking availability.</p> <ul style="list-style-type: none"> This will also require additional DDA and Republic Parking staff time.
Allow Monthly-Permit Holders to "Freeze" Their Permits	<ul style="list-style-type: none"> Pilot during 2017 Commuter Challenge month 	<ul style="list-style-type: none"> % who give up their permit after the month 	Increasing annually	Commuter Challenge participant survey data. Start in 2016 to provide a baseline.	For this new benefit to be effective, it will need to attract monthly permit customers with a high interest in a mode change. <u>getDowntown marketing during a Commuter Challenge</u> month should help reach this market.	<ul style="list-style-type: none"> Marginal short-term costs, based on participation. Additional DDA and Republic Parking staff time. Long-term gains tied to permanent commute mode shifts that help delay future supply expansion needs.
Year Three						
Replace current parking permits with pay-as-you-go card	<ul style="list-style-type: none"> Review findings from "debit card" pilot at 4th and Washington structure. Reach out to parking managers in peer cities with "Pay as You Go" permit alternatives. 	<ul style="list-style-type: none"> Customer feedback Demand impacts Revenue impacts (from all parking in affected facility) 	<ul style="list-style-type: none"> Increased customer satisfaction Decreased peak-hour parking demand/monthly customer At worst, no significant loss of parking revenue 	<ul style="list-style-type: none"> Customer survey data Midweek, midday occupancy data Revenue data 	<u>Peer cities</u> that have completed a successful transition away from monthly permits should be sought for "lessons learned" guidance. <u>Vendor and operator support</u> will be essential for successful deployment and performance monitoring.	<ul style="list-style-type: none"> Primary objective of this change is for it to be revenue-neutral. Additional DDA and Republic Parking staff time. Long-term gains as less frequent parking by permit holders allows DDA to issue more permits /monthly parking capacity.

Expand Transit Options

Key Performance Targets: 33% Transit Mode Share by 2025

Strategic Action Plan

Recommended Actions	Key Steps	What to Measure	Measure To Target	Data Needs	Role of Key Strategic Partners	Financial Implications
Year One						
Work with TheRide to develop Express Ypsilanti Area to Downtown service	<ul style="list-style-type: none"> Engage key AAATA staff about coordinated planning on a route to maximize commuter mode shifts. 	<ul style="list-style-type: none"> Downtown Commuter Transit Mode Share Ypsilanti-to-Downtown Transit Mode Share 	<ul style="list-style-type: none"> Annual Increases Double 2016 share by 2020 	Targeted getDowntown surveys	<p>Route planning staff at TheRide will be the first folks to engage with, essential for identifying key barriers to true express service.</p> <p>City planners in Ann Arbor and Ypsilanti will help develop the “big picture” transformative benefits of developing rapid transit connections as a means of expanding the impacts of Downtown’s continue economic renaissance.</p>	Significant DDA and getDowntown staff time.

Expand TDM

Key Performance Targets: 1) New programs focused on inDowntown TDM; 2) Coordination with Zoning/Development Review; 3) New events-based programs

Strategic Action Plan

Recommended Actions	Key Steps	What to Measure	Measure To Target	Data Needs	Role of Key Strategic Partners	Financial Implications
Year One						
Promote Better/More Year-Round Bike Commuting	<ul style="list-style-type: none"> Develop a Winter Cycling Survey as part of the next round of getDowntown surveys. 	<ul style="list-style-type: none"> Seasonal variation in bike-commuting Modes used by those who do not bike in winter weather 	<ul style="list-style-type: none"> Reduced seasonal variation Increased share of cyclists who use transit, or other drive-alone alternatives, when they do not bike. 	Responses to annual Winter Cycling surveys	Engagement of <u>cycling advocates and advocacy groups</u> will be essential for gaining input from cyclists. <u>getDowntown staff</u> should lead the survey development.	Staff Time Only
Develop TDM Standards for Updated Zoning	<ul style="list-style-type: none"> Work with City Planning to make strategic updates to the City’s Zoning Code land use regulations 	<ul style="list-style-type: none"> TDM as part of development review 	<ul style="list-style-type: none"> Majority of approved Downtown projects, and all projects receiving premium FAR, include meaningful TDM commitments 	Data and information from development approval documents	<u>City Planning</u> is leading the zoning update effort. <u>City policy makers</u> will largely influence what changes are/are not approved.	Staff Time Only

PARKING & TDM STUDY | PARKING MANAGEMENT PLAN
Ann Arbor Downtown Development Authority

Recommended Actions	Key Steps	What to Measure	Measure To Target	Data Needs	Role of Key Strategic Partners	Financial Implications
Preserve and update the current code's Shared-Parking premium option	<ul style="list-style-type: none"> Work with City Planning to update this premium option to increase its appeal to developers 	<ul style="list-style-type: none"> Inclusion of, or funding contributed for, shared parking in development proposals 	<ul style="list-style-type: none"> Majority of approved Downtown projects, and all projects receiving premium FAR, include shared parking or funding for shared parking 	Data and information from development approval documents	<u>City Planning</u> is leading the zoning update effort. <u>City policy makers</u> will largely influence what changes are/are not approved.	Staff Time Only
Develop Strategies Specific to Farmers Market	<ul style="list-style-type: none"> Convert existing loading zones to customer pickup/dropoff stations Encourage vendors to use available options that customer find less appealing, such as the lower level of the Washtenaw County lot and the Ann Ashley structure. 	<ul style="list-style-type: none"> Utilization Customer satisfaction 	<ul style="list-style-type: none"> New stations are consistently utilized during peak Market activity Customers are less frustrated when they cannot park adjacent to market 	<ul style="list-style-type: none"> Before and after field observations Intercept surveys 	<u>City DOT</u> will need to be engaged about approving changes to the regulations/signs at these loading zones. <u>Farmers Market staff</u> will be essential for communicating parking strategies to vendors, and should be strong partners in seeking curbside regulation changes. Market staff should also be employed for completing field observations, and customer surveys.	Staff Time Only
Year Two						
Develop a moveDowntown TDM Program	<ul style="list-style-type: none"> Foster/promote new mobility options. Lobby for street redesigns to increase "casual" cyclists on Downtown streets. Explore circulator/shuttle options. Promote Library Lane/BTC as the center for connected mobility in Downtown. Use a moveDowntown survey to track local travel mode shares, patterns. 	<ul style="list-style-type: none"> Mode shares and patterns for local travel Auto ownership and parking demand rates for Downtown residents 	<ul style="list-style-type: none"> Increased use of ArborBike and other new mobility options Reduced measures of vehicle availability among Downtown Residents Reduced "Last Mile" impacts on Downtown commute mode shares 	<ul style="list-style-type: none"> moveDowntown survey data getDowntown survey data 	<u>getDowntown directors</u> should take the lead in developing this program. <u>Sources of added funding</u> may be necessary to cover any added-staff costs. The expanding list of <u>new-mobility providers</u> will also be key stakeholders and partners in making this new program effective.	Staff expansion costs, ~1 "senior planner" level FTE
Develop Strategies Specific to Farmers Market	<ul style="list-style-type: none"> Provide dedicated vendor parking. 	<ul style="list-style-type: none"> Utilization 	<ul style="list-style-type: none"> Dedicated spaces are well utilized at Market opening 	<ul style="list-style-type: none"> Field observations 	<u>City DOT</u> will need to be engaged, to the extent that on-street loading zones are modified. <u>Farmers Market staff</u> should lead in the engagement of Market vendors in making use of new parking options.	Staff Time Only
Year Three						
Seasonal and Annual Event TDM Toolbox	<ul style="list-style-type: none"> Coordinate with UM. Cross-Market with local businesses. Create a Transit Marketing Plan. Incorporate remote/off-site parking. Sell pre-assigned parkingOffer Public Valet. Develop a Bike Valet program. 	<ul style="list-style-type: none"> Event-travel mode shares Views of event-mobility information and transit-marketing webpages Utilization of pre-assigned, VIP, HOV, valet parking, and bike valet options 	<ul style="list-style-type: none"> Increased drive-alone alternative mode shares Increased views Improved customer satisfaction with expanded options Significant increase in bike mode share for fair-weather events 	Post-event travel surveys Web-site traffic data	<u>Event organizers and planners</u> , including UM, Art Fair managers, and civic organizations will be necessary partners in developing and promoting right-fit suites of TDM strategies for these events.	Varied. Many can be revenue-positive. Event partners should offset any negative impacts on revenue, and pay for any direct costs for strategies that may carry significant costs.

Expand Shared Parking

Key Performance Target: 10% increase by 2019

Strategic Action Plan

Recommended Actions	Key Steps	What to Measure	Measure To Target	Data Needs	Role of Key Strategic Partners	Financial Implications
Year One						
Refine the Shared-Parking "Premium" Incentive in the Zoning Ordinance	<ul style="list-style-type: none"> Work with City Planning to update this premium option to increase its appeal to developers 	Inclusion of, or funding contributed for, shared parking in development proposals	Number of shared parking spaces provided at, or funded by, new development is greater than the number of reserved/accessory spaces built across all of Downtown	Data and information from development approval documents	<ul style="list-style-type: none"> City Planning is leading the zoning update effort. City policy makers will largely influence what changes are/are not approved. 	Staff Time Only
Develop additional shared parking strategies for the Zoning Code update	<ul style="list-style-type: none"> Allow all requirements to be met through an In Lieu Fee, Define a maximum quantity of parking spaces that can be reserved as private parking Allow developers to share parking, or to fund TDM, to build above maximums 	<ul style="list-style-type: none"> Balance of shared/reserved parking at new development Funding for TDM when maximums are exceeded 	Number of shared parking spaces provided at, or funded by, new development is greater than the number of reserved/accessory spaces built across all of Downtown	Data and information from development approval documents	<ul style="list-style-type: none"> City Planning is leading the zoning update effort. City policy makers will largely influence what changes are/are not approved. 	Staff Time Only
Year Two						
Continue to Pursue Joint-Development Opportunities	<ul style="list-style-type: none"> Continue to work with interested developers Focus on S. University and Kerrytown-serving opportunities 	<ul style="list-style-type: none"> DDA parking supply 	<ul style="list-style-type: none"> Agreement on plans that would add at least 250 public spaces, in at least two locations 	None	<ul style="list-style-type: none"> Land-Use developers will be necessary partners for realizing most opportunities. Opportunities linked to publicly-owner land will require partnerships with City Planning and support from the public and policy makers. 	<ul style="list-style-type: none"> ~\$50-75K per space in construction costs, offset by increased parking revenue, once the new facility is open Depending upon zoning changes, developers may be incentivized to help reduce these costs.
Pilot On-Street Public Valet	<ul style="list-style-type: none"> Identify location Contract with operator Contract with nearby-lot owners 	<ul style="list-style-type: none"> Parking accommodation: # of cars parked on a typical Friday night, at all affected locations, prior to, and during, the pilot 	<ul style="list-style-type: none"> A gain of at least 100% in cars parked. 	<ul style="list-style-type: none"> Hourly counts for a Friday night prior to the pilot Valet-operator data from a comparable Friday night during pilot 	<ul style="list-style-type: none"> Republic Parking will be an essential partner for assessing the logistics of implementation. The cooperation of lot owners will also be essential for effective operation, and the potential capacity of the valet service. 	<ul style="list-style-type: none"> Revenue-neutral to revenue-positive, depending on effectiveness and structure of contract/s with operators.
Year Three						
Expand Ann Ashley	<ul style="list-style-type: none"> Secure funding for maximum expansion option 	Ann Ashley Parking Capacity	Agreement on plans that would add at least 200 more spaces	None	Washtenaw County presents an essential source of potential funding, and increased utilization/revenue for this expansion opportunity.	~50K, per space added.

