



# DOWNTOWN AND MAIN STREET PARKING MANAGEMENT PLAN

## Executive Summary

June 2016



In association with:  
Fehr & Peers  
Carl Walker Inc.

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# 1 EXECUTIVE SUMMARY

## INTRODUCTION

Park City is a vibrant community known for its natural beauty and recreational opportunities. Park City also prides itself on maintaining its small town and historic character while supporting thriving recreation, arts, and tourist industries.

Given its unique character and popularity, demand for parking in downtown has been an ongoing issue, highlighting existing inefficiencies with the parking system and its management. Of particular concern has been high demand during peak periods, employee parking, and limited information for users.

To address these issues, the City prioritized a detailed and focused study of parking issues in the downtown. Previous ad hoc initiatives have tackled parking challenges, but failed to create a unified vision or path to success. **This study represents the first comprehensive approach to rethinking parking management.**

It is important to emphasize that there is no “silver bullet” solution. A plan that simply “builds more parking” is limited in effectiveness and feasibility due to availability of land, the cost of parking construction, and the impacts of additional vehicle trips to downtown. Simply put, Park City cannot build enough parking to accommodate all of the people that would like to park a vehicle in downtown.

This Plan prioritizes a comprehensive approach that seeks to *better manage existing supply*, while creating a package of recommendations that can support broader transportation solutions being developed as part of other city studies. The primary recommendation is to adjust pricing and regulations throughout the year to better respond to the downtown’s significant seasonal and daily variations in parking demand. At its simplest, it is proposed that Park City raise prices when parking is in high demand and lower prices when parking is in low demand to achieve **a goal of consistent parking availability.**

In addition to pricing changes, the plan seeks to manage employee demand during peak periods through significant investments that make it easier, and financially beneficial, for employees to get downtown without a car. Recommendations that improve the management policies and procedures and provide better information to users are also crucial to supporting the demand-based approach.

*A solution that simply “builds more parking” is limited in effectiveness and feasibility... This Plan prioritizes a comprehensive approach that seeks to better manage existing supply.*

## SUMMARY OF EXISTING CONDITIONS

Customer Experience	Administration and Operations	Policy and Zoning
Data shows that parking is available across most of downtown for most of day/most of year, but is severely constrained during peak periods.	Lack of access controls at most parking facilities limits options for management/price parking.	Park City lacks specific goals for the availability of public on-street or off-street parking.
<b>Parking availability varies by:</b> <ul style="list-style-type: none"> <li>▪ <i>Location:</i> Lowest on Main Street</li> <li>▪ <i>Time of day:</i> Lowest in afternoon/evening</li> <li>▪ <i>Day of week:</i> Lowest on weekends</li> <li>▪ <i>Season:</i> Lowest in winter (10–20% more vehicles park in Feb. than Aug.)</li> <li>▪ <i>Event schedule:</i> Heavy impact during major events (e.g. Sundance)</li> <li>▪ <i>Public vs. private lots:</i> Public lots have lower prices and less availability</li> </ul>	<b>Parking revenue exceeds expenditures</b> , presenting an opportunity to fund enhanced parking management and multimodal access options.	<b>Off-street parking requirements are high.</b> Municipal code requires more off-street parking for new development than similar mixed-use downtowns.
	<b>Utilization reporting is limited.</b> Reporting on meter revenues, paid occupancy, and/or citations can be expanded and better utilized to inform decision making.	<b>Bike parking requirements are flawed.</b> Bike parking demand patterns differ substantially from auto parking demand, yet code requirements for bike parking are dictated by auto parking requirements.
<b>Parking rates, time limits, and permit policies are uniform;</b> not reflective of differences in demand by location, time of day, day of week, or season.	<b>Use of new payment technologies is limited.</b> Opportunities include enhanced pay-by-phone, and pay-and-display systems, pre-paid reserved parking options, and incentives for credit card payment.	<b>Parking in-lieu fee has had limited use.</b> Little funding has been generated to add supply or options.
<b>Parking can be hard to find even at times when it is widely available</b> due to uncoordinated wayfinding/signage and limited information.	<b>Staffing resources are limited.</b> Parking services staff are skilled and knowledgeable but have limited time. Event staffing can be inconsistent. Additional staff resources will be necessary for plan implementation.	<b>Shared parking is not required by code</b> , and there are few incentives to share existing or new supply.
<b>Users value convenience/ease of access more than price.</b> Poor pedestrian connectivity limits use of remote facilities.	<b>The City’s existing License Plate Recognition (LPR) units get limited use.</b> New tools are available to enhance parking management and enforcement.	<b>Limited employer support for employee travel options.</b> Few Main Street businesses formally incentivize biking, walking, or transit for employees.

**DOWNTOWN AND MAIN STREET PARKING MANAGEMENT PLAN | EXECUTIVE SUMMARY**

Park City Municipal Corporation

Customer Experience	Administration and Operations	Policy and Zoning
<p><b>Parking needs and rates vary by user group:</b></p> <ul style="list-style-type: none"> <li>▪ Employee parking demand often conflicts with that of visitors and residents</li> <li>▪ Effective daily/hourly rates for public parking (including permit programs) are different for employees, residents, and visitors.</li> </ul>	<p><b>Web services are limited.</b> Parking permits cannot be purchased or renewed online; existing online citation payment option can be improved, and existing maps on Parking Services website are outdated.</p>	
<p><b>Informal loading creates on-street conflicts.</b> Without active management, passenger/commercial loading can block and slow traffic/limit circulation.</p>	<p><b>Enforcement is done to educate, not collect revenue.</b> At current fine rates, citations may not effectively deter violation of regulations/pricing.</p>	
<p><b>Event parking management practices are inconsistent</b> for different events and facilities, which may confuse visitors, employees, and residents.</p>		
<p><b>Time limits restrict access</b> for people wishing to stay longer. This is especially true for 3-hour zones.</p>		
<p><b>Transit service and commute hours are mismatched.</b> Bus service does not run late enough to meet the needs of the many employees who work nights and weekends.</p>		
<p><b>Previous remote parking programs were flawed,</b> with limited shuttle service, low-amenity vehicles, inadequate marketing, and few (dis)incentives to use the service.</p>		
<p><b>Illegal private signs reduce availability.</b> Private signs indicating that selected curb space is dedicated to “residents only” reduce the perceived supply and availability of on-street parking.</p>		

## COMMUNITY OUTREACH

The outreach process included three major components: a Technical Advisory Committee (TAC), a parking survey, and community workshops. The primary goals of the community outreach were to better understand existing parking issues and challenges, and develop and refine recommendations to ensure they support the needs of all users.

As with any study, it is difficult to give everyone exactly what they want. This is especially true in downtown Park City, where residents, employees, and visitors all have different needs, and there is simply no way to easily accommodate everyone that would like to drive. The outreach effort helped prioritize the recommendations and—to the extent possible—strike an equal balance amongst groups.

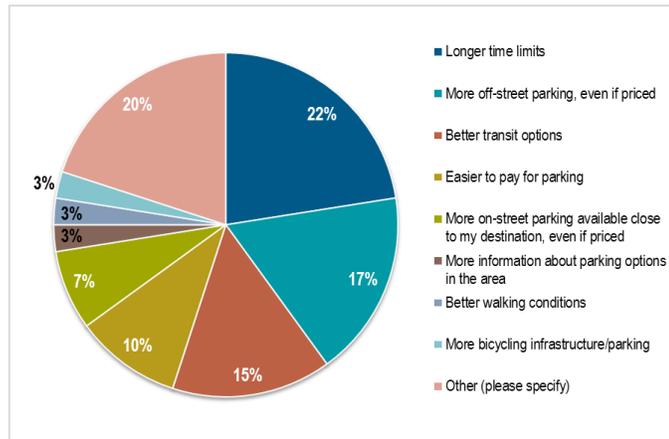
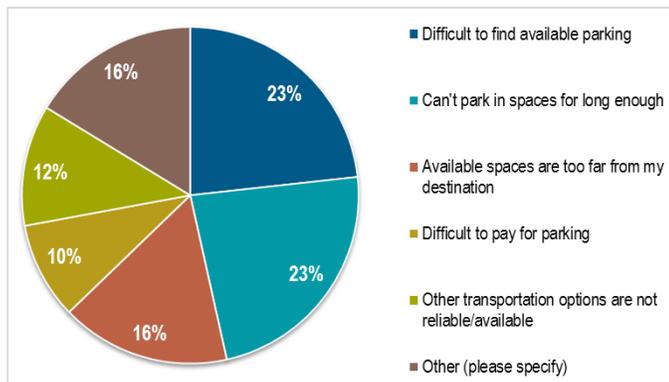
### Technical Advisory Committee

To ensure that the parking plan was developed with adequate input from key stakeholders, a Technical Advisory Committee (TAC) was formed to help guide City and consultant staff throughout the project. The TAC was strictly an advisory body and had no final approval of any project recommendations.

The TAC allowed for more detailed input and feedback from key downtown stakeholders. The TAC met three times during the project, corresponding to major project milestones. Members of the TAC included City staff, Historic Park City Alliance (HPCA) staff, downtown business owners, and Park City residents.

### Parking Survey

While conducting occupancy counts in downtown Park City in August and September of 2015, an intercept survey was conducted to better understand the parking user experience. An online version of the survey was also available on the City’s website from the end of August to the beginning of October 2015. A total of 790 responses were received.

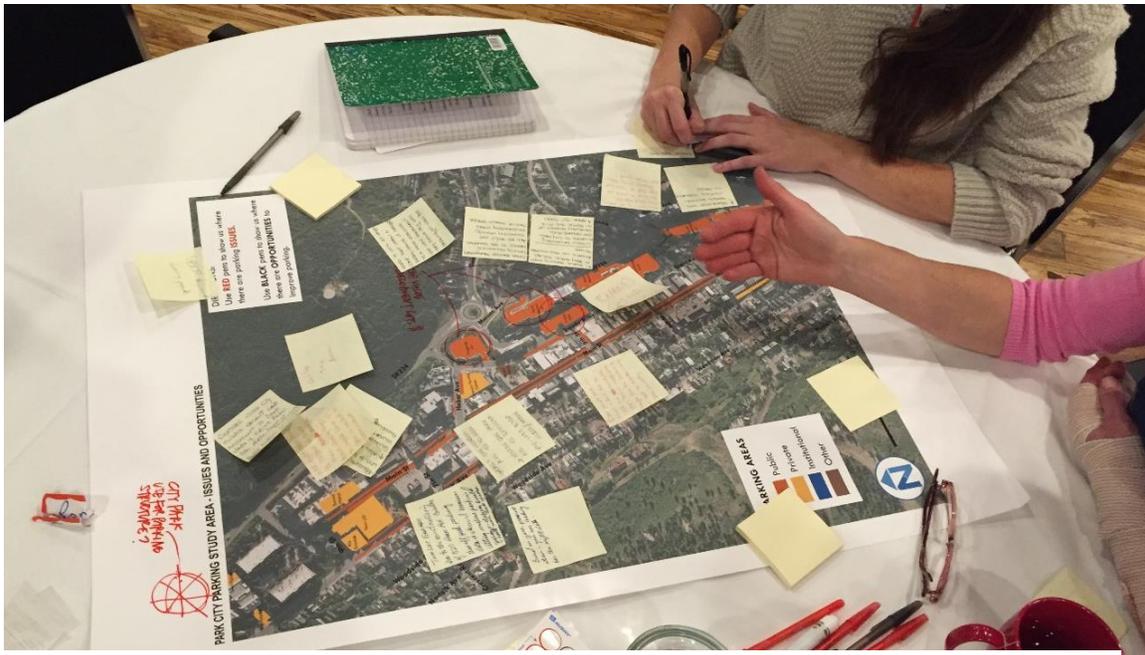


Survey respondents were asked about their biggest parking challenges (top) and most desired solutions (bottom).

## Community Workshops

On November 11, 2015, a community open house was held at the Treasure Mountain Inn. Jointly facilitated by City and consultant staff, the meeting consisted of a presentation followed by open discussion around several stations with different interactive exercises. Approximately 30–35 members of the public attended. Many of them were business owners or residents, with more than a quarter of them identifying as downtown employees.

On April 6, 2016, a second community workshop for the Park City Main Street and Downtown Parking Study was held at the Treasure Mountain Inn. Approximately 20 people attended the meeting. A presentation by the consultant staff included a summary of the previous work to date and key findings, but primarily focused on the draft project recommendations. A Q-and-A session followed.



Workshop participants utilized interactive exercises to identify parking issues, opportunities, and priorities.

## PEER REVIEW

A peer review for Park City was conducted as part of this study. The case studies include Newport Beach, CA; Manitou Springs, CO; Breckenridge, CO; and Nantucket, MA. These cities present similar economic and demographic profiles, with strong downtown cores, seasonal/tourist peak demand, and diverse parking needs across multiple user groups. Much like Park City, each of these peer communities faces increased parking demand from seasonal visitors and special events. No community is directly analogous to one another, but their experiences offer potential options for Park City.

These cities have addressed their parking issues through multiple strategies, including seasonal pricing, location- and time-based fee structures, permit parking programs for residents, employees, and other designated uses, and remote parking supported by transit service.

## RECOMMENDATIONS

The recommendations in this plan were developed in collaboration with city staff and the Technical Advisory Committee, while informed by parking data, best practices in peer communities, and input from the community. It is important to emphasize a number of key points.

First, parking behavior and demand is influenced by a number of factors. Parking is not solely about the number of spaces or the regulations, but also about how people can access downtown by biking, walking, or transit. The City must continue to think about how parking is intimately connected to the larger transportation network.

Second, there is no single solution to downtown's parking challenges. Simply adding more parking or changing the price of parking will not result in success. Therefore, any approach to downtown parking must be a package of recommendations designed to support one another.

Third, expectations must also be realistic, as progress will be incremental. It will not only take time for the city and stakeholders to plan and implement the recommendations in this chapter, but also to realize their benefits and adjust as conditions change over time. A phased action plan (Chapter 6) will help the City navigate implementation.

Fourth, the recommendations describe an approach that seeks to *better manage existing supply* and ensure that the City's parking assets are better utilized in the most cost-efficient manner possible.

Finally, the plan includes 18 parking recommendations, but three of the recommendations are particularly important, as they will redefine the City's overall approach to parking management in downtown. The other 15 recommendations are also crucial, but ultimately support the new demand-based management framework.

- Recommendation #9 proposes a new program, **Access Park City**, designed to make significant investments in downtown and employee travel options, making it as easy as possible to get to downtown without a vehicle.
- Recommendation #10 proposes **demand-based management** for downtown, adjusting pricing and regulations throughout the year to better respond to the downtown's significant seasonal and daily variations in parking demand. At its simplest, Park City will raise prices when it is busy and lower prices when activity is low to achieve *a goal of consistent parking availability*.
- Recommendation #11 proposes that **employees be charged on a daily basis** rather than by annual permit. Employee rates would be significantly discounted and managed via enhanced payment technology. Daily pricing is designed to incentivize fewer drive-alone trips to downtown, supported by new employee travel programs via Access Park City.

*The recommendations were developed in collaboration with city staff and the Technical Advisory Committee, while informed by parking data, best practices in peer communities, and input from the community.*

## Downtown Parking Recommendations

Customer Experience	Administration and Operations	Policy and Zoning
#3. Create a communications and outreach plan for downtown parking.	#1. Create an internal implementation task force.	#12. Modify Residential Permit Parking program.
#4. Upgrade parking signage and wayfinding.	#2. Hire additional parking staff. Conduct long-term staffing plan.	#16. Improve downtown parking governance.
#5. Upgrade online parking services and information.	#13. Make strategic improvements to event management.	#17. Study and reform parking code requirements.
#6. Secure additional parking for use by employees and the general public.	#14. Adopt formal procedures for program monitoring and parking enforcement. Measure and report system performance via an annual State of Downtown Parking Report.	#18. Monitor and evaluate need for additional parking construction.
#7. Install new parking payment and access control infrastructure in public lots/garages and on certain streets. Plan for upgrade and replacement of existing parking meters.		
#8. Continue to improve pedestrian and bicycle access.		
#9. Create <i>Access Park City</i> mobility program to improve downtown travel options.		
#10. Implement demand-based parking management for all public on-and off-street parking. Manage parking to ensure adequate availability at all times.		
#11. Shift to discount daily parking for employees.		
#15. Create peak-period passenger loading and universal valet programs.		

## **Summary of Recommendations**

### **#1. Create an Internal Implementation Task Force**

The city should create an internal task force upon plan adoption to ensure timely and effective implementation of the recommendations. The task force should be managed by the Parking team, but should include members from Transportation, Planning, Transit, Finance, Economic Development, and other city departments as appropriate. Inclusion of downtown stakeholders, such as the Historic Park City Alliance, should also be considered.

### **#2. Hire Additional Parking Staff. Conduct Long-term Staffing Plan.**

The city should hire additional staff to support the implementation of the plan recommendations and ongoing program management. It is recommended that one or two new planning staff be hired upon plan adoption. The hiring of another enforcement officer should also be evaluated. The Parking department should also conduct an audit of existing staffing resources and skills to identify any skill gaps and long-term staffing needs.

### **#3. Create a Communications and Outreach Plan for Downtown Parking**

The city should develop and implement a communications and outreach plan that clearly articulates the goals, objectives, benefits, and details of the proposed recommendations in this plan. In particular, the demand-based management program, *Access Park City*, employee pricing, and residential parking recommendations will require clear, consistent, and ongoing communications to ensure successful implementation.

### **#4. Upgrade Parking Signage and Wayfinding**

The city should prioritize a system wide upgrade of parking signage and wayfinding. Signage is crucial to clearly communicating parking locations and regulations, as well as making sure that parking is visible, accessible, and effectively utilized. With the proposed demand-based approach (Recommendation #10), signage and wayfinding will be especially important to communicating pricing, regulations, and parking availability.

### **#5. Upgrade Online Parking Services and Information**

The City should upgrade its online services and improve the parking experience by providing substantially more information to customers. Clear, consistent, and readily accessible information is essential to communicate how the parking management system works and where motorists can easily find parking. Improved and frequently updated information is also fundamental to demand-based parking management.

### **#6. Secure Additional Parking for Use by Employees and the General Public.**

It is recommended that the city secure additional existing parking supply for use by employees and/or the general public. Additional supply is essential to the effective implementation of any remote parking strategy, especially given the proposed financial incentives for employees (Recommendation #9) and new employee pricing structure (Recommendation #11). There are several options:

- City-managed parking in “remote” locations, such as the Library lot, the Sullivan Road lot, the Richardson Flat lot, or other
- City-affiliated lots, such as the high school and middle school
- Private parking, such as surface lots in Bonanza Park

### **#7. Install New Parking Payment and Access Control Infrastructure in Public Lots/Garages**

To support implementation of demand-based parking pricing (Recommendation #10), daily discounted employee parking pricing (Recommendation #11), and the associated *Access Park City* incentives program (Recommendation #9), the City will need to install new systems for parking payment, access control, and vehicle/user identification. Key infrastructure upgrades include:

- Gated access control
- Vehicle Identification Systems
- Multi-space Meters in Selected Off-street Facilities
- On-street meter replacement

### **#8. Continue to Improve Pedestrian and Bicycle Access**

Recent efforts have been made to improve pedestrian access within downtown, notably on connections to parking lots/garages. It is recommended that Park City continue to fund these projects, with the goal of making it as easy to find and access the parking garages and “remote” lots, thereby better distributing parking demand to all of the downtown parking supply.

### **#9. Create Access Park City Mobility Program to Improve Downtown Travel Options.**

It is recommended that the City create a comprehensive program to improve travel options to downtown. The program would initially be focused on employees, but certain elements could be made available to the general public.

The proposed program, *Access Park City*, would complement the demand-based management program (Recommendation #10) and the shift to daily pricing for employees (Recommendation #11). The integration of all these strategies will enable the City to more effectively manage employee parking demand, while providing substantial benefits to those who work in downtown.

The goal is not to get every employee out of their car for every trip. Some employees have to drive and will continue to do so. If the City can incentivize 5–15% of employees to change behavior for a few trips, parking in downtown will become easier and more convenient for all users.

Potential elements of the *Access Park City* program include:

- Park-and-ride shuttle service
- Financial incentives
- Car sharing
- Bike sharing/loaner program
- Commuter portal

## #10. Implement Demand-Based Parking Management For All Public On-And Off-Street Parking. Manage Parking To Ensure Adequate Availability At All Times.

To address clear differences in parking demand by location, time of day, day of week, and season, this plan recommends that Park City shift to a dynamic, demand-based approach to parking management.

The demand-based approach represents a shift in parking management for Park City, including charging for parking in public off-street lots/garages during peak periods. By setting specific targets and adjusting pricing / regulations, the primary goal of demand-based management is to make it easier to find a parking space and reduce the time searching for parking.

**The “right price” is the lowest price that will achieve the availability target.** By adjusting rates periodically – up when and where demand is high and down when and where demand is low – the city can better distribute demand and maximize use of its parking facilities.

Figure 4 provides a recommended framework for differentiating parking rates and regulations by facility type, defining the specific lots and on-street areas as either “Premium,” “Value,” or “Free/Remote.”

Figure 1, Figure 2, and Figure 3 below propose an **initial** set of rates and regulations by tier. It is important to emphasize that these are the first version of hourly prices, and will likely not achieve the target availability rates. The annual monitoring effort is essential to ensuring that the rates are adjusted based on demand. It will likely take several rate adjustments, as well as implementation of the other recommendations, before the City is able to effectively meet the target rates.

### Demand-Based Parking Management in 5 Steps

1. Adopt a **formal policy target for the availability of parking** on-street and off-street parking. A recommended target for on-street spaces is 85% occupied and for off-street spaces 90-95% occupied. At this level of occupancy, one to two spaces should be available at all times on each block face and within each parking facility.
2. Establish **different rates and regulations** by location and time, reflecting patterns of demand.
3. **Communicate the program** through effective signage, wayfinding, and real-time information.
4. **Monitor and evaluate** parking availability on a regular basis.
5. Adjust rates and regulations **on a periodic basis** to meet adopted parking availability goals/targets.

**DOWNTOWN AND MAIN STREET PARKING MANAGEMENT PLAN | EXECUTIVE SUMMARY**  
Park City Municipal Corporation

**Figure 1 Tier 1 – Proposed Initial Rates and Regulations**

Location	Premium	Value	Remote
On-street	0-2 hours: \$1.00 /hr. 2-6 hours: \$1.50/hr. 6-hour limit**	0-4 hours: \$0.50/hr.* 4-hour limit**	N/A
Off-street	Free No time limit	Free No time limit	Free

\* No charge or time limit for A, B, or C zone permit holders

\*\* Time limits enforced daily from 8:00 a.m. - 11:00 p.m.

**Figure 2 Tier 2 – Proposed Initial Rates and Regulations**

Location	Premium	Value	Remote
On-street	0-2 hours: \$1.50 /hr. 2-6 hours: \$2.50/hr. 6-hour limit**	0-4 hours: \$1.00/hr.* 4-hour limit**	N/A
Off-street	0-2 hours: \$0.50 /hr. 2-6 hours: \$1.50/hr. No time limit	0-2 hours: Free 2+ hours: \$1.00/hr. No time limit	Free

\* No charge or time limit for A, B, or C zone permit holders

\*\* Time limits enforced daily from 8:00 a.m. - 11:00 p.m.

**Figure 3 Tier 3 – Proposed Initial Rates and Regulations**

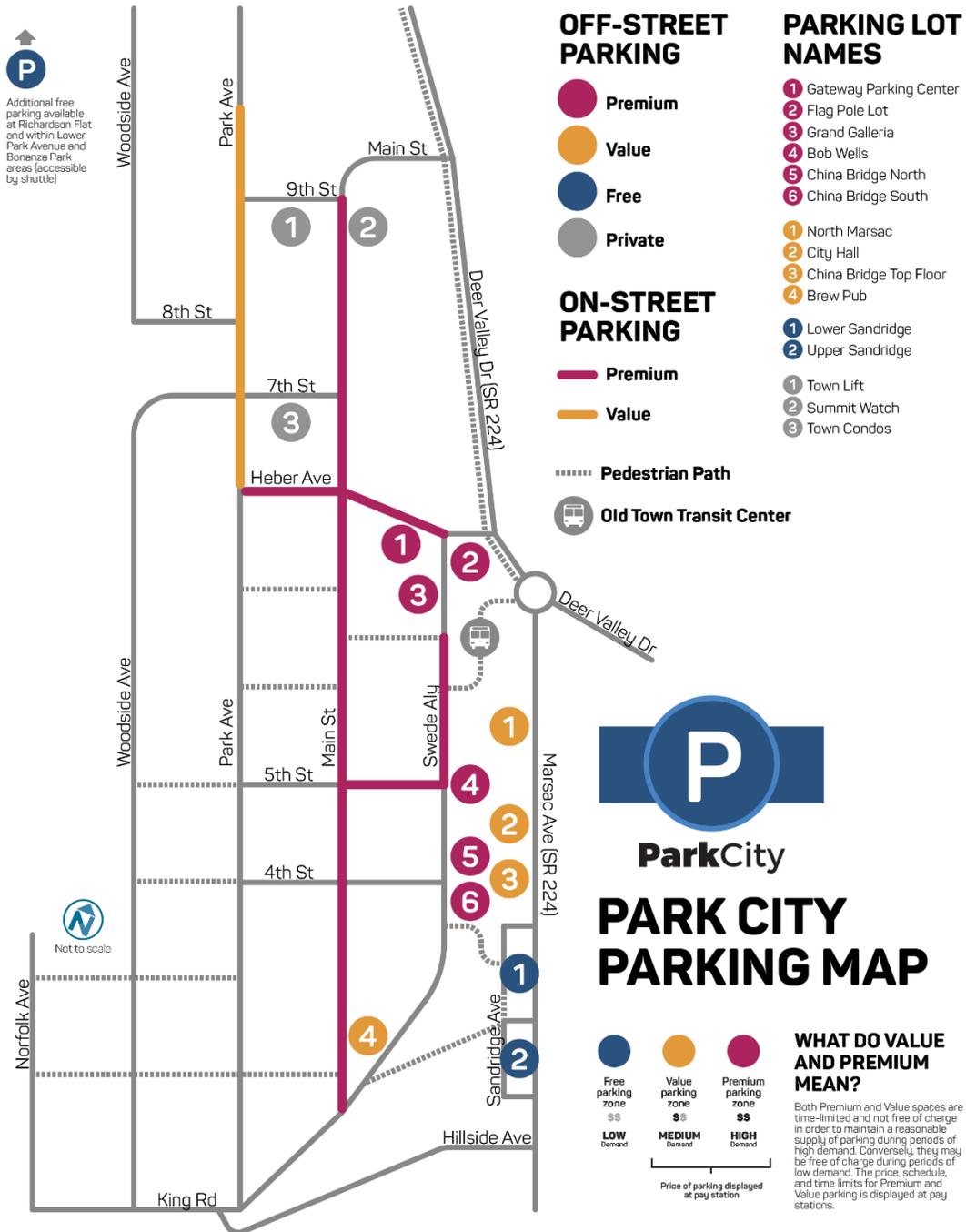
Location	Premium	Value	Remote
On-street	0-2 hours: \$2.50 /hr. 2-6 hours: \$3.50/hr. 6-hour limit**	0-2 hours: \$1.50/hr.* 2-4 hours: \$2.50/hr. 4-hour limit**	N/A
Off-street	0-2 hours: \$1.00 /hr. 2-6 hours: \$2.50/hr. 10-hour time limit	0-2 hours: \$.50/hr. 2+ hours: \$1.50/hr. 10-hour time limit	Free or “pay-not-to-drive” reward

\* No charge or time limit for A, B, or C zone permit holders

\*\* Time limits enforced daily from 8:00 a.m. - 11:00 p.m.

**DOWNTOWN AND MAIN STREET PARKING MANAGEMENT PLAN | EXECUTIVE SUMMARY**  
Park City Municipal Corporation

**Figure 4 Proposed Premium, Value, and Remote Areas**



## #11. Shift to Discount Daily Parking for Employees

To align employee parking with the demand-based management approach described in Recommendation #10, the City should transition from annual employee permits to discount daily paid parking for employees.

The discount would only apply to public off-street parking. If an employee chose to park on the street, they would pay the applicable hourly rate.

Under a daily fee system, the motorist makes a conscious decision each day about whether it is worth paying the daily parking fee or whether a non-driving alternative might be a better option. In short, switching to daily fees allows individual to save money every time they use an alternative to driving.

Under a daily system, downtown employees would be able to park in any public parking facility with space available, provided that they pay applicable parking fees from a pre-paid account. The pre-paid account would be linked to a “smart” card and reader system that would identify registered employees upon entering and existing a lot/garage. Employees would load a certain dollar amount to their account and would be deducted the appropriate fees.

With enrollment in the *Access Park City* program (Recommendation #9) and use of the smart card system, parking fees would be withdrawn at a rate discounted from that charged to the general public. This discount should vary by facility to encourage auto commuters to park for longer stays at “value” lots and free/remote parking facilities.

It is important to emphasize the role of the *Access Park City* program in supporting daily pricing. If the City wishes to incentivize employees to not drive to downtown, the biking, walking, transit, and incentive programs must be in place.

Figure 5 shows the proposed discounted employee hourly rates. It is important to emphasize that these are initial rates, and should be adjusted over time to respond to employee parking demand, Under the proposed prices, **employees would park off-street for free during Tier 1 times, approximately one-third of the year.** Figure 6 shows a comparison of the employee rate with the “public” rate.



**Figure 5 Proposed Employee Daily Rates**

Tier	Off-street Facilities		
	Premium	Value	Remote
1	Free	Free	Free
2	0-3 hours: \$0.20/hr. 3+ hours: \$0.40/hr. [8 hours: \$2.60]	0-3 hours: \$0.20/hr. 3+ hours: \$0.40/hr. [8 hours: \$1.00]	Free or “pay-not-to-drive” reward
3	\$0.75/hr. [8 hours: \$6.00]	\$0.30/hr. [8 hours: \$2.40]	Free or “pay-not-to-drive” reward

**Figure 6 Public vs. Employee Rates – Relative Cost of Off-street Parking**

Tier	Premium		Value		Remote	
	Public (4 hrs.)	Employee (8 hrs.)	Public (4 hrs.)	Employee (8 hrs.)	Public (4 hrs.)	Employee (8 hrs.)
1	Free	Free	Free	Free	Free	Free
2	\$4.00	\$2.60	\$2.00	\$1.00	Free	Free / Pay-not-to-drive
3	\$7.00	\$6.00	\$4.00	\$2.40	Free	Free / Pay-not-to-drive

## #12. Modify Residential Parking Permit Program

The city should revise the existing residential permit program to better maintain the availability of parking within the residential neighborhoods surrounding downtown. Proposed changes to the program include:

- Revise the number of permits sold to 4 per address.
- Implement a progressive pricing structure for permits to ensure the administrative costs of the program are covered and people only purchase the permits they actually need. Adjust prices as necessary on an annual basis. An initial pricing structure could be: 1<sup>st</sup> and 2<sup>nd</sup> permits: \$30 each, 3<sup>rd</sup> permit: \$40, and 4<sup>th</sup> permit: \$60.
- Utilize License Plate Recognition (LPR) technology to allow for “virtual” permits. Residents would provide their license plate(s) upon purchase or renewal.
- Provide one free guest permit per address. Permit should be transferable.
- Continue to require proof of residence (owner or rental) per the current guidelines.
- Allow for online purchase and renewal of permits.
- Evaluate the creation of a Residential Parking Benefit District (RPBD) for the downtown area permit zones.
- Work with code enforcement staff to address the non-City “No Parking” signs in permit zones.

### **#13. Make Strategic Improvements to Event Management**

Park City should formalize and enhance its current approach to event parking management—incorporating major event rates and regulations into its program of demand-based parking management. To integrate event management into the recommended demand-based parking management program, Park City should extend event pricing to all premium off-street parking facilities, create new daily and hourly event parking options, and formalize loading zone practices.

### **#14. Adopt Formal Procedures for Program Monitoring and Parking Enforcement. Measure and Report System Performance via an Annual State of Downtown Parking Report.**

To facilitate the effective operation of the proposed demand-based management program, it is recommended that new procedures and policies be adopted for monitoring, enforcement, and reporting. Clear and consistent policies are essential to understanding and communicating the impacts of demand-based management on parking availability. Specific recommendations include:

- Develop and adopt specific benchmarks/metrics for system performance under the demand-based management program.
- Develop and implement specific methodologies for tracking benchmarks.
- Document any additions or loss of public and private parking within the downtown
- Adopt specific guidelines for downtown parking enforcement.
- Update and/or adopt specific guidelines and policies for enforcement officers that continue to emphasize an “Ambassador” approach.
- Review citation data and identify common infractions and citations. Define new metrics and benchmarks for enforcement.
- Create and issue quarterly reports on system performance for circulation among parking/city staff and Advisory Committee.
- Issue an annual State of Downtown Parking Report for review by City Council and post to the parking website.

### **#15. Create Peak-Period Passenger Loading and Universal Valet Programs**

Establish a formal passenger loading program during peak periods to reduce double parking and congestion on Main Street. The city would establish five to six locations on Main Street, comprising 10–12 parking spaces, specifically dedicated to passenger loading (drop off or pick up). In addition, the city should designate a certain number of spaces within the Flag Pole lot as a formal “pick up” zone during peak periods for Uber/Lyft/taxi.

Park City should further evaluate and implement a universal valet parking program to facilitate convenient drop-off/pick-up and offer a high-quality amenity for visitors. The program would run during weekend evenings and/or other peak periods. 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.

## **#16. Improve Downtown Parking Governance**

Effective governance—with meaningful integration of stakeholders—is necessary to ensure the effective design, implementation, and management of the programs recommended in this plan. Park City can integrate stakeholder interests and facilitate plan implementation by:

- Formalizing the Technical Advisory Committee (TAC) created for this study into a standing Downtown Parking and Access Advisory Committee.
- Formally integrating downtown employers into the larger, citywide Transportation Management Association (TMA).
- Creating a Parking Benefit District (PBD) to ensure that net parking revenue generated in downtown is allocated in a manner that supports downtown parking management and mobility/access improvements.

## **#17. Study and Reform Parking Code Requirements**

It is recommended that the city further evaluate revisions to the municipal code, specifically as it relates to parking in the Historic Commercial Business (HCB) district. This study primarily focuses on the on-the-ground management of downtown parking, but key provisions within the code are particularly relevant to system performance and long-term outcomes. Additional evaluation and consensus building with other city departments and the community is needed before code language is changed.

## **#18. Monitor and Evaluate Need for Additional Parking Construction**

The primary goal of this study was to better manage the existing supply of parking in downtown, recognizing that there are substantial opportunities to improve how parking is used. Recommendations #1–17 offer a roadmap for how to improve existing management practices. Building additional parking in downtown at this time is not recommended.

However, additional parking supply should remain a potential option in the future. It is recommended that, as part of the demand-based management approach, Park City should evaluate parking utilization in relation to existing and prospective new development and establish performance related guidance for when and where it would be appropriate and necessary to add to the public parking supply. Such guidance would include thresholds or triggers related to both:

- Performance of the existing parking system, including the availability of on-street and off-street parking during peak and off-peak periods;
- Amount of recent and prospective development in downtown and Park city as a whole; and
- Amount of public parking constructed in other areas in Park City.

## FINANCIAL SUMMARY

The financial analysis represents a **planning-level estimate** based on existing costs and revenues, and general assumptions based on industry standards. Additional detailed financial analysis and revision of costs and revenue estimates is strongly recommended for each recommendations as the city moves forward with implementation.

Outlined below is a summary of both **one-time expenditures** for capital improvement projects and **ongoing annual costs** for operations, maintenance, and operations of programs, such as the provision of new shuttle services and incentives for parking in remote facilities.

It is important to emphasize that not all one-time expenditures will happen immediately. It is more likely that the capital expenses will be distributed over one to three years, depending on the pace of implementation and prioritization of investment.

Revenue is estimated for both new and proposed on- and off-street parking meters, as well as citation payments.

**Figure 7 Financial Summary**

Item	\$ Amount
Parking Pay Station Revenue	\$2,045,100
Citation Revenue	\$190,900
<b>Gross Annual Parking Revenue</b>	<b>\$2,236,100</b>
Annual Operating Costs	(\$1,602,000)
<b>Net Annual Revenue</b>	<b>\$634,100</b>
<b>Estimated Capital Costs (One-time)</b>	<b>\$3,023,000</b>

## IMPLEMENTATION PROGRAM

Chapter 6 of the full report includes an implementation matrix, designed to provide City staff with specific actions steps to guide them through the implementation of the recommendations. The implementation effort is organized into three phases. Phase I would occur after plan adoption and cover approximately six months. Phase II would cover the time frame of 6-18 months after plan adoption. Phase III would cover the time frame of 18-36 months after plan adoption. The phases and action steps in the matrix offer a general roadmap to implementation. Some processes and actions will take longer than expected, other shorter. The matrix is a living document that should be updated, edited, and referred to regularly.

