



DOWNTOWN AND MAIN STREET PARKING MANAGEMENT PLAN

Final Report

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In collaboration with:
Fehr & Peers
Carl Walker Inc.

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1 INTRODUCTION

Park City is a vibrant community known for its natural beauty, historic character, and recreational opportunities. With flourishing skiing and tourist industries, Park City draws an average of over three million annual visitors from around the world. 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.**

PROJECT GOALS

To unify the vision for this plan, the following goals were developed:

- Better manage existing parking facilities.
- Use data to understand parking behavior and inform recommendations.
- Make parking as convenient as possible for residents, employees, and visitors.
- More effectively manage parking to minimize searching and reduce congestion.
- Ensure that parking management supports local businesses.
- Develop strategies to manage employee and special event parking demand.
- Effectively communicate how parking management supports downtown vitality.
- Create a plan for action with definitive steps for implementation.

STUDY APPROACH

The following approach was taken over the course of the project:

- Analyzed parking opportunities and challenges, including a review of existing documents, plans, data, and policies, combined with several site visits.
- Completed an original data collection effort that assessed existing parking conditions for on- and off-street facilities throughout the study area.
- Completed a comprehensive review of best practices in transportation and parking management, with special emphasis on communities comparable to Park City.
- Engaged the community in numerous ways, including a parking survey, a Technical Advisory Committee, and public workshops.
- Developed a comprehensive package of cost-effective strategies and program recommendations designed to allow for phased implementation.

DOCUMENT OVERVIEW

This report represents a system wide study of current parking conditions, as well as strategies to manage supply and demand for parking, while also maximizing its efficiency and convenience. These strategies were developed based on input from City staff, residents, a Technical Advisory Committee, and other local stakeholders. The contents of this report include:

Chapter 2: Provides an analysis of existing parking conditions, including a summary of key issues and opportunities.

Chapter 3: Provides a summary of the community outreach, including the parking survey and two workshops.

Chapter 4: Provides a summary of the best practices review and highlights potential practices for use in Park City.

Chapter 5: Includes a detailed set of recommendations that comprise a Parking Management Plan for Downtown Park City.

Chapter 6: Provides detailed and phased action plan for each recommendation, as well as a planning-level financial analysis of the proposed recommendations.

2 EXISTING CONDITIONS

This chapter provides a summary of the findings from the existing conditions analysis, including a summary of the data collection and analysis as well as a synthesis of the key issues and opportunities. A more detailed existing conditions analysis can be found in Appendix A.

METHODOLOGY

To understand current parking behavior, the project team collected and analyzed the following data:

- Inventory and occupancy data for on-street parking by block
- Inventory and occupancy data for off-street, publicly accessible parking by facility
- Data was collected at the following times:
 - One weekday, one weekend day, and one minor event during the non-peak season (August–September, 2015)
 - One weekday and one weekend day during the peak winter season (December 2015–January 2016)
 - In addition, the City provided ten years of occupancy data, allowing a comparison of 2015/16 data with previous years
- Parking and travel survey, collected by intercept and online
- Community feedback at two community workshops

PARKING INVENTORY AND REGULATIONS

Within the project study area, there are a total of 1,690 parking spaces¹, including capacity for 324 vehicles to park on-street (19% of the total supply in the area), and 373 spaces in privately-owned, but publicly accessible off-street lots (22%). The majority of parking spaces within the area (1,018 spaces, or 59% of total supply) are located in publicly-owned and accessible off-street parking facilities.

Use of on-street parking is regulated both by price and time limits. Paid parking is in effect with meters operating (11:00 a.m.–11:00 p.m. every day of the year) on Main Street from 9th to Grant Avenue at a rate of \$1.50 per hour. Parking on Main Street is generally limited to three hours, with some spaces reserved for short-term, unmetered parking (15–30 minute limits). Other on-street parking is available free of charge, but most spaces are time limited² to stays of no more than two hours from 8:00 a.m.–11:00 p.m.

¹ Does not include private residential garages or driveways within the study area.

² Residential parking permit holders are exempt from time limits.

With the exception of special events, parking in most publicly accessible off-street lots in downtown Park City is available free of charge, with time limits varying by facility. Figure 2-1 summarizes the parking prices and regulations for the study area.

KEY ISSUES AND OPPORTUNITIES

1. During peak season, demand for access is high and parking can be difficult to find.

Parking surveys conducted in December 2015 and January 2016 confirm that nearly twice as many vehicles are parked during winter evenings (91% of spaces were occupied at 7:00 p.m.), than at the same time during a non-peak/non-event evening in the summer or fall (46% occupancy).

Historical parking occupancy data confirms this pattern. On average, from 2012–2015, peak occupancy during non-event weekends across the entire downtown study area was approximately 18% higher in February than in August.

2. Even when busy, some spaces are available; not all lots/garages are at maximum capacity.

Although parking can be difficult to find along Main Street and at selected off-street facilities—particularly during major events and weekend evenings during the winter—Figure 2-3 shows that parking remains available within walking distance of the downtown core even at the busiest times. For example, during the peak period studied, both Sandridge lots and the Brew Pub lot had available spaces. None of these lots were more than 74% occupied at the peak hour.

3. Year-round, parking is available for most of the day, but prime spots are still in heavy demand.

Figure 2-2 shows the occupancy of all on-street and off-street parking within the study area over the course of four different days, reflecting different demand conditions in 2015–2016. During both the peak and non-peak seasons, parking is generally available in most of the study area until 4:00–5:00 p.m. During the non-peak season, parking is available until after 6 p.m. on weekends, but even then does not exceed 80% occupancy.

Although demand across the entire study area is not high during non-peak season, concentration of parking in prime on-street spaces along Main Street, and popular public off-street lots east of Main Street, make it hard to find parking in these areas.

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Figure 2-1 Parking Regulations and Pricing, Main Street and Downtown Park City

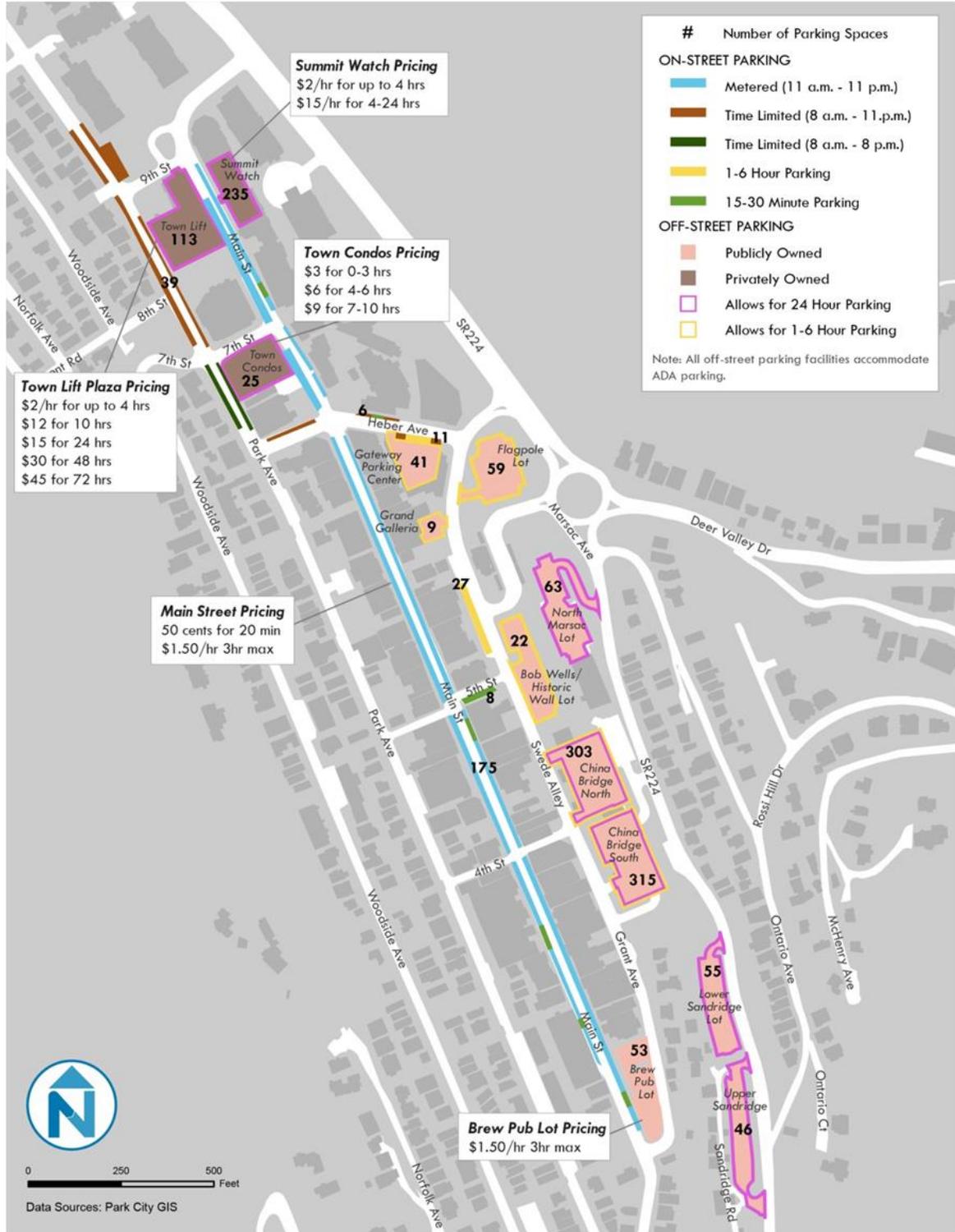


Figure 2-2 Parking Occupancy by Weekday, Weekends (Peak & Non-Peak), and Event Days

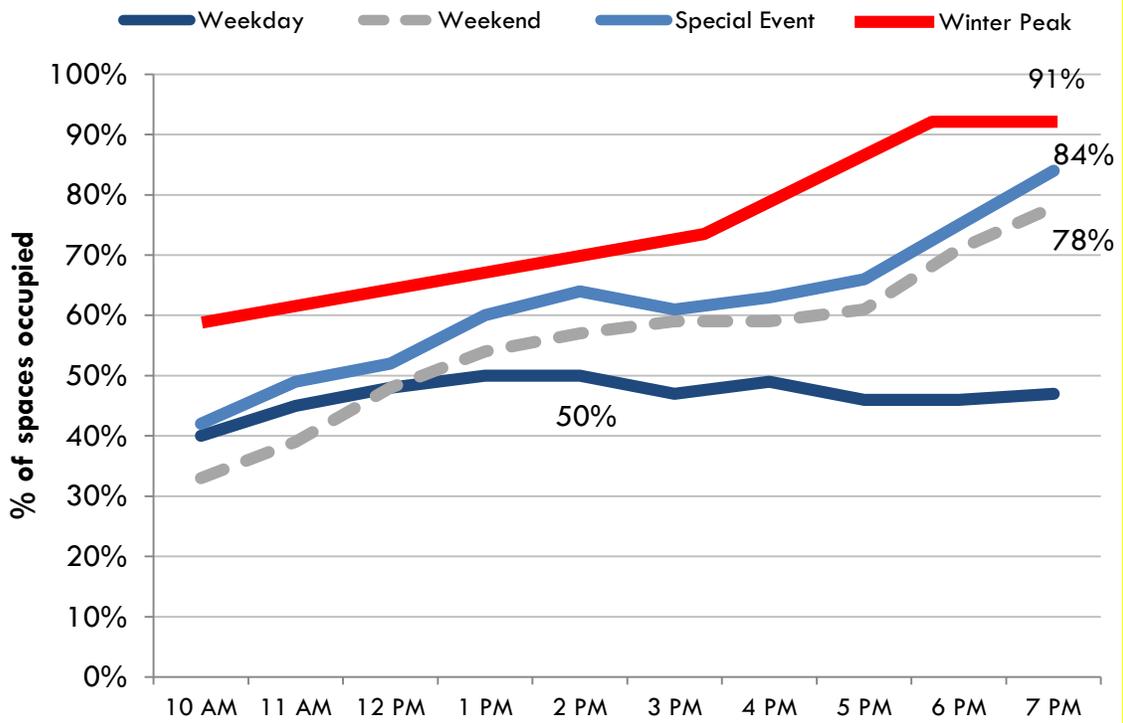


Figure 2-3 Parking Occupancy, Non-Peak Weekend, 7:00–8:00 p.m.

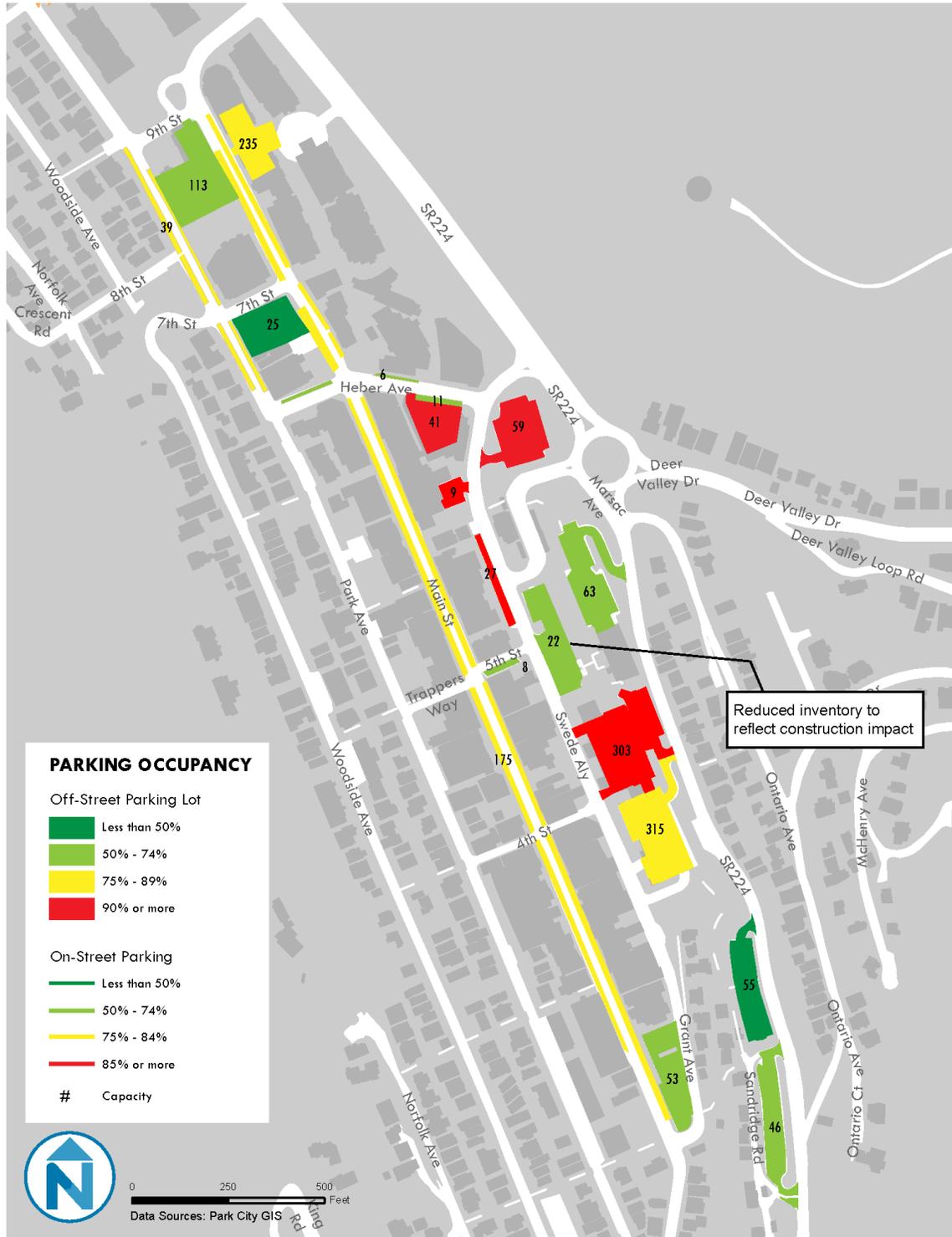
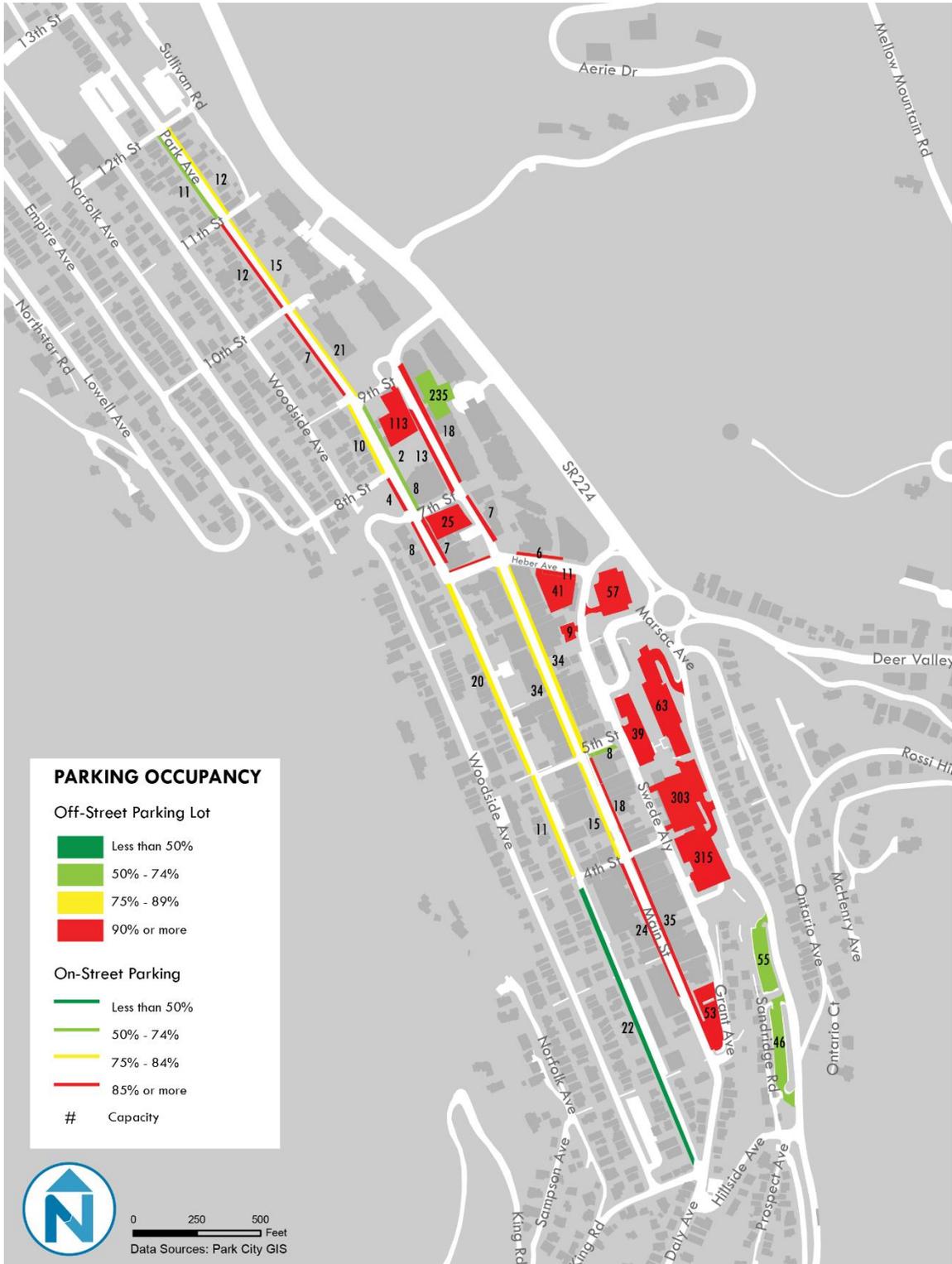


Figure 2-4 Parking Occupancy, Winter Peak, 7:00–8:00 p.m.



4. Parking demand varies by time of year, day of week, time of day, and location.

Historical utilization data tracked by the City, and parking occupancy data collected by the project team, show that parking occupancy varies by day of week and time of day, as well as by the location and price of each facility/parking area (Figure 2-5). In addition to the substantial increase in parking demand during special events and the peak winter, a few key trends are evident:

- During the non-peak season, parking utilization is highest on weekends and evenings.
- Parking availability is significantly higher in the most proximate lots/garages. Topography, distance and free or underpriced parking downhill likely limit parking demand in the more remote lots, including the Brew Pub Lot and the Sandridge Lots.
- Private, off-street parking facilities have lower rates of utilization than public on-and off-street parking, except during periods of high demand.

Figure 2-5 Variable Parking Demand in Downtown



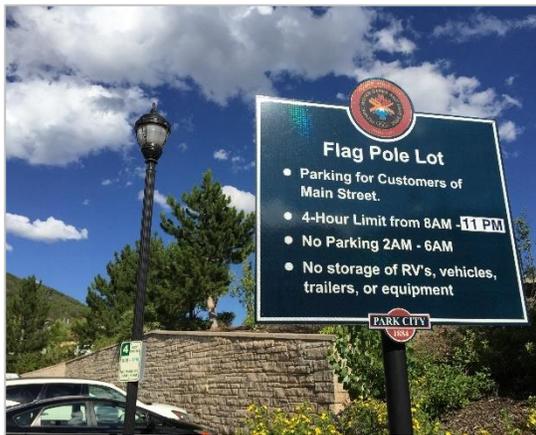
5. Current parking pricing and regulations do not match patterns of demand.

Current regulations and pricing for both on-street and off-street parking (public and private) do not reflect or respond to parking demand. With the exception of major events, Park City’s current regulations and pricing of on-street parking stay the same year-round. As a result, people pay the same rate to park on Main Street at midday on an October weekday as a Saturday evening in January.

6. Limited parking information and signage make it more difficult to find available parking.

The limited availability of parking information make it difficult to find parking, which contributes to congestion in downtown as motorists search for parking. Consistent signage is not available to let drivers know whether or not a specific parking garage/facility is open or closed, or to enable wayfinding between remote lots (e.g. the Sandridge lots) and Main Street. Moreover, the City has limited information on parking or access alternatives available online, and no dynamic, real-time parking information (Figure 2-6).

Figure 2-6 Existing Parking Signage



7. Employee parking remains problematic.

Many employees park in the downtown area and employee parking demand is high, especially in the peak season. It is estimated that between 600-1,000 employees park within the downtown area on the busiest days³. Many employees have significant incentives to drive and park in downtown, including longer commutes due to inability to find affordable housing in Park City, limited viability of transit options, and free or low cost parking downtown.

The City has used permits (Green Dot and Blue Square permits) to regulate employee parking, but this had a limited impact on overall parking patterns for various reasons. First, permits do not serve the needs of all workers, especially evening shift workers who arrive near or after 6 p.m. Second, once purchased, these annual permits represent a “sunk cost,” that encourages employees to park to realize the benefit they have already paid for.

Many workers also park on-street or in certain lots/garages and move their vehicles to avoid the current time limits and other restrictions.

Summary of Issues and Opportunities

Key findings and other specific issues and opportunities identified through this review of existing access and parking management conditions are summarized in Figure 2-7, as follows:

- **Customer Experience:** includes issues and opportunities from the perspective of occasional and regular users of on-street and off-street parking in Park City.
- **Administration/Operations:** includes issues and opportunities related to City’s ability to manage the system, such as staffing, enforcement, and revenue control infrastructure.
- **Policy/Zoning:** includes issues and opportunities related to the municipal code and parking governance.

³ Source: Historic Park City Alliance surveys

Figure 2-7 Summary of Issues and Opportunities

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

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

3 COMMUNITY OUTREACH

This chapter provides a summary of the community outreach conducted as part of this project. 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.

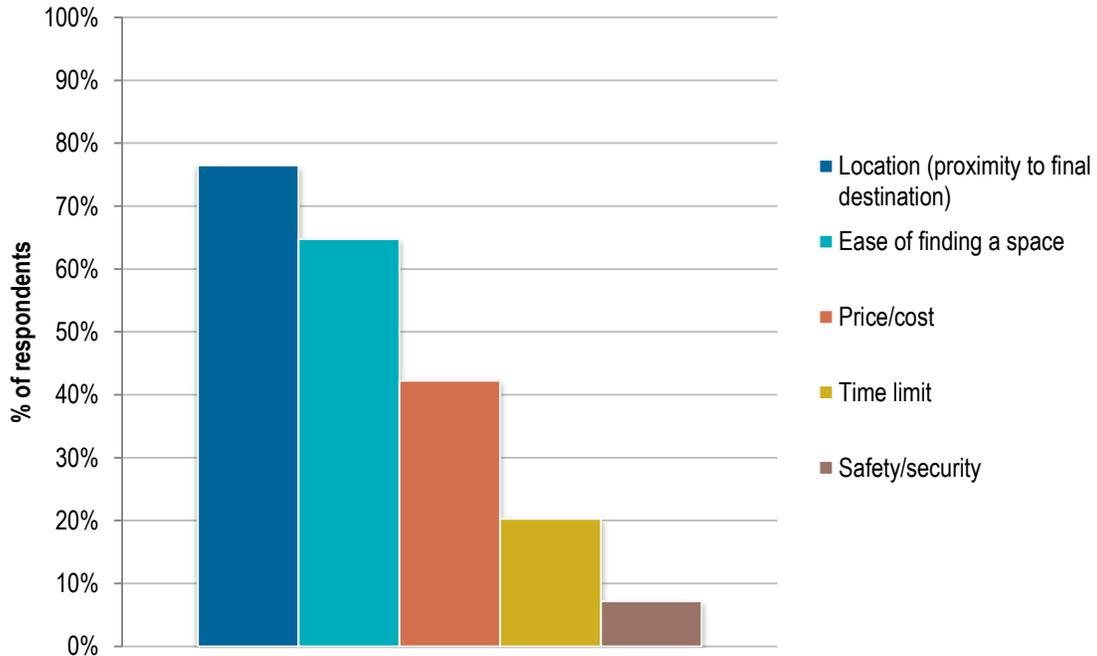
Participants were surveyed on a range of questions relating to their parking behavior and experience parking in downtown. For analysis purposes the survey results of both the field intercept surveys and online surveys were combined. A summary of the key findings is provided below. More detailed analysis of the survey can be found in Appendix A.

Key Parking Considerations

Figure 3-1 shows the most important factors for survey respondents in choosing where to park in downtown Park City. The factors are ranked in order of priority with "1" being most important and "5" being the least important. "Location" (proximity to final destination) was cited as the most important factor in respondents' choice of where to park, as approximately 76% of

respondents ranked it as the first or second most important considerations. "Ease of finding a space" also scored high with about 64% of respondents ranking it first or second. Price of parking was less important than convenience.

Figure 3-1 Most Important Considerations in Choosing Where to Park Downtown

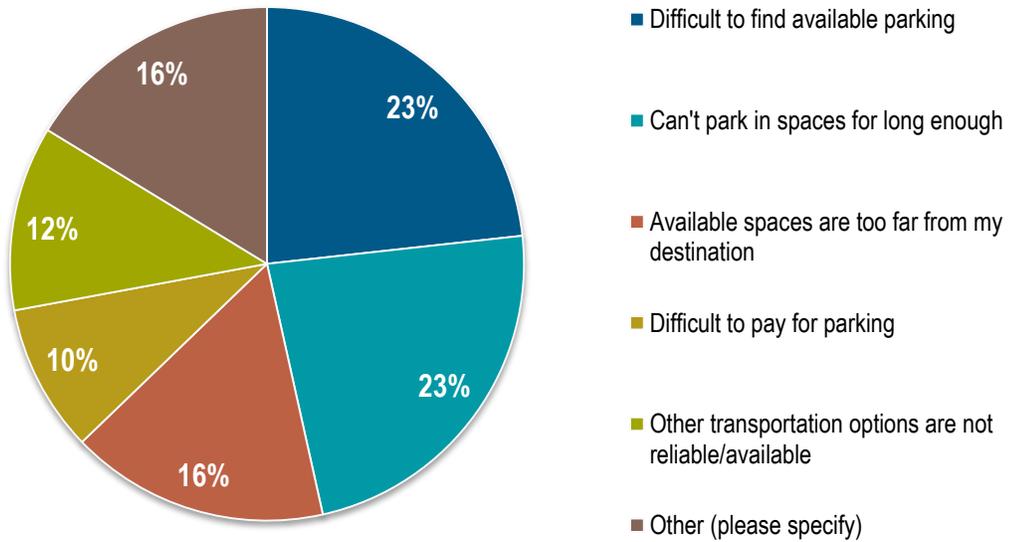


Biggest Parking Challenges

Figure 3-2 summarizes respondent opinions about the biggest parking challenges in downtown. "Difficult to find available parking" and "Can't park in spaces for long enough" were the top two responses. "Other" challenges cited by respondents included the following:

- It's frustrating during the slower season to not be able to find parking.
- Lack of proper enforcement of parking regulations.
- Entitlement of residents and tourists to drive cars everywhere.
- Traffic congestion.
- The City needs more/better signage.
- [Lack of] good place[s] for employees to park.
- The new online payment system is not user friendly (one cannot easily pay for less than an hour).
- Construction of new buildings takes away parking; a real challenge considering that public transit service is infrequent.

Figure 3-2 Biggest Parking Challenges

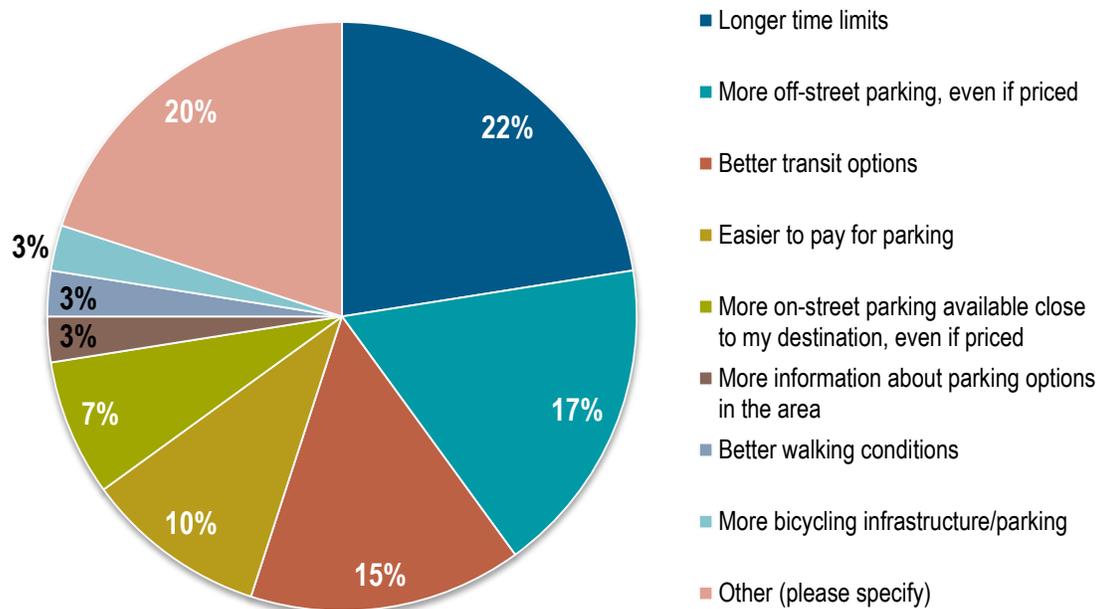


Improvements to Parking Experience

The responses to the question “What would improve your parking and/or transportation experience in Old Town Main Street?” are shown Figure 3-3. The top four responses were longer time limits, more off-street parking (even if priced), better transit options, and "other." The “other” responses included ideas such as:

- In winter, the steps to Marsac lot and Sandridge need to be maintained.
- More free parking adjacent to Main Street.
- Consistency in hours and pay areas.
- Better signage for tourists. They get confused and create more traffic/parking problems.
- Reasonable employee parking locations.
- Need late night bus service for bar workers if can't provide us places to park.

Figure 3-3 Desired Improvements to Parking Experience



COMMUNITY WORKSHOPS

Workshop #1

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 (Figure 3-4). 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.

Presentation

Consultant staff made a presentation summarizing the project goals, schedule, and scope of work. The role of parking in successful downtowns was also discussed, as well as initial findings from the data collection effort in August and September. Finally, an overview of parking management from other cities was presented, highlighting potential strategies for Park City. A lively Q-and-A followed the presentation, with community members asking questions about the project and providing input on key issues. Discussion and feedback included the following:

- Frustration over lack of implementation from previous planning efforts and parking studies
- Strong belief that the parking issue is hurting downtown and that action is needed
- A desire for additional parking in downtown

- Concerns about how the recommendations would impact businesses and access for employees
- Recognition by some that parking availability is not an issue on most days and at most times, with weekend evenings and major events as the exceptions
- The strict management controls during Sundance work quite well, but there is limited desire for such measures throughout the year

Interactive Exercises

Priorities for Parking Management

Participants were presented with 12 pairs of "tradeoff" statements related to parking management and policy, and were asked which of the two they agreed with the most. In general, participants felt strongly about the need for new parking and using parking revenue specifically to support downtown. Paying for parking was generally not a strong concern. Attendees also indicated that parking was difficult during certain times and days as opposed to all the time, necessitating better management of event parking and investments in signage, technology, and marketing.

Thirty people agreed with the following statement, "Park City should build a new garage/lot in downtown, even if it is expensive and takes up more land," as opposed to five people who felt that Park City should focus on better management of the existing parking supply and reduced demand instead of building more new parking.

The second most popular statement was, "Parking revenue generated in downtown should be reinvested back into downtown to improve parking management and reduce parking demand", with 25 votes, compared with one vote for using parking revenue to support general citywide projects and programs.

Written Public Comment

During the workshop, participants were asked to post written public comments, ideas, and concerns associated with selected topics related to parking. In general, attendees thought that more signage and wayfinding was needed, including for special events. Several people commented positively about a potential park-and-ride lot with transit connections to downtown, but expressed concerns about how it would align with employee schedules, especially late at night. A few people expressed concerns about how employee parking is currently managed. As was heard during the priority voting exercise, paying for parking was not a primary concern. Several people posted suggestions for varying parking prices and restrictions according to the time, day, and season. Responses on parking time limits were mixed.

Issues and Opportunities Mapping

Overall, attendees indicated issues around China Bridge, South Marsac Lot, Sandridge Lot, and the Brew Pub Lot; they also indicated that the intersection south of the Brew Pub Lot has general traffic flow issues. The undeveloped city-owned property east of Deer Valley Drive was referenced as a possible area to develop for more parking, potentially with an aerial connection to the Park City Mountain Resort.

Workshop #2

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. Feedback on the recommendations included:

- General support for the concept of demand-based management and pricing of off-street parking
- Concern about the impacts of daily pricing on employees, but also feedback that employee parking in Park City is far cheaper than in many communities
- A suggestion to prioritize a “simple” system
- Recognition that it is time to “try something” as the current situation is unsustainable
- Strong support for improved wayfinding and information systems

COMMUNITY FEEDBACK

“We are the problem! We must first change what we are doing and affect others by our action. Stop pointing fingers!”

“Eliminate parking restrictions in off-season...when garage is empty. Vary prices and restrictions”

“Need more and clearer signage.”

“Employees will simply not ride bus unless it runs until 2 or 3 a.m.”

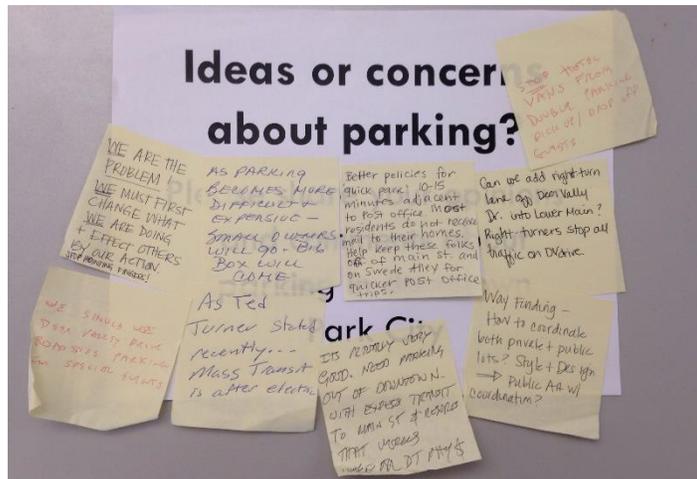
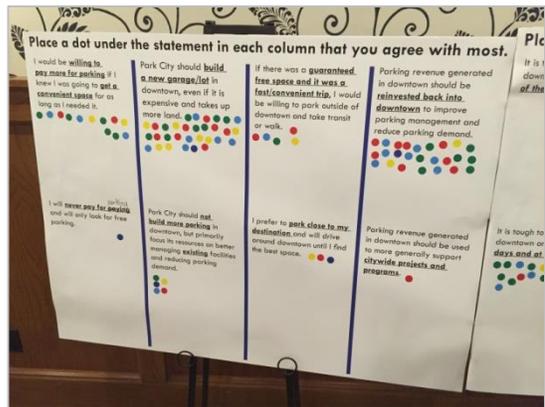
“Build more parking.”

“Lack of employee housing in town dramatically affects parking and traffic in downtown.”

“Improve drop off for taxis and shuttles. They block traffic.”

“Offer free short-term parking on Main Street.”

Figure 3-4 Parking Workshop Activities



4 PEER REVIEW

This chapter highlights the findings of a parking management peer review for Park City. A more detailed summary of the peer review is available in Appendix A.

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.

NEWPORT BEACH, CA

In 2014, the City of Newport Beach established a Parking Management District Plan and Overlay District that did the following:

- Adjusted parking rates based on seasonal demand
- Updated residential and employee permit programs
- Dedicated parking revenue to fund local improvements via a Parking Benefit District
- Eliminated required off-street parking for most commercial uses
- Allowed shared use of parking facilities
- Suspended payment in-lieu of parking fee programs

The City of Newport Beach addressed summer tourist demand...by establishing seasonally adjusted parking rates—increasing meter and permit rates during the peak season, while lowering rates for the remainder of the year.

Seasonally Adjusted Rates

The City of Newport Beach addressed summer tourist demand and beach access parking issues by establishing seasonally adjusted parking rates—increasing meter and permit rates during the peak season, while lowering rates for the remainder of the year. These rates are shown in Figure 4-1.

Figure 4-1 Seasonal Parking Rates, Newport Beach, CA

		Peak Season Prices (May 1 – September 30)	Non-Peak Season Prices (October 1 – April 30)
On-Street Parking		<ul style="list-style-type: none"> ▪ \$1/hour for the first hour ▪ \$2.50/hour for each additional hour 	<ul style="list-style-type: none"> ▪ \$1/hour for the first hour ▪ \$1.50/hour for each additional hour
Off-Street Parking	Balboa Pier Lot	<ul style="list-style-type: none"> ▪ \$1.75/hour 	<ul style="list-style-type: none"> ▪ \$1.20/hour
	Corona del Mar Lot	<ul style="list-style-type: none"> ▪ \$4/hour from 9 a.m.–6 p.m. ▪ \$2.50/hour 6–9 a.m., 6–10 p.m. 	<ul style="list-style-type: none"> ▪ \$4/hour from 9 a.m.–6 p.m. (weekends) ▪ \$2.50/hour 6–9 a.m., 6–10 p.m. (weekends) ▪ \$1/50/hour (weekdays)
	Other off-street parking facilities	<ul style="list-style-type: none"> ▪ \$1.75/hour 	<ul style="list-style-type: none"> ▪ \$.60–1.75/hour

Source: City of Newport Beach

Permit Programs

Newport Beach has several parking permit programs to accommodate the needs of visitors, residents, and employees. The permissible parking locations and annual permit costs depend on the type of permit and time of year of the purchase; permits that include prime parking locations and more parking location options are more expensive.

Parking Benefit District

Residential and employee permits for the Balboa Village neighborhood were paired with the creation of the Balboa Village Parking Benefit District. Within the district, 100% of the on-street and off-street parking revenue is allocated to fund local streetscape and beautification projects, transportation infrastructure, and parking management.

MANITOU SPRINGS, CO

The City of Manitou Springs has seen an 80% increase in sales tax revenue over the last few years, an indication that increased parking demand and the City’s new parking management practices have positively impacted Manitou Springs’ economy.

Seasonally Adjusted Rates

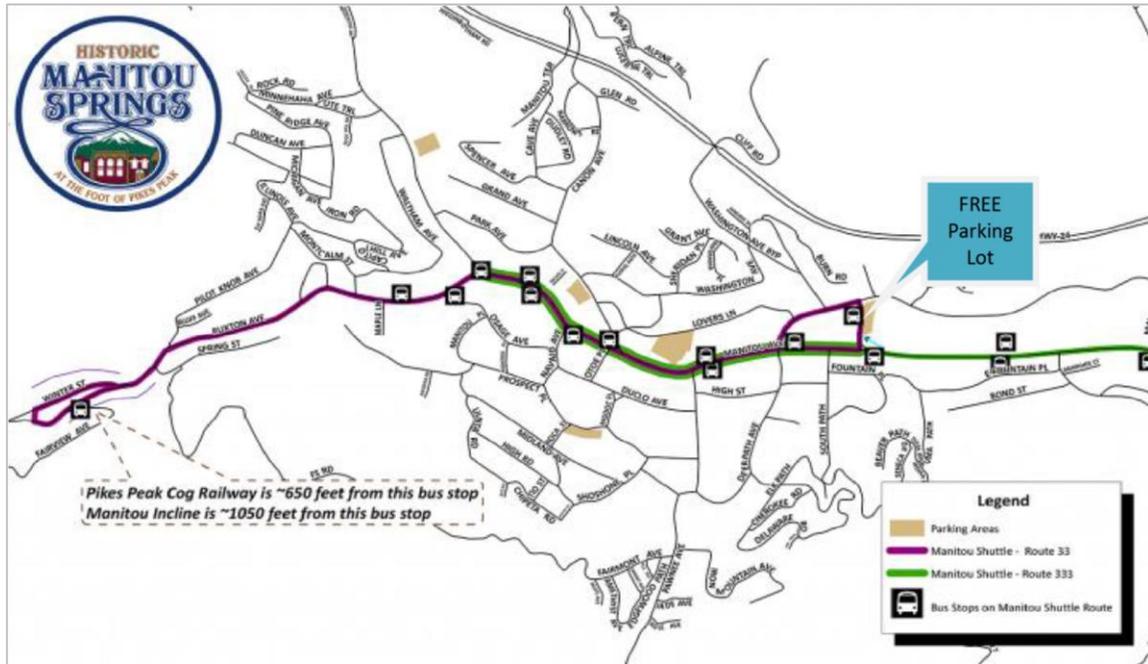
Parking is regulated according to season, with higher parking rates and stricter regulations during the peak season (March to October). All parking, including any free parking, requires that drivers input license plate numbers/letters and print a receipt to be displayed in the vehicle. Requiring license plate information aids with enforcement by ensuring that the free options are not inappropriately utilized.

Shared Remote Parking and Shuttle

Manitou Springs accommodates peak summer parking demand by leasing a private off-street parking lot for use as a remote park-and-ride lot. The town provides free shuttle service from the

remote lot to top visitor attractions and the hotel district. The service is funded with parking revenues (Figure 4-2). Although the lot is open year-round, the shuttle service operates only during the period of peak visitation (May through September).

Figure 4-2 Free Shuttle to Remote Parking, Manitou Springs, CO



Source: City of Manitou Springs website

Limited Permit Parking

Like Park City, Manitou Springs offers a permit parking program. However, the number of permits available for sale to residents and selected out-of-area permit holders is limited by neighborhood. The number of permits sold is based on the number of residents and registered vehicles per housing unit to reach a target that permit holders not utilize more than 70–80% of the on-street parking capacity in a given area, leaving some spaces open for non-permitted vehicles.

BRECKENRIDGE, CO

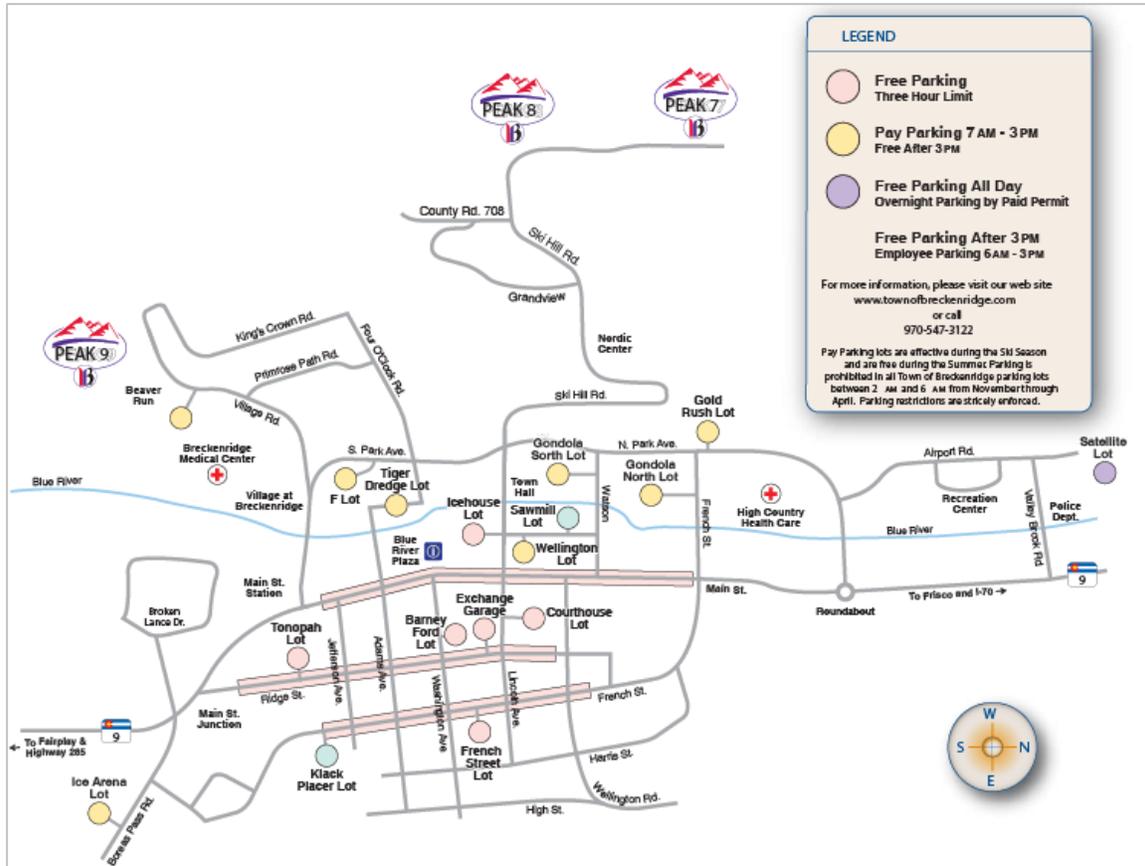
Breckenridge is a major year-round recreational and shopping destination, with one of North America's busiest ski areas, as well as popular winter and summertime activities. Though Breckenridge is a town of only 4,604 people, its daytime population during ski season can be as high as 25,000 to 30,000.

Seasonally Adjusted Rates

Parking pricing and regulations are only in effect during the winter season. In the off-season, from May through October, parking in public lots is free all day. During the winter season, parking prices and regulations vary according to proximity to the downtown core areas (Figure

4-3). This pricing structure aims to reduce congestion during peak times of the day and encourage people to park later in the day.

Figure 4-3 Parking Locations, Breckenridge, CO



Source: City of Breckenridge website

Employee Parking

Breckenridge offers a model for proactive coordination with ski resorts located just outside of downtown to reduce their parking impacts in the core. The City has established a special employee parking permit program, with permits for parking in more distant lots available to employees free of charge. Permits on the periphery of their employer’s location cost \$50 per year, whereas permits to park more centrally are limited and cost \$150–\$350 per year.

The free satellite lot to the north of downtown is served by a free shuttle, connecting nearby ski areas and downtown Breckenridge. Employees, including those at the ski resorts, are encouraged to park at the satellite lots instead of within downtown.

Innovative Funding

In November 2015, the Town of Breckenridge passed a ballot initiative to tax daily lift tickets to fund the construction of a new parking structure near downtown and improve transit, biking, and walking infrastructure. This tax revenue will not become available until 2017.

NANTUCKET, MA

As in most seaside destinations, the island of Nantucket must manage parking effectively to respond to high summer demand and to ensure that the island's character is preserved.

Valet Parking

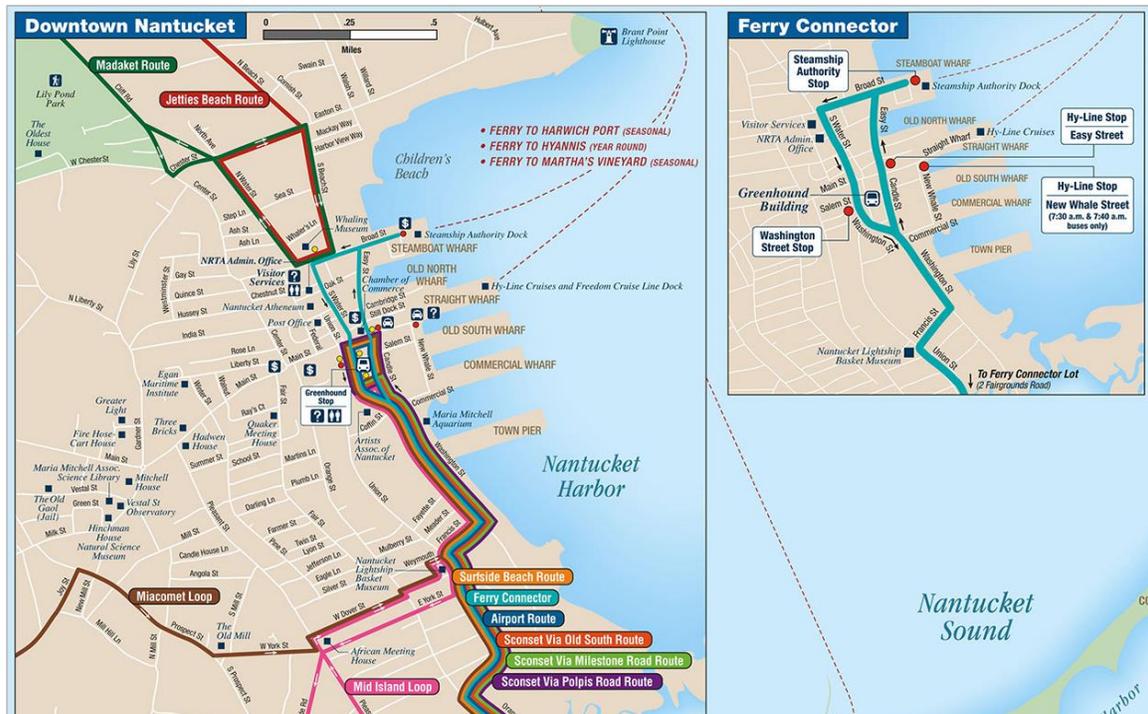
Nantucket provides a valet parking service that enhances access, while alleviating downtown parking and traffic congestion during holidays and the peak summer season. Drivers can leave their vehicles at the lot on the periphery of downtown or with the valet stand located closer to downtown. This parking service charges \$10 for any three hours from 8 a.m. to 5 p.m., \$15 for all day, \$20 from 5 p.m. to midnight, and \$40 for overnight parking.

The shared parking arrangement is available Memorial Day to Labor Day, with the addition of Columbus Day as well. The graduated pricing scheme, in addition to the valet aspect, is especially appealing to visitors and residents and has improved overall downtown parking and traffic.

Remote Parking and Shuttle

In 2014, the Town partnered with the Nantucket Regional Transit Authority (NRTA) to provide a pilot bus service that connects the ferry ports and a park-and-ride lot (Figure 4-4). The shuttle operates from May through October with 20-minute headways from 7 a.m. to 8 p.m. (10 a.m. to 8 p.m. in September and October). The service is widely supported and received high ratings of satisfaction.

Figure 4-4 Fast Ferry Shuttle Map, Nantucket, MA



Source: NRTA website

5 RECOMMENDATIONS

This chapter details the recommendations designed to help Park City improve downtown parking. 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. 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 their 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 on Main Street 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 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*.

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.

- 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*.

Figure 5-1 provides a summary of the 18 parking recommendations. The recommendations have been organized into three categories, corresponding to the key findings described in Figure 2-7 in Chapter 2.

- **Enhancing the customer experience** through demand-based pricing strategies that improve parking availability and make it easier to find parking, improved wayfinding, enhanced information for users, and investment in non-auto travel options.
- **Improving administration and operations** by better coordinating internal planning, augmenting city staffing resources, and formalizing enforcement, monitoring, and reporting procedures.
- **Aligning policy and zoning** with the recommended parking management approach by improving parking governance, evaluating parking related zoning code reform options, and establishing procedures to consistently revisit key issues.

DOWNTOWN AND MAIN STREET PARKING MANAGEMENT PLAN | FINAL REPORT
Park City Municipal Corporation

Figure 5-1 Summary of 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.		

#1. CREATE AN INTERNAL IMPLEMENTATION TASK FORCE

Strategy

Administration/Operations

Summary

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.

In the short-term, the task force should establish regular, bi-weekly meetings. As the recommendations are implemented over time, the meetings could become monthly or bi-monthly.

Many of the changes recommended will be led by the Parking staff, but significant coordination with other city departments and staff is required.

Rationale

The recommendations outlined in this Plan offer a roadmap towards improving parking availability and convenience in downtown. The Plan also provides specific action steps, but additional work will be required to ensure effective implementation.

Many of the changes recommended will be led by the Parking staff, but significant coordination with other city departments and staff is required. For example, creation of a park-and-ride shuttle as part of the *Access Park City* program will necessitate ongoing conversations with the Transit operations staff to develop and operate the most cost-effective and attractive service.

Strong internal collaboration among city staff will enable implementation in the timeliest manner. Ongoing meetings will enable staff to proactively plan for parking management changes and further calibrate practices during peak periods and major events.

Benefits

- Ensures internal consistency about the goals, objectives, and strategies for parking management.
- Coordination among key departments and staff will enable roll out of the Phase 1 recommendations in a timely manner.
- Ongoing collaboration will allow for proactive discussion of parking management, facilitating strategic adjustments to parking management throughout the year.

#2. HIRE ADDITIONAL PARKING STAFF. CONDUCT LONG-TERM STAFFING PLAN.

Strategy

Administration/Operations

Summary

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. Figure 5-2 provides a recommended organization chart.

New staff would report to the Parking Supervisor and support planning activities for the roll out of key recommendations, notably the demand-based management program, employee daily pricing, the *Access Park City* program, and the new communications and outreach activities. The ideal candidate should have experience with parking operations and planning, preferably for a similar municipal/resort context. The Parking department should also conduct an audit of existing staffing resources and skills to identify any skill gaps and long-term staffing needs.

Rationale

Existing parking staff have considerable experience managing the downtown parking system and can utilize their knowledge to implement the plan recommendations. However, the plan recommendations represent a significant change from existing management practices and will require substantial work to plan, implement, and operate over time. The new management practices will also likely require additional enforcement staff, especially during the initial roll out of the program and peak periods.

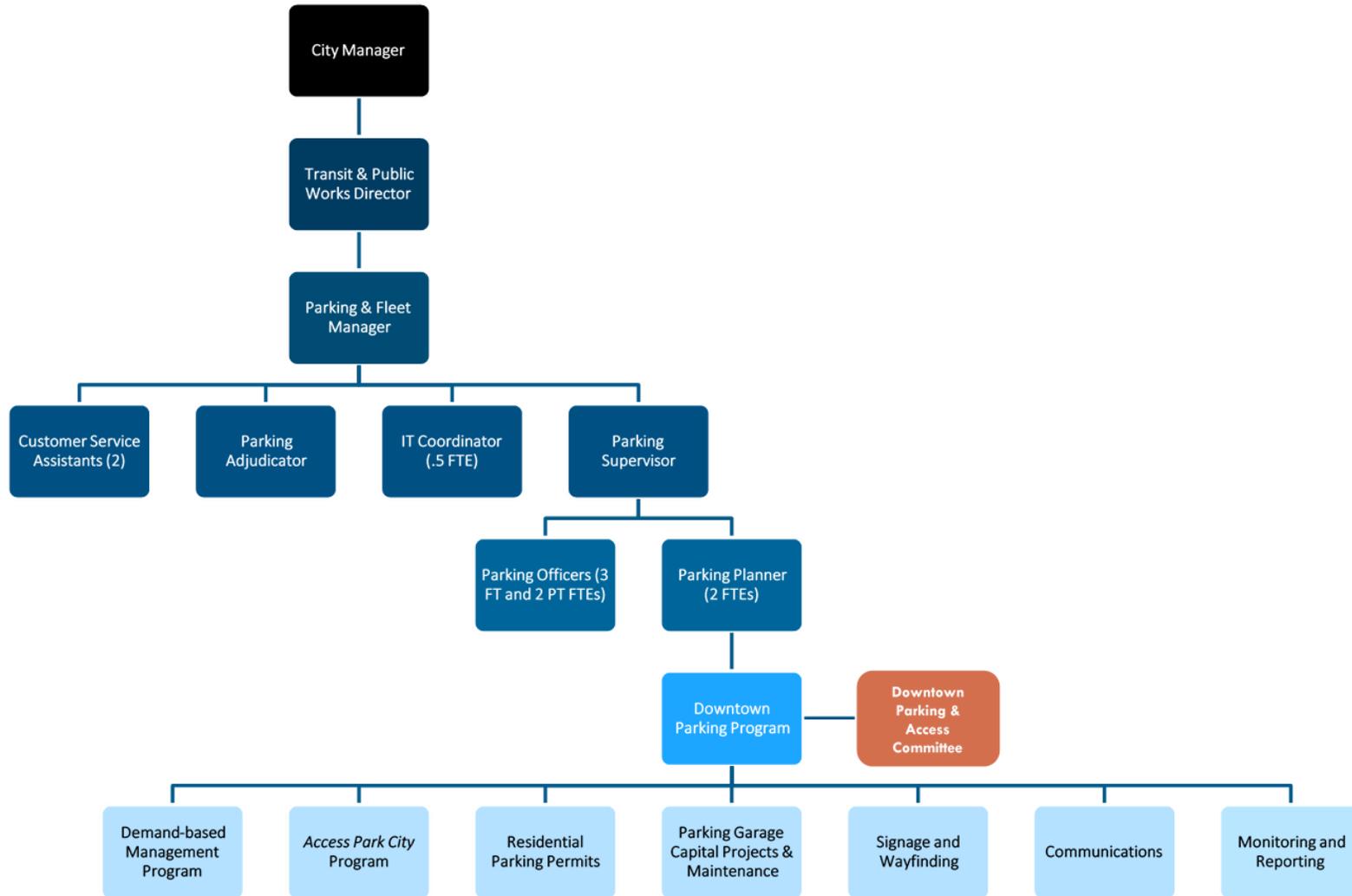
Simply put, more staff resources are needed to effectively operate the downtown system as proposed. While new staffing will require additional financial resources, it is anticipated that new staffing costs will be offset by new revenues from the proposed demand-based pricing structure.

Benefits

- Existing staff have substantial experience, but resources are already overcommitted under the existing management system.
- Adequate staffing resources will enable effective preparation, planning, roll out, and ongoing management of the proposed recommendation.
- Additional enforcement staff will ensure compliance with proposed regulations and can help improve understanding of the system for all user groups.
- An assessment of staffing capabilities and needs will allow for proactive hiring.

DOWNTOWN AND MAIN STREET PARKING MANAGEMENT PLAN | FINAL REPORT
Park City Municipal Corporation

Figure 5-2 Proposed Organizational Chart



#3. CREATE A COMMUNICATIONS AND OUTREACH PLAN FOR DOWNTOWN PARKING

Strategy

Customer Experience

Summary

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.

The specific recommendations include:

- Identify and dedicate **staffing resources** specifically to parking communications, marketing, and outreach.
- Develop **key messages** based on different user groups, such as businesses, property owners, residents, “day” visitors vs. “long-stay” visitors, shift vs. “9-to-5” employees, and others. Messaging should focus on clearly communicating the goals/objectives, how the programs work, how people can utilize new services, and where they can find more information.
- Develop **marketing/communications materials** (Figure 5-3). Disseminate information across multiple platforms, such as city/parking websites and/or smartphone apps, social media, brochures, advertisements, radio service announcements, and TV ads.
- **Coordinate with Recommendations #4 and #5** to ensure that messaging is disseminated with new signage/wayfinding and on new online services and/or smartphone apps.
- Conduct **ongoing workshops and/or one-on-one meetings** with downtown stakeholders. Set up “training” sessions with resorts, businesses, and employers.
- Develop **press releases** and engage in education/outreach with key press outlets.
- Communications should occur several months **prior to implementation**, ramp up as the roll out approaches, and continue as an ongoing effort post-implementation.
- Create a **feedback loop** once implemented to allow people to provide comments and direct those comments to the appropriate staff.

Figure 5-3 Example Parking Communications Collateral

SFpark
CIRCLE LESS, LIVE MORE

Better information
SFMTA | Developer: Transportation Agency

Follow these easy steps:

- Look at the smart meter's display to find parking rates, hours, time limits, and other important information. If it is dark, press any button to light the display.
- If paying with coins, simply insert them in the coin slot until the desired time is reached on the display. Quarters, dimes, and nickels accepted.
- If paying electronically, insert and remove your credit or debit card. The smart meter accepts Visa, MasterCard, American Express and Discover.
- With the blue (+) and (-) buttons, select the amount of time. The cost for that time will be displayed underneath.
- Press green [OK] button to confirm your payment, or red [CANCEL] button to stop your transaction. The meter will attempt to authorize the payment shown on the screen if neither button is pressed after 30 seconds.
- Wait for authorization of the card.
- If the card is approved, the display will show the amount of paid time and when it expires. If not approved, start over with another card or coins.

**Please note that time purchased at this meter corresponds only to the adjoining parking spot. The time purchased is not transferable.*

Changes Effective April 4
view and download current rate change maps
Download ParkMe App | Download Parker App | Download ParkMobile App

LA Express Park™
save time, park smarter™
PROGRAM AREA MAP
LAUNCHING A NEW REGION OF COVERAGE
HOW TO REGISTER

Performance-Based Parking Pricing
SDOT Performance-Based Parking Pricing Video
PERFORMANCE-BASED PARKING PRICING PROGRAM
0:35 / 2:40

Play like a Parking Pro!
2014 parking rate changes: Know the Rules, Win t...
know the rules win the game
0:13 / 0:15

PARK SMART IN DENVER!
Five Easy Ways to Avoid a Parking Citation

- Street Sweeping**
"Show Your Pride, Move Your Ride" on your neighborhood sweeping day between 8am-5pm. Sign up for a free reminder at KeepItCleanDenver.org or call 3-1-1 for free calendar stickers.
- License Plate Expiration/No Front Plate**
Immediately apply the stickers you receive when you renew your license plate. In Colorado, vehicles must have valid license plates on both the front and back of the vehicle.
- Allow Five Feet When Near Alleys/Driveways**
When parking next to an alley or driveway, be sure to allow at least five feet from the curb cut to the end of your vehicle.
- Broken Meters**
Malfunctioning meters are not free parking spaces. Read the meter carefully and when in doubt, park at another meter.
- Overtime Meter Violation**
Check the meter for a time limit and move your vehicle at least 100 feet when your time is up so that others can use the space. Adding money to the meter after your time limit has expired can still result in this citation.

Most meters in Downtown Denver require payment around the clock.
Be sure to check the meter and overhead street signs for parking rules and payment requirements.

Before parking, always follow directions on meters and observe all street signs

Rationale

Existing infrastructure and informational materials do not effectively communicate the existing system, as the maps, brochures, and website are all static, outdated, and limited. The recommendations outlined in this plan present a more dynamic approach to managing parking. The new approach requires clear, user-friendly, and diverse methods for communicating the proposed changes.

It is crucial that outreach occur prior to implementation, and continue to occur as the programs are adjusted over time. The new system will have a learning curve for businesses, employees, and residents, while visitors should be able to easily understand how the system works upon arrival. Simply putting the program “on the street” without early and ongoing dialogue with stakeholders could result in more growing pains than necessary.

It is crucial that outreach occur prior to implementation, and continue to occur as the programs are adjusted over time.

Benefits

- Continues dialogue between community and staff after plan adoption and as the city moves towards implementation.
- Allows staff to proactively educate the community on the proposed program, while ensuring that stakeholders can continue to provide input.
- Clear, simple, and intuitive messaging can communicate the goals, objectives, benefits, and details of the programs.
- Messaging can reduce confusion about the system, allowing for maximum use of facilities and reducing the potential for citations.
- Enhanced communications can significantly improve transparency of the system, taking the “politics” out of parking management.

#4. UPGRADE PARKING SIGNAGE AND WAYFINDING

Strategy

Customer Experience

Summary

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.

A new signage and wayfinding program should incorporate the following elements:

- A public parking **brand or identity** (Figure 5-4 and Figure 5-6), which would allow for readily identifiable logo and color palette indicating public parking. The brand could help to reinforce the downtown identity of aesthetic. It is recommended that the City engage a parking branding and signage specialist to assist with this effort.
- **Wayfinding** would include a suite of static, directional, regulatory, pay station, informational per lot/garage, arrival/entry, and dynamic variable message signs (VMS). All wayfinding would utilize the new brand.
- VMS would allow for continually updated **real-time info**, be integrated across garages and managed from a single location, and allow for distribution to the parking website and smartphone apps (Recommendation #5).
- One optional wayfinding/VMS is use of a **parking guidance system** in the China Bridge structures. Such systems utilize sensors to determine if a vehicle is present and then green or red lights to indicate whether a space is “available” or “occupied.” These systems can be integrated with real-time signage, enabling vehicles to find spaces much more quickly. However, such systems are typically utilized in very large parking structures, where driving to the top floor could take 3–5 minutes. In addition, such systems are quite expensive, costing \$600–\$1,000 per space to install.
- Integration with **privately-owned, yet publicly available parking**, allowing motorists to easily identify all parking facilities and reduce confusion about parking access. The City would likely need to develop a standard cost-sharing and maintenance agreement with private property owners.
- **Provide information to motorists before they enter Park City and downtown**, such as on I-80, SR-224, SR-248, or as they approach downtown on local streets (Figure 5-5). Such signage would include availability information, allowing people to make decisions early on in their trip about where they want to park.
- Address issues related to **historic signage regulations** in downtown and secure exemptions as needed.
- Allow for **short-term and long-term implementation**, recognizing that some immediate upgrades may be needed and other elements will take longer to implement.

Figure 5-4 Examples of Parking Branding, Signage, and Wayfinding

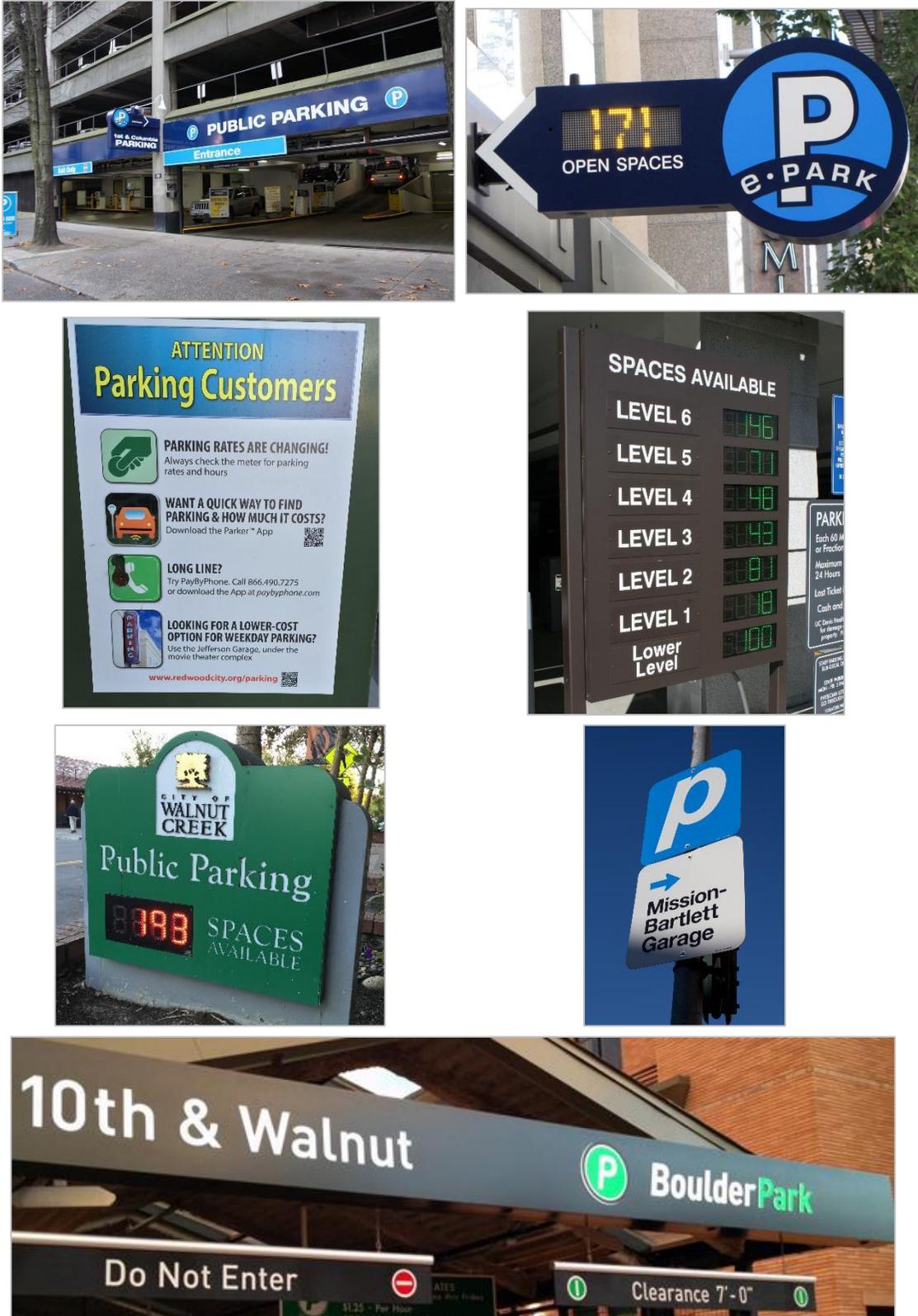


Figure 5-5 Example of Parking Signage on Corridors/Streets

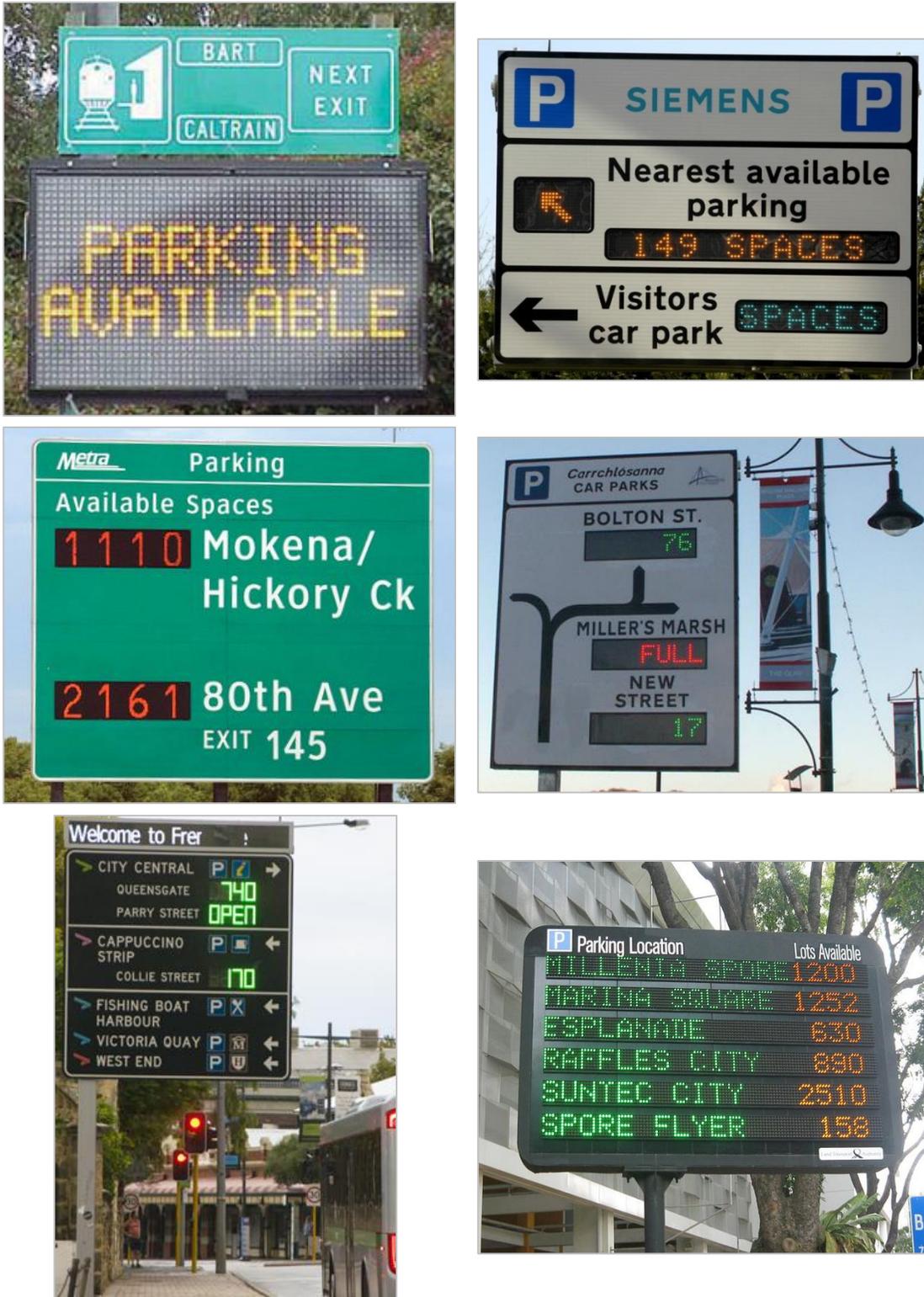


Figure 5-6 Illustration of Potential Park City Parking “Brand” and Signage

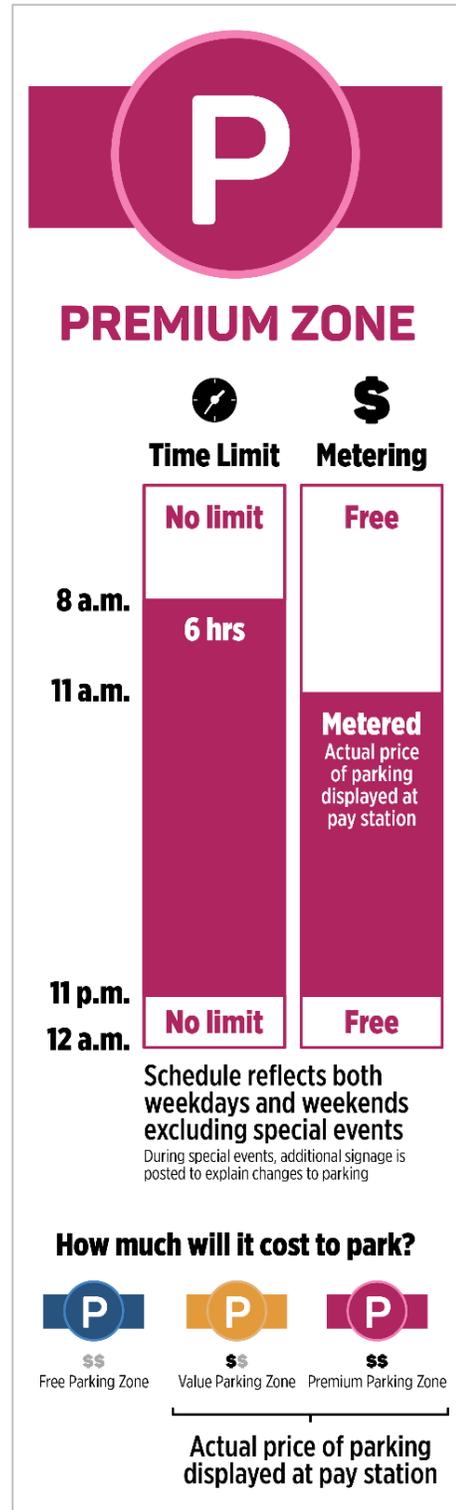


Rationale

- A lack of consistent parking information, especially wayfinding and signage, has been identified as a priority issue
- The City and its downtown partners have invested in various wayfinding strategies, but the system is incomplete and not coordinated
- Negative user perceptions are driven in part by confusing signage
- Off-street lots and garages have available parking, but are not utilized
- Private lots/garages use their own signage and no common identity has been established
- A lack of parking occupancy data impedes ability to provide parking information or inform planning
- Signage can help reinforce an area’s identity by using the look and feel of a given area

Benefits

- **To City:** Consistent signage can improve the aesthetic look of a district. Directs motorists to underutilized off-street facilities, freeing up the most convenient “front-door” curbside spaces, and maximizing the efficiency of a parking system. Eliminates traffic caused by cars “cruising” for on-street parking. Helps dispel perceived (but not actual) shortages in parking. Ability to collect more robust parking data. Facilitates consistent enforcement practices.
- **To Customers:** Can reduce parking search time in half. Improved overall experience and perception of parking. Multiple methods to find information. Consistent signage can reduce anxiety about tickets and reduce enforcement/compliance incidents.
- **To Property Owners/Businesses:** Improved experience for customers and users.



Clear and user-friendly regulatory signage can effectively communicate the demand-based pricing program. One example is shown above.

#5. UPGRADE ONLINE PARKING SERVICES AND INFORMATION

Strategy

Customer Experience

Summary

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.

All online service upgrades should be closely coordinated with the communications program (Recommendation #3), signage and wayfinding upgrades (Recommendation #4), the Access Park City program (Recommendation #9), and the demand-based program (Recommendation #10). Key upgrades to the online parking services include:

Clear, consistent, and readily accessible information is essential to communicate how the parking management system works and where motorists can easily find parking.

- **General Parking Information.** The parking website should clearly and concisely describe the goals and objectives of parking management program in downtown, especially the proposed demand-based approach. Simple and intuitive navigation is essential. A summary of the benefits of parking management and how it ensures parking availability, convenience, and access is crucial. The different elements of the parking system, such as demand-based pricing, employee programs, residential permits, citations, event management, and enforcement should be described. A FAQ is highly recommended.
- **Parking Collateral.** All maps and brochures should be updated per the outcomes of the branding, wayfinding, and communications program. Collateral should be available online, as easily downloadable PDFs, and in accessible formats (Figure 5-7).
- **Demand-based Pricing.** The demand-based pricing program should be summarized and described, with a particular emphasis on the goal of parking availability and how prices can go up or down throughout the year. Educational videos, FAQs, and graphics should all be employed to describe the program and how it works.
- **Travel Information and Access Park City.** The proposed Access Park City program should be summarized and described, with a particular emphasis on the employee incentive programs. Travel information that describes how one can access downtown without a car should be prominently displayed, including maps and information on transit, airport shuttles, biking, walking, carpooling, ridesharing, car sharing, and use of Uber/Lyft/taxis.
- **Multiple Platforms.** Information should be distributed across multiple online platforms, including all appropriate social media platforms. Use of Facebook, Twitter,

YouTube, Instagram, and others have all been effectively used to convey parking and travel information. The City currently has social media accounts, but it should explore establishing accounts specific to the downtown parking program (Figure 5-8).

- **Real-time Availability and Pricing.** A primary goal for the parking website is provide real-time parking availability for customers (Figure 5-9). People would be able to look at a real-time map and see available parking spaces by block and/or off-street facility. Prices and regulation would also be provided in real time. This data feed would be supplied via the access control and wayfinding infrastructure, so it will not be possible until those systems are in place. Integration with private parking facilities is also recommended, and would likely require a cost/data-sharing agreement.
- **Smartphone Applications.** In addition to real-time parking availability on the website, the ultimate goal for the system is to provide all parking and travel information on a Park City parking-specific smartphone application. Motorists and customers would be able to utilize the app to find parking availability, rates, and information quickly and easily. Information about other travel options (transit, bike, walk, ridesharing, and shuttles) should be integrated as well.
- **Permits.** Residential and special event permits should be able to be easily purchased and renewed online. Institute online reservations and pre-payment when there is a charge for event parking (premium charge for reserved Black Diamond permit parking).
- **Citations.** The city currently facilitates online citation payment and appeal. This system should continue to be evaluated and upgraded as needed to provide an easy way to pay and appeal citations.
- **Payment Options.** Parking Services staff and event contractors should evaluate use of credit card and mobile payments⁴ through applications such as Square, ApplePay, and Samsung Pay.
- **Coordinate with Stakeholders.** All online services should be linked to major Park City stakeholders, such as the HPCA and all major resorts and hotels.

In addition to real-time parking availability on the website, the ultimate goal for the system is provide all parking and travel information on a Park City parking-specific smartphone application.

⁴ T2 Systems is currently on hold with this service as they resolve PCI Compliance issues with hardware and software providers. This is an industry wide issue that relates to the handheld units, not to the parking software provided by a number of companies. Third party companies such as Square and BluePay provide credit card processing that would be outside of the parking software, and could be used in the short-term until processing for parking specific options are available.

Figure 5-8 Facebook in Manitou Springs (top) and Twitter in Portland (bottom)



Figure 5-9 Real-time Information in Santa Barbara, CA (top), Santa Monica (bottom left), and Salt Lake City (bottom right)

Real-Time Parking Availability Public Works

Home » ... » Public Works » Downtown Parking » Real-Time Parking Availability Share 2

● Available
 ● Busy
 ● Full
 11

Lot 8 - 60 spaces available
1015 Anacapa Street

Click for Directions
Tel: 805-564-5656
Rate: First 75 minutes free, \$1.50 per hour after.
Monthly Parking Permits Available: No.

Show All

Santa Monica Pier

9:41 AM

Wyndham Santa Monica
Valet Only
0.2 miles
\$12.10

SLC

12:00 PM

LOGIN SELECTION

PARK SLC

Phone

Email

1 CREATE YOUR ACCOUNT

There's no time-consuming account set-up with ParkSLC. All it takes to get started is:

- ▾ Download the app
- ▾ Enter your phone number or email
- ▾ Create or enter your unique PIN number

PARK SLC

Rationale

The existing Parking Services website provides basic information on the location of parking facilities and parking permit options, yet much of the information, such as the parking map, is outdated. Navigation within the parking section website is also not intuitive.

The existing online system cannot support the proposed demand-based management program and substantial new information is required to effectively communicate the specifics of the program.

Benefits

- Improved understanding of the parking system and management approach.
- Reduced confusion for all users and improved ability to easily find available parking spaces.
- Diverse methods for conveying information, especially real-time information is essential to communicating pricing and regulations. The use and integration of smartphone applications is essential as more and more people utilize smartphones for all online navigation.
- Web-based and mobile reservation, renewal, and payment options provide a high level of customer service and reduce administrative costs.
- Residents, business owners, employees, and visitors appreciate payment options for parking. Mobile and online payment options provide high levels of customer service and convenience. Web-based options also increase compliance with regulations and willingness to participate in the permit programs.

#6. SECURE ADDITIONAL PARKING FOR USE BY EMPLOYEES AND THE GENERAL PUBLIC.

Strategy

Customer Experience

Summary

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

Use of city-managed or city-affiliated lots offer a straightforward option, simply requiring internal collaboration among appropriate departments and staff to identify the appropriate regulations.

Use of city-managed or city-affiliated lots offer a straightforward option, simply requiring internal collaboration among appropriate departments and staff to identify the appropriate regulations.

If private parking is secured, shared parking agreements with property owners should be developed to serve as a template for future negotiations and allow the city/private stakeholders to negotiate around key issues such as cost/revenue sharing, enforcement, liability/insurance, infrastructure improvements, and ongoing development flexibility. A summary of key considerations is shown in Figure 5-10.

Rationale

- Additional parking supply is needed in the immediate or short-term to accommodate remote parking, especially during peak periods
- New pricing structure and Access Park City program will likely incentivize more employees to park remotely
- Existing parking assets are underutilized, presenting a cost-effective way to quickly add supply
- Common concerns with private property owners have been overcome via shared parking agreements, which address liability and cost sharing for upgrades

Benefits

- Reduces parking demand in the downtown, especially during peak periods.
- Offers cheaper alternative for those who do not want pay for parking during peak periods.

- Improved parking experience through coordinated parking system and upgraded parking facilities.

Figure 5-10 Key Private Parking Leasing Considerations

Lessor / Lessee	Terms & Extension	Use of Facilities	Maintenance	Operations	Enforcement & Security
Public	Evaluate return on investment (per individual facility or system)	Need available hours (and number of spaces) to be ample enough for investment	Evaluate added cost of maintenance and operations	Revenue collection; posting signage; could include maintenance	May assume enforcement role (if no gate)
Private	Long enough to ensure adequate return on investment; ensure terms allow for future redevelopment	Ensure base user can get use at end of sharing period (provide flexibility)	If maintenance and operations already exists and is effective, it will likely want to be continued	If maintenance and operations already exists and is effective, it will likely want to be continued	Not necessary if gated (already can tow)

#7. INSTALL NEW PARKING PAYMENT AND ACCESS CONTROL INFRASTRUCTURE IN PUBLIC LOTS/GARAGES

Strategy

Administration/Operations

Summary

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.

Signage at the entrance to and within each facility, and information provided on the multi-space meters, will clearly indicate when paid parking is and is not in effect, the currently applicable rate(s) per hour, and time limits, and where and how to pay.

Key infrastructure upgrades include:

On-street Meter Replacement

Park City's existing multi-space parking meters are capable of supporting the initial implementation of demand-based parking management. Within one to three years, however, the City should consider replacing existing meters with new multi-space meters. These meters should be capable of handling multiple rates and pay-by-plate transactions to enhance the customer experience, facilitate back office management, and integration with the management and pricing of the City's existing and newly metered off-street parking facilities. All meters should facilitate payment by phone.

Gated Access Control

To provide the most effective control of access and revenue, facilitate back-office system monitoring and management, and reduce enforcement and operations costs, Park City should install access control gates and automatic ticketing/payment stations at the entrances/exits to many of the larger public parking facilities. Installation of gates will require a new center median island between the entrance and exit lanes at each facility access-way, to accommodate installation of gates and an exit lane pay station. Some driveway reconfiguration may also be required to provide minimum width. A gated system also requires installation of new conduit and wiring for power and communications to the operations center.

Motorists will take a time-stamped ticket from a ticket dispenser at the entrance, and the gate will open. At China Bridge, individuals will be able pay for parking at a pay station kiosk before returning to their vehicles, and then insert the paid ticket into the exit lane pay station when exiting the facility. In smaller lots, the City could allow for credit card payments at the exit, but would need to evaluate queuing impacts.

During major events, gates would be disabled and payment would be collected by event staff.

Vehicle Identification Systems

To facilitate the demand-based pricing and daily pricing for employees, new vehicle and/or user identification systems are also required to record the entrance and exit of employee vehicles. Installation of stationary License Plate Recognition (LPR) systems is recommended for all entrance and exit lanes at off-street facilities that will be gated.

This system will record the license plate numbers of all vehicles as they enter and exit the facilities. Using smart cards, entrance and exit gates will automatically open for vehicles operated by employees that have registered for the *Access Park City* program (and registered their vehicle license plate) and have a pre-paid commuter account, with a sufficient balance to pay for a full day of parking at the applicable rate(s). Applicable parking fees will be deducted automatically from employees' pre-paid commuter accounts upon exit.

Stationary LPR systems will also provide the City with real-time information on the number of parking spaces occupied and available within each gated parking facility. This information can be integrated into variable message signs and online/smartphone applications.

Multi-space Meters in Selected Off-street Facilities

For smaller lots, and those with a more open layout (i.e. Bob Wells/Historic Wall lots, which have individual parking spaces accessible from the street), the City should install multi-space meters. Meters would be installed at or near the primary and secondary pedestrian entrances/exits. These meters will allow users to “pay-by-plate” and should facilitate payment by phone.

These metered off-street parking facilities will be monitored by enforcement officers, recommended to be 3–4 times per day. Officers would utilize hand-held, or vehicle mounted mobile LPR devices, to check each vehicle against the list of plates with valid meter payments, and those that are pre-registered with the *Access Park City* program.

Registered employees seeking to park all day, or for the number of hours equivalent to the maximum daily charge for employees, need not use the multi-space meters, as funds will be deducted from their pre-paid parking accounts immediately after their plate number is recorded in lot by enforcement officers.

Those registered employees seeking to park for less than the time allowed at the maximum daily rate for employees, can enter their plate number at the multi-space meters indicating their desired duration of stay, and will be charged accordingly at the applicable hourly rate(s) for employees.

Key Implementation Considerations

- Installation and operation of gates is substantially more costly than alternative methods of parking payment and revenue control, as it requires:
 - Potentially widening entrances and adding curbed center islands between entrance and exit lanes to accommodate installation of gates and exit pay stations.
 - Adding new cable conduit, electrical wiring/connections to fiber optic networks.
 - Adding ticket distribution and payment machines at the entrance/exit
- Use of gates can suggest to motorists that such facilities are restricted, or not publicly accessible. Although this can be mitigated with appropriate signage indicating that “public parking is available,” gates may still deter some drivers from parking off-street,

putting greater pressure on the on-street parking system and other public off-street parking facilities.

- Gated parking facilities can become congested internally—especially during and after events, when many drivers seek to exit at the same time, as each vehicle can spend up to a full minute for payment/ticket processing at the facility exit. This can cause long delays for patrons waiting to exit the facility.

Rationale

- Comprehensive improvements to parking payment systems are necessary to enable implementation of demand-based parking pricing and differential rates for local business owners and employees.
- Enhanced payment and access control systems will also give the Parking Services department better and more comprehensive information about parking occupancy and duration of stay by facility—enabling more dynamic adjustment of parking pricing and management.
- Systems allow greater control over parking facilities from the back office, enabling targeted enforcement and more dynamic and efficient management of the system.

Benefits

- Enables demand-based parking pricing, which is a cost-effective means of achieving City goals for enhancing access to Main Street, including meeting targets for the availability of on-street and off-street parking in the area.
- Use of stationary LPR systems at the entrances to most off-street facilities can provide data for real-time parking availability information systems, including on-street signage and mobile parking wayfinding applications.
- Together, demand-based pricing and real-time parking availability information make it easier to find parking, reducing parking search traffic, and promoting the efficient use of existing lots/garages.
- Expanded use of LPR will simplify administration of employee parking pricing and incentives for use of remote parking and non-auto access options.

#8. CONTINUE TO IMPROVE PEDESTRIAN AND BICYCLE ACCESS

Strategy

Customer Experience

Summary

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. Specific improvements include:

Additional investment in pedestrian comfort and safety through lighting, design, and wayfinding treatments can improve motorists’ ability to find and utilize remote facilities.

- **Further enhance connections across Swede Alley.** Eight parking locations east of Swede Alley would benefit from better pedestrian connectivity with Main Street. These include the Sandridge, Marsac, China Bridge, Bob Wells, and Flag Pole lots, as well as the Old Town Transit Center. Recent improvements have been made at 5th Street, and to the Sandridge lots, but additional infrastructure is needed. Particular needs include traffic calming and high-visibility markings at key crossings and desire lines, prominent wayfinding signage, and more pedestrian-scale lighting.
- **Improve alleyway connections to Main Street.** Existing alleyways are dark and can discourage pedestrian activity. Improved lighting, as well as painting walls with decorative murals, will enhance pedestrian safety and comfort.
- **Increase lighting in parking garages.** All parking garages and paths to parking lots would benefit from better lighting within and surrounding them. Lighting makes them both safer and easier to navigate, as well as addresses concerns about pedestrian safety and comfort.

In addition, it is recommended that additional bicycle parking be provided, both “short-term” bicycle racks and “long-term” cages or lockers. Racks are designed primarily for visitors making short trips and should be located along Main Street or as close as possible to key destinations. Racks should be in prominent locations that are easily visible to deter vandalism or theft.

Lockers or cages are targeted for longer trips, such as employees who would not want to leave their bike locked up for a whole shift. These facilities should be covered and only allow for secure access via a key card or combination pad. Potential locations include the transit center and public/private parking garages. All bike parking should have consistent signage to clearly indicate its purpose.

Finally, the city should evaluate the use of bike corrals during summer months. Bike corrals can accommodate 10–12 bikes within a parking spot and can significantly improve access for bicyclists to Main Street businesses. The installation of corrals should be evaluated in

collaboration with businesses to identify acceptable locations. Corrals can be installed with temporary curbs, racks, and posts, allowing for removal in winter.

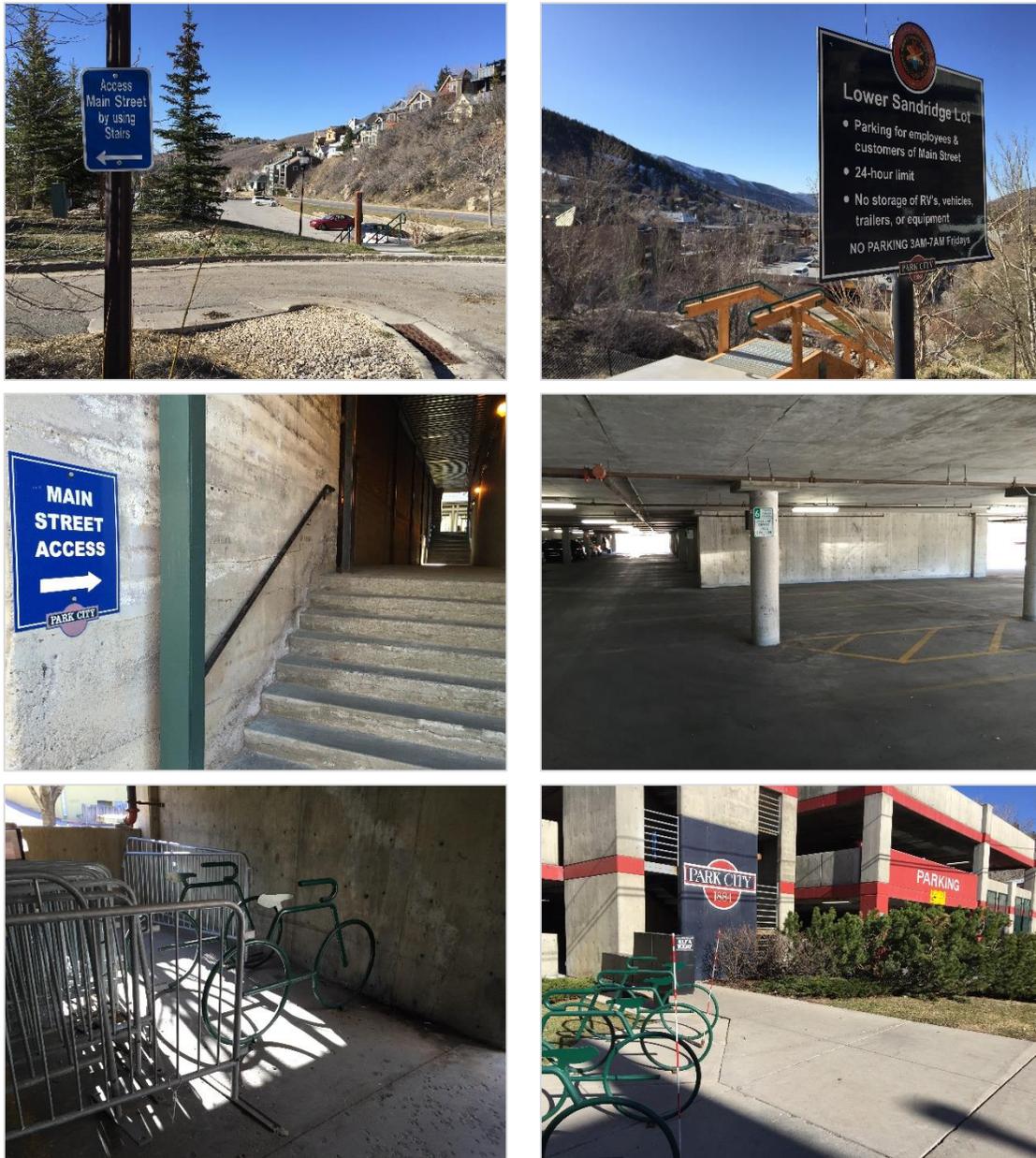
Rationale

- The majority of downtown parking is located in off-street lots or garages, separated from Main Street by Swede Alley. Many of the more remote parking facilities are underutilized, partially because pedestrian connections are poor. Limited access and poor lighting discourage use of those facilities. Improved infrastructure can better distribute demand to remote, yet free parking lots.
- Additional investment in pedestrian comfort and safety through lighting, design, and wayfinding treatments can improve motorists' ability to find and utilize remote facilities.
- Bike parking is limited or in locations that can lead to vandalism or theft.
- Employees do not have "long-term" bicycle parking options, potentially deterring travel by bike.

Benefits

- Many short trips can be made by walking or cycling, both of which reduce demand for parking spaces.
- Reduced demand for premium parking spaces during peak periods.
- More pleasant pedestrian environment and improved safety, comfort, and convenience.
- Better infrastructure for bicyclists, including parking options for employees who wish to bike.

Figure 5-11 Existing Pedestrian and Bicycle Conditions



Recent improvements to the Sandridge lots will make them more accessible. Additional infrastructure is needed to connect the lots and garages to Main Street. Bicycle parking can be hard to find and is not in prominent or visible locations.

Figure 5-12 Examples of Long-term Parking and Bike Corrals



New and diverse types of bicycle parking can incentivize more employees and visitors to bike to downtown.

#9. CREATE ACCESS PARK CITY MOBILITY PROGRAM TO IMPROVE DOWNTOWN TRAVEL OPTIONS.

Strategy

Customer Experience

Summary

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. 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.

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 are summarized below. A first step for the City will be to further define elements of the program through ongoing outreach to employers, employees, and residents.

Park-and-Ride Shuttle

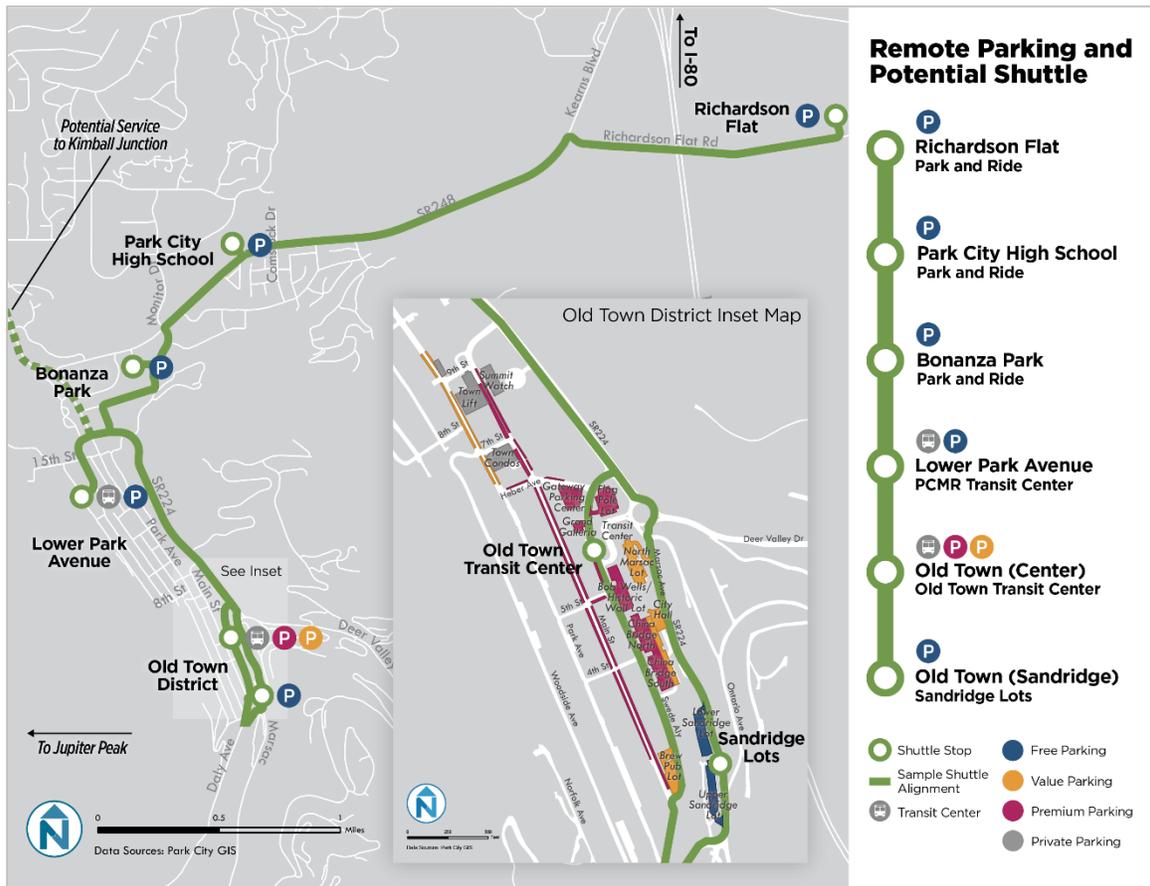
The City should implement a shuttle that would allow employees, and others, to park outside of downtown and then connect directly to downtown. Previous attempts to create a similar shuttle service for downtown employees have failed due to several factors, including: poor marketing of service, low-amenity vehicles, and mismatched service hours. Most importantly, the existing pricing and permit structure offers little incentive to not drive.

The City will need to develop a service and operating plan for the shuttle service. Key service elements include:

- Peak period service only, as demand is likely not high enough during the off-peak seasons, days of week, or times of day
- Figure 5-13 shows a potential route and stops. A key first step will be identifying the appropriate remote parking location(s).
- Frequent service, such as 15- or 20-minute headways

- Appropriate service span, allowing late-night workers to effectively utilize the shuttle
- High-quality vehicles, offering high passenger amenities
- Strong marketing and communications plan, ensuring that employees are aware of the program

Figure 5-13 Potential Park-and-Ride Shuttle (DRAFT)



Financial Incentives

To help incentivize employees to not drive to downtown, the City should also explore direct financial incentives, such as a “pay-not-to-drive” program. The City would provide a small financial reward to employees for using remote parking or alternative transportation (walking, bicycling, or transit) to reach their place of work.

The dollar value would depend on parking costs and revenues. However, a preliminary amount of \$0.50 per day for parking remotely, or \$1.00 per day for walking, bicycling, or taking transit, may be a suitable starting point. Financial rewards would be tracked and credited via the same employee access and parking account from which parking costs would be debited (described below).

In addition, the City could also subsidize all or a portion of employee trips taken by Uber, Lyft, or taxis.

Car Sharing

One of the biggest barriers to not driving to work is the need to make midday trips, such as a doctor's appointment or errand. Car sharing programs are very effective in providing a short-term vehicle for such trips. There are currently two Zipcar vehicles in the China Bridge structure, but they get minimal use. The City should improve marketing of this service to employees and evaluate subsidized memberships/trips for employees. If demand warrants, the City should expand the number of available vehicles.

Bike Sharing or Loaner Bikes

Similarly, the City should evaluate use of a bike share or "loaner" program for downtown that would allow employees to have short-term use of bikes for trips. A formal bike share program would need to be designed and implemented on a citywide basis, providing connections between key destinations and neighborhoods. A bike sharing program would be open to the general public. A less formal "loaner" program could allow employees to rent a bike from the City. Such a service could be automated and linked to an employee access card.

Commuter Portal

Another key element to the program would be to substantially enhance travel information for employees and provide a single portal by which employees could manage their parking and transportation options. Web- and smartphone-based programs would enable an employee to easily register for programs, purchase and manage parking, receive financial incentives, and find information about transit, biking, and walking. Such programs can also facilitate a rideshare/carpool program for Park City employees, commuter reward programs and contests, log trip information and data, and allow for annual surveys.

The program would likely need to be initiated by the City, managed and administered by a third-party vendor, and be available to more than just downtown employees.

Implementation of Access Park City

Implementation of this program will require careful consideration and planning, as well as further dialogue with employers and employees. Key issues for implementation include:

- Defining the city or city-led transportation management association as the entity to implement and fund the program
- Identifying and selecting an appropriate third-party vendor to manage and administer key elements of the program, such as required infrastructure, including:
 - Smart card system that integrates with parking and transit systems and allows employees to receive financial incentives for biking, walking, or transit
 - Web-based and smartphone applications
- Integrating downtown, as well as non-downtown, employees into the program
- Ensuring that the program is in place and coordinated with parking management changes so that employees have improved travel options before pricing takes effect

Rationale

Managing employee parking in downtown Park City is a complicated issue. Employee parking is problematic for employees, business owners, and residents of surrounding neighborhoods. At this time, few Main Street businesses incentivize alternative commute options.

Furthermore, employee parking demand typically conflicts with that of customers and visitors. As such, mechanisms that provide a financial incentive to park remotely (or to commute on foot, by bicycle, or by transit) present win-win opportunities that benefits employees, business owners, and customers alike.

Given the number of employees during peak periods, and the need to ensure access for visitors and customers, it is all but impossible to provide parking for every employee who wishes to drive and park in downtown. The City must make it easier for employees to get to downtown without a car.

It is all but impossible to provide parking for every employee who wishes to drive and park in downtown. The City must make it easier for employees to get to downtown without a car.

Benefits

- **More efficient use of existing parking.** Those parking for long periods of time (all day, all evening) would shift to more remote facilities, freeing up premium on-street and off-street spaces for short-term visitors. The end result is an increase in the total number of people who can be served by the current system.
- **Reduction in vehicle trips in the Main Street district.** By incentivizing other modes of transportation, vehicle trips to Main Street would decrease. This would reduce associated traffic congestion in the Main Street district.
- **Improved travel options and financial savings for employees.** Employees that participate in the *Access Park City* program will see direct financial rewards for parking remotely or reaching their workplace without a car. Other programs aimed at employees offer a significant benefit.

#10. IMPLEMENT DEMAND-BASED PARKING MANAGEMENT FOR ALL PUBLIC ON-AND OFF-STREET PARKING. MANAGE PARKING TO ENSURE ADEQUATE AVAILABILITY AT ALL TIMES.

Strategy

Customer Experience

Summary

A central challenge for Park City is the uneven distribution of parking demand by season, with the peak during major events and on weekend evenings, especially during the winter ski season. Parking demand also varies by location, with high demand on Main Street and lower demand in off-street lots just a short walk away. Pricing and regulations, however, largely remain the same.

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.

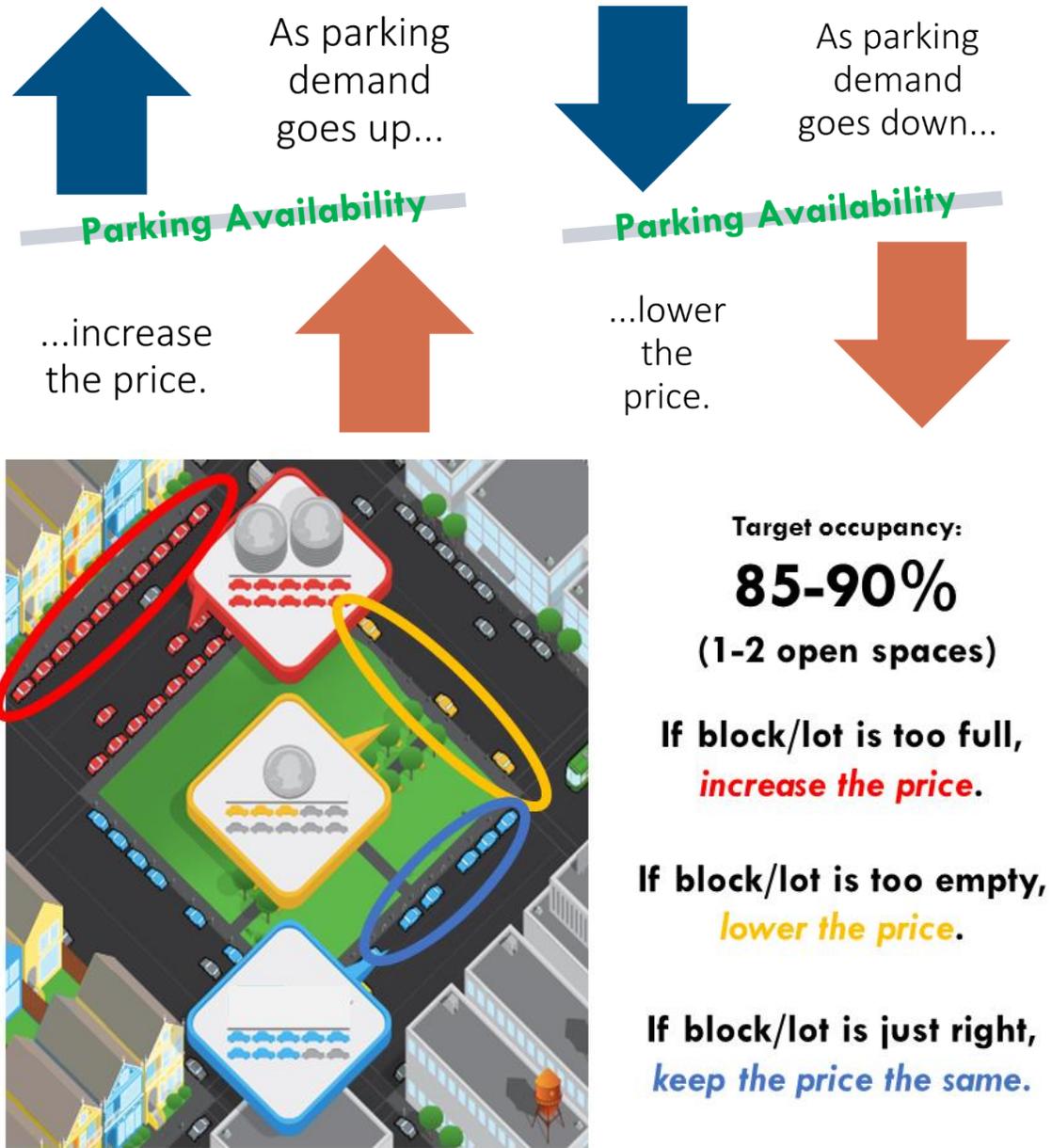
The “right price” is the lowest price that will achieve the availability target. By adjusting rates periodically—up when and where demand is high and down when and where demand is low—the city can better distribute demand and maximize use of its parking facilities.

Time limits should also be adjusted, with the ultimate goal of eliminating on-street time limits in certain areas and using pricing to generate turnover. Extending or eliminating time limits can provide additional flexibility to customers who want to park for longer periods of time.

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.

Figure 5-14 How Does Demand-Based Management Work?



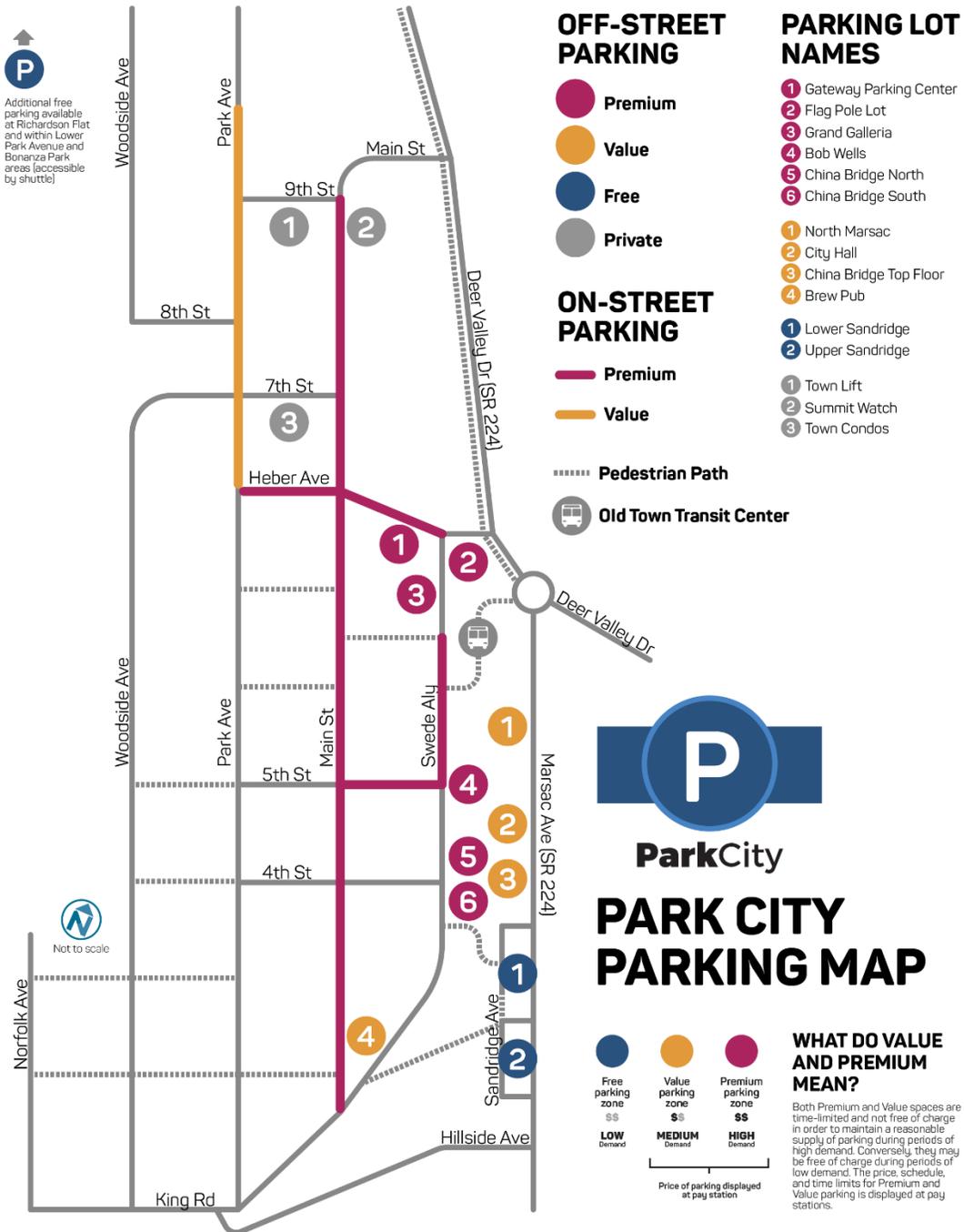
Source: Lower image adopted from SFpark

Adjust by Location

Figure 5-15 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.”

- **Premium** lots and blocks are recommended to have the highest hourly and daily parking rates, with a goal of facilitating short-term parking and high turnover. Premium status is recommended for (1) Main Street, and (2) the busiest off-street facilities along Main Street and Swede Alley, including the Gateway and China Bridge structures.
- **Value** parking areas are recommended to include areas at least one block away from the Main Street commercial core, including the Marsac Avenue lot, the top floor of the China Bridge parking structure, and curbside parking on Park Avenue that is proposed for management with both residential parking permits and new meters. Value rates are intended to be lower than the rates in premium facilities at all times of year.
- **Remote** parking areas include those parking facilities at the edges of the downtown including the Lower Sandridge and Upper Sandridge lots. These lots currently experience relatively low parking utilization—even on weekends and during the peak season. This category also includes more distant remote surface parking lots at Richardson Flat and within the Lower Park Avenue and Bonanza Park neighborhoods.

Figure 5-15 Proposed Premium, Value, and Remote Areas



Adjust by Season and Time

Consistent with demand-based parking management, this plan recommends calibrating pricing and time limits by season, day of week, and event status for both on-street and off-street parking, according to a tiered management structure. Figure 5-16 summarizes the tiers and the proposed management actions within each tier. Figure 5-17 shows the proposed distribution of days by tier for Park City.

Figure 5-16 Summary of Pricing Tiers and Management Actions

	WHEN	ACTIONS
TIER 1	Non-peak Weekdays	<ul style="list-style-type: none"> - Lower rates on Main - Extend time limits on Main - Free off-street parking
TIER 2	Non-peak Weekends Peak Weekdays	<ul style="list-style-type: none"> - Base + escalating rate on Main - Low rates in Premium lots - 2-hr free parking in Value lots
TIER 3	Peak Weekends Minor Events	<ul style="list-style-type: none"> - Higher + escalating rates on Main - Off-street < on-street
TIER 4	Major Events	<ul style="list-style-type: none"> - Restrict parking on Main - Maintain permit system

Figure 5-17 Proposed Distribution of Days by Tier

How much will parking cost?

Actual price of parking displayed at pay station



January

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

February

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

March

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

April

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

May

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

June

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

July

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	
30	31					

August

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

September

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

October

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

November

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

December

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Proposed Initial Rates and Regulations

Figure 5-18, Figure 5-19, and Figure 5-20 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.

Figure 5-18 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 5-19 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 5-20 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

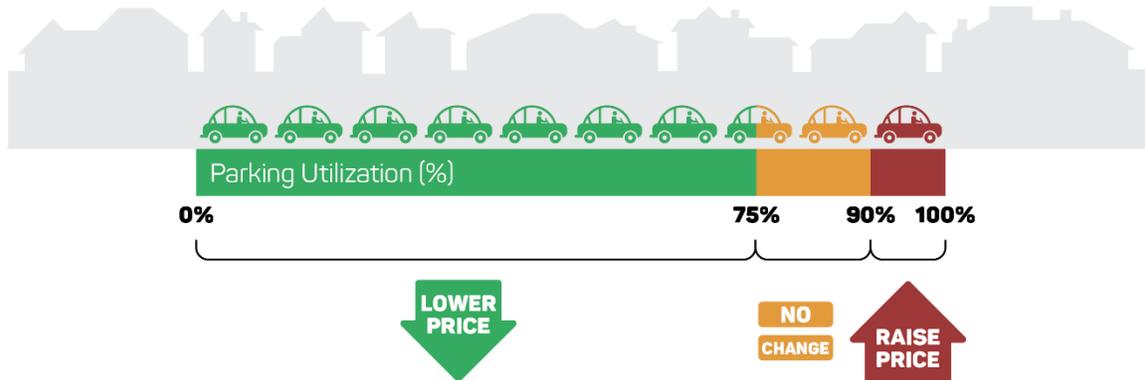
** Time limits enforced daily from 8:00 a.m. –11:00 p.m.

Implementation of Demand-Based Management

Implementation of a demand-based management program will require careful planning and key action steps. Outlined below are the key steps to successful implementation.

- Adopt an ordinance establishing a demand-based parking management program for the downtown, including:
 - *Setting specific goals and targets for the availability* of on-street and off-street parking, such as “as “The City will aim to keep one or two spaces available on each block or in each lot/garage for arriving vehicles.”
 - *Granting staff authority* to change meter and permit rates, off-street parking fees, and on-street parking regulations at least annually, as necessary to meet adopted occupancy/availability targets, without action by Council.
 - *Setting minimum and maximum* hourly parking rates.
 - *Set thresholds for action* and the amount that rates can be lowered or raised per rate adjustment (i.e. \$.25 or \$.50 per rate adjustment).
- Establish boundaries for the demand-based parking management zone.
- Define boundaries for the “Premium,” “Value,” and “Remote” parking areas. The boundaries of each zone may be subject to change on an annual basis, based on evidence of changes in parking demand.
- Charge parking rates that differ by area, season, and day/time, based on observed parking patterns.
- Establish monitoring program (Recommendation #14). At least twice per year—during both the peak winter season and the off-peak summer season—the City should monitor the use of on-street and public off-street parking in the Main Street/downtown area. This includes collecting parking occupancy and vehicle duration of stay data every hour on at least two weekdays and one Saturday during each season.
- Draft a communications plan (Recommendation #3) to educate parking system users and the public about the demand-based parking management program.
- The City must use clear signage and public information to communicate when and where higher and lower rates and different parking regulations apply, as described in Recommendations #4 and #5.
- Ensure that the right infrastructure/technology is in place to facilitate data collection, rate adjustments, convenient payment, proper enforcement, and distribution of program information on multiple platforms (Recommendation #7).
- Adopt simple methodology and actions for demand-based changes, including thresholds for action (Figure 5-21).
- Adjust parking rates and regulations on at least an annual basis to reflect new information about parking patterns.
- Rates should be adjusted semi-annually, and on a case by case basis, in response to major new developments or changes to land use in the downtown area.
- To provide additional input, all staff proposals to change rates, regulations, or meter/permit zone boundaries should be reviewed by the City’s Downtown Parking and Access Advisory Committee (Recommendation #16).

Figure 5-21 Potential Thresholds for Rate Adjustments



Rationale

- Managing parking with the **goal of consistent availability** can serve as the organizing principle for Salt Lake City.
- **Parking availability varies:** Parking availability is limited at selected times and locations. It currently varies by:
 - *Location:* Availability is lowest on Main Street
 - *Time of day:* Availability is lowest in the evening
 - *Day of week:* Availability is lowest on weekends
 - *Season:* Availability is lowest in winter
 - *Event schedule:* Parking availability is highly constrained during major events
- **Parking rates and regulations are mostly uniform:** Parking meter rates, permit prices, off-street parking prices, and time limits do not reflect the differences in demand or the unique needs of different users.
- **Much of the time, use of parking facilities is not efficient:** Even when both Main Street and China Bridge are full, parking is often widely available at nearby lots and streets, including Park Avenue. Demand-based pricing will encourage drivers to look for parking in underutilized lots and on-street within easy walking distance of Main Street.

Benefits

- **Make it easier to find parking:** By maintaining one to two spaces open on each block and in each parking facility, demand-based parking management will improve the availability of parking across the downtown, making it easier for visitors, employees, and residents alike to find parking where and when they need it. Similar programs have shown to decrease parking search time by an average of five minutes.
- Meter rates on Main Street **stay the same or go down for approximately 70% of the year.**
- **Reduce traffic:** Better parking availability will reduce traffic and double-parking on Main Street, improving circulation within the Main Street/downtown area.

- **Reduce citations/violations:** Citations are likely to decrease, as greater availability reduces the perceived need to park illegally, and drivers are able to pay to stay longer in a space, rather than pushing and overstaying time limits.
- **Improve access to Main Street/downtown:** By reducing traffic, demand-based pricing can also enhance access for people by all modes of transportation, especially transit.
- **Maintain or increase revenues:** With reduced and increased rates by location/time and regular rate adjustments, demand-based parking management can be revenue neutral. With higher average rates, and better revenue control, some additional revenue may be generated to fund parking and non-auto access programs and services.
- **Reduce pollution:** By reducing traffic and encouraging the use of non-auto transportation choices, demand-based parking management can reduce vehicle travel and pollution. Greenhouse gas emissions have been shown to decrease by up to 30% demand-based parking districts.
- **Avoid the expense of adding parking supply:** By promoting the availability of parking and access to the Main Street/downtown through better management, demand-based pricing and regulation can help the City avoid near-term capital expenses of \$20,000–\$70,000 per space for the construction of new off-street parking facilities.

#11. SHIFT TO DISCOUNT DAILY PARKING FOR EMPLOYEES

Strategy

Customer Experience

Summary

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 individuals to save money every time they use an alternative to driving.

Furthermore, larger lump sum payments, such as the Green and Blue permits, represent a significant financial outlay and sunk cost. Once an employee has bought the permit, the incentive is to use it as much as possible to get your money's worth.

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.

Under the proposed prices, employees would park off-street for free during Tier 1 times, approximately one-third of the year.

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 5-22 summarizes this relationship.

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.

Figure 5-22 Role of Pricing and Travel Programs for Employees

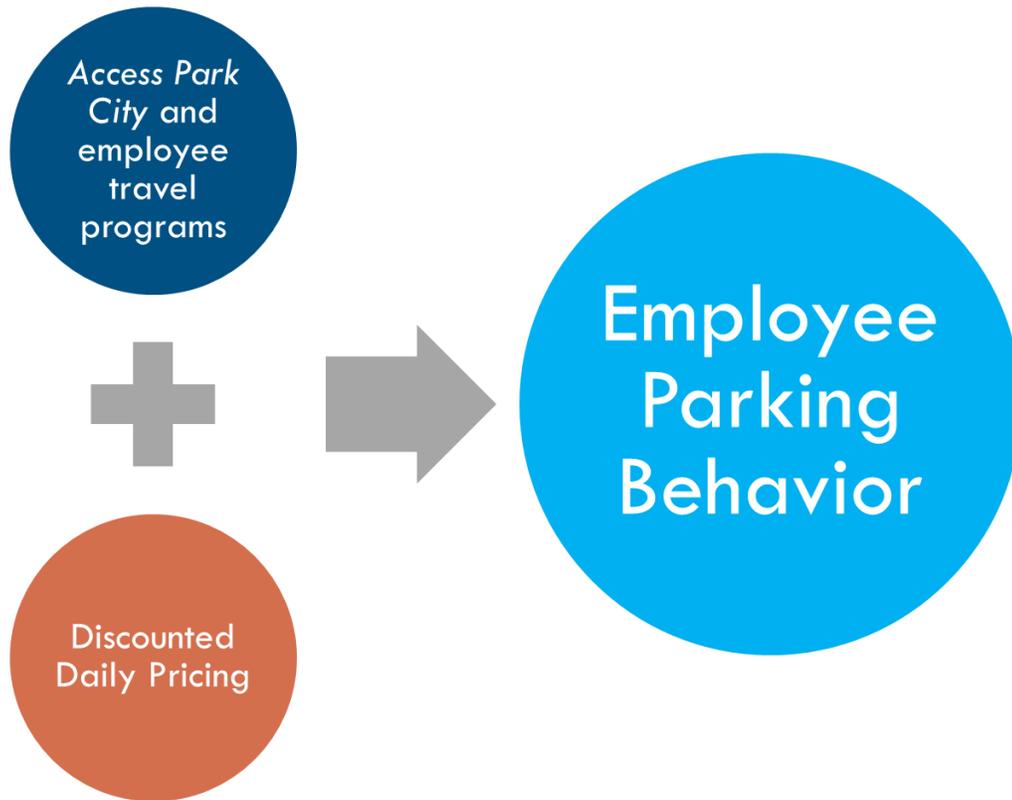


Figure 5-23 shows the proposed discounted employee hourly rates. It is important to emphasize that these are initial rates, and should be adjusted over time to respond to employee parking demand. Under the proposed prices, **employees would park off-street for free during Tier 1 times, approximately one-third of the year.** Figure 5-24 shows a comparison of the employee rate with the “public” rate. Figure 5-25 shows some hypothetical employee parking costs, including their participation in the *Access Park City* financial incentives program.

Figure 5-23 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: Free 3+ hours: \$0.20/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 5-24 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

Figure 5-25 Hypothetical Employee Parking Costs, by Scenario

Employee Scenario	Annual Parking Cost	Annual Incentives	Net Annual Cost	Existing Annual Cost
9–5 worker. Parking 3 days/week. “Value” parking.	\$72	\$61	\$11	Up to \$300+
9–5 worker. Parking 5 days/week. “Value” parking.	\$121	\$0	\$121	
9–5 worker. Parking 5 days/week. Mix of “Premium” and “Value.”	\$204	\$0	\$204	
4–12 worker. Parking 3 days/week. Mix of “Premium” and “Value.”	\$215	\$63	\$152	
4–12 worker. Parking 5 days/week. Mix of “Premium” and “Value.”	\$508	\$0	\$508	

Rationale

- Shifting to daily parking can be expected to incentivize travel by other modes and reduce employee parking demand. Daily pricing eliminates the “sunk cost” incentive to drive (once an annual permit is paid for), allowing employees to use and pay for parking only when they need it most.
- Shift to daily parking pricing model allows employees to save money by sharing rides, or using enhanced non-auto commute options.
- Discounted employee rates are needed to ensure that employees can still commute cost-effectively. Employees are more price sensitive than visitors using the same parking facilities. Daily pricing and enhanced travel options/incentives will allow the most price-sensitive employees to save more money.
- With a uniform discount at all paid parking facilities, commuters would have incentives to use “value” or free “remote” parking facilities.

Benefits

- Eliminates sunk cost of annual permits.
- Encourages use of non-auto transportation choices and remote parking options by allowing commuters to save money.
- Improves efficiency of the parking system by shifting all day/all evening employee parking to value and remote facilities, thereby expanding availability for short-term/visitor parking within premium facilities.

#12. MODIFY RESIDENTIAL PARKING PERMIT PROGRAM.

Strategy

Policy/Zoning

Summary

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.**
 - Conduct on-street survey to establish the number of legal on-street vehicle parking spaces within each of the City’s residential permit parking zones.
 - Survey daytime, evening, and overnight utilization of on-street parking in all permit zones. Use peak period and overnight occupancy data to set permit supply for each permit parking zone, ensuring that the “oversell ratio” of permits facilitates adequate parking availability.
 - Set the maximum number of permits sold per address to four, minus the number of garage and/or driveway spaces. Adjust maximum as needed over time, and based on occupancy and permit sales data.
- 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: 1st and 2nd permits: \$30 each, 3rd permit: \$40, and 4th 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.



During non-peak times, many permit areas have available parking. The city should explore how to better utilize this parking supply. One option could be a residential parking benefit district.

- Per Recommendation #5, allow for **online purchase and renewal** of permits (Figure 5-26).
- Evaluate the creation of a **Residential Parking Benefit District (RPBD)** for the downtown area permit zones. At many times throughout the year, these spaces are unoccupied, but not available to the general public. This represents an underutilized parking asset.

A RPBD would allow non-permit holders to park in a permit zone for a limited time, but only if they paid an hourly rate. Per the demand-based management program (Recommendation #10), prices would be adjusted based on demand and to ensure availability. All permit holders would be exempt from pricing and time limits.

Such a program would require the installation of parking meters in the permit zones. Initially, the city may wish to only allow non-permit holders to park during non-peak times (Tier 1 and Tier 2), better ensuring on-street availability for permit holders during busy times.

Net revenue generated from the meters would then be reinvested back into streetscape and parking improvements in the permit zones.

- Finally, the Parking Department should work with code enforcement staff to address the non-City **“No Parking” signs in permit zones**, which often limit parking to a specific residence even though the parking space is in the public right-of-way. Such ad hoc restrictions further impact parking availability for permit holders. Staff should work with residents to address these signs and phase them out over time.

Rationale

The existing RPP program allows for the sale of a number of permits that does not correlate to on-street supply. While selling more permits than spaces is important, given that not all permit holders will park at the same time, selling too many permits can reduce parking availability for permit holders. The City needs to better correlate permit sales to on-street parking availability so that the program can function optimally.

In addition, the current management of the system can be cumbersome, requiring significant staff time to manage the purchase and renewal of permits, as well as enforcement of permit guidelines. Given that all of the permits are free, the city is operating the program at a net deficit. In addition, the fact that permits are free provides no financial incentive for residents to only purchase and use the number of permits they actually need.

Benefits

- An improved RPP program can better manage parking “spillover” into residential neighborhoods, ensuring more on-street availability for permit holders.
- A progressive pricing structure can help the city recoup costs of program administration, as well as incentivize lower parking demand in these zones.
- Online purchase and renewal can significantly improve customer convenience and reduce administrative costs. Use of LPR to manage the system would also reduce administrative costs.
- A RPBD would create more “public” supply and allow better use of on-street spaces, especially during non-peak periods, while generating revenue for local improvements.

Figure 5-26 Online Permit Purchase and Renewal (Newport Beach, CA)

Citations and Permits

Home Tickets Permits Create Account [Click here to login](#)

News

2016 PARKING PERMITS ARE AVAILABLE FOR PURCHASE ONLINE
PERMIT DECAL MUST BE AFFIXED TO VEHICLE TO BE VALID

The Civic Center will be closed beginning December 24th, 2015 and will reopen January 4th, 2016. Happy Holidays!

Civic Center address is 100 Civic Center Drive, Newport Beach, CA 92660
We are opened Monday through Thursday 7:30am to 5:30pm and 7:30am to 4:30 pm on Friday.
If you need further assistance please call 949-644-3141.

For correctable violations please go to Police station first at 870 Santa Barbara Drive, Newport Beach, CA 92660
See back of ticket or invoice for more information.

Lookup A Ticket
View, pay and appeal tickets

View My Account
Click here to login and view your account

Parking Permits
Purchase parking permits

Privacy Policy | Appeals Policy | Mobile Version AIMS Web 8.1.70.0d Copyright ©2016 EDC Corporation

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* = required field

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NBID *

Plate Number *

* = required field

[I forgot my password](#)

Login

#13. MAKE STRATEGIC IMPROVEMENTS TO EVENT MANAGEMENT

Strategy

Administration/Operations

Summary

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 (Recommendation #10).

During major events, such as the Sundance Film Festival and Arts Fest, Park City actively manages on-street spaces and public parking within the downtown to address the uniquely high volume of demand. When visitors arrive, the length of Main Street is converted into a commercial and passenger loading zone, with no short- or long-term parking permitted. The City also manages the China Bridge facility differently, enabling individuals and businesses to purchase a Black Diamond Permit, which provides a reserved/guaranteed parking space on Level S2 at a cost of \$450 for the duration of the Sundance festival.

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. Specific recommendations include:

- Expand event parking pricing to all “premium” parking facilities.
- Maintain reserved parking for Black Diamond Permit holders in Level S2 of the China Bridge parking structure. Increase Black Diamond Permit rate to \$500 for the duration of the festival and enable pre-payment by credit card via the Parking Services website.
- Enable short-term and daily parking within other premium off-street parking facilities at a daily rate (\$45.00), or an hourly rate (\$5.00 per hour) that is pro-rated, with a slight discount from the reserved Black Diamond Permit rate. Existing and planned multi-space meters (Recommendation #7) in off-street lots can be reprogrammed to charge event parking rates for the duration of the festival.
- Throughout major events, the City should maintain Tier 3 rates in valued parking facilities and free parking in remote lots, including the Sandridge lots, Richardson Flat, and surface lots within the Lower Park Avenue and Bonanza Park areas.
- Employees and business owners with pre-paid daily discount parking accounts would be eligible to park in any non-reserved premium parking facility provided they pay the difference between their discounted rate and the premium event rate (hourly or daily).
- Upgrade online information, including potential smartphone app, on the price and availability of non-auto access alternatives (Recommendation #5).
- Formalize the establishment of a pick-up zone for Uber/Lyft/taxi at the Flagpole lot (Recommendation #15).
- Provide expanded transit service on existing transit and shuttle lines connecting to remote parking facilities (Recommendation #9).

DOWNTOWN AND MAIN STREET PARKING MANAGEMENT PLAN | FINAL REPORT
Park City Municipal Corporation



Parking management during major events, such as Sundance and Arts Fest, requires a different approach. Given the extreme demand, Park City's existing practices work quite well. Additional refinement to event management would likely improve access during these events.

Source: Flickr Michal R Perry (top) and kimballartcenter (bottom).

Rationale

- Current event parking management in Park City is effective, reflecting the higher parking demand during events. These recommendations formalize and extend current event pricing to all premium parking areas, making event periods effectively a fourth “tier” of parking management.
- Enhance the customer experience and simplify operations and enforcement by utilizing multi-space meters for daily and hourly event parking pricing.

Benefits

- Extending event pricing throughout premium areas will improve short-term parking availability for newly arriving visitors, commuters, and residents during major events.
- Reduces parking management and contracting costs by enabling enforcement officers to use the same equipment and methods for enforcement and revenue control during major events (Note: With multi-space meters and the option for prepayment for Black Diamond reserved parking permits in place, the City would no longer need to contract with a private vendor to handle revenue control—reducing costs. A private vendor may still be needed to assist with facility management and security during events).

#14. ADOPT FORMAL PROCEDURES FOR PROGRAM MONITORING AND PARKING ENFORCEMENT. MEASURE AND REPORT SYSTEM PERFORMANCE VIA AN ANNUAL STATE OF DOWNTOWN PARKING REPORT.

Strategy

Administration/Operations

Summary

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:

Monitoring

- Develop and adopt specific benchmarks/metrics for system performance under the demand-based management program (Recommendation #10), including:
 - Occupancy targets by block and facility
 - Resident permit issuance by month/year
 - Revenue
 - Residential permits
 - Meter by block/zone/facility
 - Citation collection revenue by type
 - Events
- Develop and implement specific methodologies for tracking benchmarks, including occupancy counts, revenue by source and location, and enforcement metrics. Occupancy counts should be conducted on a quarterly basis, at a minimum, and include the following data:
 - Occupancy by block face (Main Street, plus all other downtown core streets) and by off-street lot/garage (public and private)
 - Occupancy on an hourly basis from 8 a.m. to 12 a.m. Occupancy on a weekday, weekend, and special event
- Document any additions or loss of public and private parking within the downtown

In parking, you can only manage what you measure. Consistent data, and effective use of the data, is essential to improving parking availability and convenience.

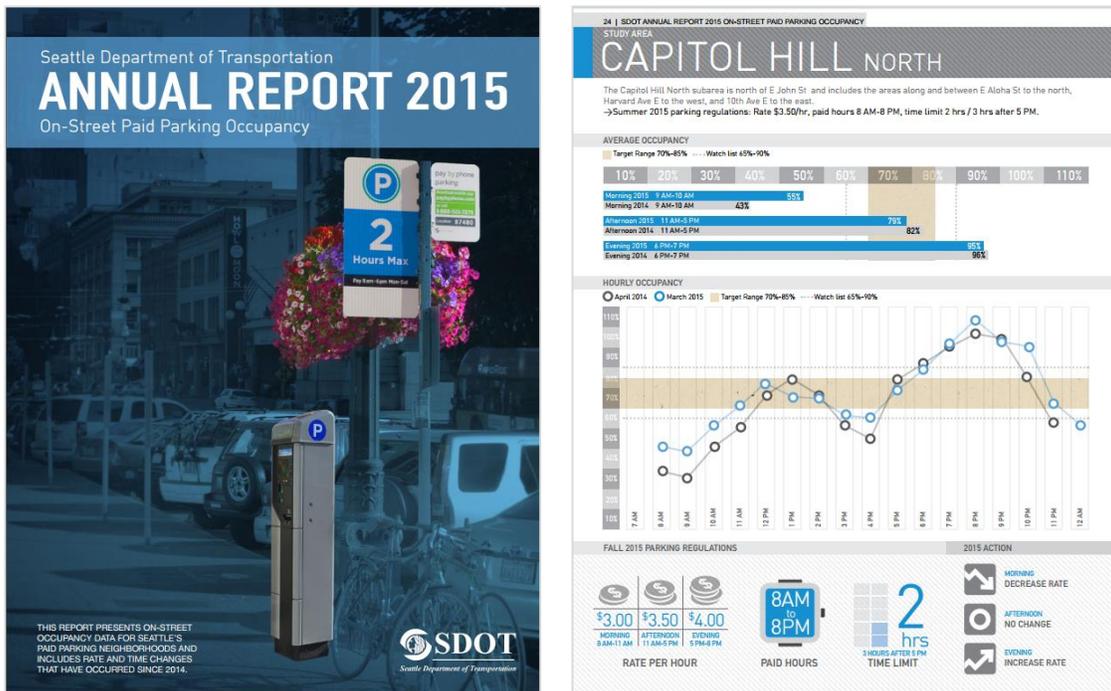
Enforcement

- Adopt specific guidelines for downtown parking enforcement, articulating that its primary function is to ensure efficient operation of the parking system to meet the parking availability targets.

DOWNTOWN AND MAIN STREET PARKING MANAGEMENT PLAN | FINAL REPORT
Park City Municipal Corporation

- Update and/or adopt specific guidelines and policies for enforcement officers that continue to emphasize an “Ambassador” approach. Officers should prioritize customer service, sharing information and communicating the program. Issuance citation issuance is targeted.
- Review citation data and identify common infractions and citations. Define new metrics and benchmarks for enforcement, including:
 - Total citations issued
 - Citations by type/block/zone/facility
 - Appeals requested and won by block/zone/facility/issuing officer
 - Meter maintenance requests by location
 - Citation collection rate
 - Scofflaws cited
 - Number of outstanding citations

Figure 5-27 Examples of Program Monitoring and Reporting (Seattle, WA)



Source: www.seattle.gov/transportation/parking/reports.htm

Reporting

- 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 (Figure 5-27). The Annual Report should include the following information, at a minimum:
 - Review goals and objectives of parking management program

- Summarize management and enforcement policies
- Report annual parking data (see above), with a particular emphasis on occupancy data and parking availability by location
- Recommended rate and regulation adjustments by location and time to achieve occupancy targets
- Summary of other key information, including: parking space addition/loss by public and private, technology enhancements; capital and maintenance work; marketing, customer service and outreach initiatives; financial position; current year accomplishments; and future year goals.

Rationale

In parking, you can only manage what you measure. Consistent data, and effective use of the data, is essential to improving parking availability and convenience.

Information about parking, particularly system performance, is limited in Park City. Staff do a good job of collecting data, but there are opportunities to improve how the data is collected, how it is summarized, how it is reported, and how it is used to inform program changes.

In order to implement the recommendations in this plan, it is important that Park City improve its data monitoring and reporting. Improved data tracking and reporting will document actual usage of the parking system, explain how the system functions, and most importantly, inform the demand-based parking management system, providing crucial information upon which staff would make decisions regarding adjustment to parking rates, permit fees, parking meter hours of operation and meter/permit zone boundaries.

This recommendation also offers an opportunity for Parking Services to better educate city staff, City Council, and the community about the benefits and use of the parking system. Annual reporting will significantly improve transparency of the system.

Benefits

- **Increased understanding of the system.** City staff, officials and representatives will have current information to accurately discuss the state of parking in Park City.
- **Proactive communication.** Rather than being asked to provide information, Parking Services is actively informing the community.
- **Trust.** Due to transparency, City Staff and the community develop trust in Parking Services to provide high levels of customer service and sound operational methodology.
- **Feedback.** By actively engaging the community, Parking Services will receive feedback on what services are appreciated and where there are opportunities. Feedback is essential in developing new programs, eliminating poor policy and honing existing operations.

#15. CREATE PEAK-PERIOD PASSENGER LOADING AND UNIVERSAL VALET PROGRAMS

Strategy

Customer Experience

Summary

Passenger Loading Zones

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). It is recommended that spaces be distributed evenly along Main Street (Figure 5-28) to ensure access to all businesses and minimize loss of regular parking spaces at any one location. Loading zones would be in effect during peak seasons/times, and allow for vehicles to load for 3–5 minutes. Consistent enforcement is crucial to effective implementation of this recommendation.

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. Anyone wishing to get an Uber, Lyft, or taxi during the busiest time periods (Tier 3) would need to go to this lot. Passenger drop-off for these services would still be permitted on Main Street at designated loading locations.

Universal Valet

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. Numerous valet operators now employ key “fobs” or mobile phone technology to facilitate easy payment and early retrieval so that a vehicle is returned by the time the customer is ready to leave. Enhanced technologies can also enable more accurate collection of parking data and revenue.

Park City would solicit an RFP and enter into a contract with a valet provider to operate the service. Pricing is typically determined by the market and most municipalities do not regulate rates. Validation programs can also be integrated, allowing businesses to subsidize parking costs to customers if desired.

Consistent branding (signage and uniforms) should be required and valet stands should be evenly distributed along Main Street. It is highly recommended that valet operators be prohibited from parking vehicles in on-street spaces, but instead work with the city to store vehicles in underutilized off-street spaces.

Figure 5-28 Proposed Main Street Loading and Valet Area

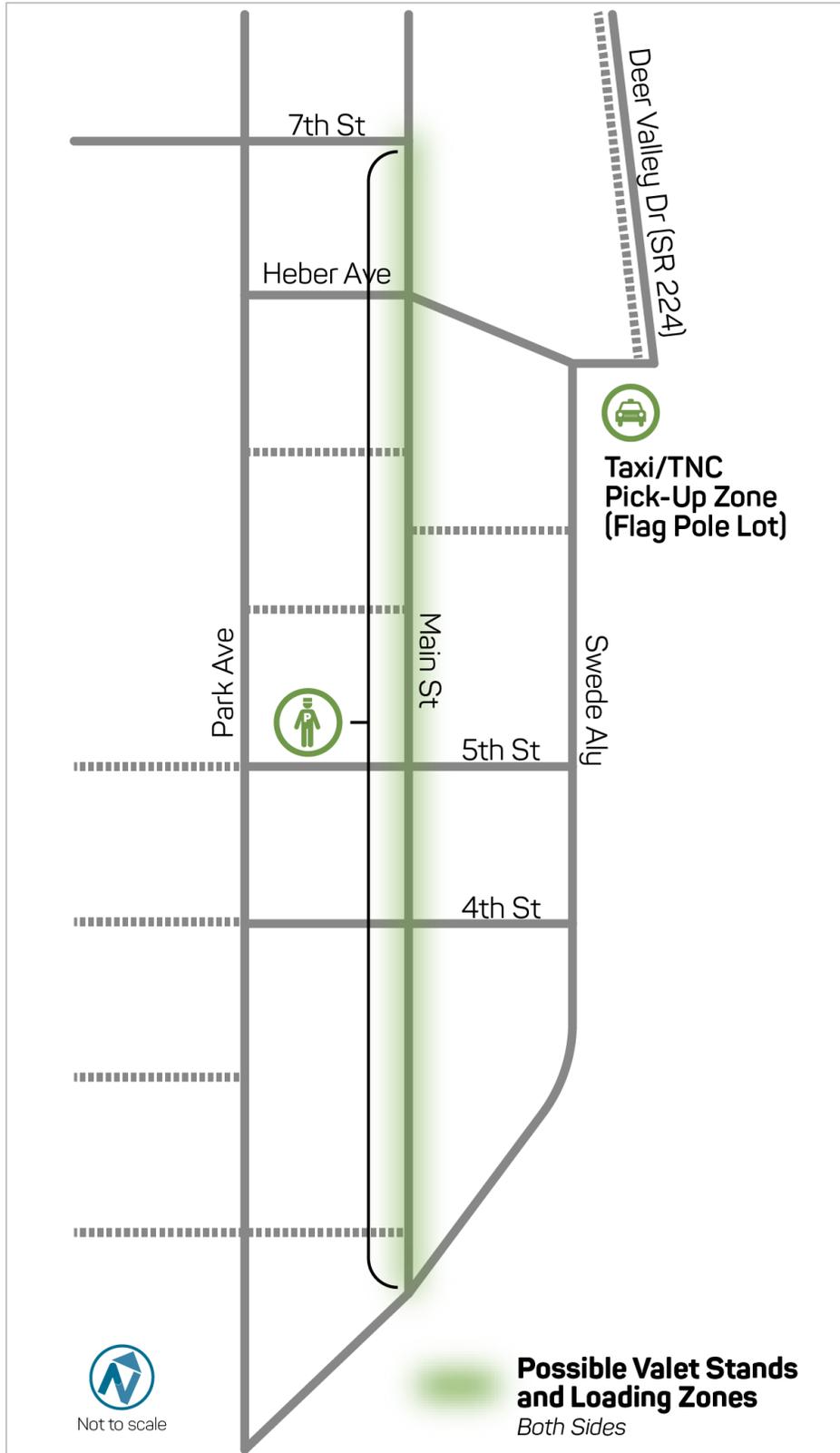


Figure 5-29 Sample Loading Regulatory Signage



Figure 5-30 Enhanced Valet Technology



Source: kleverlogic.com

Rationale

- Main Street experiences heavy congestion during peak periods, partially due to passenger loading.
- Valet parking temporarily increases the parking supply by offering parking in high-demand areas while the actual cars are taken to low-demand areas by valet drivers. This makes it especially useful as a parking demand management tool during peak periods when remote parking is available.
- Shared ride services are becoming increasingly popular modes of access. Formal accommodation for passenger pick-up/drop-off can reduce parking demand, reduce traffic, and enhance customer access.

Shared ride services are becoming increasingly popular modes of access. Formal accommodation for passenger pick-up/drop-off can reduce parking demand, reduce traffic, and enhance customer access.

Benefits

- More efficient use of existing parking facilities, as valet can double or triple park vehicles.
- Formal loading zones can reduce congestion due to double/illegal parking.
- Less congestion due to parking search in busy commercial corridors. Supports a park-once, walkable environment.
- Offers a high-quality amenity and convenient parking option for those willing to pay for it. Ability to park in one location and pick up vehicle in another.
- Reduces traffic on Main Street by reducing taxi/Uber/Lyft circulation in search of passengers.

#16. IMPROVE DOWNTOWN PARKING GOVERNANCE

Strategy

Administration/Operations

Summary

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)⁵.
- 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. Potential expenditure categories are shown in Figure 5-31. Depending on the approach, the Advisory Committee or Historic Park City Alliance (HPCA) could also take on these responsibilities.

Rationale

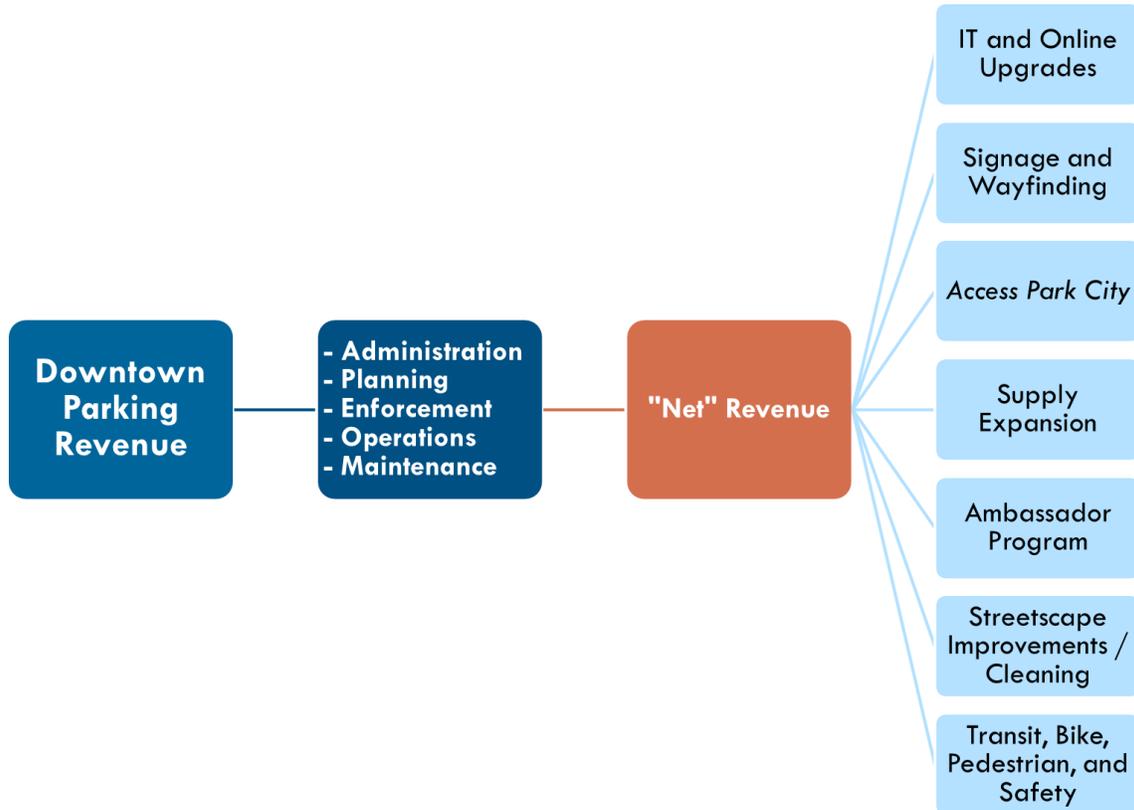
The recommended comprehensive, demand-based approach to access and parking management requires active administration and management by City staff and contractors and direct engagement with property-owners, business owners, and resident associations. To ensure the integral and continual engagement required of these stakeholders, and to provide the necessary guidance and governance, it is necessary to organize and establish new community-based advisory or governing bodies that are dedicated to the design, implementation, evaluation, and adaptive management of the parking and access programs.

Consistent and ongoing collaboration between city staff and downtown stakeholders will improve communication, transparency, and enable proactive troubleshooting of key issues.

The Downtown Parking and Access Advisory Committee will play an important role in providing guidance and an opportunity for public/stakeholder input to the broad administrative activities of City staff, including performance monitoring, rate adjustment and regulatory reform, as necessary to meet Council-adopted parking performance targets. This committee should be led by Parking staff and include a cross-section of HPCA representatives, employers, employees, businesses, property owners, and residents. It should meet on a monthly basis.

⁵ Currently being formed as part of the citywide transportation demand management (TDM) strategy.

Figure 5-31 Potential Expenditure Categories for Downtown Parking Revenue



Benefits

- A formal Downtown Parking and Access Advisory Committee supports plan implementation by ensuring that stakeholder interests are addressed through program design and operations.
- Consistent and ongoing collaboration between city staff and downtown stakeholders will improve communication, transparency, and enable proactive troubleshooting of key issues.
- Integration with the citywide TMA will enable smaller downtown businesses to benefit from leveraging Park City employer resources. Downtown employee programs (Access Park City) could be integrated with other non-downtown businesses and rolled out on a broader scale.
- Expending meter/permit revenue within the same district, zone, or area where they were collected, with community guidance on expenditures through a PBD, increases community and business support for rate/fee changes and associated policy changes.

#17. STUDY AND REFORM PARKING CODE REQUIREMENTS

Strategy

Policy/Zoning

Summary

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. Outlined below are potential code elements to address.

Minimum Parking Requirements

Park City municipal code requires new development to provide a minimum number of on-site parking spaces in association with each type of land use⁶. For residential uses in the HCB district, the requirement is 2 spaces per unit for single family, duplex/triplex, and multi-units over 2,000 square feet. For non-residential uses in the HCB district, the requirement is 6 spaces per 1,000 square feet.

The common intent of such requirements is to accommodate parking demand for each use on-site in order to prevent new development or changes of use from negatively impacting the availability of public on-street parking in the vicinity, and potentially reducing public access. However, the parking requirements in for the HCB district, notably non-residential uses, are much higher than what you would typically see in a similar mixed-use and historic downtown. Given the significant land constraints in the downtown, the parking requirements are likely very difficult to meet and can impact development feasibility.

The city should study options for reducing parking requirements, including the potential elimination of minimum parking requirements in the HCB district. Eliminating minimum parking requirements does not mean that no on-site parking will be built. Even if such requirements are eliminated, or

Parking Minimums

Minimum parking requirements dictate how much parking must be built, depending on a development's size and land use category. They are often set based on a particularly influential industry guidebook, *ITE Parking Generation*, which uses a limited number of suburban sites to generate an average parking demand for each of more than 100 land use categories. The presumption that parking demand is the same for every building with the same land uses is often inaccurate. Density and diversity of nearby land uses, the price of parking, and the convenience of transit service are key determinants of parking demand.

Minimums increase the cost of housing and construction by forcing developers to dedicate a portion of a limited building envelope to car storage, at great expense—between \$20,000 and \$60,000 per space. The provision of each additional space increases rents by an average of \$225 per month. Assuming typical development costs, the provision of a parking space per unit can increase development costs by 12.5%, or 25% with two parking spaces.

⁶ Lots which have less than a 1.5 floor area ratio (FAR), and which were part of the Main Street Parking Special Improvement District prior to 1984, are exempt from minimum parking requirements.

substantially reduced, property developers can be expected to build some private off-street parking supply according to market demand.

Alternatives/Reductions to On-site Parking

The city should study options to meet or reduce on-site parking requirements with other methods. One method is the city's current parking in-lieu fee, which requires that developers pay a per space fee if they cannot provide the required on-site parking. The fee is set approximately to the equivalent per space construction cost and revenue is intended for public parking construction.

Setting the fee on an equivalent construction cost basis does not reflect the shared nature of public spaces, which have higher turnover and a lower cost per parked vehicle. Furthermore, the high fee (\$40,000 per space) may be deterring its use in downtown. Lowering the fee may provide more financial incentive for developers to use it, thereby generating revenue for new parking supply. The city should document the historic and annual use of the in-lieu fee program, the amount of revenue generated, and assess whether fee adjustments are needed.

The city should also evaluate the option for a percent reduction of on-site parking requirements for multi-family and non-residential uses in the HCB district if transportation demand management (TDM) programs are implemented. Potential TDM strategies could include: additional bike parking, subsidized car share and/or ride share memberships/trips, on-site bike rentals, on-site showers/lockers, on-site transportation coordinator for employees, or other.

Shared Parking

The city should study requiring shared parking for all new non-residential development. Such a provision would require as a condition of approval that private parking in any new development or adaptive reuse projects be made available to the public *when not needed for its primary commercial use*. For example, any new office use would allow general public parking in the evening or on the weekends.

The Value of Shared Parking

In mixed-use developments or downtowns with shared parking, the conventional method of calculating parking demand often results in an oversupply of parking spaces.

Shared parking recognizes that total parking demand for multiple complimentary land uses will be less than the sum of individual parking demand, because different uses often have peak demand at different times of day or day of week. In other words, the total amount of parking needed is less than the sum of its parts.

Park City has already captured the value of shared parking. Its public parking lots and garages have allowed Main Street to preserve its unique character and identity instead of providing parking for each individual business.

Changes of Use and Removal of Parking

A key concern in downtown is a change from a lower demand use (i.e. book store) to a higher demand use (i.e. restaurant). Title 15-3-2 requires that such changes of use provide the required additional off-street parking for the new use, or provide the required parking on an adjacent or nearby lot. Given the land constraints and cost of parking construction in downtown, it is highly unlikely that any change of use would be able to add or construct the required additional increment of on-site parking as part of any condition of approval.

Therefore, the city should evaluate several different options for such changes of use. One option would be to exempt all changes of use in the HCB district from this requirement, given the high approval burden and the higher turnover of uses downtown—constructing additional parking for a restaurant that may not exist in three years is perhaps not the best use of scarce downtown land. Another option would be to require a detailed plan documenting the expected new parking demand and require the provision of TDM measures as a means to reduce new parking demand.

The city should also adopt a formal process by which to document and evaluate the impacts of loss of parking spaces as part of any new development (above a certain number of spaces), and identify appropriate mitigation measures.

Bicycle Parking

It is recommended that the city revise and adopt its bicycle parking requirements in the HCB district to better calibrate bicycle parking standards to the land use and not as a percentage of vehicle parking requirements. Figure 5-32 offers a starting point for further discussion.

Figure 5-32 Potential HCB Bicycle Parking Requirements

Use	Short-term	Long-term
	(2 spaces minimum)	(2 spaces minimum)
Single-family residential	None	None
Multifamily residential w/o private garage	0.1 spaces per bedroom	0.5 spaces per bedroom
Civic/Cultural/Recreational	1 space per 5,000 GSF	1 space per 15 employees
Transit stations	2% of AM peak daily ridership	7% of AM peak daily ridership
Restaurant	1 per 2,000 GSF	1 per 10,000 GSF
Retail	1 per 4,000 GSF	1 per 10,000 GSF
Office	1 per 10,000 GSF	1.5 per 10,000 GSF
Public off-street garages/lots	1 per 10 vehicle spaces	1 space per 20 vehicle spaces
	Unattended surface lots excepted	Unattended surface lots excepted

Short-term: Unsheltered/unsecured rack that typically provides parking for less than two hours

Long-term: Sheltered/secure rack or locker that typically provides parking for more than two hours

Rationale

- Review and evaluation of municipal code requirements will allow the City to identify opportunities to improve efficiency in the parking supply by promoting the provision of shared, publicly accessible parking, as well as opportunities to garner property owner/developer support for multimodal access facilities and services.

- Existing parking requirements for non-residential uses are very high, potentially reducing development feasibility in Park City’s constrained environment.
- Existing in-lieu fee program has generated minimal revenue.
- Bicycle parking should not be linked to vehicle parking spaces, but determined by bicycle demand by use.

Benefits

- Reducing or eliminating parking minimums can provide significant development flexibility, allowing the “market” to determine parking supply.
- Potential for significant development cost savings with reduced parking requirements. Improved housing affordability.
- Better utilization of in-lieu fee can reduce parking demand and improve access by providing shared parking supply.
- Use of shared parking and TDM can reduce overall parking demand.

#18. MONITOR AND EVALUATE NEED FOR ADDITIONAL PARKING CONSTRUCTION

Strategy

Policy/Zoning

Summary

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:

Additional parking remains part of the long-term conversation for downtown, yet it is impossible to build enough parking to accommodate peak period demand.

- 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.

Conditions may warrant planning for and investment in additional parking supply sooner than anticipated. The City should certainly plan for additional parking supply if:

- Cost of parking in “premium” lots/garages—as determined through rate adjustment per the demand-based parking pricing model recommended in this plan (Recommendation #10) reaches a minimum rate of \$6.00 per hour, for the first two hours, through continual rate adjustment, AND
- Parking demand still exceeds the code-established target parking occupancy/availability rate on Main Street and in public off-street lots/garages.

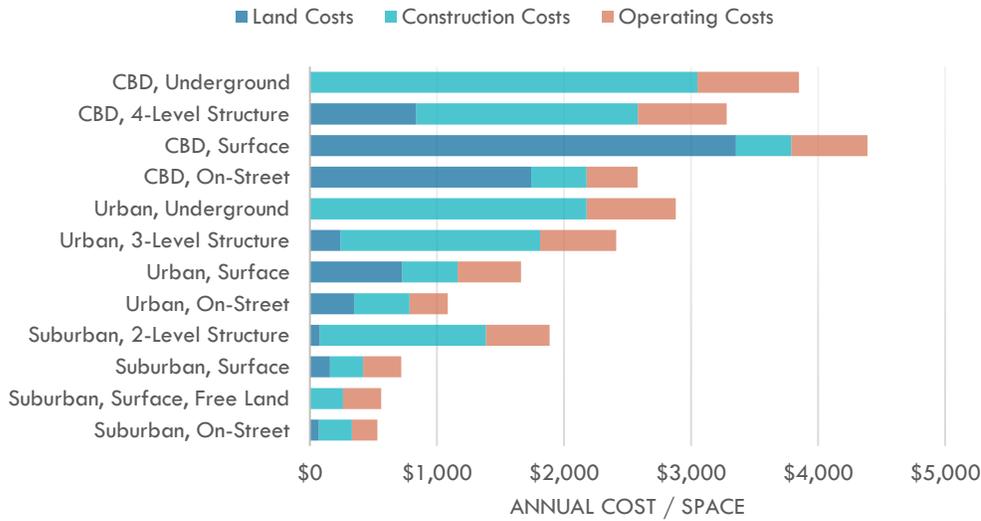
Potential sites to add parking supply in the future include:

- Adding structured parking at the site of the current Flagpole lot
- Adding additional levels to the China Bridge structure(s)
- Adding multiple levels to the Brew Pub lot (currently planned).

When studying new parking construction, it is essential to consider the cost of providing additional parking *in relation to* the cost of alternative means of providing access to the area, or otherwise reducing demand for parking (and thereby increasing parking availability). Figure 5-33

provides a summary of typical costs for parking construction, including land costs and ongoing operations.

Figure 5-33 Typical Annualized Costs per Space



Source: www.vtpi.org/tca/tca0504.pdf

Figure 5-34 provides a summary of capital and annual costs for construction of new parking supply in downtown. Two hypothetical scenarios are shown—a new 300-space structure on the Flagpole Lot, resulting in a net of 243 spaces, and a new level on one of the China Bridge structures resulting in 200 net new spaces. Capital costs per space are estimated, but it important to note the actual cost per net new space. Debt service and ongoing operations and maintenance are also assumed and annualized over a 30-year period. Over a 30-year period, total costs would be \$22–33 million.

If additional parking construction is pursued in the future, a detailed assessment of funding mechanisms is recommended. In order to finance construction of a new garage or garage expansion, the city will likely need to consider a citywide tax and/or downtown property assessment.

Figure 5-34 Estimated Annualized Costs for Additional Downtown Parking

Potential Site	# of gross spaces	# of net spaces	Capital Cost per space	Total Capital Costs	Capital Cost per "net" space	Annual Cost per space
Flagpole Lot	300	243	\$50,000	\$15,000,000	\$61,728	\$3,753
China Bridge	200	200	\$50,000	\$10,000,000	\$50,000	\$3,802

Assumptions:

- No land acquisition costs
- 30 years of debt service at 5%
- O&M includes: maintenance, insurance, administration, access control, and enforcement.

Rationale

Additional parking remains part of the long-term conversation for downtown Park City. Simply building more parking in downtown is not the short-term answer for the following reasons:

- Park City’s parking problem is happening today and any new parking would not be available for several years. Improved management of existing resources will better address current challenges.
- It is impossible to build enough parking to accommodate peak period demand. Given the limited available land in downtown, even the most optimistic scenario would add 300–500 spaces to the downtown area. This new supply is simply not enough to accommodate all of the residents, visitors, and employees that would like to park their car during the busiest times.
- Additional parking will allow more cars to park downtown, which may be a desired outcome. However, more vehicles will mean more traffic, congestion, and impacts to existing streets.
- The City is evaluating adding more parking supply in other areas of the city which, combined with incentive programs and shuttles (Recommendation #9), has the potential to improve access to downtown.

This plan focuses on managing existing supply and trying to reduce overall demand through (1) demand-based parking management, and (2) the *Access Park City* program, which provides facilities, services, and incentives for remote parking and non-auto access. These management strategies should be able to address the Main Street parking challenge by distributing vehicles throughout the system at peak times. Nevertheless, the need for additional off-street parking may arise with substantial growth and development, or significant more visitors.

Benefits

- Establishing clear land use and performance-related thresholds or triggers for the development of new parking will:
 - Provide certainty to residents, businesses, commuters, and public decision-makers that more off-street parking can and *will* be added if and when parking availability declines.
 - Ensure that key decisions regarding the dedication of limited public resources to the planning and construction of new parking are based on solid evidence of the performance of the on-street and off-street parking systems, other modes of access, and a thorough understanding of the likely impacts of planned development.
 - Avoids the inefficiency and expense of adding new parking supply without sufficient planning, evaluation and justification, if such parking is likely to be underutilized for most of the year. In turn, this allows the City to dedicate limited funding to programs and services that offer greater public value over the course of the year and over time.

6 IMPLEMENTATION

FINANCIAL SUMMARY

This section provides a summary of the estimated costs and revenues associated with implementation of the recommendations in the *Park City Main Street & Downtown Parking Study*.

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 recommendation as the city moves forward with implementation.

Outlined below is a summary of both **one-time expenditures** (Figure 6-1) for capital improvement projects and **ongoing annual costs** for operations, maintenance, and operations of programs (Figure 6-2), 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.

Estimated Capital and Annual Operating Costs

Figure 6-1 Estimated Capital Expenses

Item	Units and Unit Cost	\$ Amount
Parking-specific Expenditures		
Purchase additional mobile License Plate Recognition (LPR) unit for enforcement/revenue control at metered off-street facilities	\$50,000 per	\$50,000
Install gates, ticket dispensers, stationary LPR vehicle ID system, and exit lane payment stations at China Bridge, Gateway Center, North Marsac, and Flagpole lots	8 entrance/exit lane pairs at \$160,000 per	\$1,280,000
Install pay stations at China Bridge	4 kiosks at \$50,000 per	\$200,000
Back-office hardware, software, and system set-up at Parking Services	\$100,000 per	\$100,000
Install new multi-space meters at selected off-street facilities without gates (Bob Wells/Historic Wall, Grand Galleria, Brew Pub, and along Swede Alley) and on Park Avenue	13 meters at \$15,000 per	\$195,000
Replace existing multi-space meters on Main Street with new units capable of pay-by-plate operation, progressive rates, and automatic adjustment of rates by day of week, season, and time of day	33 meters at \$15,000 per	\$495,000
Install new parking availability and wayfinding signage	Area-wide	\$450,000
SUBTOTAL		\$2,770,000
Non-Parking Expenditures		
High-visibility crossings	10 at \$2,500 per	\$25,000
Enhanced high-visibility crossings with add. lighting and paving	4 at \$5,800 per	\$23,200
Short-term bike parking racks on sidewalks/public space	40 at \$600 per	\$24,000
Bike lockers	10 at \$2000–\$3000 per	\$25,000
Bike corrals	4 at \$3,500–\$5,000 per	\$16,000
Enhanced pedestrian/bicycle wayfinding signage	Area-wide	\$40,000
Enhanced LED lighting within selected off-street parking facilities	Selected facilities	\$100,000
SUBTOTAL		\$253,000
TOTAL		\$3,023,000

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Figure 6-2 Estimated Annual Operating Costs

Item	Assumptions	Units and Unit Cost	\$ Amount
Parking Meter Contract	Estimated based on FY2015–16 budget; increased to account for cost of new multi-space meters on Park Avenue and in off-street facilities	\$536 per	\$26,300
Parking Services Staff	Estimated based on FY2015–16 budget for four FTEs, plus one new Enforcement FTE and one Planning FTE	6 FTE	\$623,000
Performance Monitoring	Estimated cost of bi-annual data collection and analysis	\$15,000 per	\$30,000
O&M for Access Control, Pay Stations, LPR, and Back-office Equipment	Estimated as a 3% share of the capital costs	N/A	\$50,000
Administration of Parking/TDM Pricing and Incentives	Annual vendor cost to design/operate web-based accounting and portal for <i>Access Park City</i> , including employee parking charges, discounts, and distribution of financial incentives for use of remote parking and non-auto modes	N/A	\$100,000
Financial Incentives	<ul style="list-style-type: none"> ▪ \$1.00/day reward for use of shuttle or other non-auto mode; \$0.50/day for remote parking ▪ 40% of business/employee commuters use remote parking /non-auto modes ▪ 75%+ enrollment in <i>Access Park City</i> ▪ Max. of \$20/month rewards per commuter 	N/A	\$46,800
Park-and-ride Shuttle	<ul style="list-style-type: none"> ▪ Service every 15–30 min from 7 a.m.–1 a.m. during Tiers 2, 3, and 4 (major events). ▪ Includes cost to lease and operate 40' coaches + marketing and information at a cost of \$119 per service hour 	N/A	\$515,000
Subsidy for Uber/Lyft/taxi	Subsidy for Uber/Lyft/taxi ride for non-auto commuters. Assumes average of 10% of employees take one ten mile trip per month	N/A	\$19,500
Other Contract Services	Estimated based on FY2015–2016 budget	N/A	\$48,400
Marketing and Public information	Estimated cost of marketing and communications about new parking rates, regulations, and travel options	N/A	\$40,000
Grants/Miscellaneous	Estimated based on FY2015–2016 budget	N/A	\$68,000
Parts/Materials/Misc.	Estimated based on FY2015–2016 budget	N/A	\$35,000
TOTAL			\$1,602,000

Estimated Gross Revenue

Figure 6-3 provides a summary of estimated annual parking and citation revenues associated with implementation of the recommendations. As with the cost estimates, these revenue projections are planning-level, order-of-magnitude estimates prepared to assess the relative costs, benefits and impacts of recommendations.

Key assumptions for revenue estimation include the following:

- Annual revenue was projected separately for each class (premium and value) and type (on-street and off-street) of parking.
- Revenue projections also vary by pricing Tier, based on the different hourly parking prices recommended for each Tier (Recommendation #10), and estimated daily average parking occupancy and turnover for each type and class of parking.
- Based upon existing occupancy rates, and the recommended occupancy targets for on-street (85%) and off-street (90%) parking, the revenue estimate assumes a daily average parking occupancy by tier, type, and class (Figure 6-4). Assumed occupancy rates are higher than may be observed during off-peak periods in any given facility in order to account for the fact that many spaces are vacated before the end of their paid period, leaving the space available for a new parker and increased revenue.

Figure 6-3 Estimated Annual Parking Fee and Citation Revenue

Item	\$ Amount
On-Street Parking Pay Station Revenue	\$1,109,600
Off-Street Parking Pay Station Revenue: Premium Facilities	\$803,700
Off-Street Parking Pay Station Revenue: Value Facilities	\$131,800
SUB-TOTAL	\$2,045,100
Citation Revenue	\$190,900
TOTAL	\$2,236,100

Figure 6-4 Assumed Daily Average Occupancy

Tier	Premium		Value	
	On-street	Off-street	On-street	Off-street
1	65%	N/A*	55%	N/A*
2	85%	70%	80%	55%
3	85%	75%	85%	60%
4	N/A	125%**	N/A	125%**

* Tier 1 is not included because it is recommended to be free for off-street parking at that time.

** Revenue projections for major events assume most motorists continue to pay for a full day of parking, but limited turnover will allow more vehicles to park during a 24-hour period than capacity of each facility. In addition Parking Services may use valet, stacked, or tandem parking to increase parking capacity above the typical self-parked capacity.

Estimated Net Annual Revenue

Figure 6-5 provides an overview of estimated net revenue for Parking Services, which includes gross revenues, less the annual costs for operations and maintenance of the parking system, shuttle services, and associated non-auto transportation choices and services.

Figure 6-5 **Estimated Net Annual Revenue**

Item	\$ Amount
Parking Pay Station Revenue	\$2,045,100
Citation Revenue	\$190,900
Gross Annual Parking Revenue	\$2,236,100
Annual Operating Costs	(\$1,602,000)
Net Annual Revenue	\$634,100

IMPLEMENTATION PROGRAM

This section includes an implementation matrix, designed to provide City staff with specific actions steps to guide them through the implementation of the recommendations detailed in Chapter 5. The implementation effort is organized into three phases (Figure 6-6). 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 (Figure 6-7, Figure 6-8, and Figure 6-9) offer a general roadmap to implementation. Some processes and actions will take longer than expected, others shorter. The matrix is a living document that should be updated, edited, and referred to regularly. It is organized by the following elements.

- **Number:** Corresponds to the recommendation numbers used in Chapter 5.
- **Recommendation:** Summary statement of the individual recommendation.
- **Action by Phase:** Overall action to be taken for each recommendation.
- **Implementation Details:** Specific actions steps to be taken for each recommendation by phase.
- **Relative Cost:** Level of cost in comparison to other recommendations.
- **Strategy:** Corresponds to the specific strategy—Customer Convenience, Administration/Operations, and Policy/Zoning.

Figure 6-6 Phased Implementation Plan

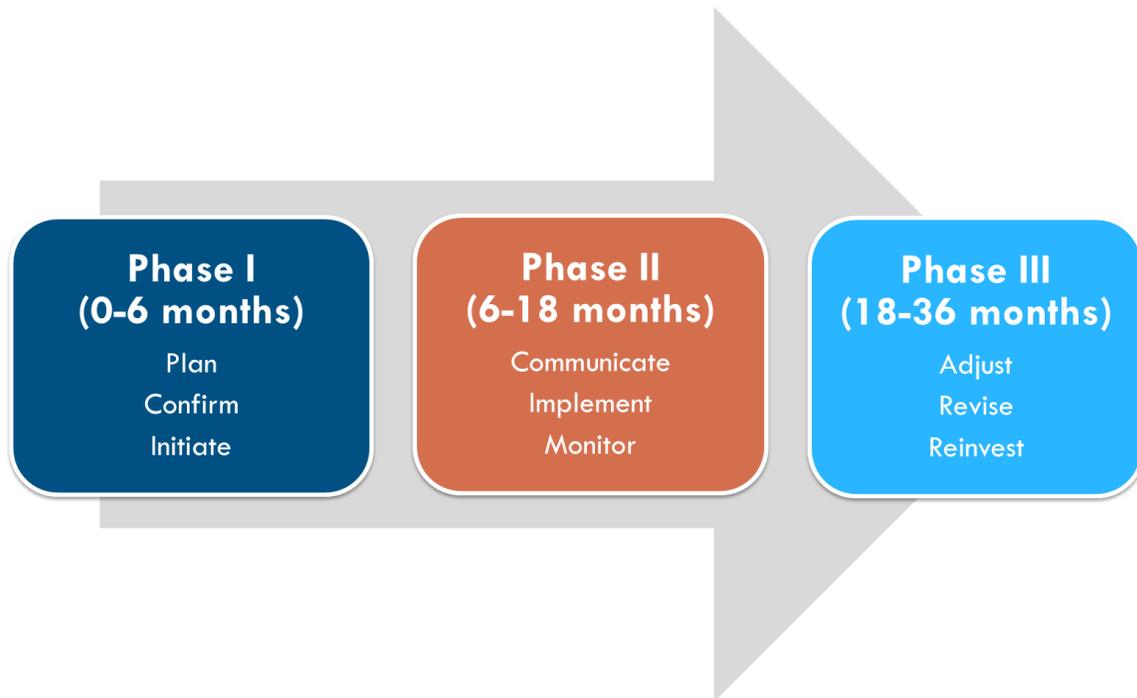


Figure 6-7 Implementation Plan – Phase I (0-6 months)

#	Recommendation	Action by Phase	Implementation Details	Relative Cost	Strategy
1	Create an internal implementation task force.	Create a task force to enable effective and collaborative implementation of parking study recommendations.	Include members from key city departments such as: Parking, Public Works, Planning, Transportation, Transit, Finance, as well as key downtown stakeholders.	\$	Admin/ Operations
			Formation should occur immediately after plan adoption and utilize study implementation plan as a "roadmap."		
			Establish standing coordination meetings. Identify and implement Phase 1 priority actions.		
2	Hire additional parking staff. Conduct long-term staffing plan.	Hire additional staff to support planning and management of parking program. Audit long-term staffing needs.	Update organizational chart and include new positions.	\$\$	Admin/ Operations
			Secure funding for additional staff (1-3 FTEs), with focus on support of parking planning functions and enforcement duties.		
			Develop job descriptions and post job(s).		
			Interview and hire staff.		
			Conduct audit of existing staff skills, skill set gaps, and identify long-term needs for planning, administration, and/or enforcement.		
3	Create a communications and outreach plan for downtown parking.	Develop communications and marketing strategy for parking reforms. Conduct ongoing engagement with community prior to roll out of key parking recommendations.	Identify staffing resources to conduct outreach to downtown stakeholders (i.e. new FTE from Rec #2).	\$\$	Customer Experience
			Develop key messages based on different user groups (business, property owner, resident, visitor, shift vs. "9-to-5" employee, etc.)		
			Develop marketing/communications materials. Disseminate information across multiple platforms, such as website, social media, brochures, advertisements, radio service announcements, press releases, and TV ads.		
			Conduct ongoing workshops and/or one-on-one meetings. Set up "training" sessions with residents, resorts, businesses, and employers.		
			Develop press releases and engage in education/outreach with key press outlets.		
			Create a feedback loop once implemented to allow people to provide comments and direct those comments to the appropriate staff.		
4	Upgrade parking signage and wayfinding.	Plan for upgrade to parking signage and wayfinding. Prioritize short-term signage improvements.	Secure funding for planning and implementation.	\$\$\$\$	Customer Experience
			Issue RFP for branding/signage study to develop short- and long-term wayfinding strategy.		
			Conduct branding/signage study.		
			Address issues related to historic signage regulations and secure exemptions as needed.		
			Identify and implement short-term signage/wayfinding upgrades at key locations.		
			Contact private operators and land owners to coordinate signage upgrades at private lots/garages (as feasible).		
5	Upgrade online parking services and information.	Plan for online services and information upgrade.	Identify and define needed short-term upgrades, including permit purchasing/renewal, citation payment, and parking/travel information.	\$\$\$	Customer Experience
			Create Facebook, Twitter, YouTube, and other appropriate social media platforms for downtown parking.		
			Prioritize and ensure coordination with signage upgrades and demand-based management program, including real-time availability information.		
			Evaluate implementation of smartphone applications.		
			Evaluate internal capacity to implement upgrades. If needed, secure funding for 3rd party web vendor.		
			Issue RFP for 3rd party web vendor (if needed).		
6	Secure additional parking for use by employees and the general public.	Identify potential underutilized public and private facilities for shared and/or remote parking.	Identify downtown and/or "remote" locations for additional public/employee parking. Could include private lots within downtown or greater Park City, as well as existing city-owned or city-affiliated parking assets (i.e. PCHS or Richardson Flat).	\$\$\$	Customer Experience
			Begin contacting private land owners. Initiate discussions with appropriate city staff on city-owned assets.		
			Draft and review policies for parking agreements, including provisions such as: leasing costs (if any), maintenance requirements, liability coverage, and guarantees for retained development rights.		
			Secure sites for pilot program, coordinated with new park-and-ride shuttle (Rec #10).		
7	Install new parking payment and access control infrastructure in public lots/garages and on certain streets. Upgrade and replace existing on-street parking meters.	Research technology for payment/enforcement options.	Confirm remaining life cycle for existing meters.	\$\$\$\$	Admin/ Operations
			Research and identify appropriate payment and access control technology. Prioritize effective integration of demand-based program, daily employee pricing, and <i>Access Park City</i> program (Recs #9-11).		
			Identify locations for installation, including public off-street lots/garages and on-street blocks.		

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#	Recommendation	Action by Phase	Implementation Details	Relative Cost	Strategy
			Contact parking vendors for demonstrations. Pilot technology as needed.		
			Refine cost estimates, secure funding, and issue RFP. Select and contract with appropriate vendor.		
8	Continue to improve pedestrian and bicycle access.	Identify priority and long-term pedestrian and bicycle improvements.	<p>Conduct and/or update analysis of existing pedestrian network gaps, especially to/from Main Street to remote parking lots/garages.</p> <p>Inventory existing bicycle parking and priority locations for additional parking (short- and long-term).</p> <p>Develop prioritized project list.</p> <p>Refine cost estimates and identify funding plan.</p>	\$\$\$	Customer Experience
9	Create <i>Access Park City</i> mobility program to improve downtown travel options.	Identify and develop program elements of <i>Access Park City</i> .	<p>Define elements of <i>Access Park City</i> program, informed by ongoing outreach to employers, employees, and residents.</p> <p>Coordinate with key departments, including transit operations to refine park-and-ride shuttle service plan. Coordinate with Recommendation #6.</p> <p>Prioritize elements for short- vs. long-term implementation.</p> <p>Initiate negotiations with key third parties, such as Uber/Lyft/taxis, etc.</p> <p>Identify employers, employees, and residents for implementation of program. Define a pilot program if needed.</p> <p>Refine cost estimates and secure funding.</p> <p>Identify platforms for implementation, including options for 3rd party vendors to manage and administer program.</p> <p>Select vendor for implementation.</p>	\$\$\$\$	Customer Experience
10	Implement demand-based parking management for all public on-and off-street parking. Manage parking to ensure adequate availability at all times.	Refine structure and elements of demand-based management program.	<p>Draft and adopt policy statement from City Council supporting key principles/objectives of program and directing staff to develop program.</p> <p>Draft and adopt ordinance language codifying program and establishing: target occupancy rates, staff authority to change rates/regulations, minimum/maximum rates changes, rate floors/ceilings, and administrative guidelines.</p> <p>Continue to define pricing boundaries, initial rate structure, time spans, definition of Tiers, and other key elements in collaboration with residents, businesses, and employees.</p> <p>Prepare evaluation and monitoring forms and plans. Conduct additional utilization counts, as needed to calibrate the program.</p> <p>Develop and refine capitol plan to install appropriate payment technology (via Rec #7).</p> <p>Market and educate roll out of program (via Rec #3).</p>	\$\$\$	Customer Experience
11	Shift to discount daily parking for employees.	Refine structure and elements of employee pricing program.	<p>Continue to define pricing boundaries, initial rate structure, time spans, definition of Tiers, and other key elements in collaboration with residents, businesses, and employees.</p> <p>Coordinate with development of <i>Access Park City</i> program (Rec #9), ensuring pricing changes are implemented <u>only after</u> employee travel and incentive programs are in place.</p> <p>Coordinate with evaluation of parking payment and access control infrastructure to ensure employee payment infrastructure is in place (via Recs #7/#9).</p>	\$\$	Customer Experience
12	Make strategic improvements to event management.	Revise existing event management practices.	<p>Audit existing event management practices and identify strengths and weaknesses.</p> <p>Review existing 3rd party contracts and identify areas for improvement, including quality control procedures for staffing.</p> <p>Meet with key event stakeholders, including resorts, businesses, and promoters, to identify and review proposed changes. Clarify and update existing management practices with key stakeholders.</p> <p>Confirm and implement loading procedures on Main Street, including use of valet services and designated Uber/Lyft/taxi drop off location(s).</p> <p>Update and upgrade parking and travel information in coordination with Recs #3-5.</p> <p>Continue to work with transit services to refine transit operations during minor and major events, including operation of park-and-ride shuttle for not just employees, but also general public.</p> <p>Review and confirm event pricing structure, informed by demand-based pricing changes (Rec #10).</p>	\$\$	Admin/Operations
13	Modify Residential Permit Parking (RPP) program.	Plan for modifications to RPP program.	<p>Confirm program changes based on further evaluation of permit data and parking occupancies in permit zones. As feasible, collect data on use of private garages and number of non-municipal "No Parking" signs.</p> <p>Evaluate implementation of meters in permit zones and allowing general paid public parking during non-peak periods.</p> <p>Coordinate program changes (i.e. online permit purchase/renewal) to implement in tandem with online services upgrade (Rec #5).</p> <p>Market and educate residents prior to roll out of program changes (via Rec #3).</p>	\$\$	Policy/Zoning

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#	Recommendation	Action by Phase	Implementation Details	Relative Cost	Strategy
14	Adopt formal procedures for program monitoring and parking enforcement. Measure and report system performance via an annual State of Downtown Parking Report.	Develop internal guidelines for monitoring and reporting of system performance and enforcement activities.	Conduct an audit of existing system reports and procedures. Conduct an audit of existing enforcement policies and procedures.	\$	Admin/ Operations
			Define new metrics and benchmarks for demand-based management program, including occupancy reports by block and off-street facility, revenues, permits, and employee travel metrics.		
			Define new data collection methodologies and processes.		
			Collaborate with private off-street operators to require or incentivize reporting of parking occupancy data.		
			Adopt official policy that the primary goal of enforcement is to support the city's parking availability goals.		
			Review citation data and identify common infractions and citations. Define new metrics and benchmarks for enforcement, including citations by type and location, citation appeals, citation payment, scofflaws cited, and maintenance requests.		
			Define and formalize enforcement procedures for staff, prioritizing an "Ambassador" approach and targeted enforcement during peak periods. Ensure "grace" policy during initial roll out of demand-based and employees programs.		
			Create information and provide additional training on parking policy, meter use, provision of maps and directions, first ticket forgiveness, information on business and events. Develop appropriate materials for distribution (via Rec #3).		
			Develop template for annual State of Downtown Parking Report.		
			Assign staff resources to track, request data from other departments, report parking data, and author State of Downtown Parking Report.		
			Create and issue quarterly reports on system performance for circulation among parking staff and within internal implementation task force (Rec #1).		
15	Create peak-period passenger loading and universal valet programs.	Implement peak-period passenger loading zones. Evaluate universal valet.	Identify locations and number of spaces for passenger loading zones along Main Street, ensuring equal distribution along Main Street.	\$\$	Customer Experience
			Dedicate up to 15 spaces at the Flagpole lot to a TNC loading/ "pick up" zone on a regular and ongoing basis during Tier 3 periods and major events. Adjust space allocations based on demand.		
			Develop and adopt loading zone regulations, including days/hours of operation and allowable wait times.		
			Develop an enforcement plan and allocate effective staffing resources to enforce loading zones.		
			Install appropriate signage and curb markings.		
			Continue to collaborate with business community to evaluate support for universal valet.		
16	Improve downtown parking governance.	Formalize parking advisory committee. Coordinate with citywide Transportation Management Association (TMA) formation. Plan for creation of parking benefit district (PBD).	Formalize Downtown Parking and Access Advisory Committee. If needed, draft and adopt ordinance language.	\$	Policy/Zoning
			Select members of Advisory Committee, representing a cross-section of downtown stakeholders. Establish committee rules, procedures, and meeting schedule.		
			Ensure downtown employers and employees are integrated with formation of citywide TMA. Establish requirements for participation and benefits of membership.		
			Further evaluate creation of a downtown PBD and formal allocation of parking revenue to fund parking/travel/employee programs with "net" revenue.		
17	Study and reform parking code requirements.	Evaluate changes to zoning code.	Work with advisory committee and other key departments to further document impacts of existing zoning code.	\$	Policy/Zoning
			Develop formal process for identifying, studying, and approving loss of parking as part of new development. Adopt threshold for study (i.e. loss of 10+ spaces) and potential mitigation measures.		
			Identify areas for revision including: required minimum parking, changes of use, requirements for shared parking and transportation demand management, and in-lieu fee program.		
18	Monitor and evaluate need for additional parking construction.	Further study the demand for, and feasibility of, additional parking supply in downtown.	Document planned and future residential and non-residential development within the downtown core and Park City. Conduct existing and future demand analysis.	\$\$	Customer Experience
			Define thresholds for additional study of parking supply, notably parking availability trends by user group.		
			Utilize monitoring plan (Rec #13) to track impacts of parking management and transportation demand management measures on parking activity in downtown.		
			Identify potential candidate sites for new parking supply, both downtown and non-downtown locations.		

Figure 6-8 Implementation Plan – Phase II (6-18 months)

#	Recommendation	Action by Phase	Implementation Details	Relative Cost	Strategy
1	Create an internal implementation task force.	Continue with implementation of parking study recommendations.	Continue with standing coordination meetings. Identify Phase 2 priority actions.	\$	Admin/ Operations
			Implement next phase of recommendations, with focus on roll out of <i>Access Park City</i> mobility program (Rec #9) and demand-based management (Rec #10).		
2	Hire additional parking staff. Conduct long-term staffing plan.	Monitor staff resources and plan for long-term staffing needs.	Monitor existing staffing resources/needs as recommendations are implemented. Based on staffing audit, confirm any additional staffing needs.	\$\$	Admin/ Operations
			Secure funding for additional staff (as needed).		
			Develop job descriptions and post job. Interview and hire staff (as needed).		
3	Create a communications and outreach plan for downtown parking.	Conduct community engagement and citywide marketing as parking recommendations are implemented.	Refine key messages based on different user groups (business, property owner, resident, visitor, shift vs. "9-to-5" employee, etc.)	\$\$	Customer Experience
			Conduct ongoing workshops and/or one-on-one meetings, with marketing "push" immediately prior to program roll out.		
			Continue with press education/outreach.		
			Distribute program materials and initiate citywide marketing campaign.		
4	Upgrade parking signage and wayfinding.	Implement parking signage and wayfinding upgrades.	Install signage/wayfinding upgrades.	\$\$\$\$	Customer Experience
			Integrate real-time, variable message signs and smartphone applications as feasible (with Rec #5).		
			Continue to work private operators and land owners to implement signage upgrades at private lots/garages.		
5	Upgrade online parking services and information.	Implement online services and information upgrade.	Implement needed upgrades, including permit purchasing/renewal, citation payment, and parking/travel information.	\$\$\$	Customer Experience
			Continue to coordinate with signage upgrades (Rec #4) and demand-based management program (Rec #10), including real-time availability information.		
			Ensure online services are disseminated and linked to websites and online services of major stakeholders, including HPCA, resorts, and hotels.		
			Continue to evaluate smartphone applications and implement as feasible.		
6	Secure additional parking for use by employees and the general public.	Implement pilot program for use of public and private parking for downtown users.	Initiate pilot program to allow use of private parking in downtown for public use, as feasible.	\$\$\$	Customer Experience
			Initiate pilot program for use of "remote" parking, connected by a new park-and-ride shuttle (Rec #10).		
7	Install new parking payment and access control infrastructure in public lots/garages and on certain streets. Upgrade and replace existing on-street parking meters.	Install new parking payment and access control infrastructure. Continue to plan for existing meter replacement.	Install payment and access control infrastructure at all appropriate public off-street lots/garages and on-street blocks.	\$\$\$\$	Admin/ Operations
			Continue to ensure effective integration of demand-based program, daily employee pricing, and Access Park City program (Recs #9-11).		
8	Continue to improve pedestrian and bicycle access.	Implement priority pedestrian and bicycle improvements.	Begin implementing pedestrian access and safety improvements, with emphasis on parking lot/garage connectivity.	\$\$\$	Customer Experience
			Install additional short-term (racks) and long-term (lockers/cages) bicycle parking.		
9	Create <i>Access Park City</i> mobility program to improve downtown travel options.	Implement <i>Access Park City</i> mobility program.	Continue to work with selected vendor to establish program infrastructure.	\$\$\$\$	Customer Experience
			Conduct workshops with downtown employers and employees prior to program roll-out.		
			Conduct marketing campaign (via Rec #3)		
			Implement key employee mobility programs, including: "pay-not-to-drive" program; remote parking with park-and-ride shuttle; subsidized rides and sharing services; and informational materials. Implement as "pilot" program or full roll out.		
10	Implement demand-based parking management for all public on-and off-street parking. Manage parking to ensure adequate availability at all times.	Implement demand-based management program.	Conduct workshops with downtown stakeholders prior to program roll-out.	\$\$\$	Customer Experience
			Update all parking information and conduct marketing campaign (Recs #3-5)		
			Ensure implementation of key employee mobility programs prior to implementation (Rec #9). Ensure installation of payment/access infrastructure prior to implementation (Rec #7).		
			Install all appropriate regulatory and informational signage.		
			Implement initial pricing rate structure by Tier.		
			Coordinate enforcement policy to allow for initial grace period.		
11	Shift to discount daily parking for employees.	Implement discounted daily employee pricing program.	Conduct workshops with downtown employers and employees prior to program roll-out.	\$\$	Customer Experience
			Update all parking information and conduct marketing campaign (Recs #3-5)		

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#	Recommendation	Action by Phase	Implementation Details	Relative Cost	Strategy
			Implement initial pricing rate structure by Tier. Coordinate enforcement policy to allow for initial grace period.		
12	Make strategic improvements to event management.	Monitor and adjust event management practices.	Implement event management recommendations as feasible for Sundance. If possible, test procedures with a smaller event prior to Sundance. Renegotiate event management contracts as needed. Monitor and adjust event management practices as needed.	\$\$	Admin/ Operations
13	Modify Residential Permit Parking (RPP) program.	Implement modifications to RPP program.	Continue to market and educate community on RPP program (via Rec #3). Draft ordinance language. Submit for internal review. Adopt ordinance for modifications to RPP program. Update and install signage as needed. Roll out online permit purchase and renewal. If desired, install meters in permit zones and manage as a parking benefit district. Allocate net revenues to local parking and streetscape improvements.	\$\$	Policy/Zoning
14	Adopt formal procedures for program monitoring and parking enforcement. Measure and report system performance via an annual State of Downtown Parking Report.	Implement monitoring and reporting of system performance and enforcement activities.	Implement monitoring of new metrics and benchmarks for demand-based management program and enforcement activities. Implement enforcement procedures for staff, prioritizing an "Ambassador" approach and targeted enforcement during peak periods. Ensure "grace" policy during initial roll out of demand-based and employees programs. Establish annual training classes for enforcement staff. Refine and adjust monitoring and enforcement policies as needed. Develop and publish first State of Downtown Parking Report. Post on website and present to City Council. Within first six months of demand-based and employee pricing, report to City Council to update with key findings. Initiate rate and regulation adjustment procedures. Adjust rates/regulations 1-2 times within first year of implementation.	\$	Admin/ Operations
15	Create peak-period passenger loading and universal valet programs.	Adjust peak-period passenger loading program. Implement universal valet.	Monitor peak-period passenger loading zones, including number of citations and overall compliance. Adjust zone locations and regulations as needed. Continue to collaborate with business community to refine universal valet program. Establish and/or update business license standards for valet operators to require adequate insurance, identifiable and coordinated branding, and use of new mobile technology. Issue RFP for universal valet operator. Select operator. Designate remote parking sites for valet parked vehicles (tandem parking authorized). Implement valet program, including appropriate signage and curb markings, as well off-street storage locations. Monitor and adjust valet program operations. If demand for valet exceeds off-street storage in the core, the valet service provider and City should collaborate to locate tandem parking opportunities in the Lower Park district.	\$\$	Customer Experience
16	Improve downtown parking governance.	Continue parking advisory committee. Coordinate with citywide Transportation Management Association (TMA) formation. Create parking benefit district (PBD).	Continue with standing Advisory Committee meetings. Identify and implement priority actions. Adjust committee procedures as needed. Continue to ensure active participation of downtown employers within citywide TMA. Adjust TMA rules and procedures as needed. Draft and adopt ordinance for creation of PBD. If required, hold vote of property owners/businesses to approve PBD formation. Develop organizational by-laws and formal expenditure plan of parking revenue to fund parking/travel/employee programs with "net" revenue.	\$	Policy/Zoning
17	Study and reform parking code requirements.	Implement changes to zoning code.	Draft ordinance language and circulate for internal city feedback (as needed). Adopt zoning code modifications (as needed). Monitor impacts and adjust as needed.	\$	Policy/Zoning
18	Monitor and evaluate need for additional parking construction.	Further study the demand for, and feasibility of, additional parking supply in downtown.	Utilizing monitoring plan (Rec #13), assess impacts of recommendations on downtown parking availability. If needed, conduct further feasibility studies of candidate sites, including traffic and access impacts. Refine capital and operational cost estimates. Develop long-term funding plan, including an assessment of mechanisms such as a property tax/assessment. Present findings to City Council to confirm/refine policy direction.	\$\$	Customer Experience

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Figure 6-9 Implementation Plan – Phase III (18-36 months)

#	Recommendation	Action by Phase	Implementation Details	Relative Cost	Strategy
1	Create an internal implementation task force.	Continue with implementation of parking study recommendations.	Continue with standing coordination meetings. Adjust program management as needed. Identify and implement Phase 3 priority actions.	\$	Admin/ Operations
2	Hire additional parking staff. Conduct long-term staffing plan.	Monitor staff resources and plan for long-term staffing needs.	Continue to monitor existing staffing resources/needs as recommendations are implemented. Based on staffing audit, confirm any additional staffing needs. Secure funding for additional staff and hire staff as needed.	\$\$	Admin/ Operations
3	Create a communications and outreach plan for downtown parking.	Refine and continue community engagement and citywide marketing.	Continue to refine key messages and marketing materials/efforts. Conduct ongoing workshops with new employers and employees. Continue with education/outreach, especially during peak periods and special events. Distribute program materials as needed.	\$\$	Customer Experience
4	Upgrade parking signage and wayfinding.	Implement parking signage and wayfinding upgrades.	Install signage/wayfinding upgrades, including all real-time signage and smartphone applications. Implement all signage upgrades with private operators and land owners at private lots/garages.	\$\$\$\$	Customer Experience
5	Upgrade online parking services and information.	Implement online services and information upgrade.	Continue to upgrade online services. Update materials as needed. Ensure integration of private facilities into real-time availability applications.	\$\$\$	Customer Experience
6	Secure additional parking for use by employees and the general public.	Adjust program as needed.	Adjust remote parking program policies as needed. Renegotiate agreements with private parties as needed. Secure additional parking as needed.	\$\$\$	Customer Experience
7	Install new parking payment and access control infrastructure in public lots/garages and on certain streets. Upgrade and replace existing on-street parking meters.	Monitor payment and access infrastructure. Continue to plan for existing meter replacement.	Implement necessary adjustments and maintenance as needed. Finalize meter replacement and funding plan. Replace existing meters as feasible. Identify areas for renegotiation with vendor for when contract expires.	\$\$\$\$	Admin/ Operations
8	Continue to improve pedestrian and bicycle access.	Implement additional pedestrian and bicycle improvements.	Evaluate the need to add more bicycle parking or other pedestrian facilities as needed.	\$\$\$	Customer Experience
9	Create <i>Access Park City</i> mobility program to improve downtown travel options.	Monitor and adjust <i>Access Park City</i> mobility program.	Monitor performance of mobility and incentive programs. Conduct annual survey of program users to identify program issues and opportunities. Adjust program policies and guidelines as needed. Implement additional mobility and incentives programs as feasible. Identify areas for renegotiation with vendor for when contract expires.	\$\$\$\$	Customer Experience
10	Implement demand-based parking management for all public on-and off-street parking. Manage parking to ensure adequate availability at all times.	Monitor and adjust demand-based management program.	Conduct annual survey of program. Utilizing monitoring plan (Rec #13), staff conduct rate and regulatory adjustments to achieve target occupancy rates. Adjust program regulations, guidelines, and policies as needed. Update and maintain program infrastructure and information.	\$\$\$	Customer Experience
11	Shift to discount daily parking for employees.	Implement discounted daily employee pricing program.	Conduct annual survey of program. Utilizing monitoring plan (Rec #13), staff conduct rate and regulatory adjustments to achieve target occupancy rates. Adjust program regulations, guidelines, and policies as needed. Update and maintain program infrastructure and information.	\$\$	Customer Experience
12	Make strategic improvements to event management.	Monitor and adjust event management practices.	Monitor and adjust event management practices as needed.	\$\$	Admin/ Operations
13	Modify Residential Permit Parking (RPP) program.	Monitor and adjust RPP program.	Monitor and adjust RPP program guidelines and operations as needed.	\$\$	Policy/Zoning
14	Adopt formal procedures for program monitoring and parking enforcement. Measure and report system performance via	Implement monitoring and reporting of system performance and enforcement activities.	Adjust performance metrics as needed. Adjust internal monitoring, tracking, and reporting procedures. Adjust internal monitoring, tracking, and reporting procedures. Conduct annual training classes with enforcement staff.	\$	Admin/ Operations

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#	Recommendation	Action by Phase	Implementation Details	Relative Cost	Strategy
	an annual State of Downtown Parking Report.		Develop and issue State of Downtown Parking Report on annual basis.		
			Continue with rate and regulation adjustment procedures to achieve target occupancy goals.		
15	Create peak-period passenger loading and universal valet programs.	Monitor and adjust loading and valet programs.	Conduct survey of employers and businesses.	\$\$	Customer Experience
			Monitor and adjust program operations as needed.		
			Identify areas for renegotiation with vendor for when contract expires.		
16	Improve downtown parking governance.	Continue parking advisory committee. Coordinate with citywide Transportation Management Association (TMA) formation. Create parking benefit district (PBD).	Continue with standing Advisory Committee meetings. Identify and implement priority actions. Adjust committee procedures as needed.	\$	Policy/Zoning
			Continue to ensure active participation of downtown employers within citywide TMA. Adjust TMA rules and procedures as needed.		
			Adjust PBD organizational by-laws and allocation of parking revenue as needed.		
17	Study and reform parking code requirements.	Evaluate changes to zoning code.	Monitor impacts and adjust as needed.	\$	Policy/Zoning
18	Monitor and evaluate need for additional parking construction.	Further study the demand for, and feasibility of, additional parking supply in downtown.	Utilizing monitoring plan (Rec #13), assess impacts of recommendations on downtown parking availability.	\$\$	Customer Experience
			If needed, solicit direction from Council to construct additional downtown parking supply.		
			Identify preferred site, refine cost estimates, and secure funding (if needed).		
			Initiate design, engineering, and construction process (if needed).		