Memorandum

DATE       June 10, 2011

TO        Members of the Transportation and Environment Committee:
          Linda Koop (Chair), Sheffie Kadane (Vice Chair), Jerry R. Allen, Tennell Atkins,
          Carolyn R. Davis, Voncile Jones Hill, Delia Jasso, Pauline Medrano, Ron Natinsky

SUBJECT  Downtown Dallas Parking Strategic Plan

At the Transportation and Environment Committee Meeting on Monday, June 13,
2011, there will be a briefing on the Downtown Dallas Parking Strategic Plan. This is
a follow up to the recent Council adopted Downtown Dallas 360 Plan. The 360 Plan
established a future vision and action plan for downtown, highlighting among five
transformative strategies the need to reform the approach to downtown parking.

This briefing will be presented by Downtown Dallas Inc. (DDI) and the consultant team
of Moore Iacofano Goltzman (MIG) and Kimley-Horn and Associates. DDI has taken
the lead in facilitating this comprehensive parking study, ensuring that key
stakeholders were engaged, and in developing this report in close collaboration with
City staff. The Transportation and Environment Committee will be asked to accept this
report as the basis for further evaluation and action related to downtown parking.

Please feel free to contact Theresa O'Donnell at 214-671-9293 if you need additional
information.

A.C. Gonzalez
Assistant City Manager

C:  The Honorable Mayor and Members of the City Council
    Mary K. Suhm, City Manager
    Thomas P. Perkins, Jr. City Attorney
    Deborah Watkins, City Secretary
    Craig Kinton, City Auditor
    Judge C. Victor Lander, Administrative Judge
    Ryan S. Evans, First Assistant City Manager
    Jill A. Jordan, Assistant City Manager
    Forest Turner, Assistant City Manager
    Jeanne Chipperfield, Chief Financial Officer
    Edward Scott, Director, Controller's Office
    Frank Librio, Public Information Office
    Theresa O'Donnell, Director, Sustainable Development and Construction
    Helena Stevens-Thompson, Assistant to the City Manager – Council Office

"Dallas-Together, we do it better"
Downtown Dallas 360 Plan adopted by Dallas City Council in April 2011
Downtown 360 Plan

- Strong emphasis on transit-oriented economic development

Transit Corridors and Key Focus Areas

- South Arts District
- Farmers Market
- Lamar Street Corridor
- Main Street District
- Union Station
- Farmers Market
- Main Street District
- South Arts District
Downtown 360 Plan

- Provides a comprehensive and strategic planning framework for the Downtown Dallas area
Reform the Approach to Parking

Downtown 360 Plan
TRANSFORMATIVE STRATEGIES
Parking should be seen within the context of a larger “integrated community access strategy”

Parking is important and complex enough in its own right to warrant singular focus
Downtown 360 Plan

Downtown Parking Study

- Downtown-wide update of supply and demand
- Development of Tool Kit and Strategic Plan with menu of implementation recommendations
- Prioritised analysis and recommendations for Focus Areas
Downtown Parking Study

- Led by Downtown Dallas Inc. (DDI) in collaboration with City of Dallas
- DDI sponsored Stakeholder Committee provided input and guidance
- Focus on providing a strategic framework for action
### Most Common Parking Problems

*International Parking Institute members were asked: “What is the most common parking operations, design or management problem or mistake you’ve encountered that you feel could have been avoided had competent parking expertise been utilized?” Leading responses:*

<table>
<thead>
<tr>
<th>Problem</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Garage design/vehicle &amp; pedestrian flow/wayfinding (signage)</td>
<td>22%</td>
</tr>
<tr>
<td>Poor municipal/public planning/lack of public understanding of parking needs</td>
<td>18%</td>
</tr>
<tr>
<td>Poor internal project planning/funding</td>
<td>9%</td>
</tr>
<tr>
<td>Poor use/understanding/installation of software/automation/technology</td>
<td>8%</td>
</tr>
<tr>
<td>Poor rate structures</td>
<td>7%</td>
</tr>
<tr>
<td>Incorrect equipment choice/placement/utilization/installation</td>
<td>6%</td>
</tr>
<tr>
<td>Maintenance costs &amp; issues/inadequate capital replacement plans</td>
<td>5%</td>
</tr>
<tr>
<td>ADA/other regulatory requirements (non-compliance)</td>
<td>4%</td>
</tr>
<tr>
<td>Space counts/reporting</td>
<td>3%</td>
</tr>
<tr>
<td>Loss of space during construction</td>
<td>2%</td>
</tr>
<tr>
<td>Customer service issues</td>
<td>2%</td>
</tr>
<tr>
<td>Use of facility during off-peak periods/inefficient usage of facility</td>
<td>2%</td>
</tr>
</tbody>
</table>
### Trends with the Most Impact on the Parking Industry

*International Parking Institute members were asked: “Focusing on emerging trends in parking, please select a maximum of three trends (your Top 3) which you believe will have the most impact on the parking industry or profession in 2011.”*

<table>
<thead>
<tr>
<th>Rank</th>
<th>Trend</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Increased demand for finding ways to increase parking revenue</td>
<td>44%</td>
</tr>
<tr>
<td>2</td>
<td>Increased demand for green parking and sustainable parking solutions</td>
<td>36%</td>
</tr>
<tr>
<td>3</td>
<td>Increased demand for cashless or electronic payment</td>
<td>32%</td>
</tr>
<tr>
<td>4</td>
<td>Increased use of cell phones to find, reserve and or pay for parking</td>
<td>27%</td>
</tr>
<tr>
<td>5</td>
<td>Increased move toward innovative technologies to improve access control</td>
<td>24%</td>
</tr>
<tr>
<td>6</td>
<td>Increased need for improving customer service</td>
<td>23%</td>
</tr>
<tr>
<td>7</td>
<td>Move toward more public-private partnerships</td>
<td>23%</td>
</tr>
<tr>
<td>8</td>
<td>Improving accommodation for electric cars/charging stations</td>
<td>19%</td>
</tr>
<tr>
<td>9</td>
<td>Increased appreciation for integration of parking in project planning phase</td>
<td>16%</td>
</tr>
<tr>
<td>10</td>
<td>Increased use of wireless sensing devices for traffic management</td>
<td>14%</td>
</tr>
<tr>
<td></td>
<td>Increased need for improving security</td>
<td>12%</td>
</tr>
</tbody>
</table>
Existing Parking in Downtown Dallas

27% of land area is dedicated to off-street parking

Total spaces = 68,000
- Structured spaces = 50,000
- Surface spaces = 16,000
- On-street spaces = 2,000
• 70% of all parking is available to the public in some form (monthly permit, transient or valet)
On-Street Parking Map Time Limits

- 2,000 on-street spaces
- Varied time-restrictions and rate structures
PARKING DEMAND MODEL

- Dynamic user interface with GIS output
- Land-use and parking data
- Multiple demand scenarios run on Parking Analysis Zones based on Downtown 360 districts
Normal Weekday Scenario: Downtown-wide parking surplus with some localized deficit (Main Street District)
- **Major Convention Scenario**: Some notable “Hot Spots” with deficit conditions (Main Street District; Union/Reunion District)
- **Combined Theater Performance Scenario:**
  - Large surplus due to unused office tower parking
  - Significant supply issues will occur in Arts District with loss of the surface lots from anticipated South Arts District (Spire) development
PARKING DEMAND MODEL

- An Arts District specific event modeling tool needed to facilitate event based management

- This will be more important with anticipated loss of the large surface lots from the South Arts District (Spire) development
The key parking problem is not one of availability, but one of accessibility:

- Lack of consistently managed “publicly available” parking to promote ease of use
- Lack of way-finding to available parking
- In highest demand areas there is least “publicly available” parking
- Lack of a convenient circulator system and other mechanisms to promote sharing of parking between areas of surplus and areas of deficit
Downtown 360 Plan

TRANSFORMATIVE STRATEGIES

REFORM THE APPROACH TO PARKING

ISSUES

- Multiple user groups interviewed
- Key issues defined and categorized
Overarching Goal: Improve the Downtown Experience

- Create a New Focus on Economic Development – Concentrate on objectives that contribute to economic development and city building
- Be Customer Service Oriented – Make parking interactions a positive aspect of the Downtown experience
- Be Innovative and Creative – Develop new solutions
Strategic Plan Action Items

Primary Action Items

Secondary Action Items

Additional Recommended Action Items
Primary Action Items

Create a “Vertically Integrated” Parking Management Organization

- Establish a new parking management collaborative (DDI, City of Dallas and private owners)
- Invest in parking management expertise
- Develop a parking management district and parking management agreement
- Work towards a goal of becoming a self-supportive enterprise
Primary Action Items

Use Parking as an Economic Development Strategy

- Establish parking policies directly linked to economic development goals
- Make limited, strategic investments in off-street “public parking” developments to leverage desirable private development
  - Promote infill, adaptive reuse and historic preservation
- Use creative strategies to unlock private parking for after-hour use
  - Eg: Long Beach “I-Parq” model
Primary Action Items

**Improve the Customer Experience**

- Parking is the “first and last impression” of the thousands of downtown patrons that drive each day
  - Expand the Downtown Safety Officers Program to include parking ambassadors
  - Make parking payment easier
  - Consider parking fine forgiveness for first time offenders
  - Enhance way-finding and navigation
  - Voluntary standards for parking facilities
  - Corporate sponsorship program for parking garage interior public art
Primary Action Items

Reassess On-Street Parking and Parking Enforcement Policies and Regulations

- Approach parking enforcement with an attitude that reinforces the overall goal of “improving the downtown experience”
- Create a friendlier “On-Street Personality”
- Assess parking fine structure – focus on solving the real problem
- Web-based citation management and payment options
Primary Action Items

Develop an On-Street Parking Rate Evaluation and Adjustment Strategy

- Manage on-street spaces to achieve 15% availability
- Evaluate Performance Parking Pricing Strategies
  - Consider a data driven Dynamic Pricing Pilot program for on-street parking
  - Adjust pricing policies for time of day and day of week
  - Maintain the proper relationship of on-street and off-street parking pricing
Primary Action Items

Improve Short-term and Retail Parking

- A comprehensive approach to developing a retail parking support strategy:
  - On-street strategies
  - Off-Street strategies
  - Overall program strategies

- Consider “First-Hour Free” and “Shopper Zone” programs in CityPark facilities

- Adopt consistent valet parking standards
Primary Action Items

Develop a New Parking Brand and Strategic Communications Program

- Rebrand the “CityPark” system and create a consistent theme for Downtown public parking
- Develop an 18 month initial parking program advertising campaign to change perceptions
- Provide enhanced website and/or mobile device accessibility for downtown parking way-finding
Primary Action Items

Improve Signage, Way-Finding and Special Events Parking / Transportation Coordination

- Utilize new technologies to better direct downtown patrons to available parking resources and transportation alternatives
Primary Action Items

**Leverage New Technology / Enhance Operational Efficiency**

- Smart management and practical, customer focused applications to maximize the benefit of the investments
  - Stimulate revenue increases
  - Improve customer payment options
  - Reductions in operating costs
  - Enhance operational efficiencies
- Eg: Multi-space meters, cell phone payment options
- Technology is also key to improving way-finding
Primary Action Items

Create a Defined Program of Parking Related Sustainability Initiatives

- Integrate parking decisions with on-going transit, bike and pedestrian related plans and actions
- Integrate smart travel demand management (TDM) into parking planning decisions
- Promote alternative energy use
  - Solar powered meters
  - Charging stations for hybrid/electric vehicles
Primary Action Items

Enhance Support for Multi-Modal & Sustainable Access Strategies

- Combat the tendency to put parking and transportation in separate silos by building a broader vision of improved community access
- Develop creative strategies to support travel demand management (TDM) programs
  - Downtown circulator system
  - Bike Share programs
  - Collaborative car sharing programs
  - Unbundled monthly parking scratch cards
## Focus Area Specific Parking Strategies

**Recommendations by Focus Area**

### Primary Action Item #3 – Reshape Approaches to Off-Street Parking

<table>
<thead>
<tr>
<th>Parking Strategy</th>
<th>Downtown Dallas Focus Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Recommendations</strong></td>
<td>Applies Globally</td>
</tr>
<tr>
<td>Develop a list of potential public parking development sites/opportunities.</td>
<td>X</td>
</tr>
<tr>
<td>Develop a plan for strategic short-term public parking placement.</td>
<td>X</td>
</tr>
<tr>
<td>Develop a public parking plan with a defined goal of needed public parking – integrate with retail parking support plan.</td>
<td>X</td>
</tr>
<tr>
<td>Develop a parking/economic development investment fund.</td>
<td>X</td>
</tr>
<tr>
<td>Develop long-term strategies to reduce the number of surface parking lots over time. This plan should be developed in concert with neighborhood based development strategies.</td>
<td>X</td>
</tr>
<tr>
<td>Develop strategies to improve the appearance and condition of those surface lots that do remain.</td>
<td>X</td>
</tr>
</tbody>
</table>

**Notes:**
- **X** = Applies Globally
- **P** = Priority for this District
- **S** = Secondary Priority
IDENTIFICATION OF SYNERGISTIC STRATEGIES

- Identifying strategies to achieve experience changes often can solve multiple problems in a single stroke
- Example: New Meter Technology & Pay-By-Cell Phone Option

Enhanced Customer Experience
- Multiple payment options (not longer cussing because they don’t have change for the meter)
- The option to get a receipt
- Customers can receive a text notifying them that their meter is about to expire and giving them the option to add more time via cell phone from the coffee shop where they are sitting.
- If all the meters are networked, a patron can add time from any meter if needed, not just the one by their car (pay-by-space option)
- Image of new technology

Improved Urban Streetscape
- Reduced streetscape clutter (one meter per block vs. 8 meters)
- Reduced signage

Improved Operating Efficiency
- Enforcement officers go to one machine or receive text messages about over-time stays
- Meters hold more coins, equating to less frequent visits to empty
- Wireless notification of when a meter is approaching “full” allows for “Just in time” collections and thus improved efficiency

Enhanced Revenue
- Generally speaking multi-space meters, primarily due to credit card acceptance, can generate approximately 15% - 30% in increased revenues on the same number of spaces

Sustainability
- Solar powered meters
- Reduced VMT from “parking cruising”
Nearly 300 Parking Management Best Practices

Flash Based Mapping Programs
Flash based mapping programs provide the ability to map out walking routes from parking locations on campus to specific destinations and could also be translated to walking times.

Visit www.wisc.edu to see an example of this technology application.

Click on the "Campus Map" - Ruler feature.
Parking Action Plan Implementation
Integrated with 360 Plan Implementation

### Transformative Strategies
Expand Transit and Realize TOD Potential

<table>
<thead>
<tr>
<th>Specific Action</th>
<th>Timeframe</th>
<th>Order of magnitude cost</th>
<th>Lead Responsibility/Support</th>
<th>Funding Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOD 1</td>
<td>0-12 mos.</td>
<td>$500,000</td>
<td>City of Dallas/Grant</td>
<td>N/A</td>
</tr>
<tr>
<td>TOD 2</td>
<td>0-18 mos.</td>
<td>$0</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

### Create Vibrant Streets and Public Spaces

<table>
<thead>
<tr>
<th>Specific Action</th>
<th>Timeframe</th>
<th>Order of magnitude cost</th>
<th>Lead Responsibility/Support</th>
<th>Funding Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>SPS 1</td>
<td>6-12 mos.</td>
<td>Quick win</td>
<td>Administrative action by staff</td>
<td>City of Dallas COI</td>
</tr>
</tbody>
</table>

### DOWNTOWN DALLAS 21st Century Strategic PARKING PLAN

**TIMELINE**
For MOVING FORWARD