



DOWNTOWN BOISE

Parking Strategic Plan

Kimley»Horn
Expect More. Experience Better.



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➔ **Section 1:
Executive Summary**



Boise is booming again! Development activity is expanding. The economy is growing and diversifying. This is the good news. The challenge is dealing with the inevitable consequences of growth. Two of the items that are always at the top of the “growth challenges” list are traffic/congestion and parking.

Parking, while a significant challenge, will be somewhat easier to manage than the larger issues associated with transportation for two simple reasons. One – the amount of funding needed to develop transportation infrastructure that will have a significant impact will likely require federal, state and local investment (for which there is a huge amount of competition and competing priorities) and Two – the parking programs in downtown Boise (both on and off-street) are well managed and have a strong base of infrastructure that has been well maintained. From a management perspective, both the on and off-street programs have recently made investments in new technology that give them enhanced capabilities to offer new customer services and more flexibility in crafting creative programs to meet the new challenges ahead. The parking system upgrades will provide new levels of management data and information to further improve operational efficiency and effectiveness going forward.

There also comes a point in the development of a community where simply building more and more parking is not the right response. The challenge is, that while there are many “mobility management” strategies that can be implemented, developing strong transportation infrastructure typically lags behind giving the community the impression that driving is really their only viable option. However, Boise is fortunate to have the community leadership and vision to recognize these challenges and have already begun the process to address them. The recent investment of the City to create a new Transportation Action Plan is a good example. At the same time, the key transportation policy makers (City staff, Valley Regional Transit, BSU, CCDC, ACHD, and several large employers) have convened a group to tackle the “Downtown Transportation Demand Challenge”. In fact, the timing of this jointly funded Downtown Parking Strategic Plan could not have been better timed to help create momentum around a comprehensive new approach characterized by what we call an “integrated access management strategy” that merges all the elements of parking, transportation demand management, mobility management and transportation planning into a single cohesive approach.

This report briefly reviews the history and background of CCDC as City’s Urban Renewal Agency and the successful use of Urban Renewal Districts and tax increment financing to stimulate economic development. CCDC’s effective strategy of leveraging parking development as a tool to remove development barriers, create a compact and walkable urban environment while simultaneously stimulating targeted development projects is also documented. However, change is coming. 2017 will bring the sunset of the first of Boise’s four urban renewal districts (The Central District). The River Myrtle – Old Boise district will sunset in 2024 and the Westside Downtown district will sunset in 2025. The newest district, the 30th Street District, will not sunset until 2032. The pending sunset of these districts and the loss of the tax increment funding that they have provided was a key impetus to begin reassessing the how the CCDC and the City handle parking management and the development of parking infrastructure as key strategies in the development of urban renewal and economic development policy.

The Planning Context section of this report summarizes the development outlook for the community and also updates the 2014 Parking Supply/Demand analysis. The bottom line of this analysis is essentially “a call to action”. For many years, Boise has enjoyed a surplus of parking, but following years of recession, in which no significant parking development occurred, and a recent resurgence of development activity, parking demand is now exceeding supply in several areas. It is not that CCDC has not been actively assessing potential parking development sites, in fact this report documents a large number of potential parking developments sites that have been studied. However, without a willing and viable development partner many of these potential sites are not likely to move forward and with the Central District sunset next year and the other districts having limited time frames, the resources for large scale parking development projects is not what it used to be.

The report also provides an assessment of the current parking management programs and compares them to industry best practices. Other program assessment elements include and update to CCDC’s Parking Design Guidelines to incorporate recent industry advances in the area of sustainable parking management and design practices, a review of parking related pedestrian safety practices, as well as peer review comparisons to some of the most advanced and progressive parking and transportation programs in the country.

A recommended Strategic Plan Vision and Framework are presented which is summarized as moving from a “parking to integrated access management”. The new program is encouraged to embrace a wide range of mobility management options to mitigate parking demand overall while enhancing and improving transportation options for all citizens.

Specific strategies/recommendation categories include:

- ◆ Program Management, Organization and Technology Review
 - Parking Program Organizational Structure
 - Parking Management Best Practice Assessment
 - Maintenance Reserves for Capital Expenditures
 - Wait-list Management/Carpool Preference
 - Parking Program Branding
 - On-Street Parking Program Development and Assessment Tools
- ◆ Maximize Utilization of Existing Parking Resources
 - Parking Program Marketing and Signage
 - Parking Resource Allocation Policies
 - Event Coordination
 - Strategies to Better Utilize Public and Private Parking Resources
 - Temporary Remote Surface Parking Lots with Shuttle Services
- ◆ Increase Utilization of Alternative Forms of Transportation
 - Larger Transportation Vision and Program Alignment
 - TDM and Demand Management Program Integration
 - Leveraging New Communications Technologies and “The Sharing Economy” to Reduce Parking Needs and Improve Overall Mobility
 - Adopt TDM Supportive Guidelines for Development Approvals
- ◆ Implement Demand-Based Parking Pricing Strategies
 - On and Off-Street Parking Rate Coordination
 - Long-term Parking Rate Adjustment Strategies
 - On-Street Parking Permit
- ◆ Parking Development and Regulatory Policy Review
 - Redefine Public/Private Partnership Models re: Parking
 - Evaluate Parking In-Lieu-Fee Options
 - Evaluate Modified Parking Minimum Requirements
- ◆ Create Additional Parking
 - Future Parking Garage and TDM Initiative Financing Strategies

Abandonment of the CCDC’s highly successful economic development model which leveraged parking development to stimulate other targeted developments is not recommended, although it may need to scaled back to some degree. Rather, a blending of economic development with a new focus on mobility management programs is recommended. Several advanced policy level documents are provided to reinforce national and international trends related to urban mobility best practices. Integration of the recommendations in this report with the larger Transportation Action Plan will be a key to success in the future.

The report includes a large set of appendices and parking/mobility related tools to assist CCDC and the City with program development initiatives going forward.

Boise is great city with even greater potential. Future success will depend to a large degree on how success the community is in creating effective transportation programs to address issues related to traffic, safety, congestion and smart growth.



➔ **Section 2:
Introduction and
Background**



Project Overview

CCDC and the City of Boise have engaged Kimley-Horn and Associates to develop a Parking Strategic Plan for the downtown area. The parking strategic plan will update the mission of the CCDC relative to parking as a key urban development strategy and also address the relationship of the City managed on-street parking program. CCDC and the City of Boise view the development and management of parking as a critical element of public infrastructure and as an effective tool to promote and sustain downtown economic development.

As the community plans for the “sunsetting” of the Central TIF District and begins mapping out its future strategic direction, it is important to also develop a strategic approach to parking and transportation planning. This parking strategic plan will link parking management and parking infrastructure planning to larger community development and transportation planning processes. The parking strategic plan will provide significant benefits to the community by ensuring that parking and transportation policies, programs, and infrastructure are coordinated, integrated, and supportive of larger downtown strategic goals.

SCOPE OF SERVICES

1. Conduct a series of parking strategic plan advisory committee and community engagement meetings.
2. Develop a strategic plan overview and current conditions summary.
3. Using the most recent Carl Walker parking supply/demand study (2014) and current condition updates; develop a parking supply/demand overview.
4. Conduct a limited assessment of the City’s on-street parking program, including new program initiatives and proposed policy/rate adjustments.
5. Review the current state of CCDC’s existing TIF Districts including goals, current projects, district timelines, etc.
6. Include feedback from Downtown Boise Association (DBA) stakeholder outreach on parking issues and recent Parking Development Roundtable meetings.
7. Based on staff, City and other stakeholder feedback, identify and summarize key issues and proposed project focus areas.
8. Develop a robust community engagement strategy including a project survey and social media options and processes.
9. Create an internal parking rate assessment steering committee and a local parking stakeholder advisory committee.
10. Identify peer cities and conduct peer city reviews.
11. Conduct parking management best practice reviews based on project focus areas and key issues.
12. Identify a range of parking/transportation demand management strategies to best support the larger Boise community and CCDC strategic goals.
13. Refine and prioritize preliminary recommendations and specific action items.
14. Identify programmatic and policy implications of proposed recommendations.
15. Identify financial and funding implications of proposed recommendations.
16. Review preliminary recommendations with project steering committee, stakeholder advisory committee and CCDC Board.
17. Prepare and submit formal draft parking strategic plan report for CCDC review and comment.
18. Incorporate CCDC comments and issue final report.



Parking Strategic Plan

Agency Overview: Capital City Development Corporation



AGENCY MISSION AND PURPOSE

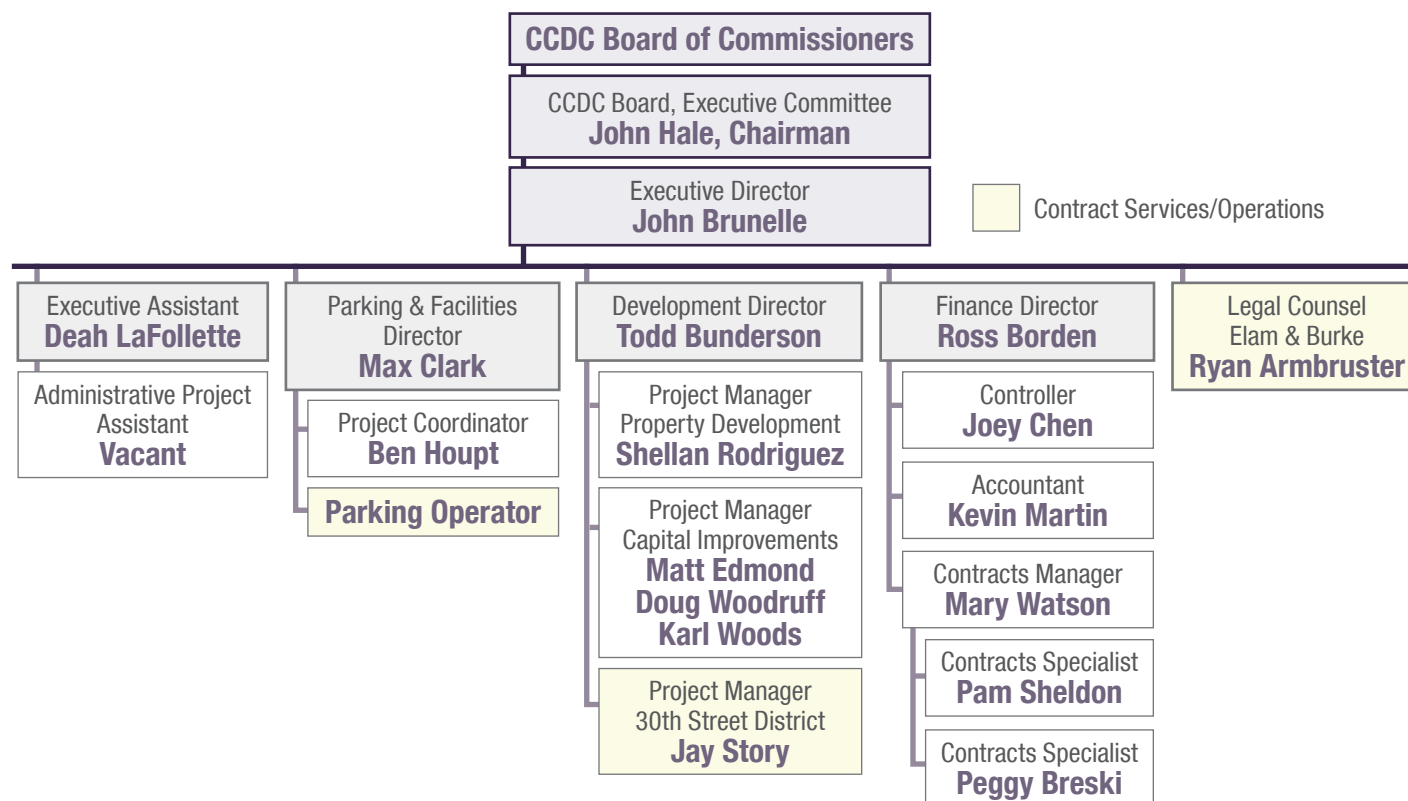
CCDC is a redevelopment agency, governed by a Mayoral appointed board. Their mission is to build vitality in downtown Boise, which is centered on improving infrastructure, developing and re-developing property, and growing the economy.

CCDC's goals include:

- ◆ Keeping downtown a center region for business, government and services, conventions, lodging, tourism, education, and culture
- ◆ Achieving superb access and mobility throughout downtown and creating the transportation system to support the city's vision for reduced congestion and air pollution
- ◆ Growing in a healthy and sustainable way through mixed use development and alternative energy sources
- ◆ Creating a strong economy and lively mix of uses including business, entertainment and lodging
- ◆ Making downtown a great place for people through better connectivity, expansion of culture, and additional open spaces

COLLABORATE. CREATE. DEVELOP. COMPLETE.

CCDC Organizational Chart



DOWNTOWN OFFICE AND RETAIL

The downtown business scene is home to more than 700 businesses that range from major employers to entrepreneurs. There are also over 300 retail and service businesses, of which 81% are locally owned.

- ◆ 2,761 Housing Units
- ◆ 2,251 Multi-Family Units

Recent Development

- ◆ 265 new residential units completed since 2007
- ◆ 356,235 new office square footage since 2005
- ◆ 183,869 new retail square footage since 2005
- ◆ Idaho's first LEED platinum office building - Banner Bank Building

Office & Retail

- ◆ Downtown in 2013 has approximately 4,177,362 buildings square footage, with 330,501 direct vacant square footage
- ◆ Class A vacancy is 10%
- ◆ Average asking rate in Q1 2014 was \$17.05
- ◆ Current retail vacancy rate is 8.3%

Downtown Construction Projects

- ◆ Jack's Urban Meeting Place (JUMP)
 - 6 story, 65,000 square feet
 - \$70 million investment
 - New Simplot HQ also under construction
- ◆ 8th and Main Office Tower
 - 17 story, 253,000 square feet
 - \$76 million investment
- ◆ City Center Plaza and Underground Downtown Multimodal Center
 - 206,000 square feet retail and office building
 - \$70 million investment
- ◆ Owhee Plaza
 - Renovation of hotel into downtown condos and office space

NATIONAL ACCOLADES

#1 Best City to Move to in 2014

SML, March 2014

#1 Region "Getting it Right"

Time Magazine, March 2014

#1 Best City for Kids

Livability, May 2014

#1 Best College Football Field

USA Today, October 2014

#3 Best River Town in America

Outside Magazine, September 2012

#4 Best Downtown in America

Livability.com, October 2012

Lowest Business Costs in Pacific U.S.

KPMG's Competitive Alternatives, 2012 & 2014



Parking Strategic Plan

Capital City Development Corporation (CCDC or Agency) is Boise, Idaho’s urban renewal agency. CCDC is responsible for master planning, investment in public improvements, and economic development in four urban renewal districts in downtown Boise, which total 767 acres. These districts include: Central, River Myrtle-Old Boise, Westside Downtown and 30th Street (see map on page 8). In addition, CCDC owns and operates the Downtown Public Parking System (DPPS), which consists of six public parking garages totaling 2,567 parking spaces. CCDC views the DPPS as a key economic development tool supporting urban density development and creation of a walkable, attractive pedestrian environment in downtown Boise as an alternative to surface parking lots.

CCDC is responsible for strategic planning for the DPPS, operating and maintaining the parking garages, capital reinvestment, setting rates, coordinating with Boise City’s on-street parking system, and working with various agencies and stakeholders.

Public parking in downtown Boise consists of:

- ◆ On-street spaces located in Ada County Highway District (ACHD) rights-of-way and managed by Boise City.
- ◆ The DPPS parking garages owned and operated by CCDC.
- ◆ Privately owned but publicly available parking lots and garages where members of the general public are permitted to park for a fee.

ORIGIN OF THE DPPS

The Boise City Council formed the Boise Redevelopment Agency (now known as CCDC) in 1965. In 1986, the B.R.A. adopted the Downtown Urban Design Plan – Framework Master Plan & Design Guidelines which set a new direction for the downtown redevelopment efforts. One of the key recommendations in the Urban Design Plan was construction of public parking garages, which would increase the supply of public parking, encourage higher intensity, urban-style private development and allow redevelopment of surface parking lots in the downtown core. CCDC initiated the creation of the DPPS with the construction of the Capitol Terrace and Eastman parking garages in 1988 and 1990. The system grew to a total of 10 parking garages by 2005. The current DPPS includes six parking garages.

CURRENT DOWNTOWN PUBLIC PARKING SYSTEM

The six parking garages in the DPPS are located in the urban renewal districts as follows:

Central District (Sunsets in 2017)

- Capitol Terrace Garage – built in 1988
- Eastman Garage – built in 1990
- Boulevard Garage – built in 1998
- City Centre Garage – built in 2000

River Myrtle-Old Boise District (Sunsets in 2024)

- Myrtle Street Garage – built in 2005

Westside Downtown District (Sunsets in 2025)

Grove Street Garage – When the Grove Street Garage was built in 1978, it was located in the Central District. It is located in the Westside Downtown District now due to a boundary change when the Westside District was formed in 2001.

No other public parking garages have been built in this district so far.

30th Street District (Sunsets in 2032)

No public parking garages have been built in this district so far.

FINANCING THE DPPS GARAGES

CCDC has two main sources of revenue: an allocation of property taxes generated by increases in property tax value in each of its urban renewal districts (referred to in Idaho as “Revenue Allocation”) and revenues from the DPPS.

All of the garages in the DPPS were originally constructed by the issuance of bonds. The Grove Street Garage no longer has bonds outstanding. Five of the six DPPS garages have no outstanding bond debt. Only the Myrtle Street garage and the two courthouse garages have debt remaining. Typically, revenues from each garage cover the cost of operations and maintenance and a portion of the garage’s debt payment. Revenue Allocation pays for the remainder of the debt payment.

There are two additional garages – Avenue A West and Avenue A East – which are located in the River Myrtle-Old Boise District and were built as part of the Courthouse Corridor mixed use development on land owned by Ada County (“Avenue A Garages”). CCDC financed the construction of the Avenue A Garages through issuing bonds (Avenue A West) or guaranteeing annual payments to the developer (lease to buy) (Avenue A East). Revenues from the DPPS are pledged to pay for these obligations, among other resources, until 2024. So there is a call on DPPS revenues if needed to pay for the debt on Avenue A Garages after the debt obligations on the DPPS garages have been paid. In 2010, Ada County and CCDC reached an agreement that Ada County would assume the day-to-day management and maintenance of the Avenue A Garages.

PARKING OVERLAY DISTRICTS

In response to the creation of the DPPS, Boise City has established a three-tiered set of parking overlay districts in downtown Boise. P-1 eliminates parking requirements for private development; P-2 and P-3 reduce parking requirements. The DPPS is in effect supplying parking that private development would otherwise be required, which has encouraged higher intensity, urban-style development.

DPPS ROLE IN URBAN, MIXED-USE DEVELOPMENT

All of the six parking garages in the DPPS are each part of a mixed use development on the block where the garage is located and are in a condominium form of ownership. Parking levels are condominium units owned by CCDC and the structure, elevator, and stair towers are considered “common area” elements. The private developments associated with each of these garages have linkages between the developments and CCDC.

Because of these linkages, CCDC has put a high priority on long term maintenance of the garages because it is critical that they remain standing as long as the adjacent private development remains.





Parking Strategic Plan

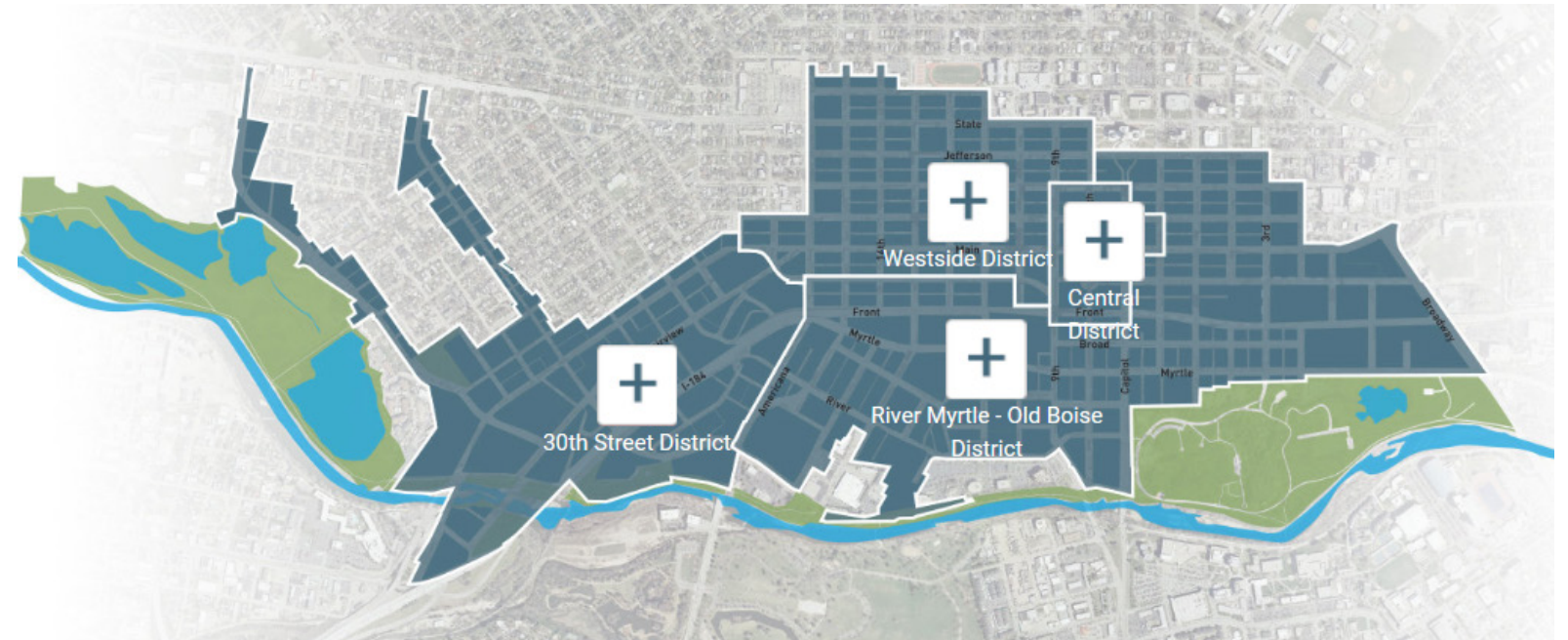
URBAN RENEWAL DISTRICTS

City of Boise - Urban Renewal Districts

CCDC targets investments in four urban renewal districts. Together, they comprise 767 acres of Boise's downtown core.

AGENCY PARTNERSHIPS

Together with their partners CCDC develops, builds, manages and maximizes investments in Downtown Boise. From streetscapes to skyscrapers, CCDC seeks to create common goals and alignment with a community vision.



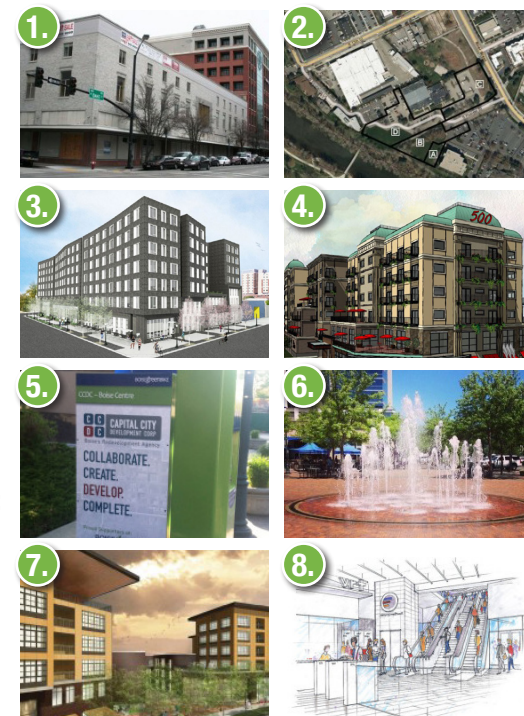
Completed Projects

1. Eastman Garage Exterior Painting
2. 2015 Streetscapes: River Myrtle - Old Boise
3. 2015 Streetscapes: Westside Downtown
4. Capitol Terrace Garage Waterproofing
5. Downtown Boise Housing Report
6. City Centre Garage Waterproofing
7. 8th Street Northbound Conversion and Bike Lane
8. Automated Parking System
9. Eco Art Series on 8th Street



Current Projects

1. Saving CC Anderson Building: Athlos Academies Partnership
2. Pioneer Pathway: Connection Downtown and the Greenbelt
3. Transformative Project Assistance: "The Fowler" Apartments
4. Downtown Boutique Hotel: The Inn at 500 Capitol
5. Bike Share = Better Mobility: Boise GreenBike Program
6. Update and Enhance The Grove Plaza Renovation
7. "The Afton" Condominiums: 620 South 9th Street
8. Main Street Station: Transit and Mobility Enhancement



Upcoming Projects

1. Capital Improvement Plan: Fiscal Year 2016 - 2020
2. Julia Davis Park 5th St. Entrance: 5th and Myrtle
3. Geothermal Infrastructure on Broad Street
4. Boise Wayfinding System: Downtown and Beyond



Downtown Public Parking System (DPPS) Overview

OFF-STREET PUBLIC PARKING SYSTEM

A community's parking options have a great deal of influence on how that community evolves over time.

That is why CCDC, in partnership with the City of Boise, continually assesses and studies downtown Boise parking in order to drive innovative and cost-effective parking solutions. CCDC owns and operates six parking garages located throughout the downtown area, but also supports and works to expand alternative parking opportunities such as Bike Share and convenient bike parking throughout the city.

CCDC also prioritizes work with local developers to make parking solutions affordable. CCDC understands that communities who look for innovative ways to manage off-street parking—a key link between land use and transportation—will be best prepared to tackle ongoing parking challenges. This is important to keep in mind as downtown Boise continues to enjoy significant growth and development.

Parking Rate Information

Hourly: \$2.50 per hour, first hour free

Daily: \$12.00 maximum

Monthly: \$120.00 - \$135.00

Event: \$3.00 – \$9.00



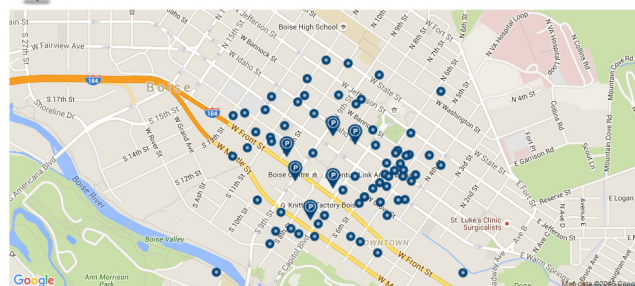
CCDC Parking Garages

There are 2,567 parking spaces in six parking garages collectively referred to as the downtown public parking system (DPPS). The garages are owned by CCDC and are operated by contract with AMPCO/the car park. The first hour of parking is free and each additional hour is \$2.50.



Financing Parking

Public parking structures in CCDC redevelopment districts are largely funded as a partnership between CCDC and private entities. Because the Idaho market will not support high parking rates, parking revenue is typically insufficient to pay the full costs of building, operating and maintaining a parking garage. The revenue generated by the garages does pay for part of the project costs, but the unique quasi-governmental nature of CCDC permits it to use additional and valuable financing tools. It can sell public bonds for up front capital. It can also use favorable governmental bond ratings to secure its financing at lower interest rates than otherwise available. Additionally, CCDC can use tax increment revenue generated within its redevelopment districts to pay help pay any debts.



With the range of useful funding options at its disposal, CCDC redevelopment districts have an advantage in creating exceptional parking structures that will support future growth.

Source: ccdchoise.com/parking

Agency Overview: City of Boise

ON-STREET PUBLIC PARKING SYSTEM

The City of Boise provides short term on-street parking options and parking enforcement services throughout downtown Boise. Parking meters in downtown Boise offer a unique “20 Minutes Free” feature and now accept credit / debit card payment, downtown Boise gift cards, payment through Parkmobile Pay-by-Phone and traditional coin payments.

Cost for metered parking is \$1.00 per hour. Parking meters in downtown Boise have either 1 hour or 2 hour time limits. Re-Feeding meters past the posted time limit is prohibited by law. A new zoned parking meter program is currently being implemented. As downtown Boise continues to grow and thrive, the City of Boise in close partnership with CCDC & DBA has been undertaking several significant parking-related initiatives over the last few years. As such, noteworthy customer enhancements regarding parking technology have been implemented. To date, we have installed over 900 electronic credit card enabled meters with vehicle detection sensors. In addition, ParkMobile has also been implemented to allow mobile phone parking payments. A comprehensive marketing plan is currently being developed to educate users as to the zones and various price points associated with the proposed on-street demand based pricing structure. This effort will lay the foundation for a coordinated and customer-focused parking management approach that will support the larger community's strategic goals, address the role of parking as an on-going economic development tool and ultimately re-define parking as part of the overall transportation and access plan for Boise City.

Parking Meter Enforcement & Fines

The City of Boise enforces meter violations throughout the city. Parking violations range from \$10-\$50 and can be paid online through the city's website, by mail, by phone or in person. A QR code is included on most parking violations for easier mobile look up and payment abilities. There is a \$15 administrative “late fee” penalty for failure to pay or appeal parking violations within 10 days of issuance. If a citation was issued in error, an appeal may be processed with the city.

Hours

Parking enforcement hours are from 8:00 a.m. – 6:00 p.m., Monday – Friday. Parking is free after 6:00 p.m. and all day on weekends. Additionally parking is free on the eight major holidays.

Parkmobile

Parkmobile is a convenient way to pay for your metered parking through the Parkmobile Pay-by-Phone application or toll-free phone number. By pre-registering for Parkmobile prior to your visit to downtown Boise, you will be able to enjoy the convenience of this service. In addition to the ability to pay for your parking with just a click of a button on your mobile device, you can also set up alerts to be notified when your parking session is set to expire.

To use Parkmobile, download the Parkmobile application for your mobile device or visit parkmobile.com to set up your account. The next time you are in downtown Boise, use the Parkmobile app or toll-free phone number to pay for your parking. The Parkmobile app is free, however, transaction fees may apply.



Idaho Statesman Headline: Hundreds of smart parking meters in works for downtown Boise

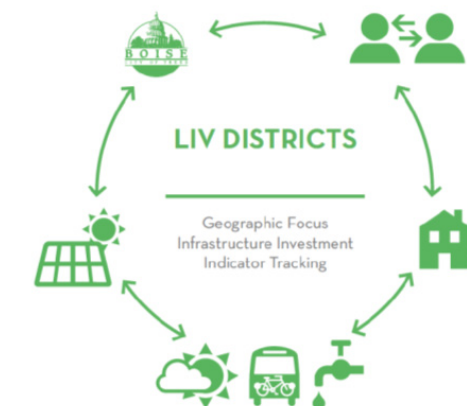
Current City of Boise On-Street Parking Projects

- ◆ Smart meter/Occupancy sensor installation
- ◆ Pay-by-phone implementation (Parkmobile)
- ◆ Lusk area pay-by-phone parking roll-out
- ◆ Downtown on-street parking permit program proposal with recommended rate structures
- ◆ Evaluation of on-street parking utilization data from sensors, meters or other sources
- ◆ On-street parking rate increase - recommendations / timeline)

CITY OF BOISE OFFICE OF ECONOMIC DEVELOPMENT

Key Elements

- ◆ Infrastructure
- ◆ Placemaking
- ◆ Mobility
- ◆ Housing
- ◆ Economic Development
- ◆ Stakeholder Engagement
- ◆ Metrics





➔ **Section 3: Planning Context**

The following is a listing of the recent or active planning projects that inform the current planning context

PLANNING PROJECTS

Downtown Signage and Wayfinding Plan

Signage is to be updated with an increase in pedestrian and bike friendly options throughout the city and the downtown area plans to implement wayfinding signs for public parking garages and treating them as destination spots.

St. Luke's Hospital Expansion

The expansion seeks to close Jefferson Street to connect the hospital and the ER, in addition to adding a new parking structure which (along with the existing underground garage) will alleviate demand for on-street parking.

City of Boise "LIV" Initiatives

The City LIV (Lasting-Innovative-Vibrant) mobility improvements include converting 5th Street and 6th Street into two way streets, adding a pedestrian crossing at 5th and Myrtle, and adding streetscape around the focused investment area.

Downtown Housing Strategy

The Downtown Housing Strategy seeks to implement cohesiveness between CCDC (controls downtown parking garages), the City (controls street parking), and ACHD (controls right-of-way) in order to provide better parking solutions for housing in the downtown area. This area is a reduced parking district and the Housing Strategy is looking at providing less parking per unit, which has a growing marketplace acceptance.

Grove Plaza 2.0

The Grove Plaza improvements include improvements to pedestrian routes, redesign of the fountain, and increased mechanical, electrical and usability of the area.

County Services Expansion

Green Infrastructure is intended to be added to the LIV district with a geothermal line connecting to Capitol Boulevard and a green storm water line accommodating street drainage with permeable pavers and bio-retention swales.

Integrated Parking System / Transportation Action Plan

A portion of the Transportation Action Plan is to implement a connected and integrated community in the downtown area and encourage alternative transportation modes while integrating CCDC, ACHD, and the City of Boise's parking for the most efficient use of space.

Development Outlook

The following is a listing of the recent or active development projects that inform the current development scenario in downtown Boise.

DEVELOPMENT PROJECTS

The Owyhee

The Owyhee is a mixed use development and is a conversion of 68 hotel rooms into a 34-unit market rate apartments with a restaurant and office space.

Trader Joes

Trader Joe's is a grocery store and restaurant development at the corner of Capitol & Front which includes 80 surface parking spaces and the loss of 220 parking spaces.

City Center Plaza

City Center is a mixed use development that includes office, an underground transit station, retail, convention space and restaurants with 65 parking spaces and a loss of 25 parking spaces.

- **Main Street Station**

The Main Street Station will be the underground transit portion of the City Center Plaza redevelopment and is expected to be open for public use in later 2016.

- **Boise Centre Expansion**

New convention center expansion project will be implemented as part of the City Center Plaza Development and will include the addition of meeting space in the Clearwater Building.

One Nineteen at 10th and Grove

One Nineteen is a six story apartment building with 28 units and two floors of parking on the lower floors.

951 Park at Front and Park Boulevard

951 Park is a mixed use development and is a four story building with 68 apartments, 7 live-work units, and retail space which includes 114 surface parking spaces.

Lusk Neighborhood Student Housing

The Lusk Street Area Master Plan calls for an increase in housing diversity which would allow seniors, students and high end housing in the proposed urban development along with more retail, restaurants, and walkability between the Lusk Street area and the university. Street parking in the area will be preserved as much as possible and the addition of a parking garage in the district will seek to eliminate parking demands.

The Afton

The Afton is a mixed use development and is a conversion of a warehouse into retail and condominiums in two six story buildings.

JUMP – Jack's Urban Meeting Place

JUMP is an education building and meeting place (six stories) and an office building (nine stories) which includes a two-level parking structure comprising of 729 underground parking spaces and has an additional 28 surface parking spaces.

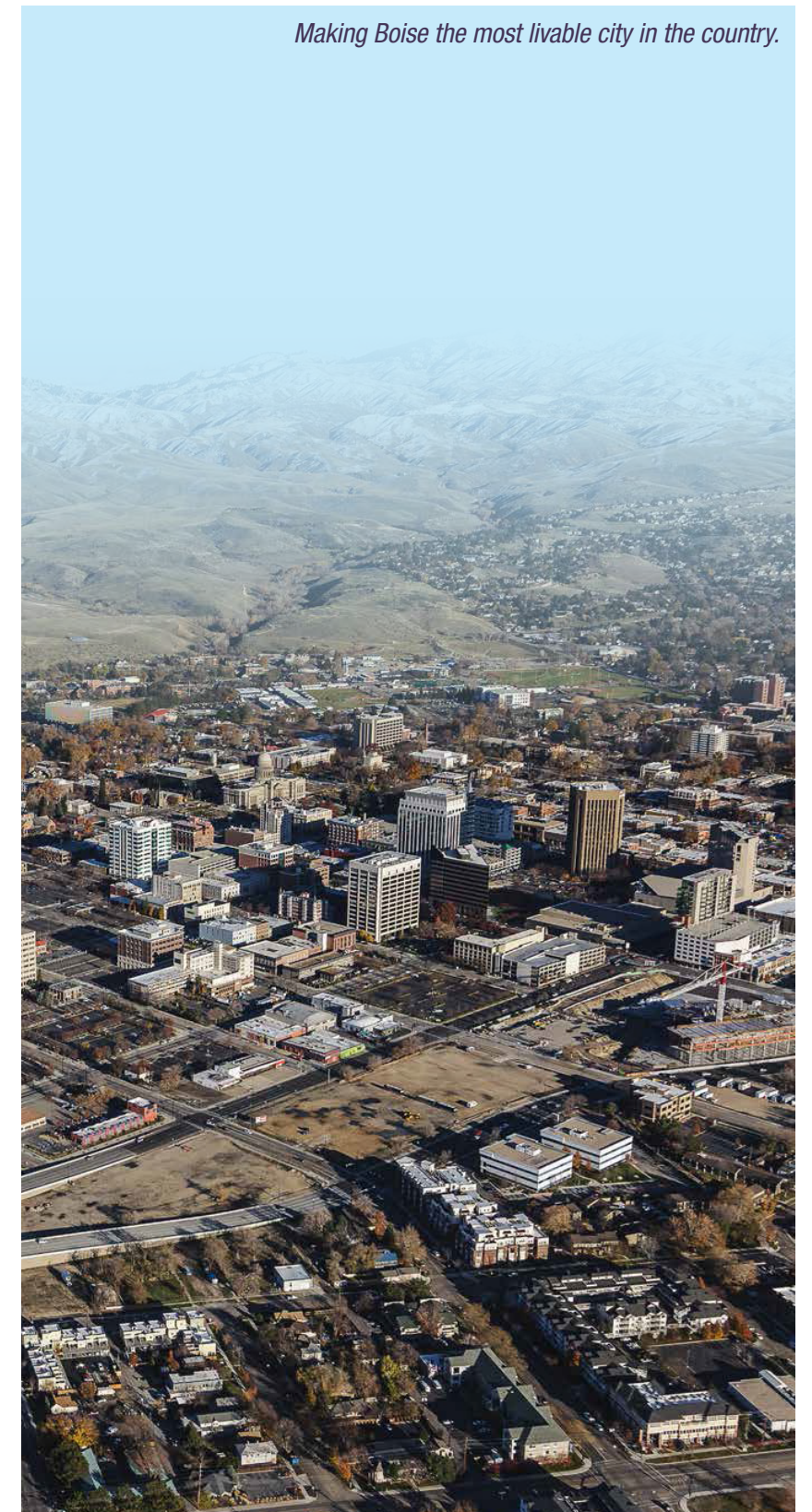


City Center Plaza



Jack's Urban Meeting Place

Making Boise the most livable city in the country.



Photo(s): CCDC Website



Parking Strategic Plan

The following is a listing of the development projects that are currently in the planning phase.

PROJECTS IN THE PLANNING STAGES

Fifth and Myrtle (The Nest Apartments)

The Nest Apartments is a proposed apartment building with an estimated loss of 50 parking spaces.

Fifth and Broadway (The Fowler)

The Fowler is a proposed seven story apartment complex with 158 units and 190 proposed parking spaces.

Fifth and Idaho

The proposed development is a mixed use retail and 84 unit apartment building which includes 84 underground parking stalls and 6,000 square feet for a public park.

Idaho and 16th

The unnamed 15 townhome development is proposed between 16th and 17th Street along Idaho Street and each unit will have its own single car garage and two additional parking spaces, providing 45 parking spaces total.

Idaho and 14th

Two potential redevelopments of this property include a mixed use apartment and retail building which range from 3-5 stories, 39-50 residential units and include 31-35 parking stalls.

One-way to Two-way Street Conversions

In order to better direct traffic downtown and make pedestrian connectivity easier throughout the city, the city studied several corridors which resulted in two areas converting from one to two-way streets.

Third and Fourth Streets

Previous public input listed 3rd and 4th Streets as the priority for two-way street conversions with the addition of shared travel

and bike lane markings.

11th and 12th Streets

Transportation studies show that 11th and 12th Streets are recommended for two-way conversion and 12th will experience a decrease in on-street parking with the conversion and 11th street will add bike lanes in each direction.

Eighth Street traffic changes and bike lane additions

Eighth Street was previously updated from a one-way southbound to a one-way northbound condition in September 2014 and the protected bike lane is added to the west side of the street to decrease conflict with cars and increase pedestrian safety. No parking spaces are expected to be altered.

ACHD Connected Bike Lane System

Boise has integrated bike lanes into their downtown streets in order to promote alternative transportation methods and encourage people to use alternative modes of transportation.

Boise “GreenBike” Bike Share Program

Boise “GreenBike” began operations in March of 2015 and is a bike share service which includes 140 bikes in 14 station locations around downtown.

Eighth and Main Office Tower

The Tower is a mixed use 18 story development which includes offices on the upper floors and retail, restaurant, and health club on the bottom floors with 181 parking spaces.

PROPOSED HOTEL PROJECTS

The Inn at 500 Capitol

The Inn at 500 is a proposed mixed use project with 104 hotel rooms and a restaurant on the lower level which includes 24 parking spaces, a loss of 80 parking spaces.

Marriott Residence Inn Project at Broad and Capitol

Pennbridge Capital Project is a proposed ten story hotel project with 176 rooms and 103 parking spaces.

Gardner Company Project at Parcel B

The five acre development project includes four buildings consisting of a condo with lower floor parking garage, a hotel, an office building and an apartment/hotel and parking building consisting of approximately 300 hotel rooms and 1,000 parking spots.

Note: This project is currently being reassessed by the Gardner Company as of 1/21/2016.

Hyatt Place Hotel

PEG Development based in Salt Lake City, UT, has proposed a 150 room hotel on the south half block located between North 10th St. and North 11th St. and between W. Jefferson and W Bannock Street. The site is currently a surface parking lot operated by Carpark as is the ½ block directly adjacent to the site. The site is approximately 0.8 acres and is located within the Westside Urban Renewal District. The development was approved at City of Boise Design Review on July 8, 2015. The developer began site clearing and construction in December 2015 and construction completion is scheduled for early 2017.

ADAPTIVE REUSE PROJECTS

CSHQA’s Boise Office & George’s Cycles

This is proposed office and retail space with 9 proposed parking spaces and a loss of 9 parking spaces.

Trailhead (Creative Tech Center)

The Trailhead is a new nonprofit that opened in February which converted an existing downtown building into entrepreneurial office space.

The CC Anderson Building (formerly Macy’s) proposed as the Athlos

This development is the reuse of the Macy’s building downtown building for a corporate headquarters and training center for the education company with a skybridge linking to a parking garage with no alteration to parking numbers.

New Retail Openings – net of 20 new retail establishments in 2014

New Retail Establishments in downtown include Whole Foods, Ten Barrel Brewing Co., Woodland Empire Ale Craft, Bogus Brewing and Juniper

Parking Supply/Demand Update

This updated analysis reflects a significant increase in development activity. Based on the updated data as of December 2015 there are still parking surpluses in Areas 3, 4 and 5, but there are now parking deficits in both Areas 1 and 2. Area 1 now shows a deficit of 183 off-street spaces and the significant off-street deficit of 978 spaces in Area 2 has grown to 1,591. The overall study area now reflects a deficit of 458 spaces compared to the 2014 study surplus of 864 spaces.

Since the 2014 Carl Walker study, CCDC has embraced the following five strategies related to addressing parking demand growth:

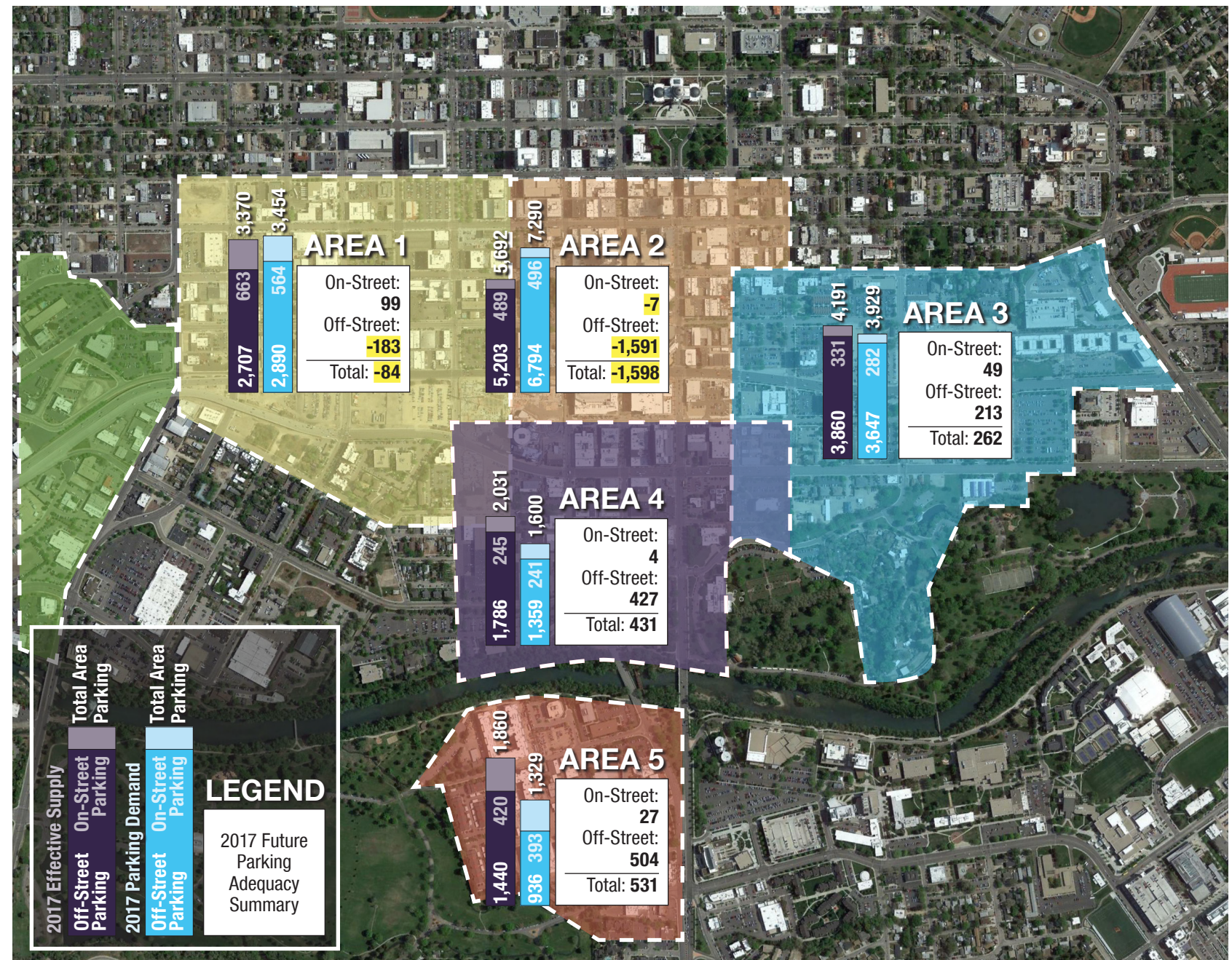
1. Better Utilization of Existing Parking
2. Implement Transportation Demand Management (TDM) Initiatives
3. Examine Parking Regulations
4. Examine Parking Rates
5. Build Additional Parking

With the sunsetting of the urban renewal districts in the next few years, CCDC needs to shift gears away from “building new parking” as the first response to meeting increased parking demand in favor of the strategies noted above and later in this report.

Downtown Boise Parking Strategic Plan Parking Supply/Demand Study Update 2016

Kimley-Horn's Updated Projected Parking Adequacy Through 2017 by Area

Sub Area	Parking	Current Inventory	Parking Loss/Gain	Future Inventory	Future Effective Supply	Future Demand	Future Adequacy
1	Off-Street	2,928	79	3,007	2,707	2,890	-183
	On-Street	815	-35	780	663	564	99
	Totals	3,743	44	3,787	3,370	3,454	-84
2	Off-Street	5,219	562	5,781	5,203	6,794	-1,591
	On-Street	582	-6	576	489	496	-7
	Totals	5,801	556	6,357	5,692	7,290	-1,598
3	Off-Street	4,010	279	4,289	3,860	3,647	213
	On-Street	390	0	390	331	282	49
	Totals	4,400	279	4,679	4,191	3,929	262
4	Off-Street	1,985	0	1,985	1,786	1,359	427
	On-Street	289	0	289	245	241	4
	Totals	2,274	0	2,274	2,031	1,600	431
5	Off-Street	941	660	1,601	1,440	936	504
	On-Street	495	0	495	420	393	27
	Totals	1,436	660	2,096	1,860	1,329	531
Totals		17,654	1,539	19,193	17,144	17,602	-458



Full parking supply/demand study update can be found in Appendix O - Planning: Document 01



Placeholder for Potential Parking Structure Development Sites Graphic –
Currently Under Development

Project Community Engagement Overview

INTRODUCTION AND CONTEXT

A critical element of developing a successful parking strategic plan is clear and concise communication with diverse user groups, coupled with proactive and frequent stakeholder engagement. Intentional and targeted outreach to the Boise community can provide CCDC, the City of Boise and the consultant team with valuable insight into the real and perceived parking and mobility challenges that residents and visitors face when visiting downtown Boise.

Prior to developing a community engagement strategy, the consultant team met with key members of CCDC, City of Boise and Downtown Boise Association (DBA) staff to understand what outreach efforts related to parking and mobility had been conducted to date and what methodologies had been effective in past engagement efforts.

A project steering committee was established including senior advisors from the City, CCDC and the DBA.

DOWNTOWN BOISE ON-STREET PARKING TASK FORCE

Fall 2013

According to a Summary and Recommendations document compiled by the DBA, the Task Force included a wide variety of public and private downtown stakeholders, including retailers, private parking operators, CCDC staff and City staff. Seven total meetings were held as part of this effort, covering the following topics:

- ◆ Parking 101
- ◆ Affordable employee and resident parking
- ◆ Enforcement hours
- ◆ Pricing
- ◆ Saturday parking
- ◆ Marketing and outreach to downtown businesses/public
- ◆ Recommendations to Council leadership

The Task Force developed a summary of recommendations focused on best practices / case studies, affordable parking for employees and downtown residents, marketing and education, pricing and timing, parking on Saturdays and technology. The Downtown Boise On-Street Task Force Summary and Recommendations can be found in the appendices.

DEVELOPER ROUNDTABLES

Spring 2015

In response to an increasing number of requests from the development community for investment from a limited supply of Tax Increment Financing (TIF) dollars from the Central District expiring in 2017, CCDC hosted two “Developer Roundtables” in the spring of 2015. The intent of these sessions was to begin an open dialogue with developers about exactly how much TIF funding was available for investment from CCDC and how that funding might best be divided and/or prioritized.

The four goals of the Developer Roundtables were to:

1. Understand the current context and realities of parking from the private sector’s perspective;
2. Listen and understand where the private sector wants CCDC to make investments in new parking garages in downtown Boise;
3. Explore the potential for creating public-private partnerships to fund additional structured parking; and
4. Discuss the development community’s important role in CCDC’s Parking Strategic Planning Process.

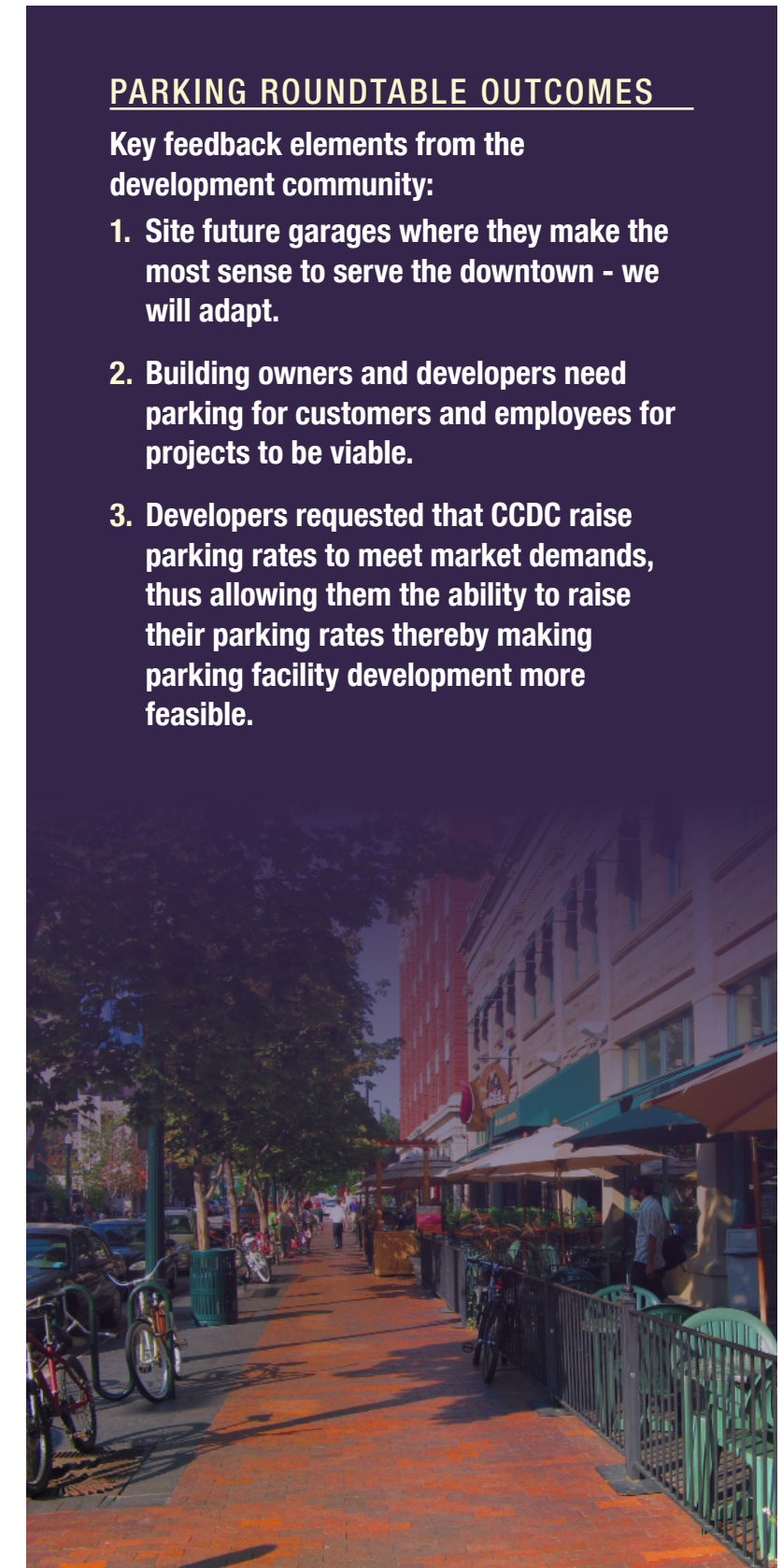
Over 40 members of the development community attended the sessions, which were held on April 14 and May 7 at the CCDC office. At both sessions, CCDC staff gave a brief informational presentation about the current state of the Downtown Public Parking System (i.e., garage utilization, CCDC agency goals related to parking, recent supply/demand studies and elements that would be addressed by the current Parking Strategic Plan project).

Detailed notes were taken at both sessions and are included in the appendices.

PARKING ROUNDTABLE OUTCOMES

Key feedback elements from the development community:

1. Site future garages where they make the most sense to serve the downtown - we will adapt.
2. Building owners and developers need parking for customers and employees for projects to be viable.
3. Developers requested that CCDC raise parking rates to meet market demands, thus allowing them the ability to raise their parking rates thereby making parking facility development more feasible.





➔ **Section 4:
Program
Assessment**

Parking Program 20 Characteristics Assessment

Kimley-Horn has developed a comprehensive process for the review and evaluation of parking systems. This assessment methodology includes 20 categories. A detailed description of these categories is provided in Appendix K2; however a summary of our observations and rankings of the CCDC and City of Boise's parking program is summarized in the ratings that follow.

This assessment ranks the CCDC/ City Parking Programs very highly, reflecting strong program performance in most categories. It should be noted that two categories which were less highly rated (TDM and program branding) are both major focus areas for this study.

20 Characteristics Criteria

1. Clear Vision and Mission
2. Parking Philosophy
3. Strong Planning
4. Community Involvement
5. Organization
6. Staff Development
7. Safety, Security and Risk Management
8. Effective Communications
9. Consolidated Parking Programs
10. Strong Financial Planning
11. Creative, Flexible & Accountable Parking Management
12. Operational Efficiency
13. Comprehensive Facilities Maintenance Programs
14. Effective Use of Technology
15. Parking System Marketing and Promotion
16. Positive Customer Service Programs
17. Special Events Parking Programs
18. Effective Enforcement
19. Parking and Transportation Demand Management
20. Awareness of Competitive Environment

Program Evaluation Criteria

Parking Program Operational Assessment Summary

Rating Scale: 1 = Poor – 10 Excellent

1. Vision and Mission

1	2	3	4	5	6	7	8	9	10
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2. Parking Philosophy/Guiding Principles

1	2	3	4	5	6	7	8	9	10
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3. Parking Planning

1	2	3	4	5	6	7	8	9	10
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4. Community Involvement

1	2	3	4	5	6	7	8	9	10
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5. Appropriate Organization

1	2	3	4	5	6	7	8	9	10
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6. Staff Development and Training

1	2	3	4	5	6	7	8	9	10
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7. Safety, Security, and Risk Management

1	2	3	4	5	6	7	8	9	10
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8. Effective Communications

1	2	3	4	5	6	7	8	9	10
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9. Consolidated Parking Program

1	2	3	4	5	6	7	8	9	10
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10. Financial Management and Parking Revenue Control Systems

1	2	3	4	5	6	7	8	9	10
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11. Financial Management and Parking Revenue Control Systems

1	2	3	4	5	6	7	8	9	10
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12. Operational Efficiency and Effectiveness

1	2	3	4	5	6	7	8	9	10
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13. Facilities Maintenance Programs

1	2	3	4	5	6	7	8	9	10
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14. Effective Use of Technology

1	2	3	4	5	6	7	8	9	10
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15. Parking System Branding, Marketing, and Promotion

1	2	3	4	5	6	7	8	9	10
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16. Positive Customer Service Programs

1	2	3	4	5	6	7	8	9	10
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17. Special Event Parking Programs

1	2	3	4	5	6	7	8	9	10
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18. Parking Enforcement

1	2	3	4	5	6	7	8	9	10
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19. Parking and Transportation Demand Management

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

20. Awareness of Competitive Environment

1	2	3	4	5	6	7	8	9	10
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Parking Strategic Plan

Parking Design Guidelines Update

In 2008, the Capital City Development Corporation engaged their on-call parking consultant to develop a set of Parking Structure Design Guidelines as a tool to help ensure that future parking structures would be designed according established parking structure design best practices. CCDC's Parking Structure Design Guidelines contains information to help developers and designers produce functional, well-designed and patron friendly parking structures that will become valued infrastructure elements for the downtown. A key goal of developing this tool was to avoid common design mistakes by identifying and addressing technical issues early in the design process. The document reflects state-of-the-art parking design practices and principles in the following categories:

- ◆ Project Delivery
- ◆ Sustainable Design
- ◆ Site Requirements
- ◆ Site Constraints
- ◆ Concept Design
- ◆ Circulation and Ramping
- ◆ Access Design
- ◆ Parking Geometrics
- ◆ Parking Layout Efficiency
- ◆ Pedestrian Requirements
- ◆ Accessible Parking Requirements
- ◆ Safety and Security
- ◆ Lighting
- ◆ Signage and Wayfinding
- ◆ Drainage



Since 2008, the industry has made significant progress in the development of more advanced sustainable design practices. Work by the International Parking Institute and the National Parking Association has produced a new text related to sustainable parking management and operational best practices. The Green Parking Council has developed a "Green Garage Certification" standard for the industry. Both of these documents and others will be used to update CCDC's Parking Design Guidelines document to reflect the latest industry sustainable design and management best practices.



Parking Management Best Practices/Program Accreditation

Another significant parking industry advance in recent years has been the development of a parking program accreditation process. This initiative of the International Parking Institute known as the Accredited Parking Organization or APO was developed over the past three years and was introduced to the industry in 2015.

The Accredited Parking Organization program creates for the first time a benchmark of the quality by which a parking management organization conducts its business and maintains its facilities and services. An APO designation assures the public that a parking program meets national and internationally endorsed standards for professionalism, accountability, creativity, responsibility, and performance.

One of the goals of accreditation is to inspire organizations to improve their programs, facilities, services, and results continuously. By undertaking this process, an organization demonstrates its commitment to ongoing evaluation and improvement of program outcomes through the implementation of industry best practices.

CCDC's Max Clark was one of about a dozen parking professionals to participate in the development of this program which has 13 categories of evaluation criteria and over 250 specific standards. Accomplishment of 90 percent of all standard items warrants recommendation as having achieved the APO.

As part of the Downtown Boise Parking Strategic Plan project, the CCDC and City of Boise parking programs will apply for APO certification in 2016.



Many organizations employ progressive and advanced practices, have a higher desire for excellence, demonstrate vision and innovation that go beyond the broad acceptance level required for accreditation. These practices may eventually become best practices that are followed by the entire industry. IPI seeks to recognize, support, and celebrate these advanced programs with a higher tier of accreditation. To qualify for "Accreditation with Distinction", organizations must achieve 100 or more bonus points out of an additional 120 exceptional or advanced practices that warrant special notice. Organizations that meet this threshold demonstrate accomplishment in the top five percent of the industry.



APO Categories include:

- Governance and Organization
- Planning and Monitoring
- Financial Budgeting and Management Process
- Customer Service
- Personnel Education and Development
- Access and Revenue Control
- Asset Maintenance
- Regulations, Compliance, Adjudication, and Collections
- Safety, Security, and Risk Management
- Environmental Sustainability
- Marketing and Communications
- Data Security
- Third-Party Contractors and Service-Level Agreements



Peer City Program Reviews

The following “Peer City” Reviews provide “Case Study Snap Shots” of similar sized municipalities and some that have more advanced programs in some respects.

City of Boulder Parking Services, Boulder, CO

Population: 103,840

Program Overview:

Boulder Parking Services manages the parking garages, on-street systems and enforcement for Boulder’s three major commercial areas: downtown Boulder, University Hill and, when completed, Boulder Junction. They also manage 10 Neighborhood Permit programs throughout the City. Their mission is to provide quality program, parking, enforcement, maintenance, and alternative modes services through the highest level of customer service, efficient management and effective problem solving.

Quick Stats:

- ◆ 2,700 on-street spaces
- ◆ 2,194 spaces in garages
- ◆ 1,300 bike parking spaces
- ◆ 6,392 Ecopass holders
- ◆ On-street paid parking via multi-space meters
- ◆ Pay-by-phone available
- ◆ Offer “1st hour free” in garages
- ◆ Enhanced wayfinding through variable messaging signage
- ◆ Piloting sensors in garages to indicate space availability
- ◆ Installed parking meters in 1946
- ◆ 2014 parking revenue: \$10,721,689

Revenue for 2014 by Sources:

- ◆ On-street meter – 33%
- ◆ Short term garage-hourly- 17%
- ◆ Long term garage-permits – 26%
- ◆ Parking products – garage/on-street – 6%
- ◆ NPP-resident/commuter – 1%
- ◆ Enforcement – 16%

Downtown Vitality:

- ◆ Avg. Commercial Lease (Rent)/Sq Ft: \$29.01
- ◆ Retail Mix:
 - Retail: 60%
 - Restaurants and Bars: 40%
- ◆ Retail Sales Mix:
 - Restaurants and Bars: 55%
 - Retail: 45%
- ◆ Downtown Vacancy: Very low (< 3%)

Challenges & Opportunities:

- ◆ Boulder’s parking management and parking district system has a long history, with the first parking meters installed on Pearl Street in 1946. During the past decades, Boulder’s parking system has evolved into a nationally recognized, district-based, multimodal access system that incorporates transit, bicycling and pedestrians, along with automobile parking.
- ◆ The City takes an integrated approach to parking management and actively encourages the use of alternative modes of transportation. 56% of people accessing downtown by car, 19% walk, 9% take the bus, 9% bike and 9% use other methods like carpooling.
- ◆ Boulder has a sophisticated customer base that is used to shopping in larger cities where on-street paid parking is common, so they don’t hear a lot of complaints from customers about paying for parking.
- ◆ There is a fairly ‘significant’ group of downtown business owners who feel that on-street parking should be free. However, downtown Boulder Inc. (DBI) staff indicate that on Sundays when parking is free, all on-street space are completely filled by employees hours before any businesses even open.
- ◆ Even with the City’s strong emphasis on encouraging the use of public transit, biking and walking when accessing downtown, there is still a 1,500+ person waiting list for a downtown parking permit and an estimated shortage of nearly 2,500 additional spaces by 2022.
- ◆ Due to the limited supply of parking in downtown Boulder, there is not enough parking inventory to support both employees and customers, so the DBI supports the City charging for parking on-street.
- ◆ Revenue from on-street paid parking supports other downtown initiatives, including an EcoPass for all downtown employees, Transportation Demand Management efforts and downtown amenities like public art and pop-jet fountains.
- ◆ As part of an ongoing, multi-year planning project (Access Management and Parking Strategy or “AMPS”), the City is creating a toolbox of funding mechanisms (i.e., Parking Benefit District, TDM District) for commercial districts who want to manage parking and raise revenue.



Missoula Parking Commission, Missoula, MT

Population: 69,122

Program Overview:

The MPC manages three parking garages, 12 surface lots, the on-street system and enforcement for downtown Missoula. They also manage a Residential Permit Parking Program adjacent to the University of Montana. Their mission is to work with government, businesses and citizens to provide and manage parking and parking alternatives, the MPC identifies and responds to changing parking needs and opportunities.

Quick Stats:

- ◆ 1,100 on-street spaces
- ◆ 1,275 spaces in garages
- ◆ 200 bike racks
- ◆ Installed parking meters in 1948
- ◆ Currently implementing new multi-space meters and Pay-by-phone
- ◆ Offer “1st hour free” in garages
- ◆ 2014 parking revenue: \$1,557,656

Revenue for 2014 by Sources:

- ◆ Lease spaces – 44%
- ◆ Parking meters – 31%
- ◆ Parking tickets – 14%

Downtown Vitality:

- ◆ Avg. Commercial Lease (Rent)/Sq Ft: \$15.12
- ◆ Retail Mix:
 - Retail: 65%
 - Restaurants and Bars: 35%
- ◆ Retail Sales Mix:
 - Retail: 60%
 - Restaurants and Bars: 40%
- ◆ Downtown Vacancy: 13%

Challenges & Opportunities:

- ◆ The Missoula Parking Commission’s biggest focus right now is working on implementation of new smart meter technology and transitioning to a different rate structure (from .25/hour to \$1.00/hour). They have selected multi-space meters with a Pay-by-Phone option.
- ◆ Their second biggest priority is stakeholder and community education. The MPC works to communicate proactively to stakeholders about why rates are changing and that there are multiple options available for customers including less expensive off-street garage parking.
- ◆ The Missoula Downtown Partnership (MDP) actively works with the MPC to keep downtown stakeholders informed about the changes in parking management policy and technology.
- ◆ While there is a small vocal downtown business owners who feel that parking should be free on-street, the MDP supports the MPC’s use of on-street paid parking to ensure turnover and availability for customer parking.
- ◆ MDP staff and board members were heavily involved in the community engagement efforts that surrounded the recent selection of new parking meter technology for downtown Missoula.
- ◆ Increased meter rates have allowed the MPC to decrease their reliance on revenue from fines, and they have seen compliance increase and fine revenue decrease.
- ◆ The MPC recently used meter revenues to invest in the award-winning Park Place parking structure. Almost immediately after the commitment was made to build Park Place, a developer purchased a significantly-sized adjacent property that had long been vacant.
- ◆ Having meters provides a diversified revenue stream that has helped MPC navigate the recession.





Parking Strategic Plan

Epark: City of Eugene Parking Services

Population: 159,190

Quick Stats:

- ◆ 996 on-street spaces
- ◆ 2,627 spaces in garages
- ◆ 917 bike spaces; 100 bike racks
- ◆ On-street parking is a mixture of coin-operated and single-space credit card meters
- ◆ Pay-by-phone available (off-street only)
- ◆ Offer “1st hour free” in two largest garages (~1,000 spaces)
- ◆ Installed parking meters in 1939
- ◆ 2014 parking revenue: \$3,100,000

Revenue by Sources:

- ◆ Leased commercial space: 18%
- ◆ Monthly garage permits: 41%
- ◆ On-street meter revenue: 19%
- ◆ Daily garage parking: 12%
- ◆ Citations (in garages): 1%
- ◆ Special events: 3%
- 1. Citations (on-street): 6%

District Vitality:

- ◆ Avg. Commercial Lease (Rent)/Sq Ft: \$24.00
- ◆ Retail Mix:
 - Retail: 50%
 - Restaurants and Bars: 50%
- ◆ Retail Sales Mix:
 - Retail: 36%
 - Restaurants and Bars: 34%
 - Other: 30%
- ◆ District Vacancy: 25%

Challenges & Opportunities:

- ◆ Epark Eugene has parking management jurisdiction for the entire City of Eugene including enforcement of public streets on the University of Oregon campus. The downtown program (which includes 52-block area) accounts for about half the overall program in size and in revenue generated.
- ◆ There is a mixture of coin-operated meters and single-space credit card enabled meters throughout downtown Eugene and on the University of Oregon campus. Multi-space meters are also being piloted in some areas.
- ◆ The City is currently transitioning from a Residential Parking Permit Program (RPPP) that costs \$40/annually to a market-based fee structure that will cost \$150 per quarter (or \$600/annually).
- ◆ In 2010, parking meters were removed from a 12-block area in downtown Eugene where the City wanted to incentivize redevelopment. Now that the area is nearly redeveloped, the business owners are asking the City to reinstall meters to encourage turnover and address the issue of employees parking on-street.
- ◆ The biggest challenge that Epark is currently facing is its decentralized organizational structure. Maintenance of the off-street facilities is currently managed by another City department, as is fine adjudication.
- ◆ Downtown Eugene offers a variety of transportation options, including bus depot, train station and Bus Rapid Transit connect to the University of Oregon.
- ◆ According to the Eugene Chamber (Downtown Eugene Inc.), off-street garages are almost never at capacity, however there are very few available on-street spaces.
- ◆ While downtown vacancy is at about 25%, this is mostly because there are a few very large vacant spaces; most of the smaller retail spaces leased at the beginning of summer 2015.
- ◆ Downtown retail is majority locally-owned and can be very seasonal; there are some businesses that aren't open for months at a time (especially when school is not in session).
- ◆ Parking garage safety is biggest concern for downtown business and property owners.



City of Spokane Parking Services

Population: 212,052

Program Overview:

In the downtown core, Spokane's 800 modern parking meters accept Visa, Master Card, and most American coins, providing multiple payment options for new visitors and regular users. Outside the downtown core, customers will see 2,700 traditional coin-operated parking meters that have been in use for decades.

The City is currently rolling out a pay by phone option for all of the meters, whether modern or traditional, which is available for many of the meters now and should be completed over the next several months.

Quick Stats:

- ◆ 9,401 total parking stalls
- ◆ 3,500 on-street spaces
- ◆ 5,901 off-street in 29 lots and garages
- ◆ 917 bike spaces; 100 bike racks
- ◆ On-street parking is a mixture of coin-operated and single-space credit card meters
- ◆ Pay-by-Phone being implemented in 2015 - 2016
- ◆ Offer “1st Hour Free” in two largest garages (~1,000 spaces)
- ◆ Installed parking meters in 1939
- ◆ 2014 Parking Revenue: \$3,100,000

Revenue:

- ◆ Leased commercial space: 18%
- ◆ Monthly garage permits: 41%
- ◆ On-street meter revenue: 19%
- ◆ Daily garage parking: 12%
- ◆ Citations (in garages): 1%
- ◆ Special events: 3%
- ◆ Citations (on-street): 6%

Downtown Vitality:

- ◆ Retail Mix:
 - Retail: 50%
 - Restaurants and Bars: 50%
 - ◆ Retail Sales Mix:
 - Retail: 36%
 - Restaurants and bars: 34%
 - Other: 30%
 - ◆ District Vacancy: 25%
- Challenges & Opportunities:**
- ◆ Information coming soon.

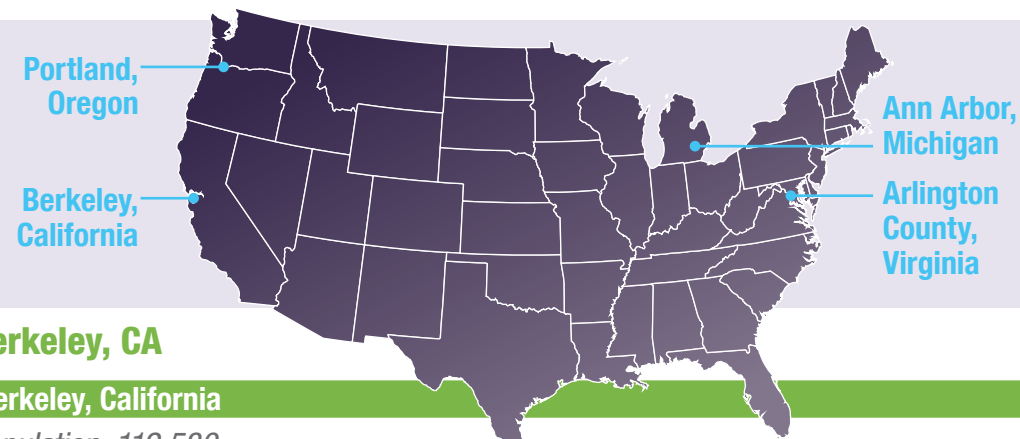


TDM Related Potential Peer Cities

Understanding that transportation demand management will be an increasingly important component of Boise's future access management program scope, we expanded our peer cities research to include programs that have strong TDM components. The primary criteria we applied for these communities was simply the quality of their TDM program offerings. We identified four primary communities that met our criteria. These communities include:

- ◆ Ann Arbor, Michigan
- ◆ Berkeley, California
- ◆ Portland, Oregon
- ◆ Arlington County, Virginia

A summary of the key elements of each of these city's policies are provided below. More detailed information for each community is provided in the Appendix.



Ann Arbor Downtown Development Authority

Ann Arbor, Michigan

Population: 113,934

- ◆ City's web page: www.a2gov.org
- ◆ Downtown Development Authority web page: www.a2dda.org
- ◆ Commuting programs and services web page: www.getdowntown.org

Policies and Initiatives

- ◆ GetDowntown Program – This is a commuter service and assistance program. It offers commuting programs and services to employees and employers in downtown Ann Arbor. Programs and services include the go!pass, Commuter Challenge, Bike Locker Rentals, Zipcars, free commuting assistance, and commuting materials.
- ◆ Go! Pass Program – It is an employee benefit which offers unlimited rides on the City buses within Downtown Development Authority's (DDA) boundaries. Additionally, this program offers discounts for other commuter services and at downtown businesses.
- ◆ Commuter Challenge – It offers prizes for trying alternative modes of transportation. The modes include busing, biking, walking, carpooling, and van pooling. The program is offered only for the month of May.
- ◆ Bike Locker Rental – Locker rentals are offered at \$60/month. The rentals are offered from April 1 to March 31. The fee is prorated if the rental starts after April. Monthly rentals are not available.
- ◆ To encourage alternative modes of transportation, the parking demand for office buildings was dropped from 4 to 3 per 1,000sf.
- ◆ Maximum parking demand ratio was implemented for many land uses.
- ◆ For downtown projects, developers are not required to provide parking for up to 400% of FAR.
- ◆ For some mixed-use land uses, 700% of FAR is allowed and parking is required for FAR above 400%.
- ◆ Bicycle parking is required for many land uses.
- ◆ Outside bicycle parking spaces can be used for meeting "useable open space" requirements.
- ◆ Areas for inside bicycle parking spaces are not included in calculating the vehicular parking requirements.
- ◆ Up to 30% of parking supply could be designed for compact cars only.

Arlington, VA/Mobility Lab

Arlington County, Virginia

Population: 216,700

- ◆ Arlington County web page: www.arlingtonva.us
- ◆ Commuter Service web page: www.commuterpage.com
- ◆ Mobility Lab: <http://mobilitylab.org/>

Policies and Initiatives

- ◆ Office parking requirement is 1 space per 580sf (with associated apartment use), which is significantly less than the national average. Without apartment use, the requirement is 1/530sf.
- ◆ Hotel parking requirement is 0.7 per room. Again, significantly less than national average.
- ◆ Underground parking is encouraged.
- ◆ Parking requirements for Medical Office Buildings could be reduced by 10%.
- ◆ Parking requirements are reduced if approved shared parking programs are implemented.
- ◆ Parking is not required for the first 5,000sf of development (some land uses are excluded). For grocery stores, first 15,000sf is exempt, if the grocery store is not the principal land use.
- ◆ Office parking requirements could be reduced by up to 10%.
- ◆ 100% of required parking could be provided up to ¼-mile away.
- ◆ Reduced parking demand with approved TDM programs.
- ◆ Up to 15% of parking supply could be designed for compact cars only.
- ◆ Maximum parking requirements for many land uses.
- ◆ Parking near metro stations is not required if the development is located within 1,000 feet (with some exemptions).
- ◆ Mobility Lab is one of the most aggressive and successful transportation alternative programs in the country is a recommended model for Boise to review.

Berkeley, CA

Berkeley, California

Population: 112,580

- ◆ City's web page: www.ci.berkeley.ca.us
- ◆ Commuter Service web page: www.ci.berkeley.ca.us/commute

Policies and Initiatives

- ◆ The City offers many commuter programs. These include:
 - The Tax Relief Action to Cut Commuter Carbon (TRACC)
 - Commuter Benefit Services for Employers
 - The City requires that employers with ten or more employees provide a commute program to encourage employees to use public transit, vanpools or bicycles. TRACC, gives employers several options - businesses can offer their employees commuter tax benefits as a payroll deduction, provide a subsidized benefit, or offer a combination of the two.
- ◆ Commute Programs
 - Guaranteed Ride Home Program
 - Ride matching for carpools and vanpools
 - Transportation Programs at UC Berkeley
- ◆ Transit Information Services
 - 511 Transit Information
 - Getting There on Transit
 - Clipper, the Bay Area's Smart Card for Transit
- ◆ AC Transit Local and Transbay Bus Service
 - Other Bus Services in Berkeley
 - Paratransit Services
 - Rail Service in Berkeley
 - Bay Area Rapid Transit (BART)
 - Capitol Corridor (train service from San Jose to Sacramento)
 - Connecting AMTRAK passenger rail services
- ◆ Car Sharing
- ◆ Parking can be provided up to 300 feet away from the development.
- ◆ Joint-use, off-street parking is allowed if there are no substantial conflicts.
- ◆ Transit Service Fee (TSF) is collected to provide paratransit passes and promote ride sharing.
- ◆ Parking requirements are reduced if the development is located within 1/3-mile from a BART station.
- ◆ Subsidies available for approved TDM programs.

**SmartPark****Portland, Oregon***Population: 583,776*

- ◆ City's web page: www.portlandonline.com
- ◆ Commuter Assistance web page: www.portlandoregon.gov/transportation/43820

Policies and Initiatives

- ◆ Maximum parking for many land uses.
- ◆ Parking could be provided up to 500 feet away.
- ◆ Stacked parking with valet attendant is allowed.
- ◆ Parking requirements could be reduced by 5% for approved carpool programs.
- ◆ Parking requirements for residential developments are reduced and completely eliminated for all other land uses, if:
 - The development is located within 1,500 feet from a transit station, or
 - 500 feet from transit street where peak-hour service is provided at 20-minute intervals.
- ◆ Bicycle parking is required for many land uses.
- ◆ For every five bicycle parking, one vehicle parking could be eliminated.
- ◆ Parking requirements could be reduced by 10% if a transit supportive plaza is provided with the development.
- ◆ Motor cycle parking could be used to reduce vehicle parking by 5%.
- ◆ For every two car sharing parking one vehicle parking could be eliminated.
 - "Smart Trip Business" initiative to encourage use of alternate modes of transportation. Some of the programs include:
 - Encourage use of bicycle at work place.
 - Businesses could be certified for as, "Sustainability Work Certified." The certifications include "Certified," "Silver," and "Gold."
 - Car sharing programs.
 - Centralized Transportation Resource.
 - Employee education about use of transit.
 - "Commuter Challenge" program to encourage the use of alternate modes of transportation.

MULTI-MODAL MOBILITY AS A SERVICE – AN EMERGING BEST PRACTICE AREA?

A new trend emerging in the area of urban mobility is the concept of "Multi-modal mobility as a service". This fascinating area brings together many converging elements from the fields of transportation and mobility, emerging technologies, environmental sustainability, changing demographic trends and communications technology advancements.

It is related, to some degree, to concept of the "connected traveler" as it relates to embracing and leveraging our new abilities to easily access a range of combined mobility services via our smartphones and increasingly our vehicles and other devices. Integrated mobility services are emerging as a smart alternative to vehicle ownership in a rapidly urbanizing world. They offer new and easy to access options that can be tailored to better meet customer needs and also address a range of issues related to evolving metropolitan environments and the fact that soon nearly two thirds of the world's population will be living in urban environments.

In an article entitled "Combined Mobility as key for tomorrow's urban mobility" in Public Transport International Magazine (www.UITP.org, No4, 2013), Mr. Jan Borghuis, Chairman, CEO of Greenwheels in the Netherlands addresses several key issues including:

- ◆ What will tomorrow's urban mobility look like?
- ◆ What new services are emerging? and
- ◆ Combined mobility as a sustainable urban strategy.

According to Borghuis and others, the future of urban public transport lies in mobility systems that will provide bicycles, cars and other mobility services on demand. Most mobility assets will be shared instead of owned by users. Convenient and reliable lifestyle services will be offered to "connected" citizens who will be able to easily access these combined mobility services via their smartphones.

Combined mobility services are a smart alternative to car ownership in a rapidly urbanizing world, as they are more tailored to customer needs and better suited to urban environments. For those public transport operators who are able to innovate and turn public transport services into combined mobility services, these developments offer a real opportunity to deliver sustainable growth over the next decades.

Check out the following exciting new programs to get a sense of what "Mobility as Service" is evolving into:

- ◆ UbiGo (<http://web.viktoria.se/ubigo/las-mer/about-english/>)
- ◆ Roadify (<http://www.roadify.com/>)
- ◆ Zimride (<http://www.zimride.com/>)
- ◆ Local Motion (<https://www.getlocalmotion.com/>)
- ◆ My Ride (<http://www.theride.org/Services/MobilityManagementService>)
- ◆ Mobility Lab (<http://mobilitylab.org/>)
- ◆ Commute Greener! (<http://www.commutegreener.com/>)

Another exciting program is Washington, DC-based "RideScout" which integrates data from a host of different providers, including carshare, bikeshare, fixed-route transit, and the burgeoning market of ride services.

Many of these new services are delivered as an app that connects the different participants. A user of the app can also connect to a number of existing ecosystems, such as Google or Facebook, for things like traffic information, public transportation schedules and where to find electric charging stations.

A fascinating case study is the company Zappos. The CEO of Zappos Tony Hsieh moved their corporate headquarters from the suburbs to downtown Las Vegas and, in a reversal from the Silicon Valley tech firms who shuttle people from the city to suburban office campuses, they are now shuttling people from the suburbs to the city.

Project 100, as it is called, aims to create a seamless network of 100 on-demand chauffeured Tesla sedans, 100 shared vehicles, 100 shared bikes, and 100 shared shuttle bus stops that a phone app would optimally assign to each subscriber who inputs a destination. This mixed mode "concierge service" could be the ultimate proving ground for the concept of mobility as a service or the ultimate implementation of an "alternative compliance" program to support a reduction in parking requirements.

Pedestrian Safety Assessment

CCDC has always placed a priority on public safety issues related to its off-street parking assets. In conjunction with the Parking Strategic Plan initiative, CCDC asked Kimley-Horn to also review several specific operational areas of its program. One of these operational areas is a review of parking garage pedestrian safety issues.

Parking lot pedestrian safety becomes ever more crucial as the US and the world continue to develop economically. Reducing the number of accidents that occur in these areas is a task that concerns both private citizens and government officials. By using public channels to promote awareness and caution, ways can be found for pedestrians and drivers to use these areas without fear and with minimal danger.

Another important trend to note is the dramatic escalation in the use of smart phones, text messaging and mobile devices in general. The term “distracted driving” is now well known in our culture and the impact of this new behavior is well documented as a major factor in the rise of automobile accidents nationwide. What is less well known is that the same phenomenon applies to pedestrians, especially pedestrians in parking lots and on public sidewalks.

CURRENT CCDC PRACTICES

CCDC currently employs many effective tools to mitigate potential pedestrian safety concerns primarily focused on vehicular exits from parking facilities. At many of these garage egress points, exiting vehicles must cross pedestrian sidewalks. CCDC has adopted the following practices related to these conditions:

For garage exit lanes that cross active sidewalks, the following practices are employed:

- ◆ **Caution Car Coming Electronic Signage** - Installation of “Caution Car Coming” electronic signage is provided and oriented to alert pedestrians on the sidewalk
- ◆ **Audible Alarms** - Supplementing the “Caution Car Coming” electronic signage is an audible alarm programmed to engage when the signage is activated
- ◆ **Signage and Alarm Activation Systems** - The “Caution Car Coming” electronic sign and audible alarm are activated when exiting garage vehicles pass over the last inductive loop in the exit lane or in some cases a laser beam system is used as the activating mechanism. Tri State Electrical is the current service vendor for the Downtown Public Parking System. SICK Safety Solutions is the manufacturer of the exit lane laser systems.
- ◆ **Convex Mirrors** - As a supplement to the devices noted above, CCDC also employs convex mirrors in some locations. The convex mirrors allow both vehicle drivers and pedestrians to see around sharp corners.
- ◆ **Transitional Lighting** – The Illuminating Engineering Society of North America (IESNA) is the professional association that defines lighting standards for parking garages. Transitional lighting assists drivers entering darker garages from a bright exterior environment.

RECOMMENDATIONS

If there is any concern to be noted regarding the CCDC system it would be a slight lack of overall consistency.

It is recommended that CCDC formalize the use of the noted pedestrian safety devices as a defined standard and incorporate this standard in its Parking Garage Design Guidelines document.

It is recommended that the parking operator for the CCDC system develop a defined policy related to checking the proper operation of the pedestrian safety devices.

Several additional recommendations were suggested including increasing audible alarm warning times, the use of truncated domes before garage entry/exit points and the development of public awareness campaigns.



The CCDC system has invested more in pedestrian safety than any other system we are aware of in the US. The CCDC system certainly sets the standard for the Boise community and could be a model for other cities around the country.



➔ **Section 5:
Strategic Plan Vision
and Framework**

Strategic Plan Vision

FROM PARKING TO INTEGRATED ACCESS MANAGEMENT

It is important to place parking policy within a larger context. The eight principles developed by the ITDP and the “Our Cities/Ourselfs” project is a good example of this and one which aligns with Boise values and its new Transportation Action Plan.

Walk: Great cities start with great pedestrian environments. Walking is the most universal form of transport.

Cycle: Bicycles allow for the convenience of door-to-door travel, but uses less space and fewer resources. They are the healthier and more sustainable alternative to cars and taxis for short trips.

Connect: The more connected the blocks, the shorter the distance between destinations, making walking and biking more appealing.

Transit: Mass transit can move millions of people quickly and comfortably using a fraction of the fuel and street space required by automobiles.

Mix: Sustainable transit needs to connect people to attractive places that encourage them to stay. Making a street “great” includes having a diversity of places and activities along it.

Densify: High density communities shorten trip distances, save travel time, and preserve millions of square kilometers of arable land. They use resources more efficiently, reducing the carbon footprints of its residents.

Compact: New city centers placed far from existing cities are inconvenient and rarely thrive. City planners must locate compact new sub-centers within or adjacent to existing cities.

Shift: By managing private car use and expanding car sharing, cities can minimize traffic and congestion problems while creating space for pedestrians, mass and non motorized transit.



Strategic Plan Framework

FROM PARKING TO INTEGRATED ACCESS MANAGEMENT

The following list of “Strategies” and “Recommendation Categories” focus the basis of this parking strategic plan framework.

Strategies/Recommendation Categories:

- ◆ Program Management, Organization and Technology Review
 - Parking Program Organizational Structure
 - Parking Management Best Practice Assessment
 - Maintenance Reserves for Capital Expenditures
 - Wait-list Management/Carpool Preference
 - Parking Program Branding
 - On-Street Parking Program Development and Assessment Tools
- ◆ Maximize Utilization of Existing Parking Resources
 - Parking Program Marketing and Signage
 - Parking Resource Allocation Policies
 - Event Coordination
 - Strategies to Better Utilize Public and Private Parking Resources
 - Temporary Remote Surface Parking Lots with Shuttle Services
- ◆ Increase Utilization of Alternative Forms of Transportation
 - Larger Transportation Vision and Program Alignment
 - TDM and Demand Management Program Integration
 - Leveraging New Communications Technologies and “The Sharing Economy” to Reduce Parking Needs and Improve Overall Mobility
 - Adopt TDM Supportive Guidelines for Development Approvals
- ◆ Implement Demand-Based Parking Pricing Strategies
 - On and Off-Street Parking Rate Coordination
 - Long-term Parking Rate Adjustment Strategies
 - On-Street Parking Permit
- ◆ Parking Development and Regulatory Policy Review
 - Redefine Public/Private Partnership Models re: Parking
 - Evaluate Parking In-Lieu-Fee Options
 - Evaluate Modified Parking Minimum Requirements
- ◆ Create Additional Parking
 - Future Parking Garage and TDM Initiative Financing Strategies

THE PATH FORWARD

This Parking Strategic Plan recommends that CCDC and the City adopt a “blended strategy” that merges CCDC’s success focus in economic development with a new emphasis on developing a robust and innovative set of mobility management strategies while still providing the high quality parking management services Boise has become accustomed to.

Characteristic	Economic Development Focused	Mobility Focused	Blended Strategy
Garage Locations	Centrally located near main business areas to support policies of no parking requirements in downtown core and urban design goals (walkable mixed-use environment).	Located on periphery to facilitate mode transition, reduce traffic in DT core, promotion of alternative modes and support increase in garage size.	Combination of core and peripheral locations and support for multiple modes. Long-term focus to include development of TOD corridors.
Rate Level	Lower, to attract customers to district businesses.	Higher, to encourage people to use alternate means of transportation	Performance-based pricing approach – higher rates in high-demand areas, support for TDM programs, support for “Park Once” strategies including DT circulator and other alt modes.
Use of Parking Revenue Proceeds	Garage operation, maintenance, capital improvements and replacing worn infrastructure. Then for other agency ED related initiatives like streetscapes, development agreements, etc. Support DBA programs.	Facilitate TDM initiatives in garages; partial funder of circulator between garages.	Needs to support increased revenue streams to support transportation system growth and development. As TIF districts sunset, parking development responsibility shifts more to private sector with a gradual escalation of parking rates over time and an increase in alt modes funding.
Garage Design	Single occupant vehicle focus. Mixed-use facility design.	Multi-modal focused: areas for transfers between modes; bike storage; car & van pool priority parking.	Combination of mixed-use design, maximizing shared use potential, supports condominiumization/public-private investment.
Garage Ownership	Publicly owned for general public use.	Mix of public and private. Some public facilities could be sold to finance new public facilities.	A noted increase in the use of public-private partnerships, designed for maximizing shared use.
Financing	Primarily TIF for development. Direct parking revenues for operational needs.	Increase in private sector financing, including potential reintroduction of parking requirements, parking taxes, LIDs or other creative financing options.	Potential for public asset divestment for reinvestment purposes. Increase in private sector financing, including potential reintroduction of parking requirements, parking taxes, LIDs or other creative financing options.



Parking Strategic Plan

Integration with the City's Transportation Action Plan

The City of Boise recently engaged Gehl Studio San Francisco in association with Sam Schwartz Engineering to create the Boise Transportation Action Plan. This high level transportation plan is still in the draft stages and is summarized in the following pages. The alignment of the Parking Strategic Plan with the Transportation Action Plan is an important consideration going forward. The good news is that even at this early stage, the two plans are will matched in terms of philosophical approach and initial recommendations.

WHAT IS THE BOISE TRANSPORTATION ACTION PLAN?

A plan for a transportation system that puts people first.

The Boise Transportation Action Plan (TAP) is a roadmap to a modern, well-balanced transportation system for Boise that provides real mobility choice and creates great places.

Real mobility choice means that all citizens have the option to bike, walk, ride, or drive in safety and comfort. To realize this vision, the TAP identifies a set of actions or 'Moves' that describe strategic objectives and provide a framework for prioritizing transportation projects within the City of Boise.

HOW DID WE GET HERE?

The City of Boise, the Ada County Highway District, the Community Planning Association of Southwest Idaho, and Valley Regional Transit have conducted extensive planning efforts that set the stage for this document.

The TAP builds on the work that has been completed to date, so that these plans can be translated into meaningful and achievable projects.

Blueprint Boise: Stable neighborhoods, vibrant centers, a connected community.

Blueprint Boise's top-level goals are for Boise to have stable neighborhoods and vibrant mixed-use activity centers, as well as be a connected, with "safe and efficient facilities for pedestrians, bicycles, vehicles, and transit."

The TAP translates *Blueprint Boise's* vision of stable neighborhoods, vibrant mixed-use centers, and a range of quality transportation options into actionable strategies, and provides a framework for continued prioritization of transportation projects.

ACHD's Livable Streets Design Guide: Street design solutions for different place types.

The Ada County Highway District (ACHD)'s design parameters for streets recognizes that streets are built for people and communities. The recommended guidelines are specific to different built environments of Ada County. The guidelines respect the roles that different built environments play in the county, and accordingly support diverse patterns of travel appropriate to each place type.

Communities in Motion 2040 Vision: Supporting growth and quality of life.

Communities in Motion 2040 (CIM) is the long-range transportation plan for the region completed by COMPASS, the Metropolitan Planning Organization. The Communities in Motion 2040 Vision accommodates growth while enhancing quality of life. In order to promote economic development, affordability, health, and well-being, CIM 2040 recommends clustering of housing, jobs, and services near transportation infrastructure, with a focus on transit corridors and major activity centers. In addition, the CIM vision aims to increase transportation choice and enhance multi-modal infrastructure throughout the region.

ACHD's Complete Streets Policy: Streets for all modes, ages, and abilities

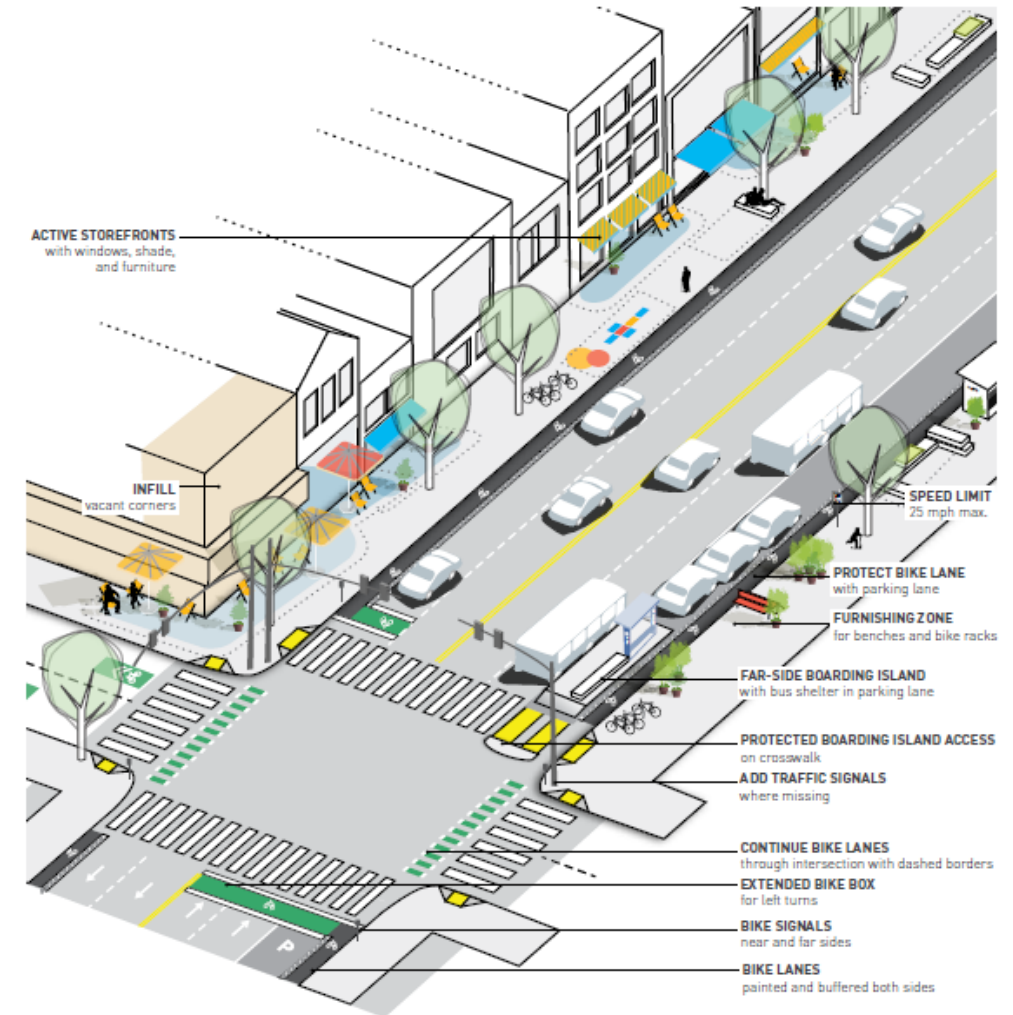
ACHD's Complete Streets Policy was adopted in 2007 along with the Livable Streets Design Guide. Its purpose is to ensure that all transportation infrastructure within Ada County allows "pedestrians, cyclists, transit riders, motorists, and people of all ages and abilities to travel safely and independently." It provides general guides for streets that address and balance safety and quality for all users of the road.

We envision a city where all people enjoy ...
real transportation choices that offer safety, optimize infrastructure, and support vibrant neighborhoods.

This statement articulates the foundation and vision of the Transportation Action Plan. For the 'action' portion of the TAP, it serves as both a point of departure and final goal. The values embedded within the vision statement build on previous planning efforts including Blueprint Boise, Communities in Motion, ACHD's Complete Streets Policy and Livable Streets Design Guide, and VRT's ValleyConnect Regional Transit Plan. These values translate past work into a clear vision for the future of Boise's transportation system, and they put the people of Boise first.

VISION FOR DOWNTOWN: COMPONENTS

With its walkable street grid, historic buildings, and diverse street life, Boise's downtown is already a vibrant center. This vision improves upon downtown by balancing mode share and enhancing the pedestrian experience.



Source: Source: Boise, Gehl Studio, Sam Schwartz Engineering

ACTIONS (HOW WE GET THERE)

The Moves

- Move 1:** Safety for All
- Move 2:** Walk and Bike to the Store
- Move 3:** Low-Stress Bike Network
- Move 4:** Active Routes to School
- Move 5:** Park Once
- Move 6:** Three Best-in-Class Transit Routes

WHAT IS A MOVE?

The Moves are high-level initiatives that advance Boise’s mobility values. They address particular travel modes and locations, and provide a framework for prioritizing transportation investment. By providing a select number of actionable initiatives that would have the biggest returns on advancing Boise’s mobility values, the Moves ensure that transportation investments are targeted towards what the people of Boise most need and value. Six Moves were selected as the initiatives that would have the largest positive impact on people’s experience and freedom of mobility.

Move 5: Park Once

Regional Activity Centers such as Downtown Boise and Boise Town Square Mall have reach and influence beyond the immediate neighborhood. Today, visitors from the region drive to these centers and many use their cars to move within it. The goal of this move is to ensure that visitors don’t need a car once they arrive at these destinations — it will be safe, comfortable, and enjoyable to walk, bike, or take transit within them.

1 Safety for All



2 Walk and Bike to the Store



3 Low-Stress Bike Network



4 Active Routes to School



5 Park Once



6 Three Best-In-Class Transit Routes



INFRASTRUCTURE

Focus Areas: Park Once locations: Downtown and Boise Town Square Mall

- ◆ **Create active streets and a pedestrian-friendly environment.** Ensure that streets provide visual interest and support active uses. Build pedestrian plazas, ped-only streets, shared streets, and paseos. Add street furniture, wayfinding, wide sidewalks, street trees, pedestrian lighting, etc.
- ◆ **Prioritize pedestrian safety improvements** including safety improvements such as signal timing at intersections. Improve pedestrian links between destinations.
- ◆ **Add Boise Green Bike Share Stations** to important destinations within Park Once locations.
- ◆ **Prioritize low-stress bike infrastructure** (see Move 5) within Park Once locations.
- ◆ **Provide secure bike parking at park once locations** with U-racks at visible locations near active uses.
- ◆ **Provide park and rides** at key transit stations with express service to Park Once locations.
- ◆ **Add shuttles** that run fixed loops connecting main parking areas to key destinations within Park Once locations. Consider increasing shuttle frequency during busy seasons.

PROGRAMS

1. **Manage parking.** Reduce free parking. Manage parking pricing dynamically. Centralize parking in underground or multistory garages with retail on ground floor.
2. **Implement a Parking Benefit District** and use funds to finance sidewalk and circulation improvements.
3. **Provide incentives and enforce compliance with Blueprint Boise and the Boise Citywide Design Standards.** Encourage planning and zoning for diverse businesses, services, institutions, and neighborhood-scale retail.
4. **Partner with property owners and developers** to enhance the design and pedestrian experience of the Park Once locations.
5. **Encourage infill on existing parking lots** and reduce parking minimums.

THE DOWNTOWN BOISE IMPLEMENTATION PLAN (DBIP).

The Downtown Boise Implementation Plan (DBIP) is a joint effort between the Ada County Highway District (ACHD), City of Boise, and Capitol City Development Corporation (CCDC) to establish a blueprint for the implementation of transportation and streetscape improvements concurrently with road maintenance efforts within the Downtown Boise core. Transportation improvements include conversion of one-way streets to two-way operation, addition of bike facilities, and installation of accessible pedestrian signal upgrades to existing traffic signals. Work began in 2014 and is anticipated to be largely complete by 2020.



Parking Strategic Plan

MOBILITY TOOLBOX

Tools for moving forward

1. Expand Measures of Street Quality
2. Connecting Mobility Values to Metrics
3. Create Great Places
4. Expedite Change with Interim Design
5. Increase Mobility Access
6. Benefits of Shared Mobility
7. Apply Current Best Practices in Street Design
8. Street Design Reference Manuals
9. Adopt a Prioritization Framework
10. Prioritizing Projects Aligned with the City's Values

EXPEDITE CHANGE WITH INTERIM DESIGN

Interim design refers to applying low-cost, incremental changes to help advance longer-term transformations. By implementing light versions of the desired changes, interim design allows for street design to evolve as the neighborhood provides feedback, and the city learns how the new feature is performing. For an interim project to be successful, it is essential to allow enough time for the community to adjust to the changes, employ the appropriate measures of success, and incorporate feedback from the appropriate set of stakeholders.

INCREASE MOBILITY ACCESS

Shared mobility is not only a proven strategy to reduce single-occupancy vehicle trips, it can also give people the freedom to choose a car-optional lifestyle. Ridesharing companies such as Uber are only one aspect of shared mobility - there are many additional private and public programs the city can support. By supporting these programs with land use, developer incentives, and economic incentives to individuals and companies, shared mobility can close gaps in the existing system and support a diverse network.

Programs that can increase mobility access

1. SHARED, PRIVATELY-OWNED VEHICLES

Car-sharing

There are two main types of carsharing: private fleet that members subscribe to use (such as Zipcar), and peer-to-peer car shares where members allow other members to use their personal vehicles. Developer incentives and land-use codes that provide parking spaces for car-shares can support both types. Additionally, parking incentives can be awarded to carshare vehicles in public space.

Ridesharing

Ridesharing services are most commonly provided by companies such as Uber and Lyft, which allow multiple customers to split the cost of a shared ride. Ridesharing can be supported by designated docking stations, preferably in former parking spaces. Companies can be incentivized to connect people to public transit, and to operate in under served neighborhoods.

2. MAKING CAR COMMUTES SHORTER OR MORE EFFICIENT

Park and Rides

Park and Ride lots located near transit stops allow people who live outside of walking or biking distance to transit to drive to a transit stop, park their car, and take transit for the rest of their commute. Single occupant car commutes can be significantly reduced in length by Park and Rides near key transit stops.

Carpooling

Carpooling makes car commutes more efficient and decreases cars on the road during peak hours. Carpools can be incentivized by allowing carpool vehicles use of High Occupancy Vehicle lanes.

3. PUBLIC SHUTTLES AND VANS

Paratransit, services for elderly and disabled

The elderly and disabled are populations that depend on vehicles to connect them to transit, jobs, and activity centers. The city should continue to support its Paratransit services and other services for the elderly and disabled. Initiatives include subsidized taxis, round trip shopping and market trips, group outings to cultural events, and using electronic payments for efficient data collection.

Shuttle services to transit stations or activity centers, circulating shuttles in activity centers

Shuttles can bring people from park and rides or from other accessible locations to transit stops, extending the reach of transit. Shuttles to activity centers support walking within activity centers. Circulating shuttles encourage people to park once within an activity center.

4. PUBLIC-PRIVATE PARTNERSHIPS

Employer programs

Employer initiatives such as parking cashouts (where employees trade a free parking spot at their work for a cash value), transit commuter tax benefits, and vanpools or carpools all reduce commutes by single-occupant vehicles. Incentivize employers to offer a suite of programs to encourage more efficient commutes.

Integrated car-share and transit systems

Private car-shares can be integrated with transit. Car-share companies can be incentivized to locate lots near transit stops. They can offer reduced rates for connections between transit and car-share driving.

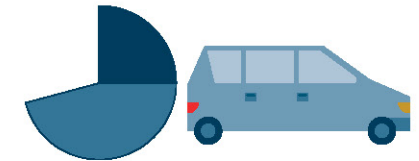


BENEFITS OF SHARED MOBILITY

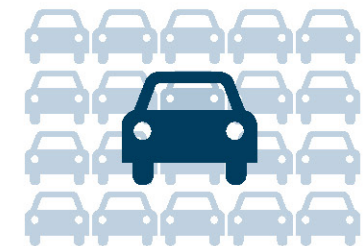
It is easier for people to choose a car-optional lifestyle when they know they can reliably access a vehicle when they need it. When people choose not to own personal vehicles, or simply drive them less, parking requirements decrease, congestion decreases, vehicular miles traveled decrease, and the cars that are on the roads are used more optimally. Shared mobility programs can also act as a feeder system to mass-transit, contribute to denser developments, and serve the mobility needs of the elderly and disabled.

Benefits of shared mobility

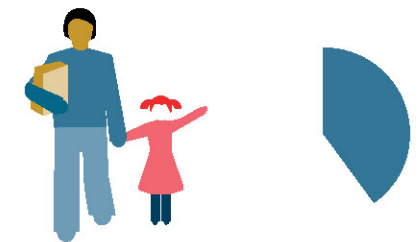
- ◆ Extends the reach of public transit and supports service expansion by bridging gaps in the system.
- ◆ Reduces single-occupancy trips, leading to a reduction in vehicle miles traveled, and a reduction in greenhouse gas emissions as well as air pollutants.
- ◆ Supports transit-oriented development by reducing space requirements for parking and personal vehicles.
- ◆ Encourages people to choose not to own personal vehicles, and make more efficient trips.
- ◆ Lower demand for on-street parking, especially during peak traffic levels.
- ◆ Provides mobility to the elderly and disabled.



25% to 71% of car-share members say that car share allowed them to avoid purchasing a personal vehicle.¹



Each car-share vehicle replaces up to 20 cars on the road.²



Of ride sharing members who gave up their personal vehicle, 40% report driving less.¹

Considerations for shared mobility programs

- ◆ It is important to integrate private sector car-shares, rideshares, and shuttles into public space planning so that they best support increased mobility access for all.
- ◆ Private sector programs can be incentivized to support transit, share data, and expand service to lower-income neighborhoods.
- ◆ Shared mobility should be integrated into land-use planning and development codes, and can be used a strategy incentivize fewer parking spaces and connections to transit.

1. Harnessing Shared Mobility for Compact, Sustainable Cities. (2015, August). Institute for Transportation and Development Policy.
2. Car Sharing. (2013). Sustainable Cities Institute. www.sustainablecitiesinstitute.org

Trends in Urban Mobility Planning

The following pages discuss larger trends related to urban mobility planning, integrating transportation planning with land use and community development strategies, and sustainable urban mobility planning. Understanding these trends reinforces the goals and recommendations in this Strategic Parking Plan.

THE FUTURE OF URBAN MOBILITY

Enabling effective transport of citizens and goods is critical to a city's economic and social vitality, the wellbeing of its inhabitants, and its consumption and emissions footprint. When urban mobility systems work — cleanly, collaboratively, efficiently — the entire city benefits as a result. A variety of urban challenges are Introduction: Cities and Urban Systems deeply linked with transport issues: air quality and safety issues, congestion management, pressure on energy systems and quality of life concerns are just some examples.

Urban mobility is a hugely complex issue, even when considered against the scale of other urban systems. Multiple layers of public and private assets, services and systems are all competing for limited resources. Adding to the internal complexity of this array of transport systems are a series of external complicating factors, such as the demand for land use derived from transportation, considerations of built form, energy and fuel prices, and the inevitable discussions over who pays for vital investments in new infrastructure. The number of stakeholders involved in renovation or new development at any level can be overwhelming; balancing the often competing interests of human scale, practical operation and throughput against increasingly critical issues of energy efficiency, environmental responsibility and sustainable development is a Herculean task.

EMERGING TRENDS

Emerging Trend: Disaggregated Assets

The Internet has made it easier for people to connect with one another as well as for products, services, and experiences to be shared among consumers. Technology has reduced the cost of transactions and created a more accessible marketplace, making the sharing of assets more convenient and economically viable than ever before. The availability of and access to ever-increasing amounts of data about people and things, is enabling a transformation of the way we consume, moving away from products and towards services.

Emerging Trend: Quantified Consumption

While sharing resources is on the rise, consumption patterns remain critical. The Quantified Self movement includes monitoring a myriad of daily actions, and highlights increased health and sustainability considerations as a response to behavior. Climate change impacts, energy and resource constraints and urbanization will make sustainable lifestyles increasingly important. Access to information and data will not only drive conscious energy and resource reductions, but cultivate a generation of users better able to make informed decisions about everything from eating habits and social participation to transportation choices.

Emerging Trend: Socio-economic Shift

Changing attitudes across generations are causing once sacred notions and assumptions to fade away. In a more mobile and more connected world, an upgrade of experiences is required. These experiences will need to be individually curated in real-time, responding to diverse individual and collective needs and expectations. As people live longer, have fewer children later in life, own less, and share more, convenience becomes a key decision-maker. Car ownership will continue to be less important to younger people, while an ageing population must continue to navigate the digital divide. Bridging these societal and economic divides will be imperative in rethinking mobility solutions.

Emerging Trend: Intelligent Systems

New platforms require new infrastructure; manufacturers are reluctant to market vehicles without necessary intelligent systems in place, and federally-funded infrastructure development requires demand to justify investment. With the availability of advanced broadband communications and data sharing, citizen buy-in will be needed to close the gap. Devices may enable multi-directional communication, while vehicle data could be shared in real-time, employing learning algorithms to optimize user experience and mediate infrastructure performance within the city. Intelligent systems will succeed in direct proportion to their ability to seamlessly, securely and profitably integrate with existing urban environments.

Emerging Trend: Digital Society

As open-source infrastructure makes city operations increasingly transparent and citizens become more vocal in communicating their needs, governing bodies are increasingly held accountable to remedy citizen-alerted deficiencies. Technology integration into mobility infrastructure already provides more seamless user experiences, with citizens and organizations increasingly becoming heavily influenced by crowd-sensed data streams. As demand for transport increases, and connected, autonomous transit modes become more viable, we must consider data ownership issues and the influence of data access on real-time decision-making.

Emerging Trend: Data Interaction

Intelligent infrastructure is already technically viable. Changes to policy and an evolving relationship with data impacts the interaction between citizen and city. In a future where cooperative systems allow vehicles to communicate, traffic signals interact with vehicles, and bi-directional data provides predictive updates and hazard warnings, people are not the only cargo being transported through cities. Systems must also meet the demands of moving goods, as convenience-driven retail models shift to online transactions, and automated delivery systems become commonplace.

The Future of Urban Mobility

Intelligent connectivity, converging trends & technological innovations are paving the way for a complete re-imagining of urban mobility.

ARUP | QUALCOMM



Emerging Trend: Generational Changes

By 2030, 25% of licensed drivers in the U.S. will be over the age of 65.²⁷ This older population will have more time to spend, but will also have significant safety and security concerns. For a generation who has been accustomed to owning vehicles, emerging services in the sharing economy may seem foreign or offputting, despite their ability to provide access to transportation meeting their needs. While designing and operating systems capable of enabling user-friendly senior mobility has its challenges, the sheer force and influence of this generation could turn it into a tremendous opportunity area.

Emerging Trend: Digital Gap

Technology and services that meet the mobility demands of an aging population require a more integrated approach across social service, transit agencies, and private sector players. Subsidized mobility schemes, economically viable personal devices, improved quality of public transportation, and point-to-point mobility services can remedy many challenges associated with older people adopting emerging practices. Ultimately, the focus is not simply providing access to technology, but rather enabling access to information and products by providing the hard and soft infrastructure to optimize efficiency and cost.

Emerging Trend: Ambient Intelligence

Algorithmic optimizations are converging with automotive technologies to revolutionize urban mobility. More viable integrated mobility options and sharable infrastructure will link mobility systems closer together. For systems to be fully adopted, citizens must be comfortable using them, creating demand to implement solutions; intuitive and seamless user experiences become key. Ambient intelligence may aid in providing on-board driver assistance to enhance human decision-making, while off the road, connected devices can remind users of upcoming appointments and seamlessly present related mobility options.

Source: http://publications.arup.com/Publications/Intelligent_connectivity_for_seamless_urban_mobility.aspx



Parking Strategic Plan

Integrating Mobility Planning with Land Use Development and Community Design

LAND USE AND DEVELOPMENT

Concentrate a mix of complementary, well-integrated land uses within walking distance of the transit station.

Mixture of Complementary Transit-Supportive Uses

- ◆ Provide a range of higher intensity uses including residential, office, retail and civic uses.
- ◆ Disallow automobile-dependent uses.
- ◆ Provide uses that attract/generate pedestrian activity.
- ◆ Consider locating special traffic generators, such as stadiums or colleges, adjacent or within station areas.
- ◆ Encourage multi-use developments.
- ◆ Encourage a mixture of housing types.
- ◆ Preserve and protect existing stable neighborhoods.
- ◆ Encourage development of workforce/ affordable housing.
- ◆ Encourage upgrading of existing uses to make them more pedestrian friendly.



Increase Land Use Intensity

- ◆ Encourage higher densities for new development near the transit stations, with lower densities adjacent to existing single-family neighborhoods.
- ◆ Ensure minimum densities for new residential development within 1/4 mile walk from a transit station are 20 units per acre or greater, where appropriate.
- ◆ Ensure non-residential intensities within 1/4 mile walk from a transit station will be, at a minimum, 0.75 FAR, where appropriate.
- ◆ Allow lesser intensities or densities for new development, if necessary, to preserve existing structures, character, neighborhoods, or to mitigate traffic impacts.

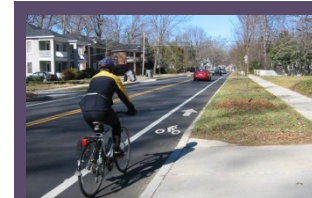


MOBILITY MANAGEMENT

Enhance the existing transportation network to promote good walking, bicycle, parking and transit connections.

Pedestrian and Bicycle System

- ◆ Provide an extensive pedestrian system throughout the station area to minimize walking distances.
- ◆ Eliminate gaps in the station area pedestrian networks.
- ◆ Establish pedestrian and bicycle connections between station areas and surrounding neighborhoods.
- ◆ Design the pedestrian system to be accessible, safe, and attractive for all users.
- ◆ Ensure that the pedestrian network will accommodate large groups of pedestrians.
- ◆ Utilize planting strips/street trees, on-street parking, and/or bicycle lanes to separate pedestrians from vehicles.
- ◆ Encourage the provision of bicycle amenities, especially bicycle parking.

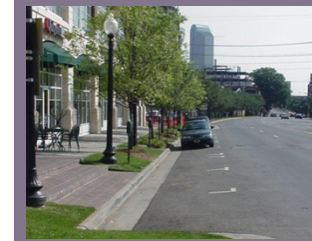
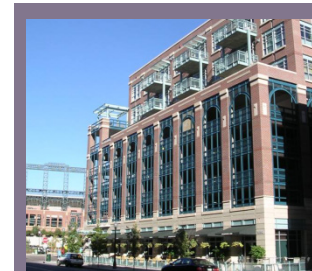


Street Network

- ◆ Design streets to be multi-modal, with emphasis on pedestrian and bicycle circulation.
- ◆ Redesign existing street intersections, with a greater emphasis on pedestrian and bicycle crossing.
- ◆ Develop an interconnected street network designed around a block system, with blocks a maximum length of 400'.
- ◆ Ensure that the pedestrian network will accommodate large groups of pedestrians comfortably.
- ◆ Consider new mid-block street crosswalks.
- ◆ Incorporated traffic calming into the design of new streets.
- ◆ Consider landscaped "bulb-outs" at intersections to improve sight distances.

Parking and Transportation Demand Management

- ◆ Reduce parking requirements over time in station areas and establish parking maximums.
- ◆ Minimize large surface parking lots for private development.
- ◆ Encourage shared parking facilities.
- ◆ Encourage the development of integrated access management strategies.
- ◆ Build in TDM strategies to complement parking and transit programs.
- ◆ Promote "unbundling" of parking.
- ◆ Promote "Car Sharing" programs.
- ◆ Tie parking to overall district management.
- ◆ Effectively manage on-street parking .
- ◆ Provide effective parking and transportation information and wayfinding.

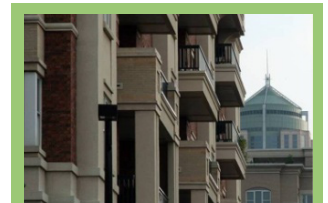
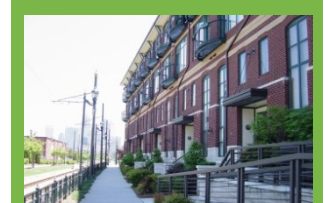


COMMUNITY DESIGN

Use urban design to enhance the community identity of station areas and to make them attractive, safe and convenient places.

Building and Site Design

- ◆ Design buildings to front on public streets or on open spaces, with windows and doors at street level.
- ◆ Locate building entrances to minimize walking distance between the transit station and the buildings.
- ◆ Located surface parking to the rear of the buildings.
- ◆ Design parking structures to include active uses on the ground floor street frontage.
- ◆ Limit building heights to 120', with the tallest and most intensely developed structures located near the transit station.
- ◆ Screen unsightly elements, such as dumpsters, loading docks, service entrances, and outdoor storage.
- ◆ Take safety and security concerns into account during design.



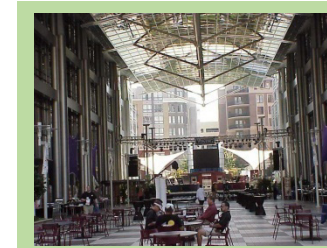
Streetscape

- ◆ Design the streetscape to encourage pedestrian activity.
- ◆ Include elements such as street trees, pedestrian-scale lighting, and benches in streetscape design.
- ◆ Place utilities underground whenever possible.



Open Space

- ◆ Establish public open spaces around transit stations.
- ◆ Design open spaces to be centers of activity.
- ◆ Orient surrounding buildings onto the open spaces.



THE SUMP PLANNING MODEL

“Sustainable Urban Mobility Planning”

There is wide consensus that sustainable urban mobility planning contributes to a better quality of life and is a way of tackling transport-related problems in cities more strategically.

Sustainable transport modes, which include cleaner vehicles and public transport as well as cycling, walking and intermodal modes such as taxi and car sharing, should play a major role in future urban transport systems.

The City of Boise, through its Transportation Action Plan initiative and CCDC through its Parking and Access Management Plan Update is pursuing sustainable urban mobility planning in order to enhance transport and parking planning processes.

Key elements include:

- ◆ Vision development & goal and strategy setting
- ◆ Identification and analysis of local mobility problems
- ◆ Definition of key measures to tackle the local problems
- ◆ Integrated policies and measures
- ◆ Coordinated processes with complementary processes and plans
- ◆ Stakeholder involvement and citizen engagement
- ◆ Monitoring, process evaluation as well as progress evaluation
- ◆ Implementation and budget plan

Ironically, another initiative from Boulder, CO also uses the acronym SUMP. In Boulder SUMP refers to a parking management paradigm that encourages the following parking management principles: Shared/Unbundled/Managed and Priced as the basis for helping achieve a more balanced parking and transportation equation

This concept and approach are important because it illustrates the complexity of urban mobility planning and provides a process for coordinating and working through the numerous issues and constituencies.

Benefits

1. Improving Quality of Life
2. Saving Costs – Creating Economic Benefits
3. Contributing to Better Health and Environment
4. Making Mobility Seamless and Improving Access
5. Making More Effective Use of Limited Resources
6. Winning Public Support
7. Preparing Better Plans
8. Fulfilling Legal Obligations Effectively
9. Using synergies, Increasing Relevance
10. Moving Towards a New Mobility Culture

PROMISE AND PERILS OF AUTONOMOUS VEHICLE TECHNOLOGY

Autonomous vehicle (AV) technology is real and advancing rapidly. AV technology offers the possibility of fundamentally changing transportation. Equipping cars and light vehicles with this technology will likely reduce crashes, energy consumption, and pollution—and reduce the costs of congestion.

Careful policymaking will be necessary to maximize the social benefits that this technology will enable, while minimizing the disadvantages. Policymakers are only beginning to think about the challenges and opportunities this technology poses. Parking Industry leaders would be wise to also begin weighing the potential impacts on our industry.

A good place to start is by reading the report entitled: “Autonomous Vehicle Technology - A Guide for Policymakers” published by the RAND Corporation. http://www.rand.org/pubs/research_reports/RR443-1.html



Source: eltis.org/sites/eltis/files/sump_guidelines_en.pdf



Parking 101: Choose Any Two

Parking is an essential element of a downtown’s infrastructure and, when well managed, it can contribute greatly to efforts to develop and sustain healthy and vibrant downtowns. Convenient, safe, clean and affordable parking is critical to attracting and retaining retailers, restaurants, office buildings/tenants and all other types of development.

There is one element common to every study and every downtown - parking always seems to be a source of frustration and contention. It is amazing how emotional an issue parking can be. This is because it affects people so directly. How many other areas involve issues of personal safety/security, finance, convenience, wayfinding, accessibility and customer service?

An interesting truism about parking is illustrated in the graphic to the right.

Everyone wants three things when it comes to parking:

1. They want there to be plenty of it
2. They want it to be very convenient
3. They want it to be inexpensive (and preferably free)

Unfortunately, you can have any two, but not all three. This ushers in the need for a policy decision.

- ◆ If you choose to have inexpensive and convenient parking you will likely not have enough. This option may be acceptable if you want to use the lack of spaces as part of a demand management strategy to encourage the use of transportation alternatives.
- ◆ If you choose to have inexpensive and enough parking it will not be very convenient. With this choice you may be adopting a strategy that utilizes less expensive remote parking supported with shuttle operations.
- ◆ If you choose to have convenient and enough parking, it will not be cheap. This often preferred approach typically means you have chosen to develop structured parking. The average cost to construct a surface lot parking ranges from \$2,500 to \$4,000 per space. Above grade parking structures average between \$18,000 - \$25,000 per space. Below grade parking can range between 1.5 to 2 times the cost of above grade structures. Another consideration that is often overlooked, is that operating, utility, maintenance and security costs are significantly higher with structured parking.

In many downtown environments, including Boise over the past two decades, the choice is most often made to have “convenient and enough” parking. This strategic decision and the significant capital investment it requires, creates the need to assure that these investments are well managed and responsive to the communities they serve.

As Boise begins to plan for a period in which its urban renewal districts are beginning to sunset and the primary funding mechanism that has made investment in public parking structures more feasible begins to shrink, CCDC will need to adopt a new posture that embraces a blending of strategies that places a greater emphasis on transportation alternatives, demand management strategies and more creative parking management/pricing options. Some investment in strategically located new parking structures will still be needed, but the approach to these projects are likely to change. The development community may be required to provide more parking than in the past for new developments. For certain projects that are well aligned with larger downtown master plan goals, some form of public/private partnership that leverages shared parking benefits and that provide greater support for achieving alternative transportation goals may be possible. This more balanced approach to parking and urban mobility planning that we refer to as “integrated access management” will become the “new normal”.



➔ Section 6: Parking Strategic Plan Primary Recommendations

Parking Strategic Plan Recommendations

INTRODUCTION

It is important to state up front that the public parking programs in Boise, ID are effective, progressive and well-managed. In fact, Boise is seen by many in the parking world as an industry leader in terms of its use of parking as a tool for economic development, urban place making and the implementation of smart growth strategies. Boise's use of urban renewal districts to leverage tax increment financing, especially in the area of parking garage development to support and stimulate economic development activity has proven to be extremely successful. However, urban renewal districts have a limited life as defined by state statutes and the first of CCDC's TIF districts (the Central District) is approaching its sunset in 2017. Two other districts (the River Myrtle and the Westside Downtown Districts) will sunset in 2024 and 2025. The newest TIF District, the 30th Street District, sunsets in 2032.

These pending changes in the structure of the programs that have been foundational to the approach to parking development and management in downtown Boise are the catalyst for this reassessment of parking strategies. In addition to this change in financing structures, overall community growth and development are creating new transportation challenges for the region. Emerging trends in "shared mobility", new approaches to urban street design, changing transportation preferences among younger generations, new attitudes related to environmental sustainability and advancements in technology are additional factors that make this an important point in time for updating parking and transportation strategies in a holistic and comprehensive context.

This document attempts to capture and summarize the positive elements of the parking and community development programs that have proven effective over the past decades and to build on these successes going forward. This report also attempts to document the dynamic development context that is putting new pressure on the downtown, especially in the context of parking and transportation. Increased development activity over the next five year period will put strains on the existing parking and transportation system and force some difficult decisions related to how future parking investments are made and financed. Looking forward, we recommend that strategic planning related to parking be placed within the context of the larger transportation equation. This approach supports a path that CCDC has already identified given the changing financial conditions related to the eventual sunset of the urban renewal districts and the availability of tax increment financing as a long-term option for future parking development.

The general plan related to parking that CCDC has expressed includes strategies to: maximize the utilization of existing parking, increase utilization of alternative forms of transportation, implement new parking pricing strategies, require new developments to provide sufficient onsite parking and creating additional parking as deemed appropriate to support new developments that provide benefits aligned with community development goals. It should be noted that while CCDC has played a leading role in providing parking infrastructure in the past, the agency cannot and should not be the sole source of parking infrastructure going forward. With the sunset of the urban renewal districts and their related funding sources, CCDC may continue to play some role in parking infrastructure development using available TIF funds and parking system revenues, however, the bulk of parking system revenues should be pledged to system operations, long-term facility maintenance and maintenance reserves. New investments in transportation demand management strategies to support both parking and traffic demand mitigation can be a more cost effective use of resources than building ever more parking and should be considered going forward. CCDC's use of its urban renewal districts has been effective in creating a vibrant, compact and walkable downtown that provides a high quality of life and is generating growth and attracting the interest of the development community. Boise is ripe for investment. The stage is now set for development to take a more independent role and tools such as parking incentives should now be reserved for high quality and transformative projects that will advance the community's vision and values.

On a positive note, the City has recently invested in a "Transportation Action Plan". This is a timely action as it underscores a real need to begin working on larger transportation infrastructure issues. If not addressed, these transportation issues could eventually undercut the advancements made to date. We have reviewed the draft Transportation Action Plan document submitted by Gehl Studio San Francisco and feel it provides a strong framework for action going forward. The recommendations of this report should complement the larger community transportation plan, specifically the "Park Once" strategy and other specific recommendations that are related to the downtown "place type".

It should be noted that while CCDC has played a leading role in providing parking infrastructure in the past, the agency cannot and should not be the sole source of parking infrastructure going forward. With the sunset of the urban renewal districts and their related funding sources, CCDC may continue to play some role in parking infrastructure development using available TIF funds and parking system revenues, however, the bulk of parking system revenues should be pledged to system operations, long-term facility maintenance and maintenance reserves.

Primary Recommendation Categories

- ◆ Program Management, Organization and Technology Review
 - Parking Program Organizational Structure
 - Parking Management Best Practice Assessment
 - Maintenance Reserves for Capital Expenditures
 - Wait-list Management/Carpool Preference
 - Parking Program Branding
 - On-Street Parking Program Development and Assessment Tools
- ◆ Maximize Utilization of Existing Parking Resources
 - Parking Program Marketing and Signage
 - Parking Resource Allocation Policies
 - Event Coordination
 - Strategies to Better Utilize Public and Private Parking Resources
 - Temporary Remote Surface Parking Lots with Shuttle Services
- ◆ Increase Utilization of Alternative Forms of Transportation
 - Larger Transportation Vision and Program Alignment
 - TDM and Demand Management Program Integration
 - Leveraging New Communications Technologies and "The Sharing Economy" to Reduce Parking Needs and Improve Overall Mobility
 - Adopt TDM Supportive Guidelines for Development Approvals
- ◆ Implement Demand-Based Parking Pricing Strategies
 - On and Off-Street Parking Rate Coordination
 - Long-term Parking Rate Adjustment Strategies
 - On-Street Parking Permit
- ◆ Parking Development and Regulatory Policy Review
 - Redefine Public/Private Partnership Models re: Parking
 - Evaluate Parking In-Lieu-Fee Options
 - Evaluate Modified Parking Minimum Requirements
- ◆ Create Additional Parking
 - Future Parking Garage and TDM Initiative Financing Strategies



Parking Strategic Plan

PROGRAM MANAGEMENT, ORGANIZATION AND TECHNOLOGY REVIEW

1. Parking Program Organizational Structure
2. Parking Management Best Practice Assessment
3. Maintenance Reserves for Capital Expenditures
4. Wait-list Management / Carpool Preference
5. Parking Program Branding
6. On-Street Parking Program Development and Assessment Tools

1. Parking Program Organizational Structure

Parking program organizational development is an interesting and evolving area. Kimley-Horn has developed a specialized expertise in this area. A detailed white paper on this topic is provided in Appendix K2 which provides descriptions of the of most successful organizational options as well as examples from various communities across the US. This paper also includes some new approaches such as “Parking Management Collaboratives” and parking and transportation “Eco-Districts”.

Boise has an interesting and somewhat unique combination of organizational / operational strategies with the City managing the on-street parking assets and CCDC being responsible for off-street parking resource development and management.

Under most circumstances, we would recommend a “vertically integrated” organizational model creating a single operational entity to manage the full range of parking activities. Typically this includes on-street parking, parking enforcement, off-street parking and parking planning at a minimum. However, having been actively engaged in working with CCDC on parking issues since 2002, we have the benefit of having seen the parking management program in Boise evolve. And while the dual management roles do create some issues related to communications and coordination, we have been impressed with the current level of collaboration and also the high levels of effectiveness of both operations.

There are also some legal and practical reasons to maintain the current arrangement (such as CCDC does not have the legal authority to issue citations, and CCDC is focused on downtown and enforcement issues can be City-wide, etc.) As a result, we see no compelling need to recommend a program reorganization at this time.

The current parking program, while somewhat non-traditional, is working well and both the City and CCDC are managing their respective areas effectively. Improvements in coordination and collaboration are evident and important initiatives such as the development of a common program brand and coordination of parking rates are moving forward. No major program reorganization is recommended at this time.

As a result, we do not feel that a program consolidation is in the community’s best interest at this point. Certainly there are coordination issues such as adjusting parking rates such that on-street parking is more expensive than off-street parking to better promote turnover and to leverage on-street parking as a short-term resource and garage parking as the preferred option for longer stays. However, this important issue is already being addressed, as are others. The spirit of cooperation between the City and CCDC is better now than it has ever been in our opinion.

Another example of how the current program is moving in a positive direction is an appreciation of the fact that the community would benefit from having a parking system that has a common and more recognizable brand/identity. The moniker “Downtown Public Parking System” (or DPPS) while an accurate description of the program is not an effective brand. The “best practice” of creating a program brand and marketing program is another initiative that is already moving forward. Through this strategic planning project, the local marketing firm of Oliver Russell was jointly engaged by the City and CCDC to work with Kimley-Horn to create a new program brand identity that will be commonly used for both the On and Off Street parking programs. The fact that two different organizations are working together behind the scenes to deliver well-coordinated and high quality services is not important to the customer as long as their needs are being met.

However, as the community grows and evolves and the transportation systems become more integrated and complex, there may be an opportunity down the road to consider alternative models that better support the broader concepts of mobility management in a more comprehensive and integrated manner. As the Transportation Action Plan and the work of the Downtown Transportation Demand Challenge group evolve we suggest the community remain open to concepts such as the development of a Transportation Management Association or other models as mechanisms to advance progressive transportation policies and system development.

2. Parking Management Best Practice Assessment

This broad category will contain a range of program enhancements that are not specifically addressed in the other major strategy categories. A large number of parking management best practices have been collected in Appendix ___ - Parking Management Best Practices Tool Box. Some of these best practices are already being used in Boise to some degree, but many are not. Below is a listing of the Parking Management Best Practices Tool Box chapters which provides a sense of the comprehensive nature of this document.

- | | |
|---|---|
| [Ch. 1 - A Comprehensive Approach to Program Development] | [Ch. 17 - Risk Reduction and Liability Limitation] |
| [Ch. 2 - Program Organization] | [Ch. 18 - Residential Parking Permit Programs] |
| [Ch. 3 - Parking Planning] | [Ch. 19 - Staff Development and Training] |
| [Ch. 4 - Integrated Access Management Strategies] | [Ch. 20 - Parking Access and Revenue Control Systems] |
| [Ch. 5 - Effective Communications and Community Engagement] | [Ch. 21 - Parking Accounting and Auditing] |
| [Ch. 6 - Parking Branding and Marketing “Comes of Age”] | [Ch. 22 - Leveraging Technology] |
| [Ch. 7 - Celebrating Accomplishments] | [Ch. 23 - Signage and Wayfinding] |
| [Ch. 8 - The Virtual Environment] | [Ch. 24 - Enhancing the “Parking Experience”] |
| [Ch. 9 - Improving Customer Service] | [Ch. 25 - Revenue Enhancement Strategies] |
| [Ch. 10 - Customer & Community Education] | [Ch. 26 - Expense Reduction Strategies] |
| [Ch. 11 - On-Street Parking Management Strategies] | [Ch. 27 - Special Programs and Promotions] |
| [Ch. 12 - Effective Enforcement Strategies] | [Ch. 28 - Sustainable Parking Design & Management Strategies] |
| [Ch. 13 - Effective Facility Maintenance Practices] | [Ch. 29 - Parking Facility Design and Construction] |
| [Ch. 14 - Facility and Equipment Protection Systems] | [Ch. 30 - Specialized Parking Facility Types] |
| [Ch. 15 - Valet Parking Best Practices] | [Ch. 31 - Automated Parking Facilities] |
| [Ch. 16 - Parking Facility Safety and Security] | [Ch. 32 - Parking and Economic Development] |

We have highlighted below several specific best practices that are recommended specifically for downtown Boise.

- ◆ Development of a GIS-Based Parking Demand Model
- ◆ Development of Flexible Parking Standards
- ◆ Development of a Detailed Program Criteria Document for Parking Facilities
- ◆ Become an Active Participant in a new TMA / Develop a Parking Information Clearinghouse
- ◆ Develop Strategic Parking and Access Communications Tools such as: Parking E-Newsletters, Social Media Resources, a Mobile Parking App, Annual Parking Reports, etc.
- ◆ Develop Smart Parking & Development Educational Tools
- ◆ Implement “the 30’ Rule” for Garage Entry Points
- ◆ Quality Customer Service Training Programs and Enhanced Customer Service Amenities
- ◆ Evaluate Progressive On-Street Parking Pricing
- ◆ Develop a parking “emergency preparedness plan”. and
- ◆ Address pedestrian safety issues per Appendix J1
- ◆ Implement License Plate Recognition (LPR) systems to enhance enforcement functions
- ◆ Reassess parking fine structures/ Consider an escalating fine structure with the first citation as a warning. Reduce percentage of overall fine revenues.
- ◆ Consider a Centralized Downtown Valet Parking Program
- ◆ Evaluate new lot counting technology to promote improved utilization (Parking Logix)
- ◆ Implement new program branding in conjunction with new facility signage
- ◆ Enhance parking garage interiors with the use of level theming and wayfinding graphics – engage local artists through a community design competition, painting or staining garage interiors
- ◆ Evaluate “Valet-Stack” parking as a short-term strategy to increase capacity in high demand locations.

3. Maintenance Reserves for Capital Expenditures

Implement a policy dedicating funds to be set aside specifically for periodic garage repairs, protection, and improvements (maintenance reserves for capital expenditures). The maintenance reserve fund can likely be lower during the first 10 years of life for a given facility, and increased to accommodate specific maintenance needs based on regular facility structural condition appraisals. Facility condition appraisals are recommended every 4 – 5 years. The recommended set-aside for parking facility maintenance reserves varies depending on facility age, but may range from \$75 to \$100 per structured parking space.

4. Wait-list Management/Carpool Preference

Calgary's parking program implemented a carpool preference policy under which 50% of all new monthly contracts will be allocated to vehicles with two or more occupants. In effect, this allows people who carpool to jump to the front of the new carpool waiting lists. This policy is aligned with community trip reduction goals and incentivizes the practice of carpooling by allowing carpool patrons to "Jump the Que" in core garages. Compliance is achieved by video monitoring for tied to access card numbers.

Also consider "Shared Account" Carpool Programs. Under this approach, access cards are issued to a group of contract parkers, an occupancy limit is set and when the group reaches their limit, all other cards in the group are automatically locked out.

The "Shared Accounts Plus" software can apply different rate structures to each group and set multiple thresholds.

It can also be used to manage lease contracts, carpools and other multi-card accounts.

5. Parking Program Branding

Creating a new parking brand was identified early on as a strategic plan action item. In July 2015 Kimley-Horn, CCDC and the City of Boise developed a Request for Qualifications for brand development services. The basic scope of services included:

- ◆ Create a fresh and dynamic brand identity for the public parking system in downtown Boise that includes both on- and off-street parking assets (both CCDC and Boise City-managed, respectively)
- ◆ Educate key stakeholders and the general public about how recommendations of this planning effort could directly and/or indirectly impact how they access downtown Boise using their preferred method of transportation (car, bicycle, public transit, pedestrian).

Specific process elements included:

- ◆ Creation of Vision, Mission and Guiding Principles / Values for the public parking system that complements CCDC's larger strategic vision and mission
- ◆ Development of a new name for the "Downtown Public Parking System"
- ◆ Create a new logo with a look and feel consistent with the updated brand
- ◆ Develop brand identity guidelines / standards
- ◆ Supply three pre-final logos for feedback and selection
- ◆ Touch up and provide final edits to the selected logo

Of the four shortlisted firms to submit proposals, local firm Oliver Russell was selected.



PARK BOI emerged as an early favorite in the brand development process.

The PARK BOI brand will apply to both the on-street and off-street parking programs and work is progressing on multiple fronts including the development of logos and potential signage applications as illustrated to the right.

Creation of a brand to encompass the larger set of mobility management activities is also being developed. Several concepts have been proposed and continue to be refined.

6. Street Parking Program Development and Assessment Tools

The City provided us with an initial on-street parking operations assessment report produced by the Dixon Resources Unlimited in June of 2015. The goal of the Dixon review was to support the development of a long term on-street parking strategy that identifies the feasibility of different parking technologies and tools to maximize the utilization and effectiveness of on-street parking throughout the downtown area.

The Dixon report concluded that the current on-street parking operation is managed efficiently and that the current City management team has an excellent handle on the day-to-day operations, the on-street equipment is well-maintained and the team morale was positive. The Dixon report complimented the City of Boise parking management team for have a solid grasp on the current and future operating plans. Kimley-Horn agrees with this general assessment and is even more encouraged by the positive working relationship we have seen between City staff and the CCDC parking management team.

Kimley-Horn is providing two specific tools that we believe will help advance the City's on-street program even further.

The first of these tools is a Sample Parking Enforcement Officer Handbook. This document was developed after reviewing parking enforcement handbooks from a number of municipal programs across the United States. It is recommended that the City of Boise review this document and modify it to create a comprehensive parking enforcement officer handbook/operations manual.

The second document is a Parking Enforcement Program Audit Checklist. This document can serve two purposes for the City of Boise. Initially, this checklist can be used by program managers as a tool for the refinement of the current parking enforcement program. This document was originally designed to be used as a checklist to support the auditing of various aspects of a municipal parking enforcement program. For each audit standard, auditors can note whether or not the program complies, or if the result is unclear, and can also add comments or observations supporting their conclusion. Since this document was created based on several communities, it is recommended that this tool be customized to the Boise parking enforcement program and used on an on-going basis.



PARKING PROGRAM BRAND EXAMPLES FROM OTHER COMMUNITIES:





MAXIMIZE UTILIZATION OF EXISTING PARKING RESOURCES

1. Parking Program Marketing and Signage
2. Parking Resource Allocation Policies
3. Event Coordination
4. Special Monthly Parking Category Related to Event Parking
5. Strategies to Better Utilize Public and Private Parking Resources
6. Temporary Remote Surface Parking Lots with Shuttle Services

1. Parking Program Marketing and Signage

Following the finalization of the parking brand, work will begin on the design of new parking facility signage and decals for on-street parking equipment. The development of new parking signage will be an important and highly visible element of the new branding program. Work on this component of the brand development process is just beginning. Sign design prototypes are anticipated by mid 2016.

2. Parking Resource Allocation Policies

As new developments come on-line in 2016 and beyond, reassessing the current allocation of existing DPPS parking resources may be needed to accommodate new demands in certain garages. The following strategies are recommended for review:

- a. Develop policies to provide tenants in mixed-use CCDC buildings/garages with a “right of first refusal” for parking spaces based on a defined ratio of spaces to square footage.
- b. To incentivize certain highly desirable development projects, CCDC should create a policy that allows the DPPS director to reserve a percentage of available monthly spaces in specific garages as market conditions allow. The DPPS parking director should also have the flexibility to adjust the percentages of monthly vs. hourly spaces as needed to meet changing market conditions.

Over time, other strategies such as potential in-lieu fees, new parking regulations regarding parking requirements, the use of remote parking/shuttle lots and demand-based pricing may be required to meet growing parking demands.

3. Event Coordination

Under normal circumstances (non-peak demand periods) there are excess parking spaces in CCDC garages. During peak demand periods certain garages can become full creating frustration and confusion for downtown patrons.

In an effort to minimize these occurrences an event coordination initiative is recommending. In Boise, event venues that could impact the downtown include: the State Capitol, the convention center, the Arena, the Rose Room, large meetings in 8th and Main, Jump, the Esther Simplot Performing Arts Center, Trail Head, etc.

In other communities where this is a bigger issue, strategies have been developed to track events from various venues and to develop levels of event demands with corresponding parking, traffic and communication protocols. For example the Dallas Arts District has 42 event venues in a relatively small area. The following approach was recommended for the Arts District. If only a few venues have events scheduled on a given day (say 1 - 10) then this would be a “Level 1” parking scenario. If 30 - 40 venues had events planned on a given day, this would be a “Level 4” parking scenario. For each scenario (Levels 1 - 4) specific parking, traffic management and communications strategies would be enacted. A Level 1 event is typically “business as usual”. However a Level 4 event might include the following strategies:

- ◆ Schedule a meeting of the parking/traffic task force
- ◆ Shift Arts District employee parking to a remote location with shuttles for the day
- ◆ Develop a traffic management plan for the day including the use of off-duty police officers, street closures coordination, etc.
- ◆ Develop media package to push out parking and traffic information as well as alternative transportation options, transit info, etc. through a variety of media outlets.
- ◆ Implement valet stack parking protocols to increase parking capacity at key garages/lots
- ◆ Increase parking rates to encourage the use of transportation alternatives and to pay for additional event coordination.

4. Special Monthly Parking Category Related to Event Parking

Text: Offer monthly parking patrons an option that in the event of a large event, they agree to vacate their normal garage parking location (with 48 hrs advanced notice) and park in an alternative location (to be provided on a case by case basis). In exchange, a credit good for one day of free parking (or some other pre-defined amount) will be applied to the parker’s monthly account or they could receive a free parking pass to use within a one year period.

5. Strategies to Better Utilize Public and Private Parking Resources

In downtown Boise there are over 17,000 total parking spaces. Of this total, over 12,000 are privately owned and operated. Finding opportunities to increase the number of private spaces that can be used for public parking can be an effective strategy to increase parking options for a wide range of parkers, especially in an environment where funding for new public garages is diminishing. The following strategies are recommended for consideration.

- ◆ Allow and encourage shared private parking between uses with parking demands peaking at different times of the day, week, or year.
- ◆ Shift to building more public and less private parking by allowing or requiring developers to pay into a fund to be used for building public parking rather than providing parking spaces on-site (In-lieu-fees).
- ◆ Allow property owners with excess on-site parking to lease extra spaces or charge the public to use them during the site’s off-peak hours, or allow them to redevelop the excess space as building space if they pay into a fund to be used for building public parking
- ◆ Sometimes private parking owners are reluctant to open their parking facilities to public use after hours, because of concerns related to vandalism.
- ◆ Charge for on-street parking where demand exceeds supply. If there are already meters for on-street parking, raise hourly rates, or allow meter rates to vary with demand. To make this more palatable, make payment easy using advanced meter technology.
- ◆ Discourage shop owners and employees from parking in front of their stores.
- ◆ Consider allowing public parking in the City Hall garage after hours and on weekends.

A new area of potential for maximizing the utilization of existing private parking assets involves on-line search engines that steer drivers towards the cheapest and most convenient parking facilities. Millions of customers access these websites across the country and many of the largest parking operators in the country partner with the “on-line parking brokers” to rent parking spaces on both a daily and monthly basis. Motorists can search for parking by neighborhood, address, cross-street or attraction. All parking garages and lots near the search destination appear on a map and sortable list. Details for each facility are posted, including addresses, phone numbers, capacity (if available), indoor/outdoor, clearance height, electric vehicle charging, etc.

There are now several of these types of services available for review and assessment including: [ParkWhiz.com](#), [SpotHero](#)

- ◆ Best Parking
- ◆ Parking Panda
- ◆ Click N Park (SP+) and
- ◆ ParkWhiz
- ◆ Spot Hero
- ◆ Parker – by Streetline



Also – both ParkME (acquired by Inrix) and Parkopedia have partnered with some of the apps in different geographies to allow for booking within their sites.

6. Temporary Remote Surface Parking Lots with Shuttle Services

The Parking Supply/Demand Update developed as part of this plan (see summary on page 13 of this document) identified a growing parking demand based on new development activity and a fairly limited number of parking development sites and funds for future parking garage development.

As demand increases in the core areas of downtown, it is anticipated that parking rates will be adjusted to meet the new demands. This will likely force price sensitive customers to look for more affordable options. Until more parking supply is developed in the form of structured parking, developing some temporary surface lots in more remote areas, supplemented by a downtown circulator/shuttle service is a viable option and also an important option related to providing affordable options for service worker parking.

One alternative in this regard is the potential use of a City-owned parcel of land located at S. 27th Street and W. Fairview Avenue. This very large site could accommodate up to 840 spaces in an area of 277,000 sf. If the entire site is not needed, 467 spaces could be developed on only half the site (158,250 sf.) as illustrated in the conceptual layouts to the right.



INCREASE UTILIZATION OF ALTERNATIVE FORMS OF TRANSPORTATION

1. Larger Transportation Vision and Program Alignment
2. TDM and Demand Management Program Integration
3. Leveraging New Communications Technologies and “The Sharing Economy” to Reduce Parking Needs and Improve Overall Mobility
4. Adopt TDM Supportive Guidelines For Development Approvals

1. Larger Transportation Vision and Program Alignment

Integration with the City’s new Transportation Action Plan (TAP) was discussed on pages 21 – 23, earlier in this document. On page 25 the Vision and Framework for this parking strategic plan are discussed. This is summarized as: “From Parking to Integrated Access Management” The Institute for Transportation and Development Policy (ITDP) outlined eight principles that succinctly express the primary elements we envision in our shift from a “parking focused mission” to an “access management” approach.

This is not to diminish the importance of parking management, which will still be a critical element to help the community achieve its larger goals of neighborhood/district vitality, equity, healthy environments and economic development.

On pages 29-31, three documents are referenced to provide additional support for the “Access Management Concept.”

Another innovative approach to urban mobility planning that is closely aligned with and provides additional depth and context to our recommended “access management” approach was created by the European Commission and is referred to as “The SUMP Planning Model”. This strategic approach emphasizes the integration of transport planning policies with other policy sectors like environmental protection, land use planning, housing, social aspects of accessibility and mobility as well as economic development.

The firms of ARUP and Qualcomm recently published a whitepaper on “The Future of Urban Mobility” in which they discussed a series of emerging trends that they feel will impact and influence the hugely complex puzzle that is urban mobility planning. These trends are noted in this report (pages 29 - 31) as they provide additional support and context that will relate to policy decisions that will arise in the evolution of a broader community access management program in Boise.

Over the past decade, the CCDC parking program has primarily had an economic development focus. This has been highly successful, but with the sunsetting of the Central TIF District and the loss of a significant source of capital investment resources, a new focus on “mobility and demand management strategies are elevated in importance. However, we don’t want to abandon CCDC’s important economic development focus, but rather to embrace a “blended strategy” as described in the table on page 25.

2. TDM and Demand Management Program Integration

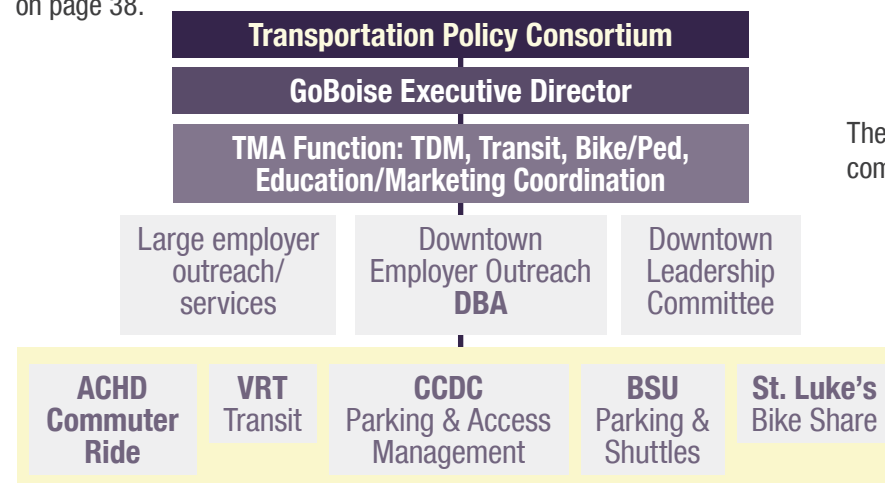
The development of a home for a community wide TDM program is needed. We recommend that the City become the lead agency to create a local Transportation Management Association or TMA or a consortium of agencies.

One potential organizational model for the TDM Consortium approach might look something like figure below.

The new TDM organization should adopt a set of guiding principles. The following is an example of such as set of principles or agency goals:

- ◆ **Goal 1 Equity:** Provide safe and accessible travel options for people of all abilities and for all modes.
- ◆ **Goal 2 Economic Development:** Focus travel options investments to ensure businesses thrive and residents and visitors can access employment, education, recreation, and community services.
- ◆ **Goal 3 Health and Environment:** Reduce vehicle miles traveled to improve air quality, reduce congestion, help existing infrastructure endure, enhance community health, and improve the quality of life for all Boishians.
- ◆ **Goal 4 Shifting Culture:** Focus travel options marketing and outreach to commuters, non-commuters, youth, and the elderly to contribute to a shift in culture that embraces non-single-occupancy vehicle travel options.
- ◆ **Goal 5 Performance:** Develop a dynamic performance monitoring process to ensure transportation dollars are spent responsibly to increase the lifetime of existing transportation infrastructure.
- ◆ **Goal 6 Safety:** Improve the understanding of the rules of the road by all users to reduce conflict and improve safety.

The world of TDM has grown and now involves a wide range of policy and strategy options. A detailed listing of these strategies are provided on page 38.



3. Leveraging New Communications Technologies and “The Sharing Economy” to Reduce Parking Needs and Improve Overall Mobility

Information and communication technologies combined with smartphone applications and location data from global positioning systems are making feasible transportation services that have long been imagined but never realized on a large scale. These innovations include carsharing, bikesharing, taxis, micro-transit services, and most notably, transportation network companies (TNCs) such as Uber and Lyft. These services are being embraced by millions of travelers who are using their smartphones to arrange for trips by car, shuttle, and public transit, as well as for short-term rental of cars and bicycles. The new services epitomize today’s sharing economy and allow an increasing number of people to enjoy the mobility benefits of an automobile without owning one, and may encourage others to leave their personal vehicles at home for the day, reduce the number of vehicles in their household, or even forgo having one at all.

The Transportation Research Board (TRB) recently released Special Report 319: Between Public and Private Mobility: Examining the Rise of Technology-Enabled Transportation Services. This report was developed by a special task force of transportation experts from industry and academia and identified a range of research needs. This document can be found in the report Appendices/ Tool Box.

In a separate but related publication, Xerox’s Innovator’s Brief for the Transportation Industry recently presented “A Three-Point Plan to Improve Urban Mobility.” This brief highlights the fact that cities are going to get a lot more crowded. Today, 54 percent of the world’s population lives in urban areas. The United Nations estimates that an additional 2.5 billion people could be based in cities by 2050. As our world becomes more urbanized, the issues of traffic congestion, parking, and access management are amplified. Xerox’s brief focuses on three key points that can empower cities to be more sustainable and improve the quality of life for residents and tourists:

- ◆ Improve the efficiency of existing mobility infrastructure. Adding more infrastructure is simply not an option in many urban environments. Using technology, we can move people, vehicles, and goods more efficiently through the existing infrastructure.
- ◆ Increase the capacity of the existing mobility infrastructure. The goal here is to move more people, vehicles, and goods through the existing infrastructure.
- ◆ Change the behaviors of urban travelers. This is about influencing the choices travelers make toward options that reduce congestion. Agencies that implement dynamic pricing can reduce traffic congestion improve on-street parking availability, using pricing as a mechanism to influence driver choices. Smart parking programs help increase space availability and reduce pollution by helping drivers get to a parking spot at their desired price point sooner. Incorporating telecommuting into the office culture helps to keep people and vehicles off the roads during the day. Providing accessible multimodal options such as ridesharing, carsharing, public transportation, etc., via mobility apps creates opportunities to make different choices that can result in less personal vehicle usage, and therefore less congestion.

These strategies reinforce the integration of parking and mobility management strategies into a more comprehensive and connected platform of transportation choices.

4. Adopt TDM Supportive Guidelines for Development Approvals

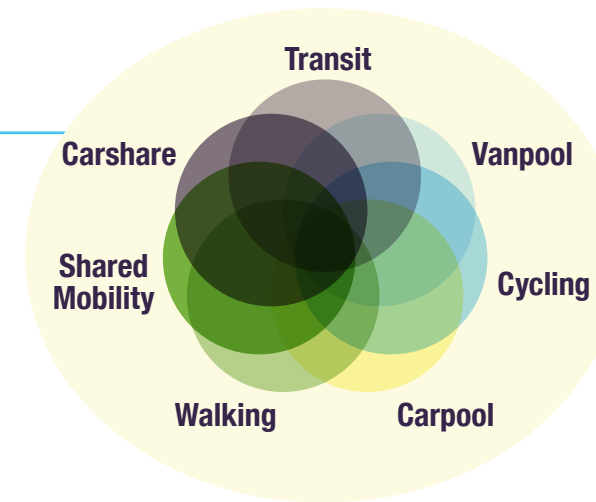
In Appendix N2 the concept of developing TDM Supportive Guidelines For Development Approvals is discussed. This report from Canada’s BA Group argues for effective education/collaboration between various City departments and agencies as well as for a “context sensitive” approach based on a 3 tiered classification system designed to focus TDM initiatives on developments where the most beneficial results are likely to be achieved. The report noted that creating an effective TDM framework within a municipality requires close collaboration and the acceptance of TDM within the various municipal departments. Recommendations are provided in 2 major categories: Policy Planning and Development Review.

Increase Utilization of Alternative Forms of Transportation

INTEGRATED ACCESS MANAGEMENT STRATEGIES

Planning, implementing, integrating, and managing access related functions including:

- ◆ Traffic and Circulation
- ◆ Public Transportation
- ◆ Alternative Transportation (walking, biking, ridesharing)
- ◆ Parking
- ◆ Pedestrian Access/ Walkability
- ◆ Signs, Parking Guidance, and Mobile Data
- ◆ Public Information, Program Branding, and Communications
- ◆ Materials Loading/Unloading Activity
- ◆ Shared Mobility
- ◆ Planning and Data Driven Management
- ◆ Policy Measures and Regulation
- ◆ A single program with benefits for multiple modes makes individual elements stronger.
- ◆ Respecting the needs of participants to occasionally vary their modes helps overcome initial reluctance.



FOUR CATEGORIES OF MOBILITY MANAGEMENT STRATEGIES

Improved Transport Options

- ◆ Alternative Work Schedules
- ◆ Bicycling Improvements
- ◆ Bike/Transit Integration
- ◆ Carsharing
- ◆ Guaranteed Ride Home
- ◆ Security Improvements
- ◆ Park and Ride Options
- ◆ Shuttle Services
- ◆ Improved Taxi and Ridesharing Services
- ◆ Telework
- ◆ Traffic Calming
- ◆ Pedestrian Realm Enhancements
- ◆ Transit Improvements

Incentives to Shift Mode

- ◆ Bicycle and Pedestrian Encouragement
- ◆ Congestion Pricing
- ◆ Distance-Based Pricing
- ◆ Commuter Financial Incentives
- ◆ Fuel Tax Increases
- ◆ High Occupancy Vehicle Priority
- ◆ Pay-As-You-Drive Insurance
- ◆ Parking Pricing
- ◆ Road Pricing
- ◆ Vehicle Use Restrictions

Land Use Management

- ◆ Car Free Districts
- ◆ Compact Land Use
- ◆ Location Efficient Development
- ◆ New Urbanism
- ◆ Smart Growth Strategies
- ◆ Transit Oriented Development (TOD)
- ◆ Street Reclaiming
- ◆ Parking Caps
- ◆ Perimeter Parking Strategies

Policies and Programs

- ◆ Access Management
- ◆ Campus Transport Management
- ◆ Data Collection and Surveys
- ◆ Commute Trip Reductions
- ◆ Freight Transport Management
- ◆ Marketing Programs
- ◆ School Trip Management
- ◆ Special Event Management
- ◆ Tourist Transport Management
- ◆ Transport Market Reforms
- ◆ Parking Taxes
- ◆ Special Benefit Districts

STRATEGY EXAMPLES

Improved Planning

- ◆ Location Efficient Development
- ◆ Transit-oriented Development
- ◆ New Urbanism
- ◆ Smart Growth
- ◆ Compact Land Use

Flexible Standards

- ◆ More accurate and flexible standards means that the parking requirements at a particular location are adjusted to account for various factors.

Shared Parking

- ◆ Results from variations in the peak accumulation of parked vehicles
- ◆ Overbuild avoidance
- ◆ Avoids a shift to higher-impact modes.

Improved Data Management

- ◆ The fundamental goal of TDM is to shape future behavior.
- ◆ Need to be able to understand who is currently doing what, when, where, and why.
- ◆ Modern technology = Better data & improved management

Eco Pass Programs

Access to:

- ◆ Transit
- ◆ Carpooling
- ◆ Vanpool/Vanshare
- ◆ Carsharing
- ◆ Bike/Ped programs
- ◆ Parking benefits
- ◆ Merchant discounts

Unbundled Parking

- ◆ From commercial & residential leases
- ◆ From employee benefit packages
- ◆ From transactional relationships
- ◆ Unbundled Monthly Parking

Preferential Parking

- ◆ Reinforces shared mobility choices
- ◆ Preferential parking for lower impact modes
- ◆ Reduced cost + greater convenience as an incentive

Flexible Work Arrangements

- ◆ Alternative Work Schedules
- ◆ Telecommuting
- ◆ Coworking
- ◆ Drop-in Centers

Intercept Facilities

- ◆ Move cars and parking demand away from downtown core
- ◆ Collector facility with express bus
- ◆ Potential to collect more drivers "funnel effect"

Parking Cash-Out

- ◆ Provides incentives for staff "not to drive"
- ◆ Cheaper than building structured parking
- ◆ Promotes healthy options

Priorities/ Regulations

- ◆ Prioritize by purpose or population
- ◆ Manifested in space allocation and in regulations
- ◆ Must not contradict & should support TDM goals

Cycling Programs

- ◆ End-of-Trip Facilities
- ◆ Secure, proximate storage
- ◆ Light maintenance services
- ◆ Showers / changing
- ◆ Strong Program Identity
- ◆ Perks and discounts

Shuttle Services

- ◆ Supports employee mobility
- ◆ Commute completion (first/last/only mile)
- ◆ Supports lower cost employee parking options

Jitneys and Pedi-cabs

- ◆ Provides incentives for staff "not to drive"
- ◆ Cheaper than building structured parking
- ◆ Promotes healthy options

Car-Sharing

- ◆ Business applications can reduce fleet size and cost while improving travel decision-making.

Guaranteed Ride Home

- ◆ Guaranteed Ride Home services address one of the largest psychological barriers to HOV travel.
- ◆ Common as a value add to transit programs but also a valuable tool for other low-impact modes.

Mobile Data Platforms

- ◆ Supports employee mobility
- ◆ Commute completion (first/last/only mile)
- ◆ Supports lower cost employee parking options
- ◆ Encourages transit usage

Integrated Mobility Websites

- ◆ Connected traveler concept
- ◆ Promotes all modes
- ◆ Community education and research opportunities

Car-Sharing

- ◆ Focus can be mid-day mobility or, ideally, reduced car ownership.
- ◆ Business applications can reduce fleet size and cost while improving travel decision-making.

Car and Vanpooling

Carpooling

- ◆ Reduced prices
- ◆ Priority access
- ◆ Registered carpools
- ◆ Casual carpools

Vanpooling

- ◆ Generally single-mode
- ◆ Typically longer-haul
- ◆ More driver perks

IMPLEMENT DEMAND-BASED PARKING PRICING STRATEGIES

1. On and Off-Street Parking Rate Coordination
2. Long-term Parking Rate Adjustment Strategies
3. On-Street Permit Parking

1. On and Off-Street Parking Rate Coordination

The City of Boise has replaced its old electronic single space MacKay parking meters with new IPS smart meters that are capable of accepting credit card payments and integrating with in-street wireless sensors that will provide improved on-street parking utilization and management data. A pay-by-cell phone payment option is also being provided through Park Mobile.

These technology upgrades will support another program goal of improving data-driven management. Additional program goals include setting new fee structure guidelines with council approved minimum and maximum rates and a price to be set by location. A three zone approach has been developed that includes:

Zone 1 – The Downtown Core

Characteristics:

- ◆ Premium rates
- ◆ Rates need to exceed garage pricing

Zone 2 – Transition Zone and Zone 3 - Perimeter Areas

Characteristics:

- ◆ Economical rates
- ◆ Greater distance from garages and flat lots
- ◆ Meter Zones Identified by a Color Scheme
- ◆ Fees will be assessed on defined time schedule
- ◆ A portion of FY16 revenues will support transportation initiatives

These actions support a key goal of the parking strategic plan to increase on-street rates in the downtown core to be higher than the off-street rate. CCDC will also be increasing rates in core garages and coordination of on and off-street rates is critical.

Another key goal for the City to consider is to reduce the percentage of revenue that the on-street program generates through citations as that metric currently is higher than industry norms.

The City is also adopting a “Demand-Based Parking Philosophy” that follows the basic principles:

Short-term parking

- ◆ On-Street

Long-term parking

- ◆ Garages
- ◆ Parking Lots

Park Once Concept

- ◆ Mobility Application

Compliance

- ◆ Increased On-Street Compliance
- ◆ Recommended Compliance Metrics:
 - Total Meter Occupancy – not above 93% to 95%
 - Illegal Meter Occupancy – 5- 7%
 - Paid Meter Occupancy – 60-85%
 - Unpaid Legal Meter Occupancy Up to 15%
 - Meter Violations Capture Rate – 33% overall and up to 40% in core areas
 - Duration, or average length of Stay – 67% to 140% of the regulated duration

Higher Capital/Operational Expense

- ◆ Credit Card Transaction Fees
- ◆ Real Time Connection Fees

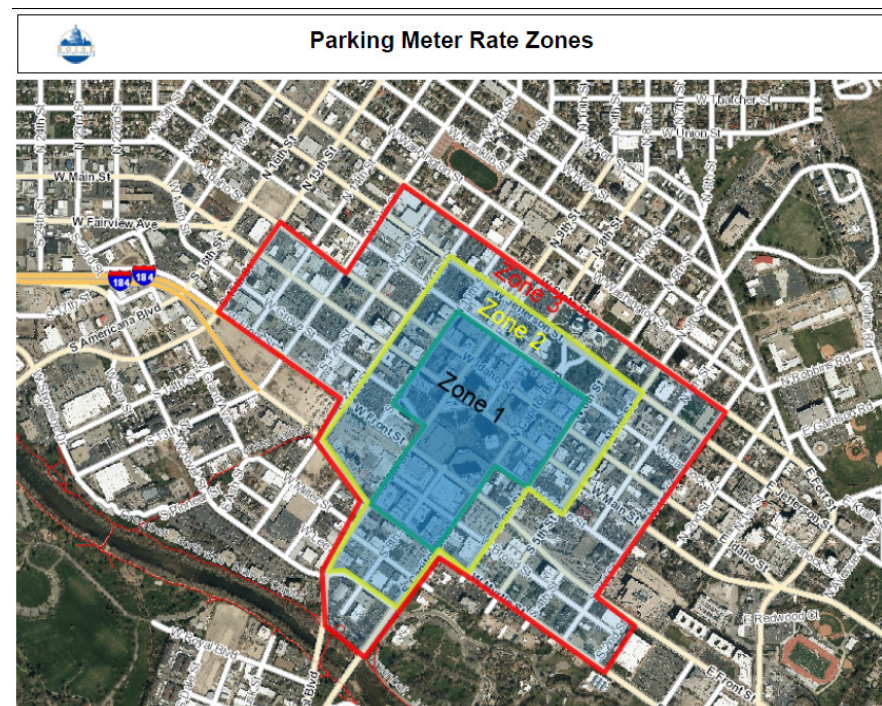
2. Long-term Parking Rate Adjustment Strategies

The steering committee for this strategic plan decided early in this planning process that while some immediate monthly parking rates may increase in early 2016, a more formal parking rate assessment would be conducted once the parking strategic plan was completed. The consultant team agreed with this approach as it would allow any potential parking rate adjustments to be informed by the larger parking and access management strategy for the downtown.

A detailed process and scope for this work has been approved and budgeted and is expected to start in March or April of 2016.

3. On-Street Permit Parking

Text: In Zone 3 (Perimeter Area) of the new City downtown parking meter map, consider implementing a 10 hr parking permit for employee parking. Price these permits to be competitive with off-street surface lots in the immediate area. This practice could be accomplished with meters or without. If meters are in place, then these spaces would be available to both visitors who would use the meter to pay or to permit holders on a first come - first served basis.





PARKING DEVELOPMENT AND REGULATORY POLICY REVIEW

- 1. **Redefine Public/Private Partnership Models re: Parking**
- 2. **Evaluate Parking In-Lieu-Fee Options**
- 3. **Evaluate Modified Parking Minimum Requirements**

1. **Redefine Public/Private Partnership Models re: Parking**

The concept of creating a Parking Benefit District was recommended in the City’s Transportation Action Plan. Typically a parking benefit district takes a percentage of net on-street parking revenues (usually a 60% /40% split after operating expenses) and dedicates those funds back to the district in which they were generated. In the case of Boise, with the sunset of the Central TIF District, the proposed parking benefit district revenues could be transferred to the Downtown Boise Association to fund downtown clean and safe programs and other downtown maintenance functions that had been provided by TIF funding.

A variety of documents including sample parking benefit district ordinances, permit applications, FAQs and policies are provided in the report appendices.

A broader concept of creating a Transportation Benefit District is another option Boise could consider. A Transportation Benefit District “TBD” is a quasi-municipal corporation and independent taxing district created for the sole purpose of acquiring, constructing, improving, providing, and funding transportation improvements within a defined area, or “district.” The City of Spokane has implemented such a district. A “fact sheet” on their district is provided in the appendices for reference.

Examples from other communities are also provided.

2. **Evaluate Parking In-Lieu-Fee Options**

Some cities allow developers to pay a fee in lieu of providing parking spaces required by zoning ordinances, and use this revenue to finance public parking spaces to replace the private parking spaces the developers would have been required to provide.

These in-lieu programs can reduce the cost of development, encourage shared parking, improve urban design, support historic preservation and allow development of sites that cannot physically accommodate the required parking. Establishment of in-lieu fees also reveals that the cost of complying with minimum parking requirements is more than four times the cost of the impact fees that cities levy for all other public purposes combined. The high cost of meeting parking requirements suggests other promising in-lieu policy options that allow developers to reduce parking demand rather than increase the parking supply and provide a mechanism to support alternative transportation modes that help accomplish that goal. Reducing parking demand can cost far less than increasing the parking supply.

Advantages of In-Lieu Fees

In-lieu fees have five major advantages for both cities and developers.

1. In-lieu fees give developers an alternative to meeting the parking requirements on sites where providing all the required parking spaces would be difficult or extremely expensive.
2. Shared parking. Public parking spaces allow shared use among different sites where the peak parking demands occur at different times. Shared public parking is more efficient and cost effective than single-use private parking because fewer spaces are needed to meet the total peak parking demand. Shared parking also allows visitors to leave their cars parked while making multiple trips on foot, and is one of the easiest ways to make better use of scarce urban land.
3. Better urban design. Cities can put public parking lots and structures where they have the lowest impact on vehicle and pedestrian circulation. Less on-site parking allows continuous storefronts without “dead” gaps for adjacent surface parking lots. To improve the streetscape, some cities dedicate the first floor of the public parking structures to retail uses. Developers can undertake infill projects without assembling large sites to accommodate on-site parking, and architects have a greater range of design options that can translate into more attractive buildings
4. Fewer variances. Developers often request parking variances when providing the required parking would be difficult. These variances create unearned economic windfalls, granted to some but denied to others. If developers can pay cash rather than provide the required parking, cities do not have to grant parking variances and can therefore treat all developers consistently.
5. Historic preservation. In-lieu fees allow adaptive reuse of historic buildings where the new use requires additional parking that is difficult to provide. The in-lieu policy therefore makes it easier to preserve historic buildings and rehabilitate historic areas.

Disadvantages of In-Lieu Fees

Officials in many cities recommended in-lieu fees, but some report that developers were initially skeptical. The following four points summarize the potential disadvantages mentioned by developers.

1. Lack of on-site parking. Parking is a valuable asset for any development. A lack of on-site, owner- controlled parking can reduce a development’s attractiveness to tenants and customers. While a lack of on-site parking is a real disadvantage, developers who are concerned about this problem can normally provide the parking rather than pay the fee.
2. High fees. Cities may not construct and operate parking facilities as efficiently as the private sector. For example, cities may pay extra to improve the architectural design of parking lots and structures. The resulting in-lieu fees may be high. Although some cities charge high in-lieu fees, most set their in-lieu fees lower than the cost of providing a public parking space. Because the fixed cost for ramps, elevators, stairwells, and curb cuts can be spread among more spaces in large public parking structures, economies of scale in building these structures can further reduce the in-lieu fees.
3. No guarantees. Cities may intend to use the in-lieu fee revenue to finance public parking, but they do not guarantee when or where the parking spaces will be provided. To address this concern, some cities build public parking structures before receiving the in-lieu fees. The in-lieu fees are then used to retire the debt incurred to finance the structures. Other cities return the in-lieu fees if they do not provide the parking within a certain time. A city can also delay collecting the in-lieu fees until the revenue is needed to construct the public parking.
4. Fewer parking spaces. In-lieu fees will reduce the parking supply if cities provide fewer than one public parking space for each in-lieu fee paid. A smaller parking supply can put an area at a competitive disadvantage. Cities may not provide one public parking space for each in-lieu fee paid, but if a city uses in-lieu fees to build public parking spaces rather than grant variances to reduce parking requirements, the in-lieu policy will increase rather than decrease the parking supply. Even if an in-lieu policy does reduce the parking supply, shared public parking reduces the parking supply needed to meet the sum of all individual peak parking demands.

While the developers’ concerns cannot be ignored, officials in most of the surveyed cities said that the fees had become a form of administrative relief for developers who do not want to provide the required parking spaces. In practice, the in-lieu fees have benefited developers by offering them an alternative to building expensive parking spaces.

3. **Evaluate Modified Parking Minimum Requirements**

For more than a decade, the downtown core (P-1 overlay district) has been exempt from minimum parking requirements as a strategy to reduce barriers to development. This was a successful strategy largely because a mechanism was in place to provide for parking development (CCDC/TIF Financing). The legacy of this successful strategy is a vibrant, walkable and growing downtown that continues to be an attractive destination for businesses, developers and residents. The strategy of “parking investment leading to enhanced economic development” has been a success and in addition to a thriving downtown, Boise is now has five mixed-use parking facilities that are debt free and generating positive cash flow that can continue to fund parking operations, maintenance and maintenance reserves going forward, as well as some excess funds to continue to invest in some highly valued economic development projects, or to support new mobility management and transportation strategies with a goal of mitigating parking demand going forward. In essence, the P-1 overlay district could adopt the requirements (or some modified version) of the P-2 or P-3 overlay districts.

As the Central TIF District sunsets (2017), the primary funding source for public parking infrastructure also sunsets in this area. It can be argued that Central TIF District has achieved its objective and that the downtown is now healthy enough that these types of support are no longer needed. And without a defined funding source with which to off-set the parking development exemption in the downtown core, it may be time for a return to some form of parking requirements to accompany new development.

We are aware that “Parking Requirements Reform” is a major topic of discussion in the planning world and we are certainly not arguing for “sub-urban parking standards”. Appendix ___ contain a white paper on this topic and provides a great deal of background and support for a more progressive and limited use of parking requirements. However, it would be mistake to allow development to continue with no provision for either additional parking to meet the demands generated by new development or investments in transportation infrastructure or TDM initiatives to offset the demands.

It is recommended that a range of options be evaluated including:

- ◆ A set of flexible parking standards calibrated to the demands of the downtown core
- ◆ Some variation of Parking In-Lieu-Fees (either mandatory or optional) be explored
- ◆ Alternative funding sources including LIDS, SIDS or a new URD be considered.

CREATE ADDITIONAL PARKING

1. Future Parking Garage and TDM Initiative Financing Strategies

1. Future Parking Garage and TDM Initiative Financing Strategies

Financial Scenarios Introduction

CCDC's successful use of investing in structured parking as a tool to incentivize other development also has another major benefit. As the Central TIF district approaches its "sunsetting", the agency has not only stimulated many major development projects, but it is left with an inventory of 5 mixed-use parking garage assets that will be essentially debt free and generating positive cash-flow.

While there is still a significant amount of bond debt outstanding for garage assets outside of the Central TIF District, and because all garage debt has been cross-collateralized, with debt service payments being guaranteed by other TIF district revenues as well as parking system revenues, a strategy of simply transferring the Central District garage assets to the City is not possible without the City assuming approximately \$25 M in debt obligations.

The sunsetting of the Central TIF District is first of the 4 CCDC managed TIF Districts. The sunsetting of a TIF District comes with a requirement to create a District Termination Plan. It also creates a need/opportunity for CCDC to reassess how the parking development/management component that has been an integral part of CCDC's strategic framework for many years will evolve going forward. For many years, CCDC has embraced a five pronged strategy to meet/achieve the agency's vision and mission. These strategies included: planning, place making, parking, public art and streetscapes/infrastructure. To address this transition and to define the on-going and evolving role of parking as an element of CCDC's plan for achieving its and the community's larger strategic goals, this "Parking Strategic Plan" project was authorized by the CCDC Board to map out new approaches to continue to leverage parking assets and parking management as a core strategy going forward.

It should be noted that while CCDC has played a leading role in providing parking infrastructure in the past, the agency cannot and should not be the sole source of parking infrastructure going forward. With the sunsetting of the urban renewal districts and their related funding sources, CCDC may continue to play some role in parking infrastructure development using available TIF funds and parking system revenues, however, the bulk of parking system revenues should be pledged to system operations, long-term facility maintenance and maintenance reserves.

Potential Financial Scenarios

A number of potential parking garage development scenarios will be discussed on the following pages. A summary of the general scenario description is outlined below:

Scenario #1 – Continue Parking Investment as an Economic Development Strategy Using Net Parking System Revenues

Scenario #2 – Reintroduce Parking Minimum Requirements to the Zoning Code

Scenario #3 – Parking Asset Divestiture to Create Capital for New Parking Asset Development

Scenario #4 – Leverage Parking System Revenues to Fund Interim Transportation Strategies and the Development/Promotion of Transportation Demand Management (TDM) Programs

Scenario #5 – Temporary Parking Lots

Scenario #6 – Create a District Management Model to back-fill the potential loss of services/revenues created by the sunsetting of the TIF District partially supported by parking system revenues. (BIDs/SIDs/LIDs)

Scenario #7 – Evaluate parking asset privatization/monetization as a potential downtown development or transit system funding strategy.

Scenario #8 - Assign a dedicated percentage of parking system net revenues to support transportation initiatives

Scenario #9 – Institute a Parking Tax

Scenario #10 - Create a Parking Urban Renewal District (URD)

Scenario #1 – Continue Parking Investment as an Economic Development Strategy Using Net Parking System Revenues

- ◆ This approach would prioritize a continuation of the successful strategy that CCDC has employed for the past decade plus, but at a reduced level. One example of how this strategy might be enacted is to determine how much net parking operational revenues could be set aside annually after funding parking management and operations, existing facility maintenance and maintenance reserves. If, as an example, \$2,000,000.00 per year could be set aside, a new 400 space parking garage with an estimated cost of \$10,000,000 could be funded every five years or a portion of a public/private partnership could help incentivize multiple smaller investments.

Scenario #2 – Reintroduce Parking Minimum Requirements to the Zoning Code

- ◆ This strategy was discussed above in the Parking Development and Regulatory Policy Review section. The advantage of this option is that it shifts the development of parking back onto the private sector and potentially frees up agency funds to support TDM, Transportation or economic development initiatives.

Scenario #3 – Parking Asset Divestiture to Create Capital for New Parking Asset Development

- ◆ Having successfully leveraged TIF funding to build parking garages which have now had their debt retired, another option to continue to generate funds for new capital investments could be to sell selected parking assets to interested property owners or investment firms then reinvest the proceeds to continue strategic parking garage development that has the potential to stimulate new community and economic development activity.

Scenario #4 – Leverage Parking System Revenues to Fund Interim Transportation Strategies and the Development/Promotion of Transportation Demand Management (TDM) Programs

- ◆ As the Boise market matures and traffic and congestion issues grow, investment in transportation infrastructure will become more critical. A range of long-term mobility strategies are currently being explored. In the short to midterm timeframe, before major transit infrastructure investments are realized, parking demand is expected to increase (due to increased development activity). This development activity often also has the result of eliminating surface parking. The loss of surface parking can translate to loss of low cost parking options for service workers. Thus a need to develop new surface parking options that are more remote from the downtown core will likely be needed. However, because of the remote nature of these lower cost parking options, an efficient and low cost transportation option such as a shuttle program or downtown circulator will be required. Using parking revenues as one possible funding source for remote parking/shuttle services as well as an enhanced TDM program could be a very practical and strategic use of parking system revenues.

Scenario #5 – Temporary Parking Lots

- ◆ Work with the City to authorize a special CCDC temporary parking lot exemption from normal parking lot development standards. CCDC will still provide the basic improvements related to patron safety (lighting, etc.) however improvements such as lot screening, paving, drainage, landscaping, etc. will be waived for temporary parking lot uses that are not expected to exceed 2 years in duration.

**Scenario #6 – Create a District Management Model to back-fill the potential loss of services/revenues created by the sunset of the TIF District partially supported by parking system revenues.**

This option was briefly touched on under the “Create a Parking Benefit District” recommendation earlier, however parking benefit districts are typically restricted to on-street meter revenues. This alternative would involve the creation of some form of Special Improvement District. (PBIDs/SIDs/LIDs)

- ◆ Property-Based Improvement District (PBID)
 - A PBID is a quasi-governmental entity utilized to foster the growth of commercial business districts. As a financing mechanism, PBIDs are used to provide revenue for a variety of local improvements and services that enhance, not replace, existing municipal services. The PBID is self-imposed and self-governed and must be supported by private sector businesses and property owners to be established. There are currently 200+ PBIDs across California and more than 1,500 across the United States. In California, PBIDs are created pursuant to the “Property and Business Improvement District Law of 1994” as amended. The number of PBIDs in existence across California, the US, and the world, indicate their effectiveness and importance to the health of commercial business districts. Once established, PBIDs have a 95%+ renewal rate. PBIDs have a track record of success for reasons including:
 - 1) They are flexible in what they can pay for and do. Unlike some special district funding tools that can only pay, for example, for maintenance or infrastructure, PBIDs can fund a wide range of services as well as subsidize management, staff and operational. Additionally, different levels of services within a PBID can be delivered by creating “geographic benefit zones.” This allows one overarching district to provide different levels of service in a coordinated way for a larger area.
 - 2) They are a reliable source of revenue that can leverage other resources. Once established, PBIDs provide a guaranteed revenue stream each year, allowing for future planning and the ability to utilize dependable funds to leverage loans, grants, etc.
 - 3) The costs of a PBID relate directly to its benefits, making it inherently fair. Assessments are based on characteristics of the properties and are devised to align with the services being delivered. The PBID law requires that the assessment to any individual property be tied directly to the benefits being received, and that a return on investment be demonstrated. Additionally, participation isn’t just limited to commercial property owners – all classes of property within a PBID must participate, including commercial, government, residential, non-profits and mixed-use.

- ◆ Community Development Corporation (CDC)
 - CDC’s are not-for-profit entities that allow multiple investors to participate in both the physical and economic development of an area. Because they are stand-alone non-profits created for a community-serving purpose that acquire resources from a broad range of sources, they are highly flexible in how they are used. Their varied benefits include:
 - 1) 1) Their 501c3 status. Having 501c3 status means that revenue can be brought in from a wide variety of sources. The public can easily contribute funds to a 501c3, and grant dollars are easier to access. Additionally, private sector donations (either from investors or community entities like banks) are easier to acquire as the contribution brings with it a tax deduction for the contributor.
 - 2) 2) They are community-based. They bring together the public and private sectors to achieve common-goals that each could not achieve acting alone.
 - 3) 3) They leverage a diversity of funds. General funds, grants, fees, private investment, banks, donations, etc. can all be leveraged for the same purpose.
 - 4) 4) They are extremely flexible. They are non-governmental and therefore can fund diverse projects. There are very few limitations on what they can do. A CDC is a great tool for collecting revenues from a variety of sources. A CDC can also be used as a way to bring together funding dedicated to a specific area and collectively manage them for a unified purpose. The CDC is a potential tool to help link a PBID, IFD and Parking District – and leverage these dollars – for downtown Boise.
 - The CDC is another strong funding collection tool that can be helpful in tackling tough-to-address development challenges, can spur economic development, and can unite the public and private sectors.
- ◆ Local Improvement Districts (LIDs). In this mechanism, you would determine what properties would benefit by the construction of a garage and assess the cost to those who are benefitted. The Agency could subsidize the project to some level 30-50-60%, with the balance being paid by the benefitted properties. This might close the gap between actual cost and cost supported by fees. This approach could align the limited money with more garages as the property owners get money in the game. You might be able to condo the facility with each floor being a condo unit, assessing certain private floors to the private property owners along with a share of the common area and land costs. Pooled resources will go a lot further than Agency handouts. This option is legal in Idaho and might be the most straightforward for the number and dispersed nature of the facilities that CCDC and the City are now looking at.

Scenario #7 – Evaluate parking asset privatization/monetization as a potential downtown development or transit system funding strategy.

- ◆ While not a top recommendation, the option to leverage parking facilities through a “monetization” strategy involving a long-term leasing of CCDC’s debt-free facilities in exchange for a fairly large upfront payment, is an option being used on a limited basis across the US. The most famous (or infamous) example was the monetization of the Chicago parking system. This deal was largely criticized for a number of reasons. A more successful use of this approach was implemented at the Ohio State University campus in 2012.

Scenario #8 - Assign a dedicated percentage of parking system net revenues to support transportation initiatives

- ◆ If a new program to develop a comprehensive Transportation Demand Management program is established elsewhere in the community (under the City, as a new TMA, etc.) CCDC could and should be an active partner and participate in this new initiative. Dedicating a percentage of net parking revenues to support demand management programs would be in the best interest of all parties. CCDC can also play an important role through the setting of parking rates, offering preferential parking for carpool, vanpool and alt fuel vehicles, and other more traditional TDM strategies.

Scenario #9 – Institute a Parking Tax.

- ◆ Many communities across the country have parking taxes. In some communities, the tax is applied on a per stall basis and in others it is essentially a sales tax added to the value of any parking transaction. Parking taxes are typically used to support larger transportation infrastructure investments. An excellent summary of parking taxes with examples from various communities can be found at http://www.vtapi.org/parking_tax.pdf.
- ◆ Potentially all private parking garages and lots could be taxed with the money going toward public garage construction or TDM initiatives. To incentivize participation in TDM initiatives large businesses that actively participate in Transportation Demand Management programs could potentially earn credits (rebates) on their taxes as a tool to encourage participation.

Scenario #10 - Create a Parking Urban Renewal District (URD)

- ◆ The creation of a new URD would need to be of sufficient size to provide space for private (i.e. taxable) development to produce revenue allocation proceeds (TIF) to pay off construction costs. How much goes to each type of public investment (parking, streets, utilities etc.) would be a policy discussion by the CCDC Board and City Council (see specific example from Jerome, ID). Sufficient amenities would be required to attract the private investment into the new district so that TIF would be generated to pay for parking structures. While the concept has merit it would need to be tailored to a specific development proposal rather than being a speculative action.

➔ **Section 7:
Appendices and
Additional Resources**



Appendices/Parking Management Tool-Kit

The following report appendices/parking management tool-kit contains a variety of resource materials that will support report recommendations and provide general planning resources. These materials are arranged in the following general categories:

Appendix A – Active Transportation

- ◆ Document A1 – Arlington County Capital Bikeshare TDP FY 2013-2018
- ◆ Document A2 – US Bike Sharing Guide
- ◆ Document A3 – ITDP The Bike-share Planning Guide
- ◆ Document A4 – Nonmotorized Transportation Pilot Program

Appendix B – Parking Enforcement

- ◆ Document B1 – Parking Enforcement Audit Checklist
- ◆ Document B2 – Sample Parking Enforcement Operations Manual

Appendix C – Autonomous Vehicles

- ◆ Document C1 – RAND Autonomous Vehicle Technology - A Guide for Policymakers

Appendix D – Car Sharing

- ◆ Document D1 – TCRP Car-sharing - Where and How It Succeeds
- ◆ Document D2 – Carsharing White Paper
- ◆ Document D3 – City-Carshare Best Practices
- ◆ Document D4 – Denver Car Share Program 2013 - 2014 Assessment

Appendix E – Customer Education

- ◆ Folder E1 – Parking Annual Report Examples
- ◆ Folder E2 – Parking Radio Ad Examples
- ◆ Folder E3 – Customer Education Bulletins

Appendix F – Economic Development

- ◆ Document F1 – Parking as an Economic Development Strategy White Paper
- ◆ Document F2 – ULI Article - Parking as a Catalyst

Appendix G – Emergency Preparedness

- ◆ Document G1 – Emergency Preparedness Report
- ◆ Document G2 – IPI Emergency Preparedness Manual 2015
- ◆ Document G3 – Security and Emergency Management

Appendix H – Parking and Transportation Benefit Districts

- ◆ Folder H1 – City of Houston Parking Benefit District Files
- ◆ Folder H2 – City of Pasadena Parking Benefit District Files
- ◆ Document H1 – Parking 101 - City of Boulder
- ◆ Document H2 – Pacific Beach Community Parking District Proposal
- ◆ Document H3 – Shoup on Parking Districts
- ◆ Document H4 – ULI LA Study on Parking Benefits District for New Orleans
- ◆ Document H5 – Transportation Benefit District Fact Sheet

Appendix I – Parking In-Lieu-Fees

- ◆ Document I1 – Ann Arbor - CIL Policy
- ◆ Document I2 – Parking White Paper Parking In-Lieu Fees

Appendix J – Safety and Security

- ◆ Document J1 – Parking Facility Security White Paper
- ◆ Document J2 – CCDC Garage Pedestrian Safety Report

Appendix K – Parking Management Best Practices

- ◆ Document K1 – Parking Management and Design Best Practices
- ◆ Document K2 – 20 Characteristics of Effective Parking White Paper
- ◆ Document K3 – Parking System Organizational Options

Appendix L – Transportation Demand Management (TDM)

- ◆ Document L1 – WSU Comprehensive Transportation Plan
- ◆ Document L2 – TDM Strategy Paper
- ◆ Document L3 – Examining the Rise of Technology- Enabled Transportation Services
- ◆ Document L4 – Waterloo TDM Checklist
- ◆ Document L5 – The Last Mile - Providing Information Presentation

Appendix M – Urban Mobility Planning

- ◆ Document M1 – Principles for Transport in Urban Life ITDP
- ◆ Document M2 – Guidelines - Sustainable Urban Mobility Plan

Appendix N – Zoning

- ◆ Document N1 – Parking Requirements Reform White Paper
- ◆ Document N2 – TDM Supportive Guidelines for Development Approvals

Appendix O – Planning

- ◆ Document O1 – Boise Parking Supply/Demand Update 2015

Appendix P – Sustainability

- ◆ Document P1 – Parking Going Green



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