

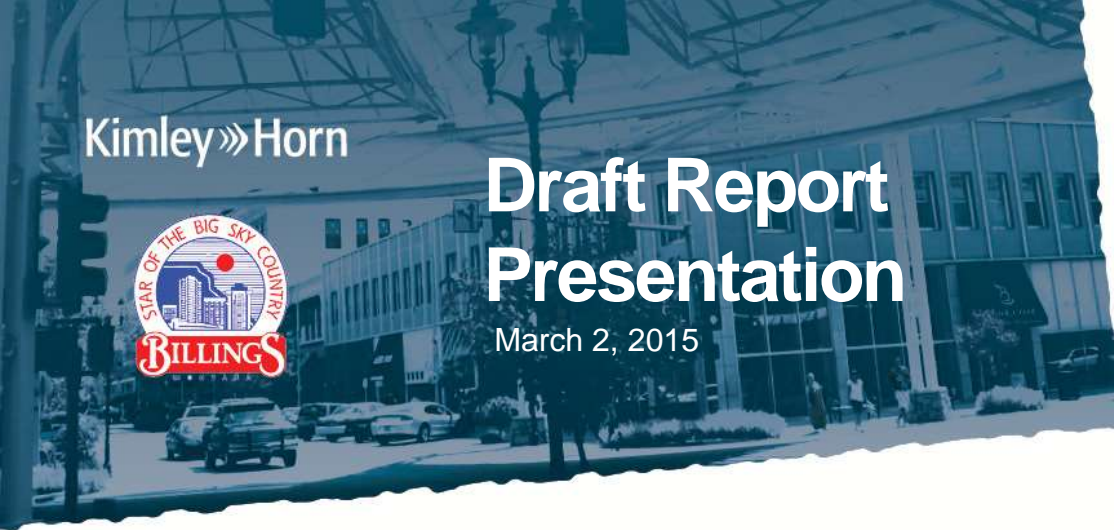
Kimley»Horn



# Draft Report Presentation

March 2, 2015

# *Billings* DOWNTOWN PARKING STRATEGIC PLAN



# PRESENTATION OVERVIEW

- ➔ Project Overview
- ➔ Planning Context
- ➔ Current Conditions Overview
- ➔ Community Outreach
- ➔ Limited Supply/Demand Update
- ➔ Characteristics of Effective Parking Programs
- ➔ Recommendations Summary
- ➔ Appendices
- ➔ Q&A / Discussion



# PROJECT OVERVIEW

- Project Team
- Project Objectives
- Report Organization



# PROJECT TEAM

## Kimley-Horn

- Dennis Burns
- Khurshid Hoda
- Matt Mayer
- Sam Veraldi



## Sub-Consultants

- The Solesbee Group – Community Outreach
- Civitas Consultants – Parking Advisory Panel



## Parking Advisory Panel

- Anne Guest – Missoula Parking Commission
- Max Clark – Capital City Development Corp.
- Jeff Petry – City of Eugene, OR
- Vanessa Solesbee – Former VP Operations, City of Cedar Rapids

# PROJECT OBJECTIVES

The primary goal of this parking strategic plan is to be a guide for decisions makers on topics such as governance, technology improvements, facilities, rates and enforcement.



# PROJECT OBJECTIVES

Specific project objectives include providing strategies and tools to:

- Improve public perceptions of downtown parking
- Make downtown parking a contributor to downtown economic expansion
- Improve customer relations
- Establish rate structures
- Promote parking turnover



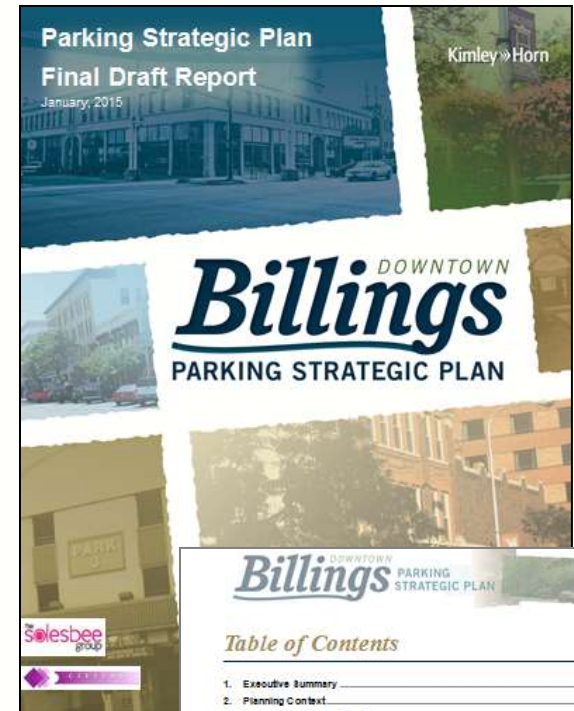
# PROJECT OBJECTIVES

- Identify technology improvements
- Accommodate a growing residential population
- Incorporate parking as part of a balanced transportation system
- Identify governance and management structures



# REPORT ORGANIZATION

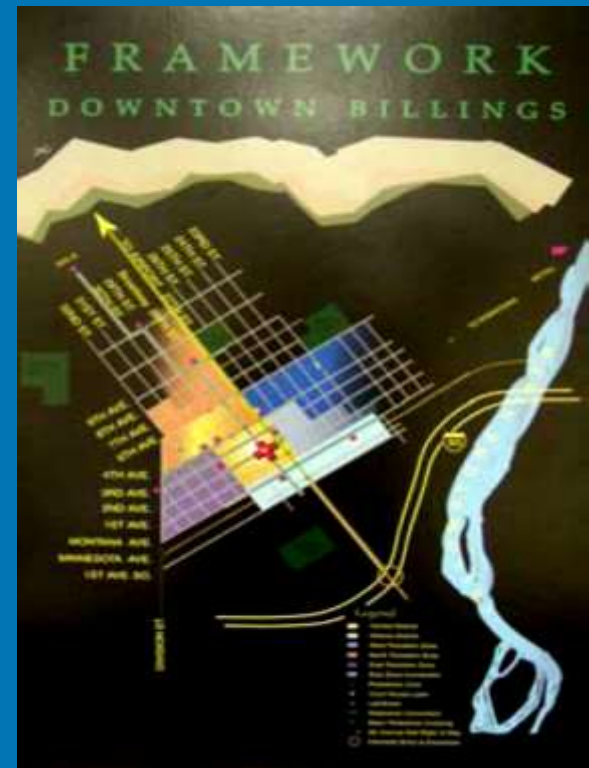
- Executive Summary
- Planning Context
- Current Conditions Overview
- Limited Parking Supply/Demand Update
- Community Engagement Summary
  - Parking Expert Advisory Panel Report
- Characteristics of Effective Parking Management Programs
- Parking System Organization and Management
- An Overview of On-Street Parking Technologies
- Parking Program Mission & Vision
- Recommended Parking Program Guiding Principles
- Primary and Secondary Action Items
- Appendices and Parking Management Toolkit



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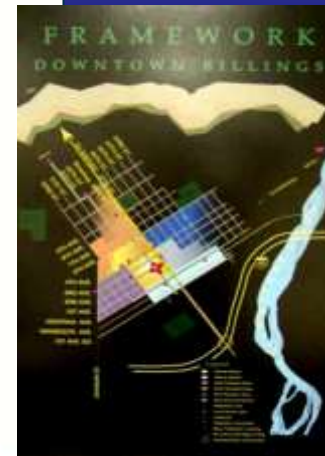
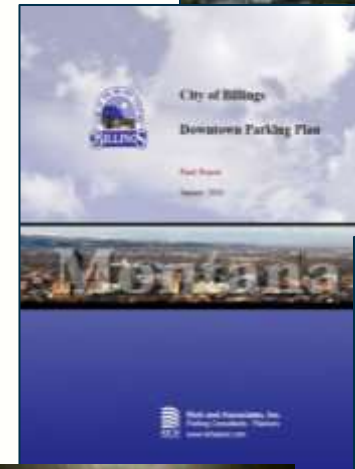
# PLANNING CONTEXT



# PLANNING CONTEXT

We reviewed previous relevant studies and planning projects in order to better understand the planning context in which this analysis effort would be conducted.

- The Downtown Billings Framework Plan (1997)
- Billings Downtown Parking Plan (2010)
- City of Billings, Parking Technology Audit (2011)
- The Billings Urban Area Long Range Transportation Plan (2014)



# CURRENT CONDITIONS OVERVIEW



# CURRENT CONDITIONS OVERVIEW

- Current Program Organization
- On-Street Parking System Overview
  - Enforcement
  - Parking Fines
  - ADA Parking
- Off-Street Parking System Overview
- Strengths and Weaknesses of Existing Operations and Equipment



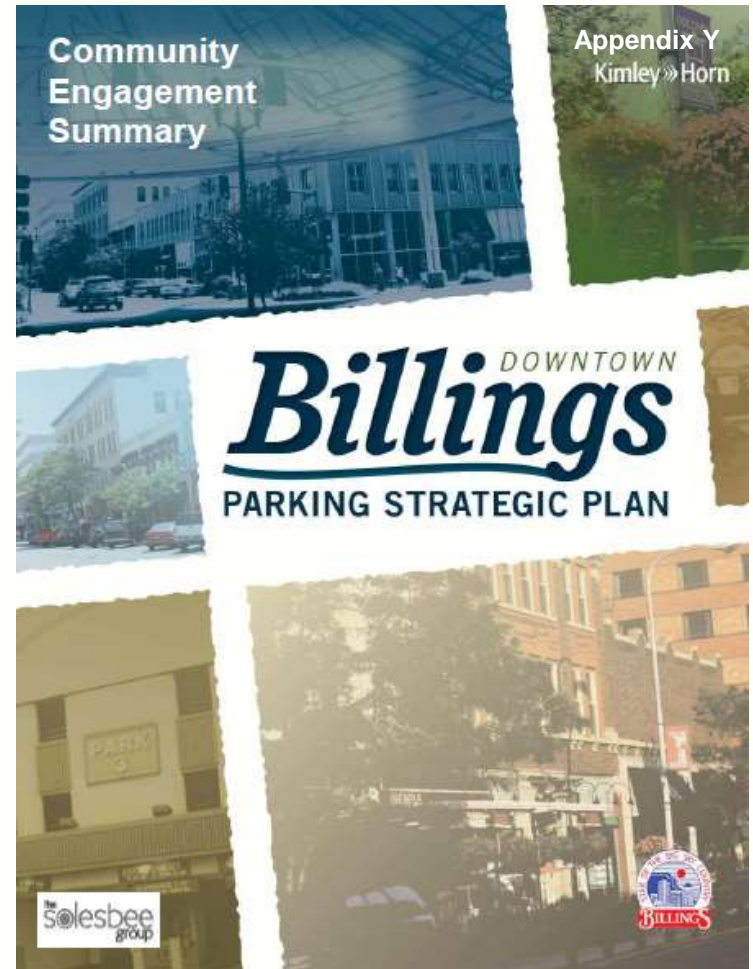
# COMMUNITY OUTREACH & STAKEHOLDER ENGAGEMENT



- Stakeholder Outreach
- Parking Survey Results / Key Themes
- Strategic Communications Plan
- Parking Expert Advisory Panel

# COMMUNITY ENGAGEMENT

- The general public was given multiple opportunities and formats to provide their feedback, including:
  - Small group meetings
  - Individual interviews
  - “Town Hall” meetings
  - Online surveys
- A full overview of the Stakeholder Engagement Strategy can be found in Appendix Y.



# COMMUNITY ENGAGEMENT

- 60+ unique stakeholders participated in outreach meetings, including representatives from the following groups, organizations and businesses:

- City of Billings (Mayor and City Council; Administration, including City Manager and Assistant City Manager; Parking; Planning; and VISTA)
- Parking Advisory Board
- Downtown Billings Alliance
- Big Sky Economic Development
- Yellowstone County Commission
- Billings Depot
- Advisory Group
- Commercial and residential property owners
- Kono Corporation
- The Northern Hotel
- Jimmy John's
- Soup and Such
- Wetzel's Quality Cleaners
- Computers Unlimited
- Billings Industrial Revitalization District (BIRD, Inc.)
- Swift Building Lofts
- Stockman Bank
- Bottega Clothing
- League of Women Voters
- Babcock Theatre
- A&E Architects
- NAI Business Properties
- O2 Architects
- LIFTT
- CTA Architects & Engineers
- Red Rover Bicycle Collective
- BAFIT
- Alberta Bair Theatre
- Anytime Fitness
- High Plains Lofts
- Anvil Corporation
- High Plains Architects
- Broadway Property Management

# COMMUNITY ENGAGEMENT

## Key Themes: Opportunities & Challenges

- Parking in Downtown Billings is largely seen as “adequate” but basic information about where people can park, how much it will cost and hours of operation are difficult to find.
- Better management of existing parking assets and small operational changes could make an immediately noticeable and positive impact.
- Re-Focus and Re-Energize the Parking Advisory Board.
- Patrons would like to see more technology-based solutions to improve customer service and ease of use.
- Increased investment in supporting alternative modes.

# STRATEGIC COMMUNICATIONS PLAN

- Program Brand Development
- Messaging and Key Audiences
- Media Tools and Platforms
- Implementation Framework
- Metrics To Measure Success

# PARKING EXPERT ADVISORY PANEL

- The Parking Strategic Plan's main stakeholder engagement site visit took place August 5 – August 8, 2014 in coordination with a Parking Expert Advisory Panel led by Dave Feehan, President of Civitas Consultants LLC and former President of the International Downtown Association.

**Billings** DOWNTOWN PARKING *Strategic Plan*



**Expert Advisory Panel – Public Meetings**



**WHEN:**  
Wednesday, August 6, 8:30 - 10:00 AM  
(Panel Process Overview & Kick-off)  
Thursday, August 7, 6:00 - 8:00 PM  
(Panel to Present Draft Recommendations)  
**WHERE:** 207 N Broadway, Lower Level by Deli  
(Both Meetings)

*The Billings community is invited to learn more about the Parking Expert Advisory Panel process on August 6th and to hear panelists' preliminary recommendations on August 7th. The Expert Advisory Panel provides an innovative method for building community consensus and generating creative yet practical solutions by engaging parking and transportation and downtown management professionals from across the country. Panelists include:*

- » Dennis Burns, CAPP, Kimley-Horn
- » Max Clark, CAPP, Director of Parking & Facilities, Capital City Development Corp.
- » Dave Feehan, Civitas Consultants LLC (Panel Process Facilitator)
- » Anne Guest, Director, Missoula Parking Commission
- » Jeff Petry, Parking Director, City of Eugene, OR
- » Vanessa Solesbee, MA, The Solesbee Group

**FOR MORE INFORMATION**  
Visit [downtownbillings.com](http://downtownbillings.com)

Kimley » Horn Solesbee group

# PARKING EXPERT ADVISORY PANEL



Dennis  
Burns  
Kimley-  
Horn

Max  
Clark  
CCDC  
Boise

Vanessa  
Solesbee  
The  
Solesbee  
Group

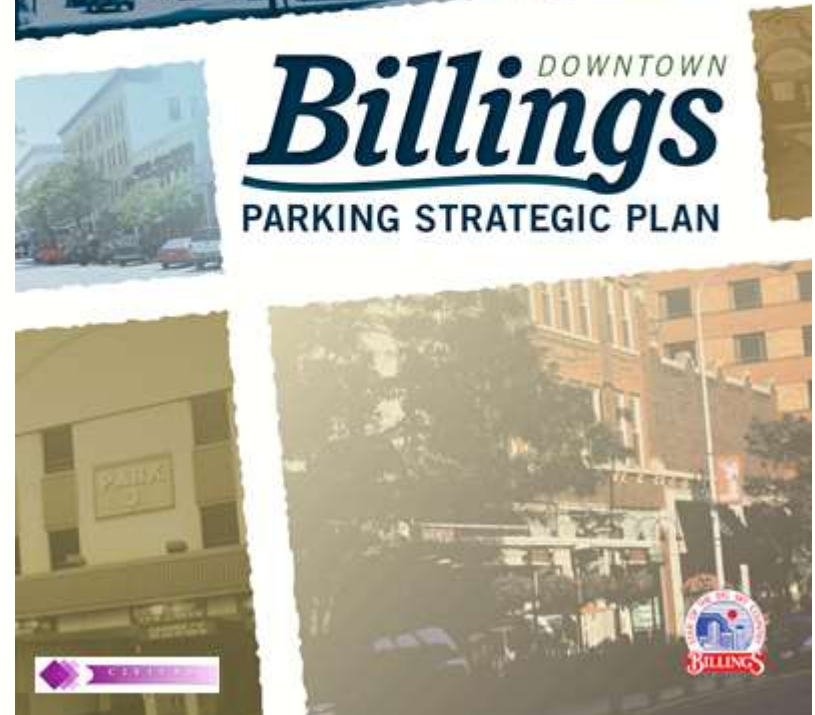
David  
Feehan  
Civitas  
Consultants

Anne  
Guest  
Missoula  
Parking  
Commission

Jeff  
Petry  
City of  
Eugene, OR

# PARKING EXPERT ADVISORY PANEL

- Introduction
- Preparing Panelists for the Process
- The Charge to the Parking Panel
- Initial Impressions
- Specific Observations and Findings
- General Recommendations
- Specific Recommendations
  - Parking Supply and Demand
  - Parking Rates
  - Infrastructure and Condition
  - Parking Policies, Operations and Management
  - User Concerns



# LIMITED SUPPLY/DEMAND UPDATE

- Current Parking Inventory
- Current Parking Utilization
- Current Parking Adequacy
- Future Parking Demand



A multi-story brick building with a sign that says "NORTHERN" on top. The building has many windows and a fire escape on the right side. There are trees and a street in front of the building.

# **CHARACTERISTICS OF EFFECTIVE PARKING PROGRAMS**

- **20 Characteristics Approach**
- **“Smart Parking” Technology Overview**
- **Program Organizational Options**

# CHARACTERISTICS OF EFFECTIVE PARKING PROGRAMS

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 and 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



## *Billings* DOWNTOWN PARKING STRATEGIC PLAN



# ON-STREET PARKING TECHNOLOGY OVERVIEW

- An Introduction to “Smart Parking” Technologies
- On-Street Parking Technology Operational Methodologies
  - Pay-By-Space
  - Pay and Display
  - Pay-By-License Plate
- Additional Payment Technologies
  - Pay-By-Phone
  - In-Car Meters
  - Mobile Apps
- PCI Compliance & Certification
  - Getting ready for EMV



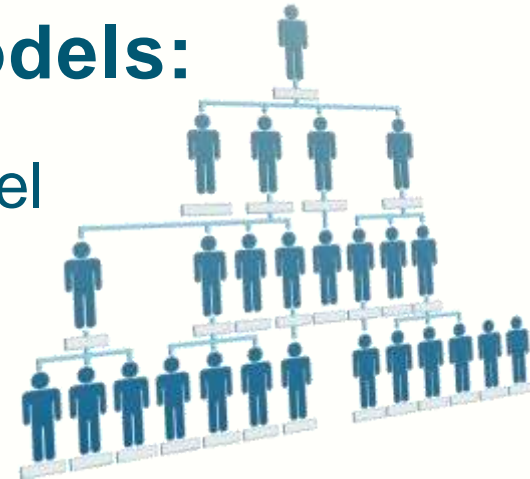
## *Billings* DOWNTOWN PARKING STRATEGIC PLAN



# PARKING PROGRAM ORGANIZATIONAL MODEL

- Parking system organizational models:

- Vertically Integrated City Department Model
- Parking Authority Model
- Parking Commission Model
- The “Contract” or Business District Model
- The Parking District Model
- The Professional Services Model
- The Parking Management Collaborative Approach
- The Eco-District Model



# PARKING PROGRAM ORGANIZATIONAL MODEL

- Parking System Operating Methodologies
  - Self-Operation
  - Out-Sourced Management
    - Management Agreement Approach
    - Concession Agreement Approach
  - Parking System Privatization or Monetization

# RECOMMENDED ORGANIZATIONAL MODEL

- A Hybrid of “The Vertically Integrated City Department Model” and the “Parking Commission Model”.
  - While this option is among the most the conservative and traditional of the organizational options, it is recommended because we have been impressed with the quality and competence of the City staff that we have dealt with in the course of this study.

# RECOMMENDATIONS SUMMARY



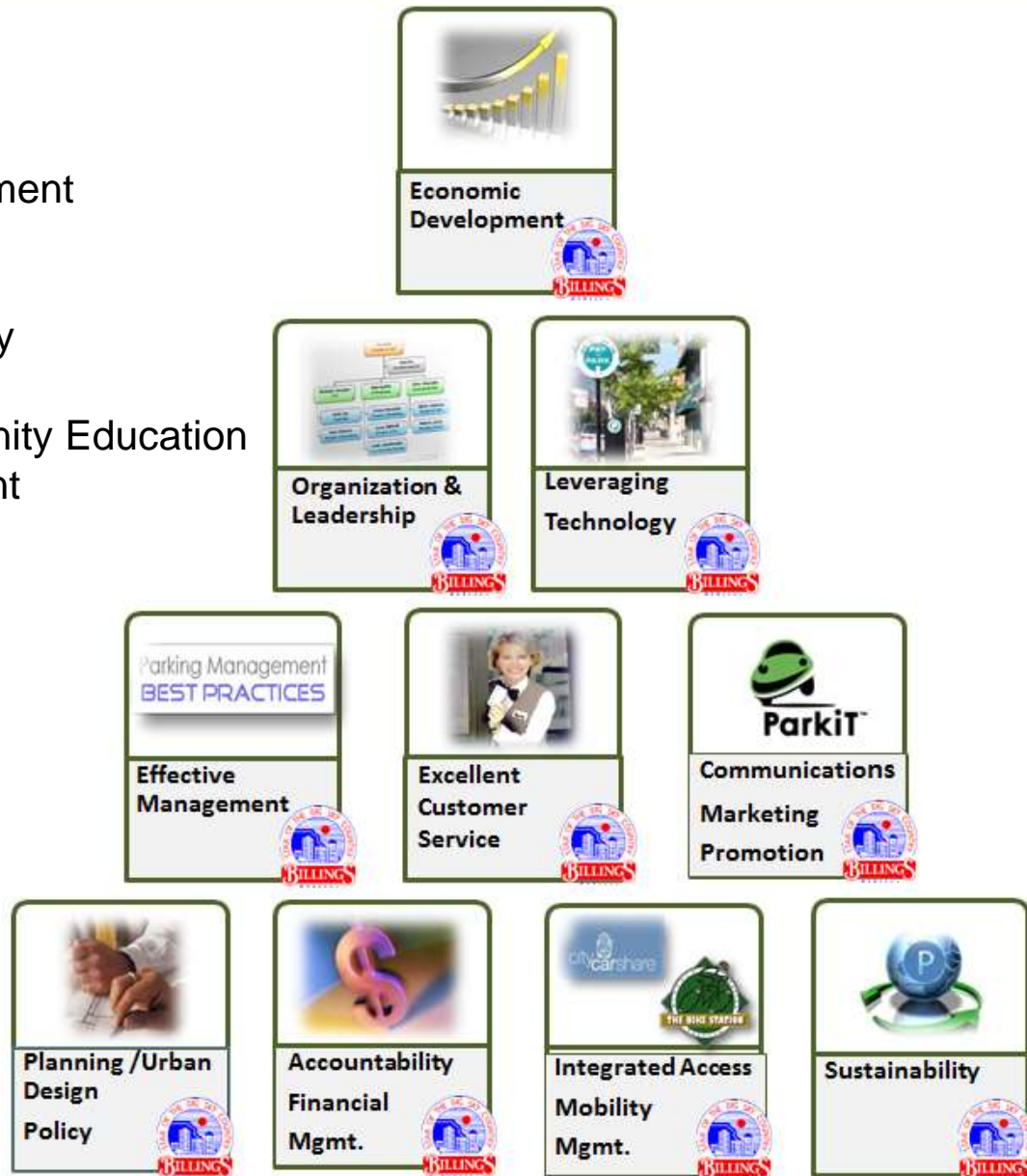
# CHARTING THE RIGHT COURSE

- **Six Key Needed Program Elements:**
  - A Renewed Program Purpose and Direction
  - A Strong and Capable Leader
  - An Investment in Staff Training and Development
  - A Strong Customer Service Orientation
  - A Focus on “Mastering the Fundamentals” of Parking Management
  - Investment in New Technology
- Draft Program Mission and Vision Statements
- Draft Guiding Principles

## Draft Guiding Principle Categories:

1. Organization/Leadership
2. Community and Economic Development
3. Leveraging Technology
4. Planning /Urban Design
5. Effective Management/Accountability
6. Customer Service Orientation
7. Communications/Branding /Community Education
8. Accountability/Financial Management
9. Integrated Mobility Management
10. Sustainability

# RECOMMENDED PROGRAM GUIDING PRINCIPLES




# PRIMARY ACTION ITEMS



# RECOMMENDED PRIMARY ACTION ITEMS

## Recommendations Format

- Primary Action Item Title
- Description
- Specific Definition and Intended Results
- Primary Responsible Party(ies)
- Key Partners
- Recommended Timeframe
- Supportive Documents/Tools Provided



**Primary Action Item #1: Adopt New Program Vision and Mission Statements and Recommended Parking Program Guiding Principles – Implement Parking Management Best Practices**

- This report identified the lack of well-defined vision and mission statements and related program “guiding principles” relative to parking as a weakness and provides recommended vision and mission statements as well as a comprehensive set of program guiding principles as the basis of program strategic framework.
- It is recommended that the new Parking Manager in collaboration with the City’s Assistant City Manager and the Parking Advisory Board review and refine these draft documents and adopt them as the basis of new parking program strategic plan.
- A public review process including City management, the Downtown Billings Alliance and other key stakeholder groups is recommended to obtain additional input and feedback and to increase public buy-in to the new strategic direction.
- Ultimately formal adoption by the Parking Advisory Board and City Council is recommended.
- To further promote program development, a document containing an additive collection of Parking Management Best Practices has been provided to the City as part of this study. It is recommended that this document be reviewed to identify additional program enhancements going forward.

**Primary Responsibility:**  
City Administrative Services and Parking Management

**Key Partners:**  
Related City Departments, Parking Advisory Board and the Downtown Billings Alliance

**Timeframe:**  
Complete by March 2015

**Supportive Documents/Tools Provided:**  
Appendix B - Parking Management Best Practices  
Appendix J - New Parking Manager Integration-Action Plan  
Appendix D - Recommended Parking Program Benchmarks  
Appendix Y - Community Engagement Summary  
Appendix Z - Parking Board Advisory Panel Report

**PRIMARY ACTION ITEM # 1:**  
Adopt New Program Vision and Mission Statements and Recommended Parking Program Guiding Principles  
Conduct a public review process including City management, the Downtown Billings Alliance and other key stakeholder groups to obtain additional input and feedback and to increase public buy-in to the new strategic direction.  
Review the Parking Management Best Practices document (Appendix B) and other tools provided to identify additional program enhancements going forward.

Kimley»Horn Selectbee group Page 99 of 113

# RECOMMENDED PRIMARY ACTION ITEMS

## Primary Action Item #1:

- Adopt New Program Vision and Mission Statements and Recommended Parking Program Guiding Principles
  - Implement Parking Management Best Practices



### Supportive Documents/Tools Provided:

- Appendix B - Parking Management Best Practices
- Appendix J - New Parking Manager Integration-Action Plan
- Appendix O - Recommended Parking Program Benchmarks
- Appendix Y - Community Engagement Summary
- Appendix Z - Parking Expert Advisory Panel Report

## PRIMARY ACTION ITEM # 1:

- Conduct a public review process including City management, the Downtown Billings Alliance and other key stakeholder groups is recommended to obtain additional input and feedback and to increase public buy-in to the new strategic direction.
- Review the Parking Management Best Practices document (Appendix B) and other tools provided to identify additional program enhancements going forward.

# RECOMMENDED PRIMARY ACTION ITEMS

# Parking Management Best Practices Toolbox

CITY OF BILLINGS  
Parking Management Best Practices Toolbox

Table of Contents (Page 1 of 2)

## Chapters:

- [ Ch. 1 - A Comprehensive Approach to Program Development ]
- [ Ch. 2 - Program Organization ]
- [ Ch. 3 - Parking Planning ]
- [ Ch. 4 - Integrated Access Management Strategies ]
- [ Ch. 5 - Effective Communications and Community Engagement ]
- [ Ch. 6 - Parking Branding and Marketing “Comes of Age” ]
- [ Ch. 7 - Celebrating Accomplishments ]
- [ Ch. 8 - The Virtual Environment ]
- [ Ch. 9 - Improving Customer Service ]
- [ Ch. 10 - Customer & Community Education ]
- [ Ch. 11 - On-Street Parking Management Strategies ]
- [ Ch. 12 - Effective Enforcement Strategies ]
- [ Ch. 13 - Effective Facility Maintenance Practices ]
- [ Ch. 14 - Facility and Equipment Protection Systems ]
- [ Ch. 15 - Valet Parking Best Practices ]
- [ Ch. 16 - Parking Facility Safety and Security ]



# RECOMMENDED PRIMARY ACTION ITEMS

# Parking Management Best Practices Toolbox



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## Chapters:

- [ Ch. 17 - Risk Reduction and Liability Limitation ]
- [ Ch. 18 - Residential Parking Permit Programs ]
- [ Ch. 19 - Staff Development and Training ]
- [ Ch. 20 - Parking Access and Revenue Control Systems ]
- [ Ch. 21 - Parking Accounting and Auditing ]
- [ Ch. 22 - Leveraging Technology ]
- [ Ch. 23 - Signage and Wayfinding ]
- [ Ch. 24 - Enhancing the "Parking Experience" ]
- [ Ch. 25 - Revenue Enhancement Strategies ]
- [ Ch. 26 - Expense Reduction Strategies ]
- [ Ch. 27 - Special Programs and Promotions ]
- [ Ch. 28 - Sustainable Parking Design & Management Strategies ]
- [ Ch. 29 - Parking Facility Design and Construction ]
- [ Ch. 30 - Specialized Parking Facility Types ]
- [ Ch. 31 - Automated Parking Facilities ]
- [ Ch. 32 - Parking and Economic Development ]



# RECOMMENDED PRIMARY ACTION ITEMS

## Primary Action Item #2:

- Invest in New On-Street and Off-Street Parking Technology
  - A primary strategy to make downtown parking more visitor friendly, improve operational efficiencies and enhance parking revenues.
  - The Parking program should develop an RFP process for meter replacement as a first step to get a range of options and associated pricing.

### Supportive Documents/Tools Provided:

Appendix X - On-Street Parking Technology Overview

### PRIMARY ACTION ITEM # 2:

- Upgrading the parking system's technologies is a key strategy to make downtown parking more visitor friendly, improve operational efficiencies and enhance parking revenues.
- On-street parking meter upgrades have the greatest potential for achieving the stated goals above.
- Pay-by Cell Phone/Mobile APPs are another payment option that provides very tangible customer benefits.
- The introduction of new technology will also come with some increased costs. Increasing on-street parking rates in conjunction with the technology upgrades is recommended.

# RECOMMENDED PRIMARY ACTION ITEMS

## Primary Action Item #3:

- Leverage Parking as a Community and Economic Development Strategy and
- Develop a Comprehensive Parking Planning Function

### Supportive Documents/Tools Provided:

- Appendix C – Parking as an Economic Development Strategy
- Appendix D - Guidelines for Parking as an Economic Development Strategies
- Appendix H - Recommended Reading List for Parking Professionals
- Appendix L - Tax Increment Financing Whitepaper
- Appendix M - Parking In-Lieu Fees Whitepaper
- Appendix S - Parking Management Strategies - MAPC

## PRIMARY ACTION ITEM # 3:

- On-going monitoring of parking supply/demand on a facility/lot specific basis is encouraged.
- Documentation of lot/facility utilization on a regular periodic basis will allow the Parking Authority to better manage existing resources as well as plan for future parking needs.
- Update the 1997 Downtown Framework Plan or create a new Downtown Master Plan
- Consider investing in a GIS-Based Parking Demand modeling software.

# RECOMMENDED PRIMARY ACTION ITEMS

## Primary Action Item #4:

- Develop a Proactive Facility Maintenance Program Including Regular Facility Condition Appraisals, Prioritized Facility Rehabilitation Plans and the Creation of Parking Facility Maintenance Reserves
  - Maintaining clean, safe and attractive facilities is a core function of any parking program and has a significant impact on the perception of the program and the community it serves.
  - Many of negative stakeholder comments received during the community engagement process related to facility maintenance.

### Supportive Documents/Tools Provided:

- Appendix AA – Parking Facility Maintenance Manual
- Appendix BB – Parking Facility Maintenance Schedule

### PRIMARY ACTION ITEM # 4:

- Enhance the facility maintenance program. Make clean, safe and attractive facilities a signature element of the parking program
- Adopting the “First 30 Feet” strategy for each parking facility is a recommended first step to show some early progress.
- Development of an on-going and proactive facility condition appraisal process and prioritized facility rehabilitation program should be a high priority.
- Create a specific “parking maintenance reserve fund” program.
- Typical parking facility maintenance reserves are in the \$50.00 - \$75.00 per space per year range.

# RECOMMENDED PRIMARY ACTION ITEMS

## Primary Action Item #5:

- Develop a New Parking Program Brand and Marketing Program
  - Develop a strong and consistent parking program identity and brand, which includes visual identity, program mission, vision, core values, investment in new communication pieces, collateral, etc.
  - Develop a strategic communication plan designed to improve overall parking program communications with its wide range of community stakeholders. Develop consistent standards for parking program branded facility signage to help guide customers to parking options.

### Supportive Documents/Tools Provided:

- Appendix M – MPC Parking Annual Report
- Appendix N – Parking Marketing & Branding Strategies
- Appendix Y - Community Engagement Summary
- Appendix Z - Parking Expert Advisory Panel Report

### PRIMARY ACTION ITEM # 5:

- Improving the parking programs image
- Providing easier access to parking information
- Providing enhanced overall communications with key stakeholder groups and the public at large and
- To promote parking facility utilization
- Partner with existing organizations, like the Downtown Billings Alliance, on marketing campaigns to help combat the perception that downtown is vacant, unsafe and underutilized.
- Ensure stakeholder outreach is an on-going practice.

# RECOMMENDED PRIMARY ACTION ITEMS

## Primary Action Item #6:

- Develop a “Business Continuity Plan” to address the fact that the City’s primary parking Equipment Manufacturer (Federal APD) is “Going out of Business”.
- Define long-term system needs.
- Transitioning to the Amano-McGann system which was recently installed in the Empire Garage is one option; however, this would be a sizable expenditure and would need to be carefully planned.
- Also think long-term. The best long-term approach would be to define the ultimate fully integrated, web-based parking access and revenue control.

## PRIMARY ACTION ITEM # 6:

- Be proactive in assessing its options before the lack of system parts and service creates operational issues that could impact customers and potentially impact system revenues.
- Develop a short and long transition plan.
- Define the ultimate fully integrated, web-based parking access and revenue control system that will meet the needs of the City for the next decade.
- Develop a system specification and RFP for a fully integrated new system.

# RECOMMENDED PRIMARY ACTION ITEMS

## Primary Action Item #7:

- Invest in Training and Staff Development with a Goal of Mastering the Fundamentals of Parking System Management and Operations

### Supportive Documents/Tools Provided:

- Appendix B - Parking Management Best Practices Toolbox
- Appendix E - Parking Enforcement Program Audit Checklist
- Appendix F - Sample Parking Enforcement Office Handbook
- Appendix H - Recommended Reading List for Parking Professionals
- Appendix J - New Parking Manager Integration-Action Plan
- Appendix K - Developing a Retail Parking Support Strategy
- Appendix L - Tax Increment Financing Whitepaper
- Appendix M - Parking In-Lieu Fees Whitepaper
- Appendix N - Parking Garage Security Whitepaper
- Appendix O - Recommended Parking Program Benchmarks
- Appendix P - Generic Parking Facility Rules and Regulations
- Appendix Q - Sample Parking Garage Operations Manual
- Appendix S - Parking Management Strategies – MAPC
- Appendix V - Valet Parking Program Development
- Appendix W - Parking Rate Assessment Strategies

## PRIMARY ACTION ITEM # 7:

- With a new parking manager with little parking experience, there will be a steep learning curve and a need for investment in staff training and personnel development.
- Address the substantive operational recommendations made in the 2010 Desman report.
- Address the lack of staff knowledge and training of the current parking system's capabilities and features
- Join the International Parking Institute and the regional parking and transportation association - PIPTA
- Invest in Peer City Program visits with the participants of the advisory Panel process.

# RECOMMENDED PRIMARY ACTION ITEMS

## Primary Action Item #8:

- Create a More Vertically Integrated Downtown Parking System and
- Re-Focus and Re-Energize the Parking Advisory Board
  - Create a more robust parking planning function (working with City Planning on parking and related transportation issues).
  - Improve integration and collaboration with downtown management and economic development programs.
  - As the department expands its scope and matures, new potential areas of focus might include "accounting and auditing", "planning and community education" and "special projects". If recommendations to upgrade parking technologies (both on and off-street) are implemented, the special projects area might become especially important.

### Supportive Documents/Tools Provided:

See Chapter 8 of this report "Parking System Organization and Management" for more options and strategies.

## PRIMARY ACTION ITEM # 8:

- The recommended organizational option for the City is a hybrid of "The Vertically Integrated City Department Model" and the "Parking Commission Model"
- Develop a framework whereby certain "policy -level decisions" are defined as the responsibility of the City Council and more operational level decisions are ceded to "Parking Counsel or Board"
- The Parking Board should also be encouraged to draft policy level proposals for the City Council to review and consider.

# RECOMMENDED PRIMARY ACTION ITEMS

## Primary Action Item #9:

- Expand the Scope of the Parking Program over Time to be More Supportive and Inclusive of Supporting Alternative Modes Transportation and Embrace More of an “Access Management Philosophy”
  - Several stakeholder groups suggested that downtown would benefit from increased investment in alternative modes of transportation.
  - The trend in the industry is to embrace a more holistic and integrated approach to parking and transportation – an “Integrated Access Management Strategy”.
  - Balance both the supply and demand sides of the parking and access equation.

### Supportive Documents/Tools Provided:

- Appendix S - Parking Management Strategies – MAPC
- Appendix T - TDM Strategies
- Appendix U - TDM Handbooks, Manuals and Other Resources

## PRIMARY ACTION ITEM # 9:

- Embrace a more holistic and integrated approach to parking and transportation – an “Integrated Access Management Strategy”.
- Leverage alternative transportation and transportation demand management (TDM) strategies to reduce the need for additional parking over time.
- TDM program elements support the Guiding Principle for Sustainability and a more balanced parking and transportation program.

# RECOMMENDED PRIMARY ACTION ITEMS

## Primary Action Item #10:

- Reassess the Courtesy Ticket Program and Meter Bagging Policies
  - The City of Billings has enacted a policy of issuing courtesy tickets to first time offenders of certain parking violations. The misapplication of this policy has greatly reduced parking citation revenue (the volume of courtesy tickets issued annually accounted for well over half of all the tickets written in both 2008 and 2009).
  - We heard from several stakeholders and staff that the meter bagging policy may be being abused. We recommend that the City reassess the meter bagging policy. To aid in this reassessment, examples of meter bagging policies from several municipalities have been provided in Appendix G.

### Supportive Documents/Tools Provided:

- Appendix G - Sample Meter Bagging Policies
- Sample policy from Fort Collins, CO

### PRIMARY ACTION ITEM # 10:

- We are strongly supportive of the City's courtesy ticket policy in concept; however, we believe it has been misapplied in some respects and recommend a reevaluation of the policy.
- We recommend that the City reassess the meter bagging policy.

# RECOMMENDED PRIMARY ACTION ITEMS

## Primary Action Item #11:

- Critically Assess the Current Parking Enforcement Program Using the Tools Provided
  - To assist in a more thorough review and evaluation of the parking enforcement program, Kimley-Horn has provide the City with two significant tools to aid in this process.

### Supportive Documents/Tools Provided:

- Appendix E - Parking Enforcement Program Audit Checklist
- Appendix F - Sample Parking Enforcement Officer Handbook

## PRIMARY ACTION ITEM # 11:

- Review the recommendations related to the parking enforcement program from the 2010 Desman Parking Technology Report.
- Use the provided parking enforcement officer handbook and parking enforcement program audit checklist to better define and enhance the current parking enforcement program.

# SECONDARY ACTION ITEMS

- Stakeholder “Report Cards”
- Develop Specific Overflow and Event Management Parking Strategies
- Parking/Access System Benchmarking
- Parking Facility Warranty Management
- Energy Saving Options in Parking Facilities
- Develop Internal Parking Program Operations Manuals
- Develop a Parking System Information Database
  - Become the Central Clearinghouse for Parking/Access Information
- Marketing Tie-ins for Parking to Special Events



# Appendices

## Parking Management Tool Box

Appendix A – Billings Parking S-D Update Occupancy Counts 2014  
Appendix B – Parking Management Best Practices Toolkit  
Appendix C – Parking as an Economic Development Strategy White Paper  
Appendix D – Guidelines for Using Parking as an Economic Development Strategy  
Appendix E – Parking Enforcement Program Audit Checklist  
Appendix F – Sample Parking Enforcement Office Handbook  
Appendix G – Sample Meter Bagging Policies  
Appendix H – Recommended Reading List for Parking Professionals – 2014  
Appendix I – Sample Parking Administrator Position Descriptions  
Appendix J – New Parking Manager Integration-Action Plan  
Appendix K – Developing a Retail Parking Support Strategy  
Appendix L – Tax Increment Financing Whitepaper  
Appendix M – Parking In-Lieu Fees Whitepaper  
Appendix N – Parking Garage Security Whitepaper  
Appendix O – Recommended Parking Program Benchmarks  
Appendix P – Generic Parking Facility Rules and Regulations  
Appendix Q – Sample Parking Garage Operations Manual  
Appendix R – Annual Parking Report Template  
Appendix S – Parking Management Strategies - MAPC  
Appendix T – TDM Strategies  
Appendix U – TDM Handbooks, Manuals and Other Resources  
Appendix V – Valet Parking Program Development  
Appendix W – Parking Rate Assessment Strategies  
Appendix X - On-Street Technology Overview  
Appendix Y - Community Engagement Summary  
Appendix Z - Parking Expert Advisory Panel Report  
Appendix AA - Parking Facility Maintenance Manual  
Appendix BB - Parking Facility Maintenance Schedule  
Appendix CC - Missoula Parking Commission Annual Report 2012  
Appendix DD - Parking Branding and Marketing Best Practices  
Appendix EE – Consolidated Parking System Financial Statement

# APPENDICES / PARKING MANAGEMENT TOOLKIT

A photograph of a tree trunk in a metal cage on a brick sidewalk. The tree trunk is surrounded by a decorative metal grate with a circular pattern. The grate is set in a square area of red bricks. The tree trunk is in the center, and the metal cage is made of dark metal bars. The ground is covered with fallen leaves and some small plants. A yellow curb is visible in the background.

**Thank You**

**Questions/Discussion**