



# RECOMMENDATIONS

## Downtown Atlanta Parking Assessment Recommendations



### FINAL REPORT

June 2014



Central Atlanta Progress  
Atlanta Downtown Improvement District

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## INTRODUCTION

The recommended strategies detailed in this section were developed through the evaluation of existing conditions in Downtown, extensive stakeholder input, and a review of national best management practices. The strategies are designed to achieve the defined objectives specified at the beginning of this project and improve the overall customer experience for users of Downtown Atlanta's parking system.

The recommended strategies are divided into two sections:

1. High-level, programmatic recommendations that act as guiding principles and strategies to influence development of the new parking program
2. Specific recommendations that should be implemented to create the new parking program

All of the specific recommendations presented are supportive of one or more programmatic recommendations. To clearly define the relationship between programmatic and specific recommendations, each programmatic recommendation is represented by a symbol that is then associated with each specific recommendation it addresses.

In addition to programmatic and specific recommendations, several pilot programs were developed to help test the efficiency

### 1. PROGRAMMATIC RECOMMENDATIONS

Guiding principles and strategies

### 2. SPECIFIC RECOMMENDATIONS

Identifiable strategies for implementation

### 3. PILOT PROGRAMS

Specific programs to evaluate the effectiveness of recommendations, as well as tailor implementation approaches to achieve success

### 4. IMPLEMENTATION PLAN

Action plan for Programmatic, Specific and Pilot Program recommendations, including phasing, probable costs, responsible parties, and secondary responsibility.

*The list below summarizes the objectives defined during the initial phases of the project.*

- *Define a Clear Vision and Purpose*
- *Manage Downtown's Parking Assets and Promote the Functionality of Existing Facilities*
- *Enhance the Parking Experience for Users*
- *Create Implementable Tools to Promote and Support the Downtown Parking System*

of implementing specific recommendations. In these cases, the pilot programs were designed to support the City and CAP/ADID as they begin implementation by allowing recommendations to be tested on a smaller scale, evaluated, and restructured based on the outcomes of the pilot.

The recommendations and pilot programs provided in the next two chapters are organized into an implementation plan presented in the final chapter. This implementation plan delineates the timeframe, responsible party, collaboration, and potential costs of each recommendation, providing a framework for the City and CAP/ADID to carry out the necessary steps to create the improved parking program. Although intended to meet the current needs of Downtown Atlanta, the recommendations were structured to make them applicable throughout the greater Atlanta area.

## PROGRAMMATIC RECOMMENDATIONS



### PARKING MANAGEMENT APPROACH

**Guiding Principle:** *The vision of a strong parking program is supported by an effective management structure.*

To create an effective parking program, a strong management structure must be constructed to foster success. This will require a shift in the existing management structure and approach to support the future changes in the program as recommended by this report.

Parking should no longer be viewed as a solitary component of the Downtown environment; rather, it plays a key role in supporting the Downtown experience. A person's first and last impression of a city begins and ends with parking. A positive parking experience helps to promote the Downtown experience. A negative impression can decrease the likelihood that a patron seeks out the Downtown experience again. Therefore, the primary goals of the new management structure should shift from revenue generation to fostering the role and influence of parking as an integral part of the Downtown environment. The new parking management approach will focus on:

- Collaborating with the City, ParkAtlanta, and CAP/ADID to develop a leading parking program
- Enhancing the Downtown experience through parking
- Promoting Downtown through an easily accessible parking system
- Working with MARTA, Downtown neighborhoods, and stakeholders to improve access to Downtown
- Maximizing the use of available parking and balancing the use of parking with other methods of transportation through transportation demand management strategies
- Collaborating with stakeholders and agencies to support the greater Downtown vision



### CREATE A PARKING SYSTEM IN THE DOWNTOWN

**Guiding Principle:** *Users will experience a cohesive and consistent parking system in Downtown Atlanta, though the system will be managed and operated by a combination of parties.*

The Downtown Atlanta parking system is currently managed by an amalgamation of groups, all with their own agendas. The parking experience varies wildly throughout the city. On-street assets are managed by a third party whose primary goal is to generate revenue, while off-street facilities are managed by a number of different operators with varying user groups, signage, branding, price structures, rules, and regulations. This diverse ownership lacks coordination and generates frustration among Downtown motorists attempting to find parking, which contributes to a negative impression of Downtown as a whole.

The City must create a recognizable and consistent public parking system to enhance and simplify the parking experience for Downtown motorists. But how? It would be difficult for the City to create a system out of its own assets, as it is cost-prohibitive and impractical to build new parking infrastructure on land better suited for other development.

However, the creation of a system from existing assets that is managed as one entity would provide the appearance and benefits of a unified public system and improve the customer experience. Because many of the parking facilities in Downtown are operated under different management entities, elements must be implemented to create the perception that the parking facilities are part of a cohesive system. This perception can be created through consistent signage, more standardized pricing approaches, centralized marketing, and common messaging among participating facilities, resulting in a more identifiable public parking system. Once established, the public should more easily navigate and identify public parking and develop more positive impressions regarding parking and the overall Downtown experience.

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## IMPROVE THE CUSTOMER EXPERIENCE

**Guiding Principle:** *The ease, accessibility, and attractiveness of the parking program and its facilities will foster a positive customer experience for all motorists who come to Downtown.*

The success of a parking program is often measured by the perceptions of its customers. Currently, some view the Downtown Atlanta parking system as frustrating and difficult to navigate, and the topic of parking citations has been contentious. While the perceptions of Downtown parking have definitely improved over the past few years, room for improvement exists to make the system a customer-service-driven success. Many customer service strategies can be implemented to improve the overall parking experience.

A positive customer experience can be supported when the act of parking is an easy, accessible, and an overall smooth process, starting before motorists leave their home to ending after motorists leave the parking facility. Improving the experience can be handled in a variety of ways, such as:

- Help users decide where to park by relaying parking location, rate, regulations, and availability via website or smartphone applications (apps).
- Clearly identify public parking locations by implementing common and strategically located trailblazer and dynamic messaging signage.
- Communicate future parking opportunities by offering it post trip at an exit or through a receipt.
- Increase and enhance payment options for customers by implementing uniform payment technologies throughout Downtown that accept cash, credit, debit, and pay-by-phone payments.

Supporting an easy-to-use and accessible parking system will increase its attractiveness to motorists and draw more visitors into Downtown.



## LEVERAGE TECHNOLOGY

**Guiding Principle:** *The Downtown Atlanta parking program will take advantage of the innovations in parking technology to enhance the customer experience and advance the parking program to a new level.*

The parking industry has experienced a technology revolution in the past decade, including smart meters, smartphone applications, sensors, and parking guidance systems. All support a positive parking experience that is easier and more efficient for motorists to use. The widespread use of such technological advancements can improve the operational efficiency and effective management of the parking system. The City should evaluate which parking technologies are most conducive to promoting an improved parking experience, supporting easier parking management, and increasing opportunities for the sharing of parking information.

## RECOMMENDATIONS

Downtown Atlanta Parking Assessment  
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MARKETING

**Guiding Principle:** *Develop an identifiable brand for the new Downtown public parking system that is easily recognized by the public.*

A parking brand is successful when it evokes a memorable and positive parking experience to users, drawing them back time and time again. A successful parking brand usually includes five key elements.

**Be Consistent**

Consistent messaging makes navigating and using the parking system easier for users to understand. Simplifying and consistently communicating prices allows motorists to understand their parking options. Furthermore, communicating through common signage that is both well-lit and strategically located tremendously improves the customer experience.

**Be Memorable**

The brand's logo, brand name, and its overall "look" must be memorable so that motorists can easily identify, remember, and associate it with the Downtown Atlanta public parking system.

**Be Convenient**

A primary factor for creating a successful parking brand is to make the system convenient to utilize from beginning to end, which is primarily rooted in effective communication. Thorough communication strategies allow users to easily understand and navigate the parking system, making locating and utilizing the most optimum parking option convenient for drivers. This begins with developing clear and standardized wayfinding signage, such as trailblazer signs, that indicate where available parking is located. Dynamic messaging signage communicates parking location and space availability. Web-based communication and social media provide an opportunity to communicate parking regulations, locations, and rates before motorists begin their trip.

**Be Clean and Safe**

Even when parking is available and affordable, it will not be effectively utilized if motorists feel unsafe and consider the facility unkempt. Improvements such as decreasing clutter, providing additional lighting, maintaining clean facilities, and periodic painting can support a positive image of the parking



SmartPark



SF park

facility and increase the likelihood of motorists choosing to park there.

**Be Easy**

An easy parking system is created when all of the previous elements are implemented collectively. When motorists can identify the location or parking through memorable trailblazer signage, they may quickly and easily access available parking. When parking rates are properly structured, communicated, and presented, the motorists can easily determine how much they will be paying for parking. When vehicle navigation strategies including interactive maps, parking information websites, trailblazer signs, and dynamic messaging signage are implemented, motorists are guided through the parking system, guides motorists through the parking system.

While the previous section discussed high-level programmatic recommendations, this section focuses on specific implementable recommendations that can be applied to various areas of the Downtown parking system. Each set of recommendations, when applied individually, will address one or more of the program-level strategies. When these specific recommendations begin to be applied, the Downtown system should begin to see more coordinated benefits associated with the growth of the program.

**Five Key Elements of Branding**

- *Be Memorable*
- *Be Consistent*
- *Be Convenient*
- *Be Clean and Safe*
- *Be Easy*

# SPECIFIC RECOMMENDATIONS

### EFFECTIVELY UTILIZING EXISTING PARKING

As shown in the Parking Occupancy Data Collection Section of this report, parking utilization in Downtown Atlanta falls well below the total capacity of parking within the study area. The primary conclusion from this analysis is that additional public parking is not needed to support the vitality of the area. More realistically, the parking system needs to be managed as a more cohesive collection of assets. Subsequent specific recommendations (Parking Management Collaborative, p. 31) will address the coordinated management of assets, but addressing shared parking as a component of the development review process can help to further these efforts.



This policy is supported by the fact that parking minimums are not required in Downtown Atlanta. CAP/ADID and the City can utilize their understanding of the availability of parking assets to further promote this policy. The location of available parking spaces should be communicated to developers to help them determine whether their site's projected parking demands could be accommodated elsewhere through centralized shared public parking assets. This will require understanding which parking facilities have available parking capacity and which

operators are willing to enter into shared parking agreements with developers. Representatives from CAP/ADID should act as the communication linkage between developers and interested parking operators

### CAR SHARING AS A PARKING DEMAND REDUCTION STRATEGY

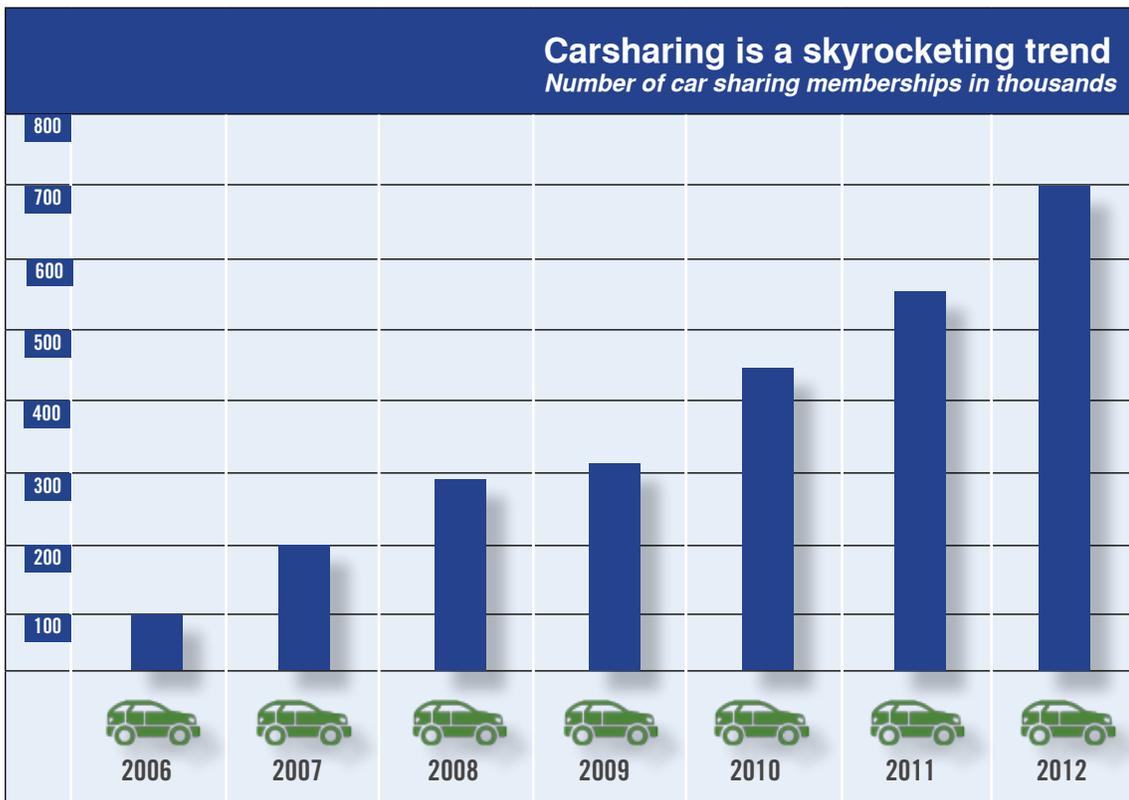
Parking management strategies recognize that providing more parking is not the only way to ensure that spaces are available. One of the most effective ways of managing parking supply is to decrease demand. While programs such as the CAP/ADID Downtown Green Source program offer some long-term relief to parking demand, one of the most direct and immediately beneficial ways a city can reduce demand is allocating on-street spaces for car-sharing.



Traditional car-sharing fleets are typically placed at on- and off-street parking spots throughout a Downtown, often at transit nodes or in key residential or commercial areas. Individuals or businesses pay an annual membership fee and reserve a car by phone or on-line 24 hours a day, 365 days a year. National

study data suggests that each car-sharing vehicle replaces 14.9 privately owned vehicles. Reduced vehicle ownership can lower requirements for residential parking and prompt businesses to lease fewer parking spaces. Moreover, the data suggests that car sharing reduces vehicle miles traveled, thereby alleviating traffic congestion and improving air quality.

Many cities are developing car-sharing parking policies as part of their broader parking management plan. These policies provide for on-street or other city-owned parking spaces to be used by car-sharing organizations for their vehicles. Most often these policies define and clarify the role of car-sharing in parking management, outline the number of spaces to be allocated,



No longer in a niche: carsharing is growing in the US

Source: Allianz; Shaheen, Susan, Transportation Sustainability Research Center, University of California Berkeley (2012)

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provide an overview of how spaces will be valued (e.g., how/ if payment for the space will be sought), and how the city will administer the program (e.g., provider selection, permits, space cleaning, enforcement, etc.).

The 2010 Transportation Research Record “Car-sharing Parking Policy: A Review of North American Practices and San Francisco Bay Area” by Shaheen, Cohen, and Martin outlines the three main approaches taken by cities in the development of parking policies and the varying degrees of governmental support. Cities mix and match these approaches to meet public policy, public interest, and revenue requirements; more often than not, cities revised or revisited their car-sharing policy after implementation. This typically occurs after an initial car-sharing demonstration (pilot) has concluded and most often reflects the successful acceptance and use of car-sharing in a Downtown area (e.g., moving from a parking management strategy to a viable business venture). The car-sharing parking policy outline created by Shaheen, Cohen, and Martin is available upon request.

In general, there are two main types of car sharing programs, which can be used in combination throughout the community.

- Permitted Car Share Spaces— The City may implement a permit system to allow car-share vehicles to park in on-street spaces. The permit system may be structured to provide car-share vehicles with specific parking spaces through a dedicated space permit program, which requires car-share vehicles to park in areas that are designated as car-share parking only, which is communicated through signage. Assigning specific areas for car-share use allows users to know where car-share vehicles are available and discourages car-share vehicles from using metered spaces. If the City decides to implement a dedicated space permit system, the City should evaluate the best locations to install car-share parking-only areas. This would require an evaluation of car-



share demand, which is typically higher near higher-density residential areas. Furthermore, the City should evaluate options to implement dedicated car-share spaces in locations that would not require meter spaces to be removed, which include existing no-parking areas and non-metered spaces.

- Vehicle Area Permits - Another opportunity to manage car-share vehicles is to introduce vehicle area permits, which allow car-share vehicles to park in any on-street spaces without restrictions including exemption from meter payment, residential parking regulations, and other parking regulations. These sorts of allowances would be restricted to specific areas in Downtown for car-share vehicles displaying valid permits. This permit structure would allow users to park where they needed, rather than in specific, dedicated locations. Because car-share users are able to park and leave car-share vehicles anywhere, a specific location for users to access car-share vehicles is not provided. Instead, the location where users park the car-share vehicle is shared with the vendor, either by calling to communicate where the user parked the vehicle or via GPS, which is then relayed back to other users to find nearby car-share vehicles. If a vehicle is not located nearby, the vendor typically will pick up and drop off a car-share vehicle to the user.

*The City of Portland adopted an administrative rule in 2006 that allowed car-share organizations to reserve on-street parking spaces for the exclusive use of car-share vehicles. A total of 100 metered on-street spaces and 200 non-metered on-street spaces were implemented citywide. The rule was updated in 2009 to include a fee for the spaces in the meter district (e.g. Downtown and other inner-city commercial areas), which is determined by auction where the minimum bid price is established based on the costs of foregone meter revenue, installation, maintenance, administration, and other costs associated with dedicating a meter space solely for car-share use*

## BRANDING, MARKETING, AND EDUCATION

One of the most important aspects of creating a new consolidated parking program will be the efforts related to branding and marketing the program, as well as educating users of the program. As defined in the programmatic recommendations, the program brand is the common denominator that patrons and Downtown stakeholders use to identify the program components. It's not just a logo and a name; it's a way of thinking and operating that symbolize a major change in the business of parking. The five key elements of branding outlined in the programmatic recommendation are the foundation for the new brand, as well as the related marketing and education campaigns.

The basic tenets of the marketing and education campaign are to accomplish the following:

- o Communicate the new program elements and their benefits to users
- o Communicate how to use the program and elements intended for "ease of use"
- o Communicate where and when to park for different scenarios
- o Communicate how to use technology
- o Communicate how to find parking through wayfinding and navigation elements

## BRANDING THE NEW PARKING PROGRAM

The program brand includes a specific name, logo, and color scheme for the new Downtown parking brand. Whether that association is positive or negative is dependent upon the successful implementation of the additional initiatives as recommended by this report.



As part of the process, a new brand was chosen to coin the Downtown public parking program, which will be coined as "Public Parking." What will drivers be looking for when coming to Downtown? Public Parking. What is the purpose of the private-public partnership? To create the appearance of a public parking system. What are the goals of the program? To create a positive public parking experience. This name is easy to remember, to the point, and will properly communicate the purpose, goals, and services of the Downtown public parking system.



*The EasyPark brand is the face of public parking in Vancouver, British Columbia. EasyPark is widely recognized throughout the city, as it is highly involved a myriad of aspects regarding the public parking system including:*

- o *Parking opportunities*
- o *Web-based navigation*
- o *Smartphone apps*
- o *Citation payment and appeals*
- o *Monthly parking*
- o *Event parking*

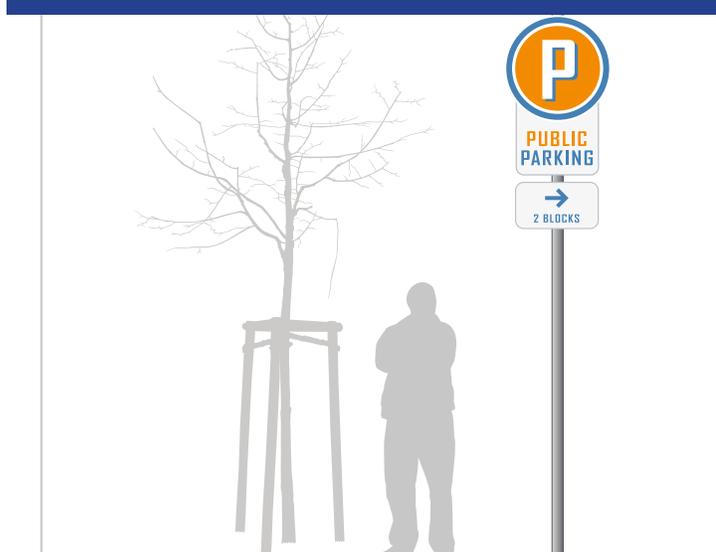
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**1. PROGRAM BRAND**  
 Figure 1 is a representation of the concept of the brand which includes its logo, font, and color scheme that will be consistently utilized through all aspects of the parking program including signage and all marketing materials. The bright orange color was chosen so that the Public Parking brand and signage would stand out to drivers amongst the slew of other advertisements straining to get the public's attention.

**2. WAYFINDING BRANDING**  
 Figure 2 represents how the brand will look to the driver on wayfinding signage throughout Downtown. Drivers will recognize this image when attempting to locate available public parking.



**3. TRAILBLAZING BRANDING**  
 Figure 3 represents the trailblazer signs that will guide motorists to public parking facilities – a pilot program to implement Public Parking trailblazer signs is provided later in the recommendations report. These signage examples can also be implemented in surface parking lots that are members in the parking collaborative to communicate to drivers the availability of public parking.

**4. PARKING GARAGE BRANDING**  
 Figure 4 is a mockup of how a parking garage in the parking collaborative would look with the additional Public Parking exterior signage, building treatments, rate board and welcome signage. Surface lots will be signed and branded differently based on the open nature of the facility.

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### STRATEGIC MARKETING AND EDUCATION

CAP/ADID should coordinate the marketing and education efforts for the revamped parking program to ensure that message and purpose is properly and consistently represented to yield the greatest benefit. While CAP/ADID will be backing this initiative, the City will also play a vital role in marketing the new public parking program, ensuring that the messages for the on-street and off-street programs are consistent and education efforts strive to balance the overall parking system.



Information on the new parking system will be shared through many avenues including stakeholder outreach efforts, brand signage, websites, and word of mouth. To ensure that the message is communicated properly, marketing and education strategies should be intended to educate the many users and supporters of the program on the message and purpose of the new parking system.

#### DEFINING THE MARKET

The two surveys conducted in conjunction with this study (Schapiro Group and CAP/ADID stakeholders) indicate that most individuals come into Downtown Atlanta for a combination of events, attractions, play and work. While the Downtown area is considered primarily an events driven area, the combination of nightlife, residential, work, and shopping based trips account for a large percentage of the total Downtown demand. The parking program – including facilities, wayfinding, and communication elements – should be geared toward accommodating the highest amount of motorists visiting Downtown, including both event and daily transient parkers.

#### DEVELOP AND COMMUNICATE ONE MESSAGE

The parking program and the associated marketing efforts should be defined by one message consistently communicated to stakeholders, the public, and destination representatives. Efforts to communicate a consistent message avoid conflicting information, inaccurate data, and public confusion. This one message will support a recognizable parking system users will associate with public parking in Downtown. The message should be centered on the central theme of the new program. After communication with CAP/ADID, City, and parking stakeholders, the program's central message is:



**Public Parking. Making Downtown Easier.**

**Public Parking provides Downtown Atlanta motorists the ease and flexibility to find, pay for, and utilize parking easily and seamlessly.**

### Survey Results: What does the public say?

The survey conducted by CAP/ADID and the Schapiro Group asked participants what types of parking information they would find helpful. Across the board, responses for information on the cost of parking, the number of spaces open, and the locations of garages, lots, and street parking were consistently high, indicating that the public is eager to gain information related to all aspects of parking Downtown.



The survey also asked the public where they currently access information on Downtown parking options. Fifty-one percent of the Schapiro group participants and 64 percent of CAP/ADID participants access information through the website of their destination. Thirty-seven percent of Schapiro Group participants and 43 percent of CAP/ADID participants use an online map site. Additionally, survey results of the Schapiro group found that individuals who rarely come to Downtown – where it could be inferred that these individuals are not as comfortable with the Downtown parking system – prefer to find information through their destinations' website. The results of this survey provide insight into the key outlets the marketing effort should focus on.

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Marketing Element	Range of Costs	Effectiveness
Program Brochure	\$\$-\$\$\$	Generally ineffective at reaching a large amount of motorists, but can be efficient in targeted marketing, either through outreach or business owner education. Best utilized to convey programmatic goals and objectives and provide "How to Use the Program" information.
Strategy Specific Postcards	\$	Generally ineffective at reaching a large amount of motorists, but can be efficient in targeted marketing, either through outreach or business owner education. Best utilized to convey small amounts of information related to a specific improvement.
Posters or Print Advertisement	\$\$-\$\$	Best used in conjunction with a parking-specific website, where more information is provided about the program. Can reach a larger audience, especially if posters or print advertisement are placed in high traffic areas.
Local TV News Segment	\$	Generally effective at reaching a large amount of motorists, where many watch the local news daily. Best used in conjunction with a web-presence to allow for viewers to access more information on the parking program than presented in the news segment. Best used to communicate the brand's message, benefits, and programmatic goals.
Program Education Video	\$\$\$-\$\$\$\$	Best used in conjunction with a Downtown parking website, where the video provides motorist with more information on the intent, benefits, and education related to certain elements of the program. The video can be distributed to local media outlets, Downtown strategic partners, and virally to other outlets through blogs and YouTube to increase visibility. Has the potential to reach a large amount of motorists, depending upon distribution methods.
Radio Advertisement	\$\$	Best used in conjunction with a parking-specific website. Generally effective at reaching drivers to communicate the message of the program, increase visibility of the brand, communicate benefits, and provide locations to find more information (i.e., website).  Example: <a href="http://parking.greenp.com/communication/media.html">http://parking.greenp.com/communication/media.html</a>
Web Presence	\$\$-\$\$	Generally effective at reaching the highest and most broad range of motorists, a web presence provides a robust, easily accessible platform to organize all information related to the parking program. Many of the other marketing strategies (e.g., post cards, radio, and public outreach) that provide high-level details of the program can lead motorists to the website or web-page for more specific information.
Public Outreach	Ongoing in-house service at CAP/ADID and City of Atlanta	Generally effective at reaching targeted market segments, either through site-specific outreach (i.e., key businesses or destinations), or to stakeholder groups such as neighborhood associations. Best used to communicate programmatic goals and benefits.
Social Media	Ongoing in-house service at CAP/ADID and City of Atlanta	Generally effective tool that can reach a medium to large amount of the market, assuming that the right social media channels are utilized. Many parking programs have used Facebook, Instagram, and LinkedIn to reach targeted audiences who have either subscribed to their feed or are tangentially linked to their feed. This approach requires constant management of data and information to ensure the most accurate materials are available.

Table 1 – Marketing Opportunities

### EVALUATE BUDGET FOR MARKETING OPPORTUNITIES

Many marketing strategies can be implemented to educate the public on the new parking program. Each strategy ranges in both cost to implement and effectiveness at reaching users. **Table 1** summarizes potential marketing strategies and their associated costs and level of effectiveness. The program marketing budget should be evaluated to identify available funds for specific marketing elements and to help choose those strategies which are most beneficial.



### SPECIFIC MARKETING AND EDUCATION EFFORTS

Based on the public surveys, program objectives, and potential budgets, the primary medium for communicating parking program changes should be web-based and include parking information that educates consumers and provides guidance on using the new parking system. The budget evaluation will identify additional marketing opportunities that work in conjunction with the web-based marketing campaign, with the intent of driving consumers to the parking website to access information related to the program.

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### EDUCATIONAL PACKET

In the short term, CAP/ADID should develop and distribute an educational packet to help promote and educate motorists and Downtown stakeholders on the principles and practices of the new parking program. Continuing the theme of electronic-based marketing approaches, the packet should be delivered on an electronic medium, such as a USB or thumb drive. These materials can be developed at a relatively low cost, with unique USB drives designed to capture the brand elements of the new program.



Elements of the educational packet should include:

- Welcome letter with introduction to the program
- Benefits to the program, specific to parkers, businesses, destinations, developers, and parking operators
- Educational materials related to the pilot programs, parking collaborative, technology enhancements, program brand, etc.
- Tutorials on how to use the program
- Marketing and education materials including any print, poster, or video ads
- Links (and coding) for a widget or button that links Downtown destinations to the new parking web presence
- PDF copies of hardcopy materials – postcards or education materials

### DEVELOP A WEB-PRESENCE

It will be extremely beneficial to CAP/ADID and the parking program to take

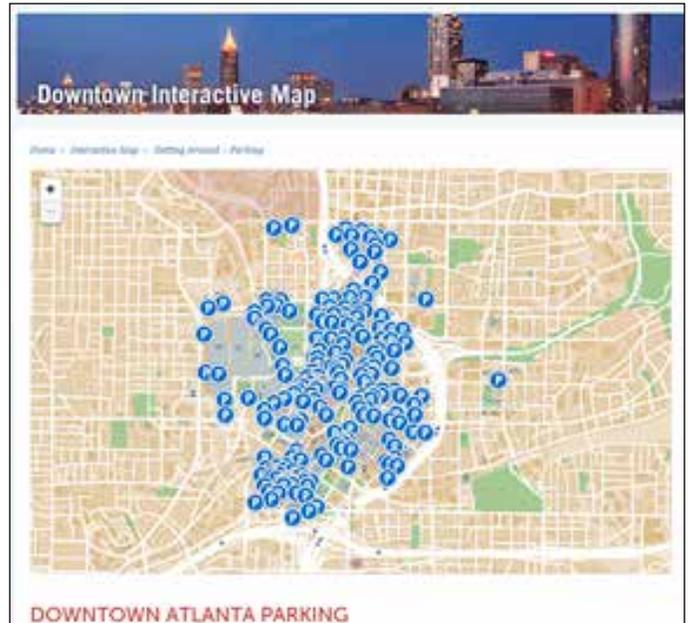


advantage of the widespread use of the internet as a platform for its large-scale parking marketing campaign. Web-based marketing campaigns are very effective at accessing a broad range of individuals and would likely offer the most cost-effective approach to disseminating a variety of program information. Two options for developing this web presence include utilizing existing resources or creating a new location strictly for the new parking program.

#### **Option 1: Utilize Existing CAP/ADID Website**

The CAP/ADID website is already utilized by some patrons as a source for information related to Downtown destinations and parking options. The existing CAP/ADID website provides an excellent opportunity to utilize the existing reach that the organization has with Downtown stakeholders and the community at-large to convey information related to the new direction for the Downtown parking program.

The CAP/ADID website currently has an interactive parking map that includes each participating parking facility's name, address,



rates, entrance, supply, and payment options. This map could be expanded to support the new public parking system, including a focus on collaborative parking facilities and eventually real-time parking availability. Initial enhancements to the map can be realized through small-scale, low-cost modifications. For example, the map includes blue parking icons of all the parking facilities in Downtown; the icons representing the collaborative facilities could be changed to a different color or symbol to indicate preferred public parking locations. This symbology should coordinate with the new parking brand or could include the new Downtown parking logo. This simple strategy distinguishes collaborative facilities from the others, allowing visitors to the site to associate these facilities as the public parking in Downtown.

The CAP/ADID website also can also be used to provide specific information on the program including:

- Purpose of the program
- Benefits to the user
- Benefits to Downtown
- Technology enhancements
- Tutorials on how to use the program
- Rules and regulations
- New pilot programs

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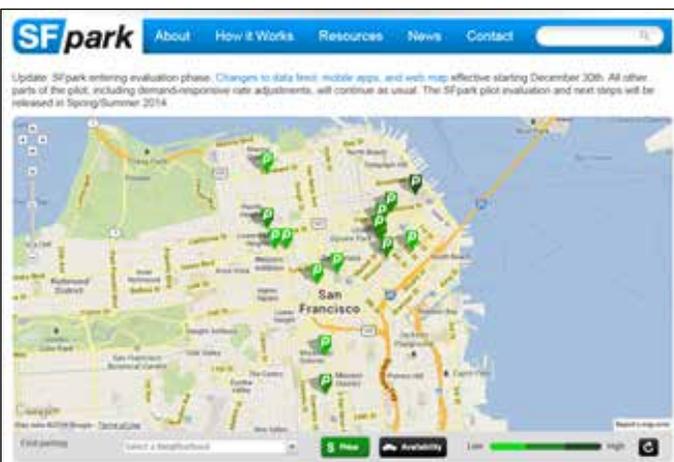
### Option 2: Create a Standalone Website

The second option involves creating a stand-alone parking website for the newly established public parking system, similar to that of SFpark.org (considered one of the more successful examples of web-based marketing and education within the parking industry). Many of the functions provided by the CAP/ADID parking webpage would be available in the stand-alone website; however, the website would be solely dedicated to the promotion of the Downtown parking program and brand and its associated objectives, supporting program visibility, public recognition, and utilization of the Downtown public parking system. The information provided on the website should educate the public on the purpose of the program, identify parking options, communicate the benefits that the program offers, and convey the message of the new parking programs in efforts to promote balance and utilization of the parking system.



An additional benefit of the stand-alone website is that it provides an opportunity to create a short and easy-to-remember web address for motorists to access when looking for information on Downtown parking options. A stand-alone web address could be directly tied to the program brand, allowing for an easier connection to the physical branding elements provided in the field. Currently, the CAP/ADID web address for the interactive parking map is a little longer than desired, which could make it complicated and not easily remembered by motorists. However, an interim solution could allow for CAP/ADID to create a splash page with a shorter more memorable website name, which directs users to the CAP/ADID website, reducing the need to create a full stand-alone website.

To support navigation through the new parking system, the website should include an interactive parking map, similar to the existing CAP/ADID map. The interactive map will guide drivers to appropriate parking opportunities by offering specific



*To direct motorists to the website, additional outreach efforts and funds should be directed towards other marketing strategies such as print, poster, TV, and radio advertisements, so long that the marketing budget permits. The intent of these efforts should be to drive patrons to the new parking-based web site or webpage.*

information related to program facilities including addresses, rates, hours of operation, and nearby destinations. This map could be expanded to include real-time parking availability and on-line parking reservations.

Additional information that should be incorporated into the website includes:

- A history of the creation of the parking program
- Program objectives
- Program benefits to motorists and overall Downtown
- A description of the elements of the program, how they work, and how they support program objectives
- Marketing materials (if created) such as videos and brochures
- Technology enhancements
- Tutorials on how to use the program
- Parking regulations
- Pilot programs
- Program news

#### MOBILE WEB PRESENCE

Whether CAP/ADID utilizes its existing website or develops a stand-alone website, the web presence should be compatible with mobile platforms, including iPhone and Android. Websites that aren't compatible with these platforms are generally difficult to navigate for tablet or smartphone users, with some functions such as scrolling or images not functioning properly or at all. Allowing for streamlined mobile compatibility provides an easier transition from pre-planning to in-route navigation, without the need for transitioning from a home computer to a mobile device.



#### MARKET THE PROGRAM AND WEB-PRESENCE TO DOWNTOWN DESTINATIONS

Currently, many Downtown patrons use information found on the website of their final destination to locate



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potential parking options surrounding the venue. To promote the new public parking system, CAP/ADID should work with Downtown destinations to add information to their websites related to the new parking web presence. This could be as simple as adding a button or widget to these sites that directs patrons to the new website. This simple addition has the potential to reach a large amount of Downtown parkers in a relatively easy and cost-effective way.

To facilitate incorporation of the website into venues' parking pages and capitalize on this low-cost, yet far-reaching marketing opportunity, CAP/ADID should provide venue representatives with electronic materials that include all of the necessary information to download the link to their site. This should include the button or widget, as well as the coding necessary to link the sites. Additionally, it may be beneficial to ask the venues to educate their phone operators to refer callers to specific collaborative parking facilities and/or to the Downtown's public parking website. This strategy may not be the most consequential on its own, but it unifies the destination-based marketing efforts across many access points that visitors utilize to find information about parking and supports the use of collaborative parking facilities.

*In some locations, existing parking facilities already carry the name Public Parking. CAP/ADID and the City should use focused education and marketing to differentiate the new "Public Parking" brand from these locations.*

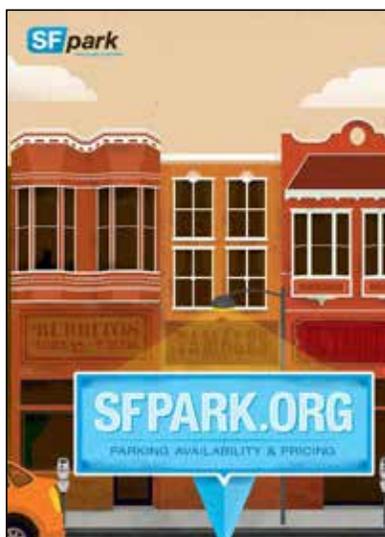


### CONDUCT PUBLIC OUTREACH EFFORTS

Public outreach initiatives will educate Downtown residents, employees, and visitors about the changes and improvements of the new parking program and familiarize them with the new parking brand. Engaging with the public familiarizes them with the new brand, its name, its message, and its purpose. When they spot the new parking facility identified with the new signage, they will associate that facility with the purposes of the new parking brand and deem it as a top parking option in Downtown.



*SFPark's marketing campaign was simple in nature and focused on driving users to the program website.*



Efforts should be geared towards specific Downtown destinations, businesses, and neighborhoods, such as the Centennial Olympic Park area and events districts, whose visitors are primary users of the Downtown's parking system. The message of the new parking system should be consistent throughout outreach efforts to strengthen understanding and association with the brand. To promote public outreach efforts, CAP/ADID should create postcards that include program-specific information such as technologies, instructions on how to use the new program, and program benefits to provide further references and information to the public.

Outside of coordinated outreach efforts, CAP/ADID should also enlist the help of its existing Downtown Ambassadors to speak directly with parking patrons regarding the use of the program.

### PROMOTE GOOD CUSTOMER SERVICE TO SUPPORT THE BRAND

No matter how great the "look" of the brand is, if the customer is left with a poor parking experience, the brand name will be tarnished. Changes made to management structure and the implementation of initiatives to support customer service regarding the parking program will support a positive association between the parking brand and the Downtown parking experience.



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### CODE COMPLIANCE

Currently, four separate departments are involved in the administration and enforcement of the City's Park-for-Hire permitting process. The bulk of the responsibilities, however, lay with the Department of Public Works (DPW), including the inspections of facilities and the response to complaints regarding operations and physical conditions. The Finance Department oversees the issuance and renewal of Business Licenses, a prerequisite for being issued a Park-for-Hire license, while the Department of Planning and Community Development review zoning and use approval responsibilities, and the Atlanta Police Department oversees most of the Code Enforcement officers whose wide array of responsibilities include enforcing the Park-for-Hire code.



Given DPW's current role as the main City department overseeing Park-for-Hire permitting functions, it makes sense that this continues, but that enforcement efforts are increased. During discussions with various stakeholders, parking patrons, and from the survey results and first-hand observations, it is clear that all of the standards and requirements in the Park-for-Hire permitting code are not being met. There are public parking facilities clearly in operation that are not meeting the requirements for sanitation and lighting, among others. A more rigorous approach to conducting inspections of these facilities should be used to improve conditions in these non-compliant facilities, which in turn can improve the public's perception of the overall parking experience in Downtown Atlanta. The optimal approach would be for DPW to have ultimate responsibility for the entire Park-for-Hire permitting and enforcement process, but coordinating with other departments and entities as needed (e.g., Planning, Finance and Police).

A best case scenario for the enforcement approach would have the necessary number of park-for-hire code enforcement officers housed under the Department of Public Works. A reasonable mid-term solution would be for the DPW to be able to fund a dedicated number of officers that would be housed the current Code Enforcement division of the Atlanta Police Department.

Increasing enforcement and inspection efforts will require the City to dedicate extra

resources to these tasks, and this may not be something the City is currently willing or able to do. Until permanent resources are available to provide for adequate enforcement of the Park-for-Hire requirements, CAP/ADID could investigate conducting its own, independent inspections of Downtown parking facilities to see which facilities are meeting the City's code requirements, and documenting this information for its own use. Further study of the data collected could be analyzed to better understand the scope of the code enforcement problem, CAP/ADID could potentially file it complaints with the DPW for the facilities it documents as being non-compliant.

Another issue heard during the stakeholder meetings was that operators had filed applications for a Park-for-Hire permit, but the City simply never responded or acknowledged their applications. While it seems some of the applications may be delayed or lost in the shuffle between City departments, much of the problem seems to reside in the fact that City Council must approve each, individual application for a Park-for-Hire permit. The fact that a parking owner/operator could meet all the requirements for a Park-for-Hire permit and still need City Council approval is almost singularly unique to the City of Atlanta. The City should strongly consider changing the approval process so that City Council approval is not required if an applicant meets all the application criteria established in the Park-for-Hire code.



Figure 5 - Code Enforcement Organization

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City	Fee Summary		Potential Revenue <i>Based on existing data Downtown Atlanta parking data</i>
Atlanta	First time Park-For-Hire Permit and Application Fee	A \$100 application fee and a \$3.00 per space fee is required for first time applicants of the park-for-hire permit.	\$323,625
	Park-For-Hire License Renewal	For off-street public parking facilities renewing their permit, there is a \$250 renewal fee and the per space fee is structured as follows: » facilities up to 100 spaces - \$3.00 per space » facilities between 101-201 spaces - \$300 plus \$1.50 per spaces exceeding 100 spaces » facilities of 201 spaces or more – flat rate of \$550	\$137,680
Erie	Erie, Pennsylvania \$1 per space plus a \$100 permit fee		\$137,375
Boston	Boston's per space fee is based enacted for surface lot permits only. However, its per space fee structure is still included for comparison purposes. The fee structure includes a \$5.00 per space fee for surface lots in the Downtown Boston area.		\$5,584,500
Sydney	Sydney implements a \$1,936USD per space annually		\$180,193,200

Table 2 - Parking Space Fee Comparison

### PARK-FOR-HIRE FEE

Part of the application process requires applicants to pay a Park-for-Hire fee which includes a \$100 application fee and a fee for each parking space in the facility. The City is not currently collecting this fee, in part, because of the challenges regarding the approval process as mentioned previously. It is strongly recommended that the City begin collecting the Park-for-Hire fee, which could be reinvested into the parking program to fund many of the recommendations provided in this report. Additionally, the City could update the fee structure to better reflect the current parking environment of Downtown. **Table 2** below identifies the lost revenue from the lack of enforcement of the Park-for-Hire fee and approval process which is based on current inventory of Downtown parking facilities and capacities. **Table 2** also presents per-space fees of other communities for reference.

### BOOTING AND TOWING

Because booting and towing is conducted using a third party, private operators have limited control over how booting and towing is conducted within their facilities. These parties are thorough in booting and towing vehicles in Downtown facilities, which has become a point of contention for some members of the public, who feel that booting and towing practices are based in revenue generation. In efforts to alleviate this negative perception, the ordinance should be changed to allow parking operators to boot and tow in their facilities, rather than contract with a third party. This would allow operators to boot and tow only as necessary, which would help give the impression of booting and towing as a strategy to improve compliance with parking regulations, as opposed to a means of generating revenue.

In addition to changing the ordinance, a maximum fee should be defined for booted and/or towed vehicles at approximately \$25-\$50.

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### NAVIGATION AND WAYFINDING

Once a framework for establishing a public parking system is in place, navigation and wayfinding strategies are critical for guiding motorists to designated public parking locations. Proper navigation elements act as “breadcrumbs,” leading drivers from their home, through the street system, and to a final parking location that best matches their Downtown destination. Numerous navigation elements could be considered, ranging from static signage to technologically advanced systems that communicate route and destination information. Establishing a connected system comprising multiple elements will best support balanced use of the parking system, enhancing the overall parking experience.

The remainder of this section describes elements that should be considered for the three elements of the decision making process: Pre-Trip, In-Route, and Post-Trip.

#### PRE-TRIP NAVIGATION

In this age of limitless information dissemination, planning for a positive parking experience has never been easier. Parking programs have websites, smartphone applications, and online information sources that allow users to plan for and execute a flawless parking experience. While this information is readily available, getting users to utilize the information is a struggle for some organizations.



The traditional method for finding parking has been (and will likely remain) for a motorist to drive to their destination, and then begin circling to find available parking that is cheap (or free), convenient, and easy. Changing the motorist’s behavior to better understand how and where parking is available can have a profound impact on Downtown congestion, circulation, and experience. Studies have shown that up to 30% of street congestion in a community can be attributed to motorists cruising for parking. Helping just a portion of these motorists to more easily and quickly find parking can reduce street traffic and improve the Downtown experience.

Before leaving the house, some motorists go online to plan where they are going to park – based on the CAP/ADID and Schapiro survey results, the Downtown user population who pre-plans for parking ranges from 50% to 60%, with most respondents using the website of their destination to pre-plan. Those same survey respondents indicated that they would prefer to utilize online information related to parking to strengthen their pre-trip planning process, with 64% interested in a stand-alone parking website.

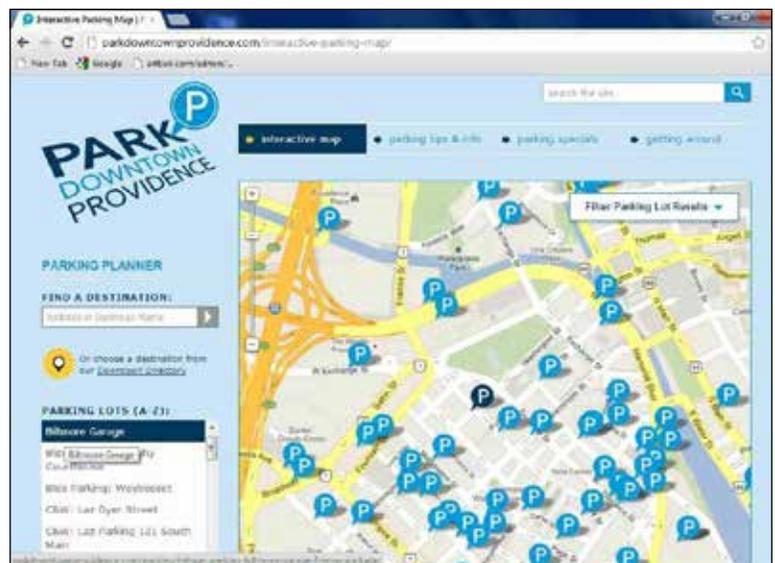
While the introduction of a stand-alone website might not impact all motorists’ driving decisions, it can have a large enough impact to help motorists in the Downtown to better find and utilize parking. The online parking information

should guide users to public parking facilities by utilizing a collection of parking information, online maps, and user education tools related to the new public parking system.

CAP/ADID, in close coordination with the City, should develop this web presence by either:

- Utilizing and strengthening the existing CAP/ADID interactive web map to provide better information about and guidance to public parking facilities. The existing CAP/ADID interactive map already includes facility names, payment, rates, spaces, and nearby dining, shopping, and entertainment destinations that help users determine which parking facility is best for them. This service could be expanded to include direct navigation capabilities or link to an existing mapping service for navigating to the parking facility.
- Developing a stand-alone website representing the new parking brand and information related to the program. If a stand-alone website is created, it should provide the same existing services as the CAP/ADID website to the motorists, but should also link directly to and from Downtown destinations to help ease the pre-trip planning process.

In addition to the existing or proposed stand-alone web presence, CAP/ADID should consider using the features of existing online mapping sites, such as Bing or Google Maps, to broadcast the location and information related to public parking facilities. Approximately 40% of survey respondents stated that they use an online map site, like Google Maps to find parking options. CAP/ADID can publicize the Downtown public parking facilities through online mapping sites to highlight these facilities as visitors search for parking opportunities near their final destinations. The mapping function would provide turn-by-turn directions to the chosen parking facility, reducing potential confusion generated from trying to navigate the public parking system.



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Whether CAP/ADID utilizes its existing website or develops a stand-alone website, it should be compatible with mobile platforms, including iPhone and Android, as previously stated. Allowing for streamlined compatibility provides an easier transition from pre-planning to in-route navigation, without the need for transitioning from a home computer to a mobile device.

### IN-ROUTE NAVIGATION

No matter whether the motorist uses pre-planning options prior to leaving for their Downtown destination, they will likely use some form of in-route navigation to help find their way once they reach the Downtown area. In-route navigation could be as simple as static wayfinding or trailblazer signage, or as complex as in-vehicle navigation. In-route navigation is likely the most effective form of communication, because well-placed signage or routing can impact the largest number of motorists as they look for their destinations.



The following subsections provide guidance on several in-route navigation tools.

#### SIGNAGE

Strategically placed signage provides opportunities to direct motorists to Downtown public parking facilities, reducing the potential for cruising and possible patron frustration related to finding available parking. Approaches to implementing signage include traditional destination-based wayfinding signage, parking-specific trailblazer signage, exterior facility signage, or parking guidance systems. These approaches should be piloted in order to weigh the costs and benefits of each style of information provision. Example signage pilots are provided in later sections of this report.

Although discussed separately, vehicle navigation signage strategies do not have to be installed separate of one another. Instead, they may be implemented together with combined efforts to guide Downtown motorists to Public Parking facilities. The example framework section of this report provides an example vehicle navigation signage pilot that evaluates the combination of the different types of signage guidance strategies.

#### Destination-Based Wayfinding Signage

Downtown Atlanta currently employs a system of vehicular- and pedestrian-level wayfinding signage that provides guidance to primary Downtown destinations and neighborhoods. Vehicular guidance signs, as seen in **Figure 6**, include multiple panels that direct drivers first to Downtown districts such as the Olympic Park area and King Historic District, and once they have arrived in the districts, the signage provides navigation to popular Downtown destinations within those districts.

A very small number of these signs provide guidance to available

parking, either in the form of a destination panel or an additional parking trailblazer sign. The limited number of signs utilized today is in direct relation to the limited number of true public parking facilities within the Downtown. As CAP/ADID and the City begin to work with private operators to implement more “public” facilities, these existing wayfinding signs should be utilized to guide motorists to the designated Downtown public parking facilities.

Locations for wayfinding signage should be assessed based on destinations served and primary traffic patterns. Much of this analysis was likely performed during implementation of the comprehensive wayfinding program. Using that information or the metrics for sign placement outlined in the previous study, CAP/ADID and the City should place parking navigation signs along heavily traversed routes to guide motorists into appropriate Public Parking facilities within the Downtown.

The likely signage approach is to utilize the additional parking trailblazer signs, although a new signage element should be designed that more closely resembles the new program brand. In the event that CAP/ADID or the City would like to highlight a particular facility with a destination panel, the new panel must reflect the new program brand, along with facility names or



**Figure 6 - Existing Destination Based Signage**

*The use and placement of existing destination-based and trailblazer signage is not to provide turn-by-turn directions to motorists, but rather provide general guidance to available parking. Motorists traveling in the general direction of available parking will see Public Parking exterior facility signs, indicating they have arrived at their final parking destination. As an example, the Public Parking collaborative proves to be successful and 100 facilities are added to the partnership. If each has 10 navigation signs giving turn-by-turn directions to motorists, a cluster of 1,000 Public Parking signs would clutter Downtown, generating confusion for Downtown motorists trying to find parking—the exact opposite intent of vehicle guidance signage.*

*Instead, signs should be strategically placed, coordinating amongst each other to guide motorists to available public parking facilities without over cluttering the streets with Public Parking signs.*

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information consistent with online information (for those motorists who are continuing a pre-planned trip).

This strategy is a relatively low-cost option to guide motorists to Downtown parking and can be implemented relatively quickly given the existing wayfinding signage and infrastructure.

### **Parking Specific Trailblazer Signs**

Parking-specific trailblazer signs act as a system of “breadcrumbs,” directing motorists as they enter Downtown, navigate the Downtown street network, and arrive at public parking facilities. The design of the signs should be representative of the new parking brand, including associated color and font schemes, helping the signage and message stand out to drivers among the sea of other wayfinding and traffic control signs. Trailblazer signs should be consistently designed in terms of design, height, and placement in relation to the street and the driver, offering a consistent vantage point for motorists to identify directions to public parking.

The most effective static navigation system in the Downtown will likely include a combination of existing destination-based wayfinding signage and parking-specific trailblazer signage. CAP/ADID and the City should review existing signage locations, in conjunction with potential locations for parking navigation signage, including predicting the most likely routes people take into Downtown based on available traffic data. Generally, trailblazer signs start appearing a few blocks away from a facility with additional signage dictated by turning movements from primary routes. Each trailblazer sign should be mounted at the same height for easy visibility. As the motorist approaches the facility, the final trailblazer sign will be mounted on the parking facility, indicating arrival at the destination.



### **Exterior Facility Signage**

The final trailblazer sign indicated in the previous section is actually the exterior facility signage. This signage serves as the final indication for motorists that they have arrived at their destination by using the branding and marketing elements to provide the motorist with assurance that they have reached an identified public parking facility. The brand signage is usually installed above the entrance, or in a prominent location that can be easily identified by motorists on the adjacent street network.

Ideally, this signage is large enough to be seen from approaching blocks, is illuminated to be seen in evening hours, and has a unique design that sets it apart from other parking signage. Most parking facilities in the Downtown have the word “PARK” or a simple “P” in a circle symbol identifying their location. By using the new brand symbology outlined in the previous sections, these parking program signs will indicate that the motorist has arrived at a public parking location that is part of the Downtown Public Parking System (defined by the Collaborative in the following section).

If the illuminated sign option proves too costly during initial implementation, a less expensive opportunity to implement program signage at the facility includes utilizing non-illuminated signage. This simpler option is initially recommended for the pilot phases of the public parking program, with the intention of training motorists to look for the signage and identify it with the new program operations. In later phases of the program, it will be beneficial to implement the illuminated trailblazer signage; however, it is anticipated that the non-illuminated trailblazer signage will perform positively in navigating motorists efficiently throughout the public parking system as CAP/ADID and the City test the viability of the program.



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### Parking Guidance Systems

Parking Guidance Systems (PGS) can be implemented in the community to expand vehicle navigation through



the provision of a higher level of data communicated through electronic signage. PGS include dynamic messaging signs connected to either space detection systems or revenue control systems for each individual parking facility supported by the PGS. These connections relay real-time parking space availability in those facilities, helping motorists decide where to park based on availability. PGS provide an excellent opportunity to reduce the perception of a lack of parking in an area by communicating real-time parking space availability and directing traffic to those available parking spaces. Similar to the static signage options, this directed navigation reduces traffic congestion and promotes an easier parking experience.

Much like the static wayfinding signage defined in previous sections, the first level of PGS signage can be located at key Downtown access points, directing motorists to districts or destinations within the Downtown. From this initial signage, the second level of PGS signs can be located closer to destinations, directing motorists to adjacent parking facilities supporting the destination. In the event that a PGS program is implemented, it is essential that PGS and wayfinding/trailblazer signage coordinate to sufficiently guide motorists through the Downtown street network. Otherwise motorists will be left confused, which negates the purpose of the PGS signage.

Given the nature of the off-street parking system in Downtown Atlanta, implementation of a PGS will require a little more advanced planning for proper operation. Many examples of functioning PGS programs are built around publicly owned and/or maintained parking facilities. In Downtown Atlanta, with the predominance of parking being privately owned and operated, the investment into the system will require the support of private parking operators and/or the implementation of new equipment within participating facilities.

Because PGS require accurate real-time parking utilization data, it is the responsibility of parking operators to continually share data related to parking availability to ensure the system displays accurate information. If parking operators are not able to maintain consistent communication with the PGS, it may be necessary to invest in vehicular detection systems at the facility level. This could include loop detection systems, space-by-space detection systems, or camera detection systems, all of which can help define the true ingress and egress patterns of a parking facility. However, the implementation of a new counting system will be costly and could require additional investment on the part of the project stakeholders, including CAP/ADID, the City, and private parking operators.

PGS require a considerable investment by all parties involved, as they are more costly, require more resources, and are more dependent upon continuous maintenance, monitoring, and data sharing. Success in the initial navigation pilot programs will ideally garner a sense of ownership and pride among all parties involved, which will support the needed contributions of finances, time, and effort in a larger-scale PGS investment.



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### PERSONAL PARKING GUIDANCE TECHNOLOGY

In addition to signage platforms, an additional in-route navigation platform can be implemented – Personal Parking Guidance



Technologies. These technologies include the dissemination of parking information (location, rates, availability, etc.) for each individual user, whether using smartphone applications or in-vehicle wayfinding platforms. While this component of navigation is still evolving, within the next five to ten years this will be the predominant form of parking navigation on the market. Numerous well-known smartphone application vendors (ParkMe, QuickPay, and Parkopedia to name a few) have helped to develop that component of the market into a viable alternative to exterior wayfinding signage. Additionally, these major players in the industry have also begun to broker deals with automobile manufacturers and vehicular GPS companies to use their data in in-vehicle navigation systems. While not widespread today, it is only a matter of time before these systems become commonplace in the personal vehicle.

#### Smartphone App Navigation

Smartphone applications provide a platform to share parking information and vehicle navigation services through a medium that is easily accessible to motorists. Basic information can include maps with parking locations, rates, and regulatory information. Data provided through on-street parking revenue control technology, sensors, and private parking operators provides an additional avenue to relay real-time parking availability via the app.

For most smartphone developers, the implementation of such a system would come at no cost to the City or CAP/ADID. These developers and vendors are interested in obtaining a direct source to parking availability data, which is being used to consolidate a larger nationwide network and strengthen the offerings of in-vehicle parking navigation systems. The implementation of a smartphone application would simply require that CAP/ADID and the City make data sources open and available to developers. Data sources could include the static information found on the CAP/ADID website, parking availability data from on-street parking sensors, transaction data from on-street parking meters, and parking transaction data from off-street garages (pending approval from private parking operators).

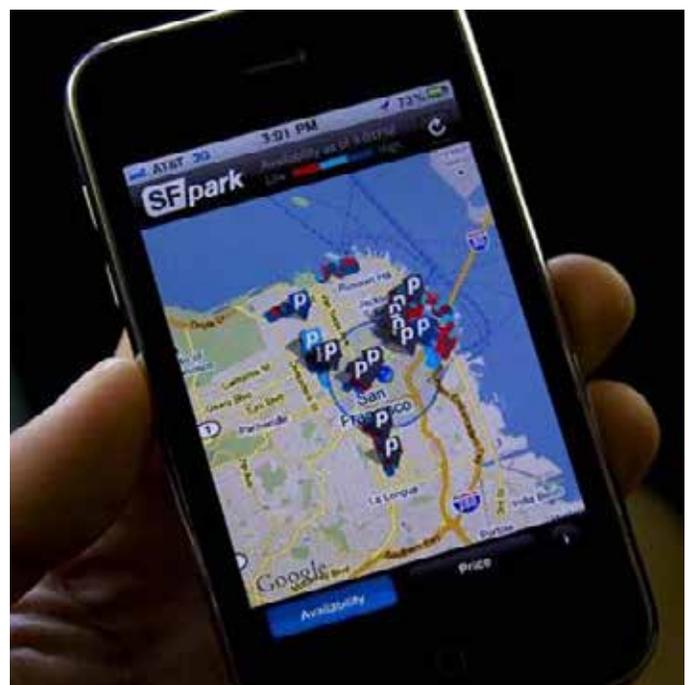
CAP/ADID and the City should provide their data as an open source platform for developers to utilize, allowing both large-scale parking application developers and smaller-scale application developers to utilize data for smartphone apps. This approach will likely yield the greatest set of applications for use in the Downtown Atlanta environment. Links to these applications should be provided on the parking-specific website, whether stand-alone or as a link on the existing CAP/ADID website.

Because sensitivity of providing real-time occupancy data from the private sector is an initial hurdle to overcome, it is not anticipated that real-time parking availability would be offered in a first-generation Downtown Atlanta parking app. In the initial phases of smartphone application development, the app will likely rely on static data (rates, spaces in the facility, hours, etc.) provided by CAP/ADID and the City. However, in later phases, if and when operators are willing to share occupancy data, real-time parking availability could be added to the smartphone application.

#### In-Vehicle Parking Navigation

The next evolution in personal parking guidance is the addition of parking facilities data (locations, information, and availability) in vehicle GPS systems. Many of the premier smartphone application developers and data aggregators are beginning to provide their consolidated parking data to vehicle manufacturers to provide real-time navigation to available parking. Just in the last year, several deals have been brokered with auto manufacturers such as Ford, Audi, Volvo, and more.

It is only a matter of time before this type of system is more prevalent in the parking and transportation industry. While CAP/ADID and the City should make parking data open source for development on a number of platforms, they should also promote the development of applications with major developers (ParkMe, QuickPay, Parkopedia, ParkMobile, etc.) to ensure that the next wave of data aggregation into vehicle navigation systems is widely available in the Downtown Atlanta area



*Benefits of Cell Phone Based Parking Solution*

*The on-street parking revenue control industry has evolved considerably in the past 77 years, since the first meter was installed in Oklahoma City. The meters of that era used coin operation, twist dials to engage, and visible flags to indicate whether parking was in violation or not. That type of meter was in place for 40+ years, until a digital model was developed, which replaced mechanical parts with electronic components. In the late 1990s, the industry took a turn into the technological revolution and began to evolve at a rapid pace, introducing multi-space meters, in-car metering, in-space sensors, cell phone payment systems, and today's most recent evolution, the single-space credit card meter. e single-space credit card meter.*

*Looking at recent trends, the industry is definitely moving at a rapid pace, and the new technologies today could very well be outdated within a few years. With that in mind, it is prudent to look forward to see the next iteration of solutions to ensure implementations and capital investments are targeted wisely. When looking at communities throughout the country or countries throughout the world, the one trend that seems to be catching on quicker than others is the move to mobile payment technologies.*

*Many cities throughout Europe and the Middle East have moved to a pure pay-by-phone parking environment in the past five years, reducing their capital expenditure and increasing access for customers. Within the past year, several communities in the U.S. have begun to experiment with this type of system, implementing pilot areas to measure acceptance and potential for revenue offsets.*

*The initial reluctance to institute a pay-by-phone-only system was the perception that the system would not be equitable. More directly, how would those citizens without cell phones pay for their parking? As cell phones become a more integrated part of society, that fear is dwindling. According to research by the Pew Research Center<sup>1</sup>, 88% of Americans own a cell phone. Even more important, 46% of Americans own a smartphone and use their cellular devices for more than phone calls, a trend that is escalating quickly (with another estimated 10% bump by the end of next year).*

*With these statistics and the continued evolution of the cell phone, is it any surprise that pay-by-phone payment methodologies are popping up in communities everywhere? Pay-by-phone is not a new concept, but its acceptance is at an all-time high. And for the first time since its introduction in the U.S., we are starting to see communities consider all pay-by-cell systems. Think about some of the benefits:*

- o The user pays an overwhelming majority of capital and maintenance costs – the only equipment needed is the user's cell phone*
- o The user only pays for the time that they park – the transaction is engaged at the beginning and can be disengaged when completed*
- o The user can receive notifications before they go over time, allowing for remote addition of time or advanced notification prior to violation*
- o Integration of smartphone applications allows for wayfinding, payment, management, enforcement, and communications all through the user's smartphone*
- o Most systems have robust back-end management systems that can provide advanced management of the parking system*
- o Transaction and gateway costs (sometimes as high as \$0.16 per transaction with traditional meters) are negated or passed on to the consumer*

<sup>1</sup> <http://pewinternet.org/Reports/2012/Smartphone-Update-2012/Findings.aspx>

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## Downtown Atlanta Parking Assessment Recommendations

### IMPLEMENT A PARKING COLLABORATIVE

With the majority of off-street parking assets within Downtown Atlanta



under the control of private operators and property owners, the creation of a public parking system will need to be managed through a public-private collaboration. The development of a public parking system has the opportunity to enhance the overall Downtown experience by supporting easy and convenient access to suitable parking options. The City cannot construct a public system on its own, because the City operates only three parking facilities in Downtown, which is not enough to create a system. Additionally, basic data reviewed as part of this study indicate that current parking demands do not necessitate the construction of new City-owned facilities. Instead, the City should work with private parking operators to maximize the existing parking supply and create the perception of a public parking system through the development of a Parking Collaborative.

The creation of a Parking Collaborative, made up of specific and willing parking facilities and operators working together, provides the platform to construct the perception of a consistent public parking system. The perception is built upon establishing consistency between parking facilities through common signage, standardized rate approaches, safety and maintenance standards, access standards, and centralized marketing and wayfinding efforts. These elements can create an identifiable public parking system that drivers easily and continuously identify and utilize. The introduction of the Parking Collaborative could provide the following benefits:

- Create the perception of a larger “public” parking system
- Improve customer experience within Downtown
- Balance parking demands
- Improve parking occupancy
- Manage assets collaboratively for the good of Downtown

### Parking Collaborative Improved Appearances

*When motorists navigate Downtown looking for a parking space, as part of their assessment for determining the best place to park, motorists will assess a facility based on how it looks. Is it clean? Is it dark? Does it feel safe? If the answer to these questions is no, motorists will likely pass up this facility in attempts to find a safer and cleaner place to park.*



*The first impression that a motorists receives from a parking facility can be gathered within the first 30 feet of an entrance. If the first 30 feet of a facility is clean, well-lit, and looks nice, motorists will likely perceive that facility as a good place to park. Why the first 30 feet? 30 feet is all it takes to get a driver from the street and into the facility.*

*Facilities participating in the parking collaborative, may be given aesthetic makeovers within the first 30 feet (if funding is available) to improve public perception of that facility and potentially increase utilization generated from that positive public perception.*

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### DEVELOP CRITERIA FOR INCLUSION

The Parking Collaborative heavily relies on the willingness of all members involved to work together towards the goal of creating a common public parking system. To accomplish the objectives of the Parking Collaborative, parking facilities must be chosen for inclusion, requiring the identification of the most suitable parking facilities that meet a combination of criteria. Such criteria will be structured in a tiered system, allowing for specific standards, preferred conditions, and longer-term considerations.

#### Specific requirements (Tier 1) are necessary for inclusion

- o Compliance with City code – facilities must be compliant with the Park-for-Hire provisions set in Sec.30-1196 through Sec. 30-1205 of the City of Atlanta Municipal Code
- o Available Public Parking – facilities must have at least 100 -150 spaces of transient parking available for public use. Surface lots may potentially benefit with a lower transient space requirement, but the intent is to use locations with enough capacity to support a wide variety of public demands.
- o Location – facilities must be within one to two blocks of primary Downtown destinations
- o Cleanliness and Aesthetics – facilities must be maintained and free of trash, clutter, and graffiti
- o Maintenance/Lighting – facilities must be compliant with lighting standards found in the Park-for-Hire provisions set by City of Atlanta Municipal Code, Sec.30-1196 through Sec. 30-1205
- o Parking Access and Revenue Control (PARCS) Technologies – facilities must have technologies that accept credit/debit transactions

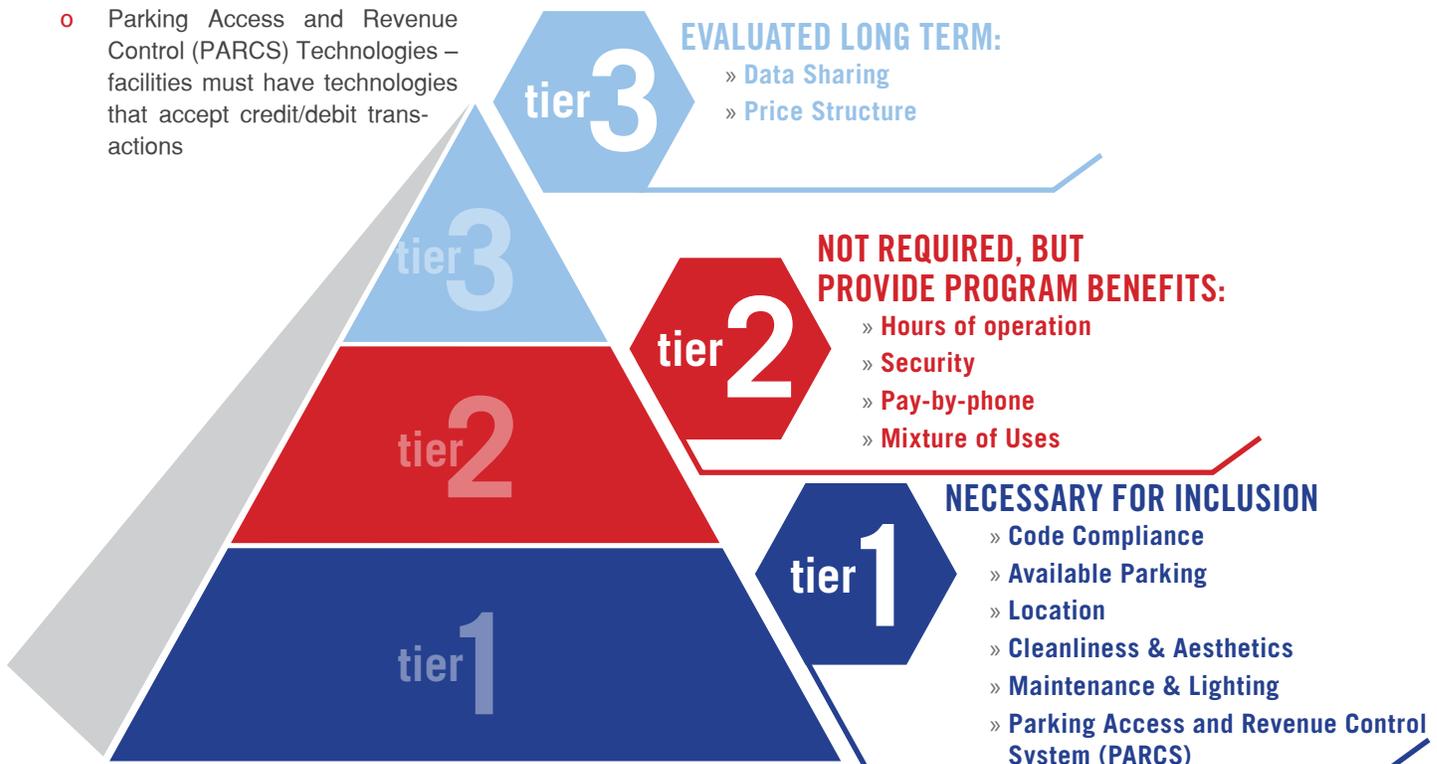
**Preferred conditions (Tier 2) provide programmatic benefits, but are not specifically required for inclusion.**

- o Hours of Operations – facilities that are open 24/7 would receive preference for inclusion
- o Security –facilities that have security staff or video monitoring and adequate lighting would receive preference for inclusion
- o Pay-by-Phone/Alternative Payment Options –facilities that provide alternative payment options, such as pay-by-phone applications, would receive preference for inclusion
- o Mixture of Uses – off-street structured parking facilities that meet the zoning requirement for first-floor street-level usage should be viewed as more favorable to the Downtown and pedestrian experience.

**Longer term objectives (Tier 3) will be evaluated as the program is piloted and implemented**

- o Price structure – parking rate structures and/or the presentation of pricing information, including common time intervals and/or pricing
- o Data sharing – real-time data sharing for use in parking guidance systems, smartphone applications, web-based mapping

This tiered system allows the most important factors for a cohesive parking system to be met, while additional options to further the success of the program are promoted and tested collectively between CAP/ADID and the private operators.



# RECOMMENDATIONS

## Downtown Atlanta Parking Assessment Recommendations

### COMMUNICATE AND MEASURE THE BENEFITS OF THE PARKING COLLABORATIVE

To generate the commitment required of the private sector, the benefits of inclusion in the collaborative need to be defined and clearly communicated to potential parking operators. Benefits for participation can include:

- Higher transient occupancy and associated parking revenue
- Assistance with marketing and wayfinding
- Assistance with promotion and public relations
- Assistance with enforcement
- Web or app-based vehicle navigation

Demonstrating these results can prove that participation in a parking collaborative is a great tool for private property owners and managers to increase business and support customer satisfaction. Benefits to the Parking Collaborative also extend to Downtown Atlanta patrons, CAP/ADID, and the City of Atlanta including:

- Better parking experience for parkers
- Improved perception of parking amongst Downtown stakeholders
- Increased interest and activity in Downtown
- Improved access to businesses through newly branded facilities
- Potential for enhanced sales tax revenue through increased utilization of Downtown
- Access to realistic or real-time parking information

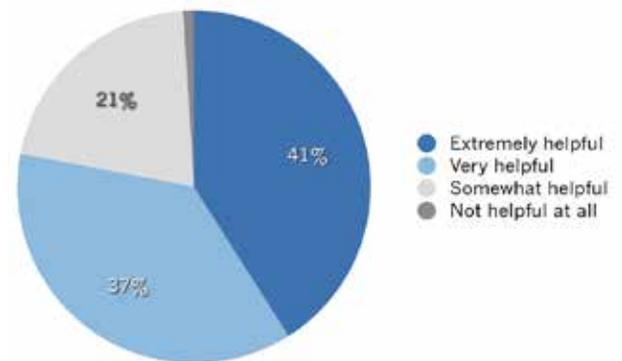
Communicating these benefits to CAP/ADID and the City can generate support and involvement in the Parking Collaborative and the program's success.

#### ***Advice from Other Private-Public Parking Partnerships***

*Ensure that strong lines of communication are established and supported between the Parking Collaborative management entity and parking operators to support participation and collaborative operations.*

*Participants in the 2013 Schapiro survey's were asked:*

*"Some leaders in Downtown are considering developing a standard brand for much of the public parking in Downtown. Many lots, garages, and on-street parking would be marked with the same consistent signage throughout Downtown, and there would be more accurate maps available for parking. In your opinion, how helpful would an initiative like this be?"*



*Responses were overall supportive of the implementation of a new public parking brand in Downtown.*

### IDENTIFY FACILITIES TO INCLUDE IN THE PARKING COLLABORATIVE

After communicating the benefits of the parking collaborative, assessing interested facilities for required conditions, and negotiating the preferred conditions for inclusion, proposals nominating one or two of their facilities should be requested from interested operators. The facilities are then analyzed based on the previously identified criteria to determine which four to eight of the most appropriate facilities should be included in the parking system.

### DEFINE RESPONSIBILITIES

Prior to implementation of the program, the responsibilities of the parking operators and owners and CAP/ADID should be defined including documenting the expectations and roles of each party involved and establishing accountability among all participants. Such responsibilities include defining the procedures if new employees are hired and/or if parking facilities change operators. This set of responsibilities can be referred back to once the collaborative is up and running to solve any matters of contention. In the future, this document may also be modified to include or change any responsibilities not realized during its development.

# RECOMMENDATIONS

## Downtown Atlanta Parking Assessment Recommendations

### MEASURE AND FOLLOW BASELINE CONDITIONS FOR HISTORIC DATA

To understand the successes and possible pitfalls of the parking collaborative, a baseline measurement of each facility must be established so that it may be used as a comparable once program components have been implemented. Most importantly, baseline occupancies for each facility must be measured and continuously evaluated through occupancy data to identify trends and evaluate the success of the program. This data can be used to promote inclusion in the program.

### DEVELOP PARKING OPERATOR AND PATRON SATISFACTION SURVEYS

In addition to offering constant communication between operators and CAP/ADID, a parking operator satisfaction survey provides an easy and informal opportunity for operators to identify successes and possible negatives of the collaborative. The surveys can be utilized to modify program elements and management strategies to support a positive and strong relationship between parking operators and CAP/ADID.

Conducting patron satisfaction surveys provides an opportunity to measure the outcomes and effectiveness of the implemented improvements to the Public Parking system. Surveys may be conducted face-to-face or via web either through Downtown Ambassadors stationed at Public Parking facility to intercept motorists as they return to their vehicle or a link to a web-based survey may be printed on parking receipts for motorists to complete at home.

The format of the survey should provide insight into motorists' overall parking experience and identify areas in which the Public Parking program can improve. Example questions for the survey may include:

Patron surveys should be conducted before and after pilot implementation to gauge improvement in the parking experience from a customer perspective.

#### **Example questions for the patron survey may include:**

- *On a scale of 1 to 5, how was your parking experience today?*
- *What were you doing Downtown today?*
- *How did you find out about the parking in this facility?*
  - *Website; signage; smartphone app; just happened upon it; I always park here; other*
- *How likely are you to park here again?*
- *What can we do to improve the experience?*

### FUTURE FACILITY ADDITIONS

After the evaluation of the pilot parking collaborative, additional facilities should be considered for inclusion to expand benefits of the program to other areas and facilities. The inclusion of additional off-street facilities must be assessed to determine if the locations meet the defined requirements for inclusion into the collaborative and whether their participation would benefit the Parking Collaborative as a whole.

In addition to new off-street parking facilities, the on-street parking system could eventually be incorporated into the Parking Collaborative program (branding, marketing, availability), expanding the benefits of the program to include varying types of parking options and cater to a different type of motorist. Decisions related to including the on-street system into the collaborative need to directly correlate with the restructuring of the program after the completion of the current ParkAtlanta contract. While not specifically included in the initial parking collaborative pilot efforts, ParkAtlanta and Parkmobile have been heavily involved in crafting the vision of the off-street parking collaborative and will be strategic partners moving forward as the Public Parking program potentially expands into on-street assets.

### MEMBERSHIP COSTS AND FUNDING

CAP/ADID is anticipated to initially fund many of the aspects for membership in the Parking Collaborative pilot to garner participation and support for the initiative. However, later phases that expand participating operators should require a membership fee to account for the additional materials, resources, operations, and maintenance costs. To promote participation once a membership fee has been implemented, CAP/ADID should communicate the benefits measured from the pilot program such as increased occupancy and by extension, revenues, to provide concrete evidence that inclusion will likely increase revenues. Although the fee will deter some operators from joining, others may overlook the fee in order to benefit from increased facility utilization and the positive benefits of the marketing and communication strategy.

# RECOMMENDATIONS

## Downtown Atlanta Parking Assessment Recommendations

Low Cost Approach	Medium Cost Approach <i>(Builds off of low cost approach elements)</i>	High Cost Approach <i>(Builds off of low and medium cost approach elements)</i>
≤ \$2,000	\$2,000 - \$10,000	≤\$10,000
Element	Elements - Low cost elements, plus:	Elements - Low and Mid-Cost elements, plus:
Utilize existing vehicle navigation signage parking panels	Non-illuminated branding signage	Make overs of collaborative facilities "first 30 feet"
Temporary branding signs and elements on collaborative garages	Dedicated trailblazer signage	Illuminated branding signs and parking facility exterior signs
Utilize existing CAP/ADID website for marketing and communicating the Public Parking program	Static data sharing for smartphone application	Large scale parking guidance system signage
Modify the existing CAP/ADID interactive parking map to call out branded "Public Parking" facilities	Stamp parking receipts with CAP/ADID parking website	Stand-alone Public Parking website
Provide Downtown destinations with marketing materials through an educational packet distributed via USB	Public outreach events	Real-time data sharing for smartphone application
Code enforcement of collaborative facilities		Media outreach (television, radio, and print)
Provide online materials for Downtown destination sites		
Small scale public outreach		

Table 3 - Collaborative Cost Options

### COLLABORATIVE OPTIONS

The parking collaborative program has many overlapping elements which are critical to the success of the program, including signage, wayfinding, branding, and marketing/education. Implementation of each element is largely dependent upon available resources, which can constrain what the program can initially accomplish. Therefore, a low cost, mid cost, and high cost program framework has been created. This framework (represented in **Table 3**) provides the program elements that will provide the most cost effectiveness and program efficiency given the available funds, as well as probable costs associated.

# RECOMMENDATIONS

## Downtown Atlanta Parking Assessment Recommendations

### ON-STREET PARKING PRACTICES

In two years, the contract with ParkAtlanta will conclude. The future management structure of on-street parking has yet to be determined — the City could resume management and operation of the program on its own; it could be housed under the City with private parking providing staffing and operations; or it could be contracted out to a third party again, similar to the current structure. No matter the decision, ParkAtlanta has to end with the current contract.



While this does not mean that the people or companies associated with ParkAtlanta have to also go, the policies, practices, and overall brand associated with ParkAtlanta should no longer exist in two years. The negative publicity associated with the initial implementation of the program, as well as the well-founded public perception that ParkAtlanta is synonymous with receiving parking citations, do not mesh with the intended goals of the Downtown Atlanta parking program.

The focus of the renewed on-street parking management program should be less about revenues and more about managing on-street assets to promote efficient operations and positive customer experience moving forward. This includes managing for on-street turnover, managing for optimal occupancy, and utilizing technology to promote customer service. If outsourced to a third party, the contract should be structured to support this redefined focus.

No matter which type of management program is implemented, the on-street program should collaborate with the other elements involved in the Downtown parking system, including off-street parking, branding, marketing, and communication efforts. Once the programs are managed as a complete system, the Downtown parking program can truly reach its full capabilities of serving and promoting Downtown Atlanta.

### EVALUATING MANAGEMENT STRATEGIES

At or near the completion of the existing ParkAtlanta contract, the City should conduct an extensive evaluation of potential management strategies to ensure that the next iteration of on-street parking program is rooted in the goals, principles, and strategies outlined in this report. The steps for evaluation will vary based on how the City prefers to proceed, but a potential process could include:



1. Evaluate Organizational Strategies. At one end of the spectrum is a City-managed and staffed program, with all operational, enforcement, management, and communication actions taking place in house. At the other end of the spectrum is a completely outsourced program, similar to the structure in place now. In between these two options is a hybrid option



that includes management and administration staff within the City, alongside outsourced operation, enforcement, and collection staff from an outside agency. This hybrid option would provide more managerial oversight from the City, but a portion of revenues would need to be reinvested in the private management firm.

2. Evaluate Contracting Mechanisms. If the City decides to keep all operations in house, contracting mechanisms will not be a factor in deciding how to manage parking going forward. However, if the City outsources some or all of the program, a contracting document must be developed to guide management of the program. This could include a revenue sharing model, based in the collection of revenues at the street level. The City will need to be careful not to introduce a system that is similar to the system in place today, which depends on enforcement revenues for success. Other options include a flat fee model that pays the outsourced company a flat fee independent of the financial performance of the system. Another option is to develop a contract based on incentives—some tied to revenue, some tied to program performance, and some tied to user perception. While the introduction of user perceptions in the evaluation of contract performance could be a bit nebulous, if done correctly it would allow for management of the program to promote the true customer service and experience aspects of the system.

# RECOMMENDATIONS

## Downtown Atlanta Parking Assessment Recommendations

Incentives written into the contract could include:

- Specific revenue triggers based on a combination of meter and citation revenue. For this to be truly effective, the City and the management entity would need to work collaboratively to define rate structures for areas throughout the Downtown, instead of a blanket rate structure for the entire area.
  - Parking utilization triggers based on maintaining an average utilization of 75 to 85% in sub areas throughout the Downtown. Again, this will require that specific pricing and management strategies are implemented to affect user behavior and occupancy.
  - Customer satisfaction including number of complaints and results of random user intercept surveys.
  - Provision and maintenance of technology and services in line with current technology in the industry (this does not mean a change in technology every year, but rather ensuring that elements such as pay-by-phone, smart-phone applications, parking reservation systems, in-vehicle navigation, etc., are maintained).
  - Citation reviews that reward compliance over citation. Maintaining an adequate balance of paid transaction versus citations indicates that a parking system and its technology are working appropriately. Additionally, a review of citations issued will indicate if proper enforcement practices and regulations are in place. This particular incentive may be too vague to truly tie a financial incentive to, but would be a good coordinated management strategy.
3. Evaluate Cost of Ownership. If the City decides on either the hybrid or in-house operational model, they should conduct a cost of ownership to determine if the transition to a new program type will be more costly to the City in the long run. This would include the cost of staffing and maintaining the program, as well as providing on-street technology at the same levels provided under the current contract.
  4. Evaluate Control of Program. Currently, the City can recommend strategies to ParkAtlanta to manage on-street parking, but the final decision is up to the discretion of ParkAtlanta. Because the City has a vested interest in the success of the on-street parking system, the new contract, if created, should provide the City with a greater role in the management of on-street assets to support a system of checks and balances.

### REMOVING BARRIERS FOR EFFECTIVE MANAGEMENT

In addition to determining the optimal management strategy for on-street parking, the City should evaluate and remove any potential barriers that limit the effective management of parking. This could include policies, practices, or ordinances that govern parking, or recognized technology deficits that limit the ability of the program to provide the highest levels of customer service.



Limitations to evaluate include:

- Parking Meter Rate Structure – Current City ordinances allow for management of parking spaces within the five parking meter districts to operate under conditions that best match the context of the affected area, including days and hours of operation and maximum time limits. However, the rates collected within each area are governed at the Downtown level. The City should evaluate providing context-sensitive rates that promote balanced parking utilization and turnover. The City should establish a rate ceiling and a floor, either for the entire Downtown or each zone. The management program could then set rates according to the demand within each zone and adjust them over time within the parameters of the rate ceiling and floor.
- Parking Meter Revenues – Currently, parking meter revenues can be used to fund the maintenance, installation, and operation of parking meters, or traffic engineering and control. The City should evaluate the use of meter revenues to promote the larger program as a whole, including marketing, education, wayfinding, and program management.
- Peak-Hour Lane Restrictions – In some locations within Downtown, parking is regulated by peak-hour traffic, restricting parking during normal commute times. The City should evaluate and eliminate these locations where possible to increase parking capacity during business activity times. Charlotte, North Carolina implemented a similar program in its Downtown, promoting parking over traffic flow on streets with high business activity. The result was an increase in revenue, reduction in citations, and transfer of traffic flow to adjacent streets.
- All Night Parking – While the intention of this regulation is to limit impacts to traffic flow in morning commute patterns, some communities are finding that the allowance of overnight parking is a strong deterrent for impaired driving. Seattle, Washington's Pre-Paid Parking Program (dubbed the 'Liquor Sticker' by residents) allows for patrons to park overnight and pre-pay for two hours of parking in the morning and averages 2,500 uses per month. While there might be impacts to morning commute parking, the implementation of a similar program promotes evening activity in the Downtown, while also promoting safe practices.

# RECOMMENDATIONS

## Downtown Atlanta Parking Assessment Recommendations

- Technology Limitations – Currently, the City on-street parking program is well equipped with technology for managing transactions, enforcing violations, and communicating with patrons. However, the City should work to develop a technology management plan that outlines when parking meter technology should be maintained or replaced. The City should also proactively evaluate parking technology to ensure consistent and efficient operations.

### POSITIVE OUTREACH

The City should promote positive outreach associated with the new on-street parking program, even before the end



of the current ParkAtlanta contract. This includes marketing and education efforts, as well as media outreach to communicate to patrons what's changing about the program and the policies, tools, or practices being implemented to improve the customer experience. The City should closely coordinate these efforts with the CAP/ADID marketing efforts for the newly branded parking program. At the completion of the final two years of the ParkAtlanta contract, the City and CAP/ADID should evaluate coordination of the overall parking program brand with the renewed focus on the on-street parking program.

### PARKING PRICING POLICIES

On-street parking is a valuable resource for managing and prioritizing parking in the Downtown system. Communities across



the country are implementing a variety of strategies aimed at managing on-street parking to support demand and promote turnover, including dynamic pricing, seasonal or event pricing, or progressive pricing policies. Downtown Atlanta should utilize some or all of these strategies in their Downtown parking meter zones to more effectively manage parking within the context of each area. Pricing strategies provide an opportunity to cater to the demands of each unique area, where accurately pricing on-street spaces acts as a supporting strategy to balance the overall parking system. This effort would require an evaluation of area-specific parking demands and user needs to determine optimal on-street pricing. The goal of this re-pricing effort is not to be competitive with off-street parking facilities. In fact, creating the appropriate price structure can balance on-street and off-street parking occupancies by steering long-term parkers into more appropriate off-street facilities, increasing occupancies off-street and availability on-street.

A few pricing concepts for consideration include:

- Variable Parking Pricing – Variable parking pricing is best served in areas with higher demands in core or centralized



areas and lower demands on the fringes. An example would be a retail district with high demands nearest to retail establishments and lower demands a few blocks away. To best implement variable pricing, the City could establish higher rates in areas of highest demands, while setting rates lower on the lower utilized blocks. Additionally, the City could extend time limits in those areas, promoting longer-term parking transactions on the fringes. Through effective rate setting and signage, the City can begin to balance parking demands and impact parking behavior.

- Dynamic Parking Pricing – dynamic pricing is similar in context to variable pricing as it involves pricing highest demand parking to promote availability and turnover. The only true difference between dynamic and variable pricing is the introduction of technology to manipulate parking prices based on real-time changes in demand. San Francisco, California's SFPark program is a good example of this type of initiative. SFPark uses a combination of smart parking meters, sensors, and data analysis methodology to price parking to influence utilization in the 75 to 85% range. Even with the dynamic nature of their system, they limit rate changes to every quarter, largely because of the communication efforts related to each change.

# RECOMMENDATIONS

## Downtown Atlanta Parking Assessment Recommendations

- **Event-Based or Seasonal Parking Pricing** – Event- or seasonal-based parking addresses limited fluctuations in demands based on large-scale events or seasonal tourism. By establishing a rate structure that addresses these large-scale offsetting events, the City can better manage demands for priority parking spaces, a strategy that has secondary benefits related to event and traffic management.
- **Progressive Parking Pricing** – Progressive pricing is a policy that removes time limits from parking transactions by creating a scaled pricing structure that increases in price the longer a transaction takes place. As an example, the first two hours of a transaction might be priced at \$2 per hour, and then each additional hour the price goes up by a dollar. So in this example, a four-hour parking transaction would cost \$11 (\$2 for the first hour, \$2 for the second hour, \$3 for the third hour, and \$4 for the final hour). This type of pricing strategy works best when there is a higher variability in the lengths of transactions, such as a mixed-use area that has short-duration retail transactions and longer-duration business transactions. To be successful, this policy needs to be coupled with a good off-street program that provides longer duration parking without the progressive scale.

Implementation of these types of policies should be grounded in real occupancy, duration, and parking behavior data for each area. The proposed on-street technology pilot, which will test sensor technologies, would be a good catalyst for determining initial parking behaviors in the parking meter districts.

### **PARKING ENFORCEMENT POLICIES**

The current parking management program is largely centered on the principle of enforcing parking behavior. To the Downtown Atlanta parking patron, that may seem excessive, but this practice is the primary tool ParkAtlanta has defined to manage the system. As stressed previously, the next generation of on-street parking management should be based on the idea of improving on-street parking operations for customer service and using on-street enforcement as a means of supporting access to street-level business.



Next-generation enforcement officers should more closely resemble the role of the CAP/ADID Downtown Ambassador Force. These staff members would be responsible for enforcing parking rules and regulations, but have additional, more pressing, responsibilities to improve the experience of the parking patron. This could include sharing parking, Downtown, or event information, promoting a more positive image of those with the power to issue citations.

While tickets will still be written in the proposed on-street management system, the guiding motivation behind citation issuance should be to promote parking turnover, remove

scofflaws who disrupt the parking experience for complying users, and provide an environment for parking patrons to easily pay for and utilize parking. This philosophy change promotes “Compliance over Citations,” focusing more on educating users how to park and providing them the tools to pay for and manage their parking transactions. While this may seem like a departure from fundamental parking operation theory, today’s parking management systems finally have the tools in place to promote this type of philosophy — smart meters provide more payment options; pay-by-phone systems provide more flexibility; online resources provide all of the education materials to make parking an easier experience.

Again, that is not to say that tickets should not be written. But, the City needs to create an environment for on-street parking that is less punitive and promotes education as a first line of defense. An ideal system would allow first-time or casual violators to receive a warning as the first citation — preferably with that citation providing guidance on how not to receive a similar ticket again. A second offense would produce a fine, and each subsequent fine would graduate to a higher level, punishing scofflaws and habitual offenders.



# RECOMMENDATIONS

## Downtown Atlanta Parking Assessment Recommendations

### INVESTING IN TECHNOLOGY

Advancements in parking technology have greatly improved parking operations over the past ten years. It is recommended that the City take advantage of such technological improvements to enhance the operations, management, and customer experience of the Downtown parking system. This effort requires an assessment of existing technologies to determine where improvements can be made as well as an evaluation of new parking technologies, identifying which are most appropriate for investment. Parking technology innovations will continue to advance and the City should identify new technologies and evaluate them for potential implementation. Ideally the City should also create a position for a technology specialist, allowing them to follow and understand how trends in the parking industry can improve operations in the Downtown system. This will allow the Downtown parking system to become a leader for parking management within the community and a model for innovation.



### ON-STREET PARKING TECHNOLOGY MANAGEMENT PLAN

Currently, on-street parking assets are furnished with quality parking equipment, where single- and multi-use meters have been updated in the last ten years. However, the pace of parking technology continues to advance, and such on-street parking technologies will soon require upgrades to keep up with customer demands or industry standards. The City should consider developing an on-street technology management plan that evaluates existing parking technology to determine the conditions in which repairs or specific replacements are needed, as well as identify the circumstances in which a full-scale upgrade to new and more advanced meter technologies is in order. Creating a plan for on-street technology that includes time and conditional criteria will allow the City to identify when updates to the system are needed, providing time to plan and budget for implementation prior to a technological problem arising.



### OFF-STREET PARKING TECHNOLOGY PLANNING

While the off-street parking supply within the Downtown area is largely managed or operated by the private sector, the introduction of the Parking Collaborative provides a platform for CAP/ADID and the City to work with the private sector to ensure that technologies are consistent with consumer needs. While there will not likely be any event where CAP/ADID or the City can mandate technology improvements at the off-street level, standards for inclusion in the collaborative can set a baseline for provided technologies,



including alternative payment platforms and access control equipment that is functional.

CAP/ADID and the City can also work closely with the private sector to identify investments that combine revenue-related benefits for the private sector and tangible program benefits for users. An example would be the introduction of space-counting technology that would be associated with a parking guidance system or real-time space availability system. While an investment in this type of equipment would not necessarily be inexpensive, the tangible benefit of directing transient parkers into off-street facilities could provide occupancy and revenue boosts that offset initial capital investment costs. In situations like this, it will also be necessary for CAP/ADID, the City, and the private sector to evaluate public-private investments that offset costs for each side.

### ON-STREET PARKING SENSORS

The use of in-pavement or pole-mounted vehicle sensors at the on-street level provides a platform to share real-time on-street parking availability with motorists. Furthermore, on-street vehicles sensors offer the City valuable data related to the on-street environment in the form of parking occupancies and length of stays. This data provides insight into the parking environment that can be utilized to modify on-street parking regulations to best manage demands. As described previously, this could be invaluable for the development of area-specific pricing and management strategies.



Conversely, the implementation and maintenance of on-street sensors is a costly endeavor. Implementation costs for one sensor could run anywhere between \$200 and \$300, with monthly costs recurring at around \$25 per space. With roughly 2,000 on-street spaces in the Downtown, this could lead to a capital investment of \$600,000 and ongoing costs of another \$600,000. This investment is typically offset with targeted enforcement efforts, which utilize an uptick in parking citation revenue to offset the maintenance costs. It is not recommended that the on-street parking program use enforcement to fund an investment in technology.

Rather, the City will need to evaluate the use of sensors to provide data, increase occupancy, and manage transactions (primarily through zeroing out unused parking transaction time after a vehicle leaves a space) as a means of offsetting the costs. The City also may utilize a combination of historical data and transaction data from meters and pay stations to predict real-time on-street occupancy.

# RECOMMENDATIONS

## Downtown Atlanta Parking Assessment Recommendations

### PARKING PROGRAM MANAGEMENT

CAP/ADID and the City of Atlanta (in conjunction with the current on-street parking management firm ParkAtlanta) will need to work collectively to ensure the recommendations of this study are implemented within the Downtown Atlanta parking program. Program management aspects will include off-street and on-street parking, as well as infrastructure and technology management, marketing and education, enforcement, and program administration. Each entity will oversee their designated area of the parking program, while communicating management collaboratively with the other parties, with a strong focus on enhancing the parking program and improving customer service to support a positive Downtown experience.



The following recommendations should be considered immediately as the recommendations of this study are implemented.

### CREATE A PARKING ADVISORY BOARD

To manage the many moving parts and future initiatives of the overall parking program, a Parking Advisory Board, organized and managed by CAP/ADID should be established. The Parking Board will comprise CAP/ADID, the City, ParkAtlanta, and private parking operator representatives with responsibilities related to managing, improving, and administering the parking system. The purpose of the Parking Advisory Board is to work collaboratively to make decisions and provide guidance for the

overall management of Downtown parking assets, with each member representing their aspect of the program. This multi-agency partnership is structured to allow for a system of checks and balances to ensure that parking is managed in a way that aligns with fundamental objectives of the parking program — to support a positive parking experience and ultimately promote Downtown Atlanta as a prime destination.

Although additional board members may be included, four fundamental positions on the board include:

- CAP/ADID Parking Collaborative Coordinator – responsible for coordinating between CAP/ADID and parking collaborative operators
- City Representative – a parking administrator that is the coordinator between ParkAtlanta and the City
- ParkAtlanta Representative – an individual that has the authority or has a role in the decision-making process of ParkAtlanta regarding the management of on-street assets.
- Private Parking Operator Representative – responsible for representing private parking operators, in conjunction with the Parking Collaborative

Within two years, the dynamic of this board may change as the current on-street parking management contract comes to an end. Depending upon whether the City makes the decision to use an outsourced management entity, a hybrid model managed by the City, or an in-house program, the number of seats representing the City and the on-street management program may consolidate. Regardless of who is managing on-street parking, the responsible party should always have representation on the Parking Advisory Board.



# RECOMMENDATIONS

## Downtown Atlanta Parking Assessment Recommendations

### **PARKING COLLABORATIVE COORDINATION**

Under the collaborative model, CAP/ADID will oversee the Parking Collaborative through the initial pilot and future implementation phases. Though operators and property owners would maintain ultimate control over their facilities, CAP/ADID would manage the public-private coordination, providing some initial coordinated funding (in conjunction with public-private investments), implement program pilots, and follow through with marketing and branding efforts. The combination of these efforts are necessary to create a successful parking collaborative. As the parking program expands with the re-evaluation and repurposing of the on-street program, the consolidation of on-street and off-street management entities could be considered.



#### **CAP/ADID ROLES**

Because CAP/ADID will be primarily responsible for the implementation of the Parking Collaborative, additional responsibilities have been created to ensure that the new parking program is successful. The following additional roles and responsibilities could help CAP/ADID manage and support the Parking Collaborative program. Most of these roles will be combined with existing job responsibilities, rather than creating a new position.

#### **CAP/ADID Parking Collaborative Coordinator**

A CAP/ADID staff member should be identified to manage the public-private coordination, providing a strong avenue for communication between private parking operators and CAP/ADID. The coordinator would communicate policies and direction with operators and ensure collaborative facilities fulfill their specific responsibilities for inclusion in the Parking Collaborative. Conversely, the CAP/ADID parking collaborative coordinator would also serve as a sounding board for operators, allowing them to provide ideas, guidance, and concerns to CAP/ADID. This approach to strong two-way conversation should ensure that the success of the collaborative is maintained by operating the program to the benefit of all involved parties. Finally, the CAP/ADID coordinator would also need to work closely with code enforcement staff within the City to certify that parking facility evaluations are occurring to confirm entry into the collaborative and maintain standards of existing collaborative facilities.

#### **CAP/ADID Parking Program Marketing Staff**

With the many proposed improvements to the parking system, CAP/ADID should designate marketing staff responsible for facilitating the development and deployment of marketing materials to educate the public on the continual evolution of the new parking system. Marketing staff should evaluate the most beneficial marketing opportunities to promote the new parking system as well as the new parking brand.

#### **CAP/ADID Outreach Staff**

The CAP/ADID outreach staff would be responsible for organizing strategic public outreach efforts to educate the public on elements of the new public parking system. Public outreach initiatives will include reaching out to stakeholders, neighborhood organizations, residents, and business owners to communicate and promote new strategies, approaches, and program branding elements. Additionally, outreach staff should meet with the managers of popular Downtown destinations to discuss the opportunity for the destinations to direct visitors to the collaborative parking facilities through venue websites.

Outreach staff should also work closely with Downtown Ambassadors to educate them on the new elements of the parking program, so that they are able to adequately provide the public with information on the new public parking system.

#### **CITY ROLES**

The City's primary responsibility will be the management of on-street parking assets. The City currently has several staff members devoted to parking management issues. This staff will need to be strengthened with code enforcement staff, as well as additional parking managers to support a more focused role in on-street parking as the program evolves.

#### **City On-Street Parking Administrator**

In the interim, the City should continue to work with ParkAtlanta to provide support and offer guidance regarding the management of on-street parking. The City should designate one parking administrator to sit on the Parking Advisory Board, coordinating between ParkAtlanta and CAP/ADID on the holistic management of Downtown parking assets.

As the current on-street management contract nears completion, it is likely that the City will want to designate an on-street parking management administrator who is either responsible for overseeing in-house operations or a hybrid management organization. This individual should be responsible for on-street management, coordinating with the parking program director to ensure effective management of on-street supply. This person should also communicate closely with the CAP/ADID parking collaborative coordinator to ensure the system is managed holistically as the entire Downtown system evolves.

#### **City Staffed Code Enforcement Officers**

Code enforcement efforts related to parking operations and management should be housed under one roof to help streamline the regulatory and management process. To ensure parking standards, outlined in Sec.30-1196 through Sec. 30-1205 of the City of Atlanta Municipal Code, are maintained in Downtown parking facilities, the City should staff code enforcement officers with their primary responsibilities including inspection and assessment of parking facilities related to both the City code and collaborative requirements. Facilities partnering with the Parking

Collaborative will be held to a slightly higher set of standards than those delegated by City code Sec.30-1196 through Sec. 30-1205, as defined in the precursors for inclusion in the Parking Collaborative. Once those requirements are defined, agreed upon, and implemented by parking operators, the City should continually inspect and enforce these standards. This will require continued partnership between the City and CAP/ADID representatives to ensure that collaborative standards are continually communicated and participating facilities are regularly inspected for compliance.

CAP/ADID and the City should develop an inspection process and associated standards that delineate what items must be assessed during facility evaluation, as well as the range of acceptability to determine compliance. A process and timeframe must be established to allow for facilities to make the necessary improvements to be compliant with established standards. If collaborative facilities do not make the necessary improvements or are continuously not in compliance, the City should remove the facility from the collaborative, including eliminating the benefits provided to that facility.

#### ***Infrastructure and Technology Management***

The City should institute an infrastructure and technology manager who will manage existing technologies and assess and implement new advancements as needed to maintain the goals of the overall parking program. The goal of the infrastructure and technology manager is to ensure that the parking system technologies foster a positive experience for motorists. Unmaintained, broken, and out-of-date technologies can generate frustration and a poor impression of the Downtown overall. Conversely, an overreliance on technology could be confusing and counter-productive for improving customer experiences. The goal of the infrastructure and technology manager will be to help the City wade through the evolving technology marketplace to implement those components that best mesh with the goals of the program.

The infrastructure and technology manager will work with CAP/ADID to support the piloting and future implementation of technologies identified in the pilot study, including dynamic messaging signage, web-sites, and smartphone applications. Additionally, the infrastructure and technology manager will be responsible for assessing collaborative parking facilities to ensure technology standards are met and maintained. This will require an established line of continued communication between the infrastructure and technology manager and a representative of CAP/ADID, likely the CAP/ADID parking collaborative coordinator.

## Implementation Plan

The previous sections provided detailed guidance on the implementation of programmatic and specific recommendations. This section consolidates those recommendations into a more easily digestible action plan that outlines the timeframe for implementation, responsible and collaborative parties, and the potential costs. Potential costs are based on a variety of factors, including industry experience and mutability of implementation strategies. Recommendations requiring further study, which are identified in the potential costs of the recommendations in question, may either be conducted through an internal analysis or budgeted to a third party to conduct, providing two potential costs the responsible party may assume depending on which entity will oversee future study. The following sections are set up by specific recommendation category – however, there is some overlap between recommendations that will create economies of scale or layered implementation needs.

Specific Recommendation	Timeframe	Leading Party	Collaboration Partners	Potential Costs
<b>Effectively Utilize Existing Parking</b>				
Identify and document available parking supply (based on historic usage data) for sharing arrangements with area developers » Develop inventory of available shared parking supply in collaborative facilities » Identify parking operators willing to enter into shared parking agreements » Communicate between developers and interested parking operators	Immediate – Short Term	CAP/ADID	City & Parking Operators	Ongoing CAP/ADID updates to web database: » \$2k-\$5k annually for coordination of materials with City and operators
Evaluate potential for carshare services, focusing on on-street applications: » Evaluate Downtown locations for dedicated carshare spaces » Analyze permitted carshare spaces and vehicle area permits to manage carshare vehicles	Short Term	City	Carshare Vendors	Signage - \$200-\$500 Loss of parking spaces - market cost (Park Atlanta contract)
<b>Branding the New Parking Program</b>				
Adopt the new parking brand ("Public Parking") » Formalize and communicate the brand's message » Identify marketing opportunities - Define budget for marketing opportunities - Weigh the costs and benefits of each marketing opportunity - Define which will be most impactful given available finances	Immediate	CAP/ADID	City	Internal
» Modify the CAP/ADID interactive map to distinguish parking collaborative facilities » Market the Program and web-presence to Downtown destinations	Immediate	CAP/ADID	City & ParkAtlanta	CAP/ADID staff time
Develop an educational packet (mini usb or some other electronic medium)	Immediate	CAP/ADID		\$5k-\$20k annually for materials*
Promote and conduct public outreach	Immediate	CAP/ADID	City & ParkAtlanta	CAP/ADID staff time
Develop a widget for inclusion on destination websites	Immediate – Short Term	CAP/ADID	Downtown Destinations	\$2k- \$3k + CAP/ADID staff time
Create a standalone website	Short Term	CAP/ADID	City	\$10,000-\$50,000 (costs increase with more complex websites)

\*This will depend on the style and quantity of the USBs purchased. Assumption was 1,000 - 1,5000 USBs

# RECOMMENDATIONS

## Downtown Atlanta Parking Assessment Recommendations

Specific Recommendation	Timeframe	Leading Party	Collaboration Partners	Potential Costs
<b>Off-Street Code Compliance</b>				
Strengthen and streamline code enforcement efforts » Evaluate potential for hiring park-for-hire enforcement officers or expanding the roles of existing DPW employees to conduct facility inspections » Develop inspection process and standards for collaborative facilities » Modify booting and towing ordinance language to improve perception of predatory booting	Immediate	City	CAP/ADID	Varies by number of staff: » \$40-60k per new staff member
» Streamline Park-for-Hire permitting process and remove need for City Council approval	Short Term	City	CAP/ADID	Internal
» Evaluate and, if viable, implement potential for CAP/ADID in-house code enforcement inspections for Downtown parking facilities	Mid Term	CAP/ADID	City	Options: » Internal Analysis » Budget \$10k-\$20k for an external study
Reestablish the park-for-hire permitting process and collect associated permit fees	Immediate	City	Parking Operators	Internal Policy
<b>Navigation and Wayfinding</b>				
Utilize web-based marketing for Pre-Trip navigation support: » Existing CAP/ADID website » Standalone website » Bing and/or Google Maps	Immediate	CAP/ADID	Parking Operators, City, ParkAtlanta, & Vendor	See Branding for Website Costs
Assess optimal locations for en-route vehicle navigation signage within and along public right-of-way » Existing destination based wayfinding signage » Parking trailblazer signs » PGS signs	Immediate – Long Term	CAP/ADID	City	Options: » Internal Analysis » Budget \$10k-\$25k for an external study
Install vehicle navigation signage » Panels for existing destination based wayfinding signage » Parking trailblazer signs » PGS signs	Short - Long Term			Destination—\$300-\$500 Trailblazer—\$200 - \$500 PGS—\$1.0million-\$1.7 million as defined in PGS grant application » Additional signs outside of grant – \$100k-125k each
- Install non-illuminated "Public Parking" Sign brand over garage entry/exit	Short Term	CAP/ADID	Parking Operators	\$3k-\$5k*
- Install illuminated "Public Parking" Sign brand over garage entry/exit	Mid-Term	CAP/ADID	Parking Operators	\$5k-\$10k*
- Install overhead "welcome sign" on parking collaborative facilities	Short Term	CAP/ADID	Parking Operators	\$300-\$700*
- Install wall-mounted "thank you" sign on parking collaborative facilities	Short Term	CAP/ADID	Parking Operators	\$400-\$800*
- Install wall-mounted "rate board" sign on parking collaborative facilities	Long Term	CAP/ADID	Parking Operators	\$400-\$800*
- Evaluate effectiveness of each parking navigation signage strategy	Short-Long Term			Options: » Internal Analysis » Budget \$5k-\$10k for external study
Provide static parking data for smartphone app developers	Immediate	CAP/ADID	Parking Operators	Staff time to coordinate

\*Could be funded through parking operator fees for participation in the collaborative

Specific Recommendations	Timeframe	Leading Party	Collaboration	Potential Costs
<b>Navigation and Wayfinding continued</b>				
Develop smartphone applications: » <i>Smartphone applications</i> » <i>In-vehicle GPS systems</i>	Mid Term	CAP/ADID	Parking Operators	\$0-\$15k*
Include parking website location on parking receipts	Immediate	CAP/ADID	Parking Operators	Varies based on operator and design
<b>Implement a Parking Management Collaborative</b>				
Implement a parking collaborative pilot: » <i>Develop criteria for inclusion</i> » <i>Communicate benefits of the parking collaborative</i> » <i>Define the responsibilities of inclusion</i>	Immediate	CAP/ADID	City & Parking Operators	Internal
Measure and follow baseline conditions before and after pilot implementation: » <i>Parking occupancy</i> » <i>Customer satisfaction</i> » <i>Operator satisfaction</i>	Immediate - After pilot completion	CAP/ADID	City & Parking Operators	Options: » <i>Internal Analysis</i> » <i>Budget \$5k-\$15k for external study</i>
Assess potential facility additions for inclusion in the collaborative	After pilot completion	CAP/ADID	City & Parking Operators	Internal
Implement a membership fee for additions in the collaborative	After pilot completion	CAP/ADID	City & Parking Operators	Internal
Evaluate budget for facility makeovers: » <i>Assess paint, lighting levels, curb paint</i>	Short – Mid Term	CAP/ADID	City & Parking Operators	Budget \$5k-\$20k per facility for makeover » <i>Use membership fee or parking fee</i>
<b>On-Street Parking Practices</b>				
Evaluate On-Street Management Options » <i>Organizational structure, contracting mechanisms</i> » <i>Contract incentives</i> » <i>Define cost of ownership</i> » <i>Define program control</i>	Short – Mid Term	City	ParkAtlanta	Options: » <i>Internal Analysis</i> » <i>Budget \$10k-\$20k for external study to evaluate options</i>
Remove potential barriers for effective management including policies, practices, or ordinances	Mid Term	City	ParkAtlanta	Internal policy
Evaluate potential for new parking pricing policies and strategies: » <i>Variable pricing</i> » <i>Dynamic pricing</i> » <i>Event-based pricing</i> » <i>Seasonal pricing</i> » <i>Progressive pricing</i>	Short Term	City	ParkAtlanta	Options: » <i>Internal policy discussion</i> » <i>Budget \$75k-\$150k for external study for pricing strategies community wide</i>

\*This will depend on vendor and design. Some national vendors will develop application for free.

# RECOMMENDATIONS

## Downtown Atlanta Parking Assessment Recommendations

Specific Recommendations	Timeframe	Leading Party	Collaboration	Potential Costs
<b>On-Street Parking Practices continued</b>				
Restructure on-street enforcement practices to support operations and customer service: » <i>Shift role of enforcement officers to resemble Downtown Ambassadors</i> » <i>Train enforcement officers on the new goals of on-street enforcement efforts</i>	Short Term	City	ParkAtlanta & CAP/ADID	Internal policy discussion and training
Reconstruct the citation system to a gradual rate structure	Mid Term	City	ParkAtlanta	Internal policy
<b>Investing in Technology</b>				
Evaluate existing technologies	Immediate	City	ParkAtlanta	Internal
Develop an on-street technology asset management plan that documents existing conditions, identifies conditions for repairs and replacements, and identifies conditions for upgrades	Short Term	City	ParkAtlanta	Internal study
Assess potential technologies for inclusion in parking system	On-going	City & CAP/ADID		Options: » <i>Internal discussion</i> » <i>Budget \$20k-\$30k for external study</i>
Evaluate potential of on-street sensors in parking system and identify potential funding strategies	Short Term	City	ParkAtlanta & CAP/ADID	Pilot test ongoing: » <i>\$200-\$300 per sensor capital costs</i> » <i>\$25-\$75 per month" operating costs</i>
Work with off-street operators to assess new technologies	On-going	CAP/ADID	Parking Operators	Ongoing discussions
<b>Parking Program Management</b>				
Create Downtown Parking Advisory Board	Short Term	CAP/ADID	City, ParkAtlanta & Parking Operators	Internal policy
Identify board representatives from CAP/ADID, the City, and ParkAtlanta	Short Term	CAP/ADID, City, ParkAtlanta, Parking Operators		
Identify new CAP/ADID parking roles and responsibilities to support the proposed improvements to the parking program: <i>1. Parking Collaborative Coordinator</i> <i>2. Parking Program Marketing Coordinator</i> <i>3. Outreach Coordinator</i>	Short – Mid Term	CAP/ADID		Staff costs: 1. \$50k-\$100k or existing staff 2. Existing staff 3. Existing staff
Identify new City parking roles and responsibilities to support the proposed improvements to the parking program: <i>1. On-Street Parking Administrator (already in place)</i> <i>2. Code enforcement officers</i> <i>3. Infrastructure and Technology Managers</i>	Immediate	City	ParkAtlanta & CAP/ADID	Staff costs: 1. Existing staff 2. \$40k-\$60k per staff or existing staff 3. \$60k-\$100k or existing IT staff coordination

Specific Recommendations	Timeframe	Leading Party	Collaboration	Potential Costs
<b>Pilots</b>				
Parking Collaborative	Immediate – Short Term	CAP/ADID	Parking Operators	\$5k-\$15k per location » <i>signage &amp; marketing</i>
Enhanced Communications Pilot	Immediate – Mid Term	CAP/ADID	Parking Operators	CAP/ADID staff time
Wayfinding Signage Pilot	Immediate – Mid Term	CAP/ADID	Parking Operators	If successful: grant funding for PGS ( <i>See signage costs</i> )
On-Street Sensor Technology Evaluation	Immediate	CAP/ADID	City & ParkAtlanta	\$5k-\$10k
Smartphone Application	Short Term	CAP/ADID	Parking Operators	\$0-\$10k ( <i>depends on vendor</i> )
Booting and Towing	Short Term	CAP/ADID	Parking Operators & City	\$5k - \$15k (enforcement staff and outreach)
Expanded Night and Weekend Parking	Short – Mid Term	CAP/ADID	Parking Operators	\$5k-\$15k » <i>signage &amp; education education</i>
Real-Time Parking Data Application Development	Immediate – Short Term	CAP/ADID	Parking Operators	\$10k-\$20k ( <i>depends on vendor costs &amp; capital equipment</i> )
Performance or Progressive Pricing	Mid – Long Term	CAP/ADID	Parking Operators	\$5k-\$25k » <i>data analysis marketing &amp; new sensors if needed</i>
<b>Communications and Marketing</b>				
Educate the community and stakeholders on the Public Parking program	Immediate	CAP/ADID	City	CAP/ADID staff time
Distribute communications and marketing materials	Immediate	CAP/ADID	City	CAP/ADID staff time
Wayfinding Signage Pilot	Immediate – Mid Term	CAP/ADID	Parking Operators	If successful: grant funding for PGS ( <i>See signage costs</i> )
Enhanced Communications Pilot	Immediate – Mid Term	CAP/ADID	Parking Operators	CAP/ADID staff time

# RECOMMENDATIONS

## Downtown Atlanta Parking Assessment Recommendations

### Appendix

	<b>Car-sharing as an Environmental Benefit</b> <i>Maximum Governmental Support</i>	<b>Car-sharing as a Sustainable Business</b> <i>Moderate Governmental Support</i>	<b>Car-sharing as a Business</b> <i>Minimum Governmental Support</i>
<b>Parking Allocation</b>	Jurisdiction may locate parking spaces on a case-by case basis or through more informal processes, such as non-binding council/board of director resolutions	Jurisdiction that previously allocated parking spaces through an informal process, formalizes this process	Jurisdiction maintains a highly formalized process for car-share parking space allocation, including a process for apportioning among multiple car-sharing operators
<b>Parking Caps (i.e., limit on number of car-sharing spaces)</b>	Does not impose any cap on the number of car-sharing spaces or percentage of spaces that may be converted to car-sharing	May impose a cap on the number and location of car-sharing spaces or the total percentage of spaces jurisdiction-wide that may be converted to car-sharing	Imposes a cap on the number and location of car-sharing spaces or the total percentage of spaces jurisdiction-wide, which may be converted to car-sharing
<b>Fees &amp; Permits</b>	Recognizing the social and environmental benefits of car-sharing, parking is provided free-of-charge or significantly below market cost	Fees are most often based on a strict cost recovery of parking provision (i.e., foregone meter revenue, administrative costs, etc.)	Fees are based on a cost recovery or profit-based methodology. This could include permit costs, lost meter revenue, and administrative expenses for program management
<b>Signage, Installation, &amp; Maintenance</b>	Jurisdiction pays for sign production and installation, striping and marking costs, as well as maintenance	Jurisdiction pays for sign installation, striping and markings; operator pays for sign production and maintenance costs	Requires car-sharing operator to pay for the production and installation of signage, and striping, marking, and maintenance costs
<b>Parking Enforcement</b>	Local police may maintain ticket authority. Citations for parking in car-sharing stalls are greater than most other parking violations	Local police may maintain ticket/citation authority	Local police may have ticketing authority. Citations for parking in car-sharing spaces are the same as most other parking violations
<b>Social &amp; Environmental Impact Studies</b>	Requires that car-sharing operators study and document local social and environmental benefits at regular intervals	May require that car-sharing operators study and document local social and environmental benefits on a one-time basis or at regular intervals	Does not require any (or could require minimal) social and environmental impact Car-sharing reporting
<b>Public Involvement</b>	This is an informal process to elicit public input into the location and number of car-sharing parking spaces allocated. It is led by the jurisdiction, and staff may determine this internally without public comment.	This is an informal process where the jurisdiction and car-sharing organization seek public input into the location and number of car-sharing parking spaces through public notification, and staff manages possible public concerns	This is a highly formalized process where the car-sharing organization is responsible for obtaining public input and approval on the location and number of car-sharing parking spaces through councils, commissions, or formal hearings

#### Governmental Approaches to Car-Sharing