



City of Flagstaff  
Recommended

# Comprehensive Parking Management Program

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*With Parking Core Planning Team:*

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# November 2015

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## **BACKGROUND**

Flagstaff desires a comprehensive public parking and parking management program that includes sufficient facilities, appropriate regulations, effective operational systems, necessary equipment, and a sustainable independent funding source. Facilities would include additional on-street parking, additional off-street parking, and a comprehensive way-finding signage program. In addition to parking facilities, multi-modal facilities such as park-n-ride lots and sufficient pedestrian, transit, and bicycle facilities are a part of the vision. Regulations would be in place to protect parking for residents and employees, to support turn-over in the commercial areas, and to promote multi-modal transportation options. At the same time, the regulations minimize negative impacts on patrons and visitors and do not discriminate against customers or types of customers, including students. The system would be operated and equipped to support the above goals in ways that are efficient and customer service oriented. This may include technological payment and enforcement tools, ambassadors, courtesy tickets, and possibly contract parking management. This comprehensive parking and management program is not subsidized.

*Defining the Problem:* The impetus of the current consideration of our parking system is spill-over parking in the Southside, notably in the residential areas. But in looking into this issue and talking with stakeholders, it becomes clear that the spill-over parking is also occurring in the Southside commercial areas, the Phoenix Avenue parking lot, and in certain areas north of the railroad tracks. Introducing parking management in the Southside would have a predictable impact of pushing the spill-over parking into other neighborhoods such as La Plaza Vieja, Townsite, and the North End. All of these potentially impacted areas are not currently managed by parking staff. The other area potentially impacted is the north Downtown, which besides (or perhaps because of) being short on parking spaces, already has a significant problem with parking turn-over. Notably, the extent of the potential new spill-over is unpredictable because it involves finding the geographic and programmatic extent of parking management that causes changes in parking and/or transportation behaviors.

*Stakeholders and Customers:* In defining the problem and then developing this recommended plan, outreach has included neighborhood groups such as the Southside Community Association and Good Neighbor Coalition, the North End Neighborhood, the La Plaza Vieja Neighborhood, the Townsite Neighborhood, the Flagstaff Downtown Business Improvement and Revitalization District (FDBIRD), and the Flagstaff Downtown Business Alliance (FDBA). Representatives of NAU, NAIPTA, and the Student Housing Working Groups also contributed. City Staff participation included representatives of the Economic Vitality Division, Police Division, Courts Division, Traffic Program, Streets Section, Legal Department, and the Planning and Development Services Section. This outreach, conducted via one-on-one meetings, presentations and discussions with organized groups, and open houses, identified residents, business patrons, visitors, employees, business and property owners, and students as customers of our parking system.

Core Tenets: In July of 2015, the City Council provided clear direction that the residents should not be required to pay for parking permits and that the system should be financially self-sufficient. From that starting point, a core parking planning group consisting of NAU, NAIPTA, and FDDBA representatives, City staff, and the City Manager's Office established some core tenets for the development of the plan:

1. Parking is a public resource.
2. Limited resources require management.
3. People park where it's advantageous.
4. All parking is paid for ... by someone.
5. No one should have an advantage over another.

Mission: Based on the problems identified, stakeholder input, customer understanding, and core tenets, the parking planning group developed a mission statement as follows:

**“Create a fair and balanced parking system providing the most benefit for all.”**

Meeting Needs: Importantly, the group also recognized that while the needs of all stakeholders and customers can be considered and addressed in a comprehensive parking management plan, not all parking *desires* can be met – Inherently, some degree of inconvenience results from managing parking. Between the various categories of stakeholders, and even within the various stakeholder groups, perspectives on the necessary scope of parking management, the types of solutions, and potential implementation strategies, vary tremendously. The core planning group recognized that a plan guided by the mission, a balanced plan, would likely not meet all of the expectations of all individuals.

**RECOMMENDED PROGRAM**

The following graphic provides an at-a-glance overview of the recommended comprehensive parking management program:



Currently, the City of Flagstaff has several thousand parking spaces in the area north of the Northern Arizona University campus, and we currently manage about 400 spaces, only in north Downtown, about half of the time, and with one parking staff member. When this assessment was compared to the vision of sufficient facilities, appropriate regulations, effective operational systems, necessary equipment, and a sustainable independent funding source, the core planning group and stakeholders alike recognized that getting to the ultimate parking management program was going to require proceeding in steps, or phases. This becomes more apparent when the immediacy of addressing spill-over parking in the Southside is compared to the necessary actions to put the ultimate parking management program in place. As well, starting with a humble parking management system combined with the urgency of getting started, suggests that the first phases should be simple strategies that can be expanded and grown into the ultimate public parking management system.

The comprehensive plan thus has been divided into three basic phases. The following graphic provides an at-a-glance overview of the phases:

<b>Comprehensive Parking Management</b>	<b>Phase 1</b>	<b>Phase 2</b>	<b>Future Phases</b>
<b>Facilities</b>	Existing On-street Spaces Existing Parking Lots Add Signage / Markings Southside Temp. Curbs Private Lots (Wkd/Evg)	Temp. Employee Parking Way-finding Signage New On-street Spaces Southside Missing Curbs Stripe North End Spaces	New Parking Lots / Garages Ped/Bike/Transit Facilities Park-n-ride
<b>Regulations</b>	Residential Parking Permits Employee Parking Permits Time-limited Parking Pay-to-park Overnight Winter Parking	Adjust – Lessons Learned OOPS Tickets	Promote Alt. Modes Loading / Delivery
<b>Operations</b>	City Management Add Staff (2 FTE) Add Staff (1 per 300)	Parking Office or Explore Privatization	Add Maintenance Staff
<b>Equipment</b>	Pay-to-park Kiosks Hand-held Machines Boots	License Plate Readers	Support Vehicles
<b>Funding</b>	Seed Money - Start-up Permit Revenue Pay-to-park Kiosks		Residential Permit Revenue

**PHASE 1**

The first phase includes items that can be accomplished in the relative short-term and that lead into the following phases. It consists of four basic parts including a Residential Permit Parking Program, an Employee Permit Parking Program, additional Time-Limited Parking, and the installation of pay-to-park kiosks. Each of these parts is detailed (in outline format) in the following pages.

PHASE 1 - Part 1 - RESIDENTIAL PERMIT PARKING PROGRAM (On-street)

1. Areas Served – Citywide - On Block-by-block basis.
  - a. Property owner requested, by petition, 51% (Number of water meters)
  - b. Occupancy thresholds (need) required and tested by City
  
2. Program –
  - a. Property owner request specifies one of the following options:
    - i. Option 1 - Time limited parking in entire area served and permits exempt permit holder from time limit.
    - ii. Option 2 – Open parking ½ of each side of street, and resident only (permit required) on remainder of the street.
    - iii. Option 3 - Time limited parking ½ of each side of street, and resident only (permit required) on remainder of the street.
  - b. Permits:
    - i. One Free Property Owner Permit per water meter (Linked to vehicle)
      1. No residential / non-residential distinction
      2. No consideration of number of units
      3. No consideration of on-site parking
    - ii. Purchased Guest / Contractor Permit - Woosh! Service (Online and mobile payment)
  - c. Disabled Parking Provisions – Program to provide exempt parking where needed.
  
3. Capital Improvements –
  - a. Minor (Signage, Permits, and Curb Markings).
  - b. Southside – Install temporary curbs where curbs are missing to prevent parking in front yards and to define legal on-street parking (Note that installing permanent curbs is proposed as a part of Phase 2).
  
4. Compliance (Enforcement) - Add one civilian PD staff at this time and add one civilian PD staff per every 300 spaces added to the program.
  
5. Financial Implications -
  - a. Expenses
    - i. Start-up - \$155,000
    - ii. First Year Operating - \$60,000
    - iii. Ongoing - \$267,000
  - b. Revenues - \$69,000

PHASE 1 - Part 2 - EMPLOYEE PERMIT PARKING PROGRAM (Off-street)

1. Areas Served –
  - a. Citywide - Off-street Public Parking Facilities
  - b. Initially:
    - i. Phoenix Avenue Parking Lot Only
    - ii. Remote On-street Metered Spaces
2. Program -
  - a. Pay-to-park (See Part 4) in entire area served.
  - b. Permits exempt permit holder from time limit.
  - c. Permits – Purchased, first come, first serve
3. Capital Improvements – Minor (Signage, Permits, and Curb Markings)
4. Compliance (Enforcement) - Add one civilian PD staff per every 300 spaces added to the program.
5. Financial Implications -
  - a. Expenses
    - i. Start-up - \$23,000
    - ii. First Year Operating - \$6,400
    - iii. Ongoing - \$28,000
  - b. Revenues - \$56,000

*A Note on Employee Parking*

Employees currently park on the street, either in the commercial areas or the surrounding residential areas. The Phoenix Avenue Parking Lot was built to accommodate employees but is typically filled with spill-over parking similar to that experienced in the rest of Southside.

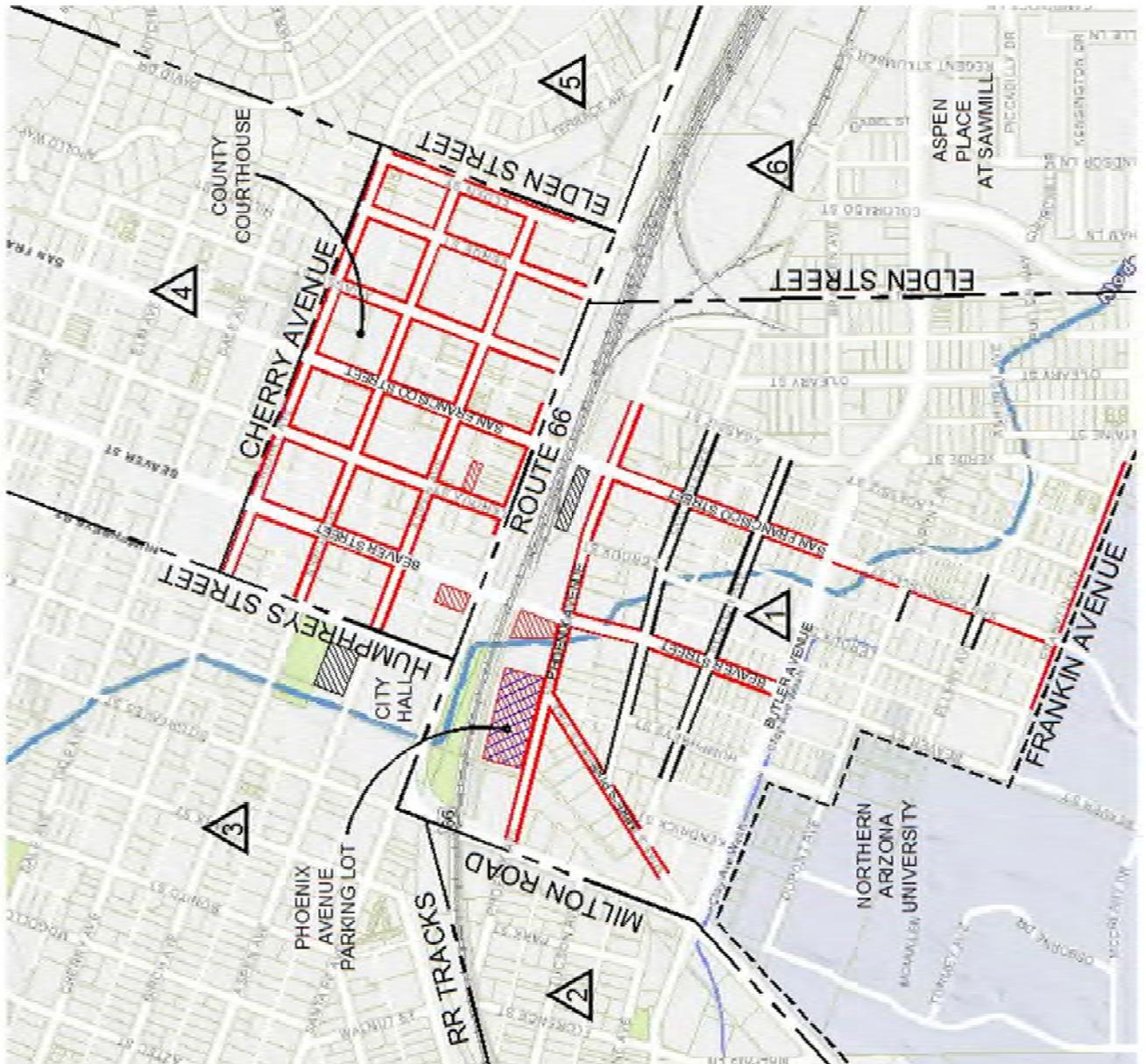
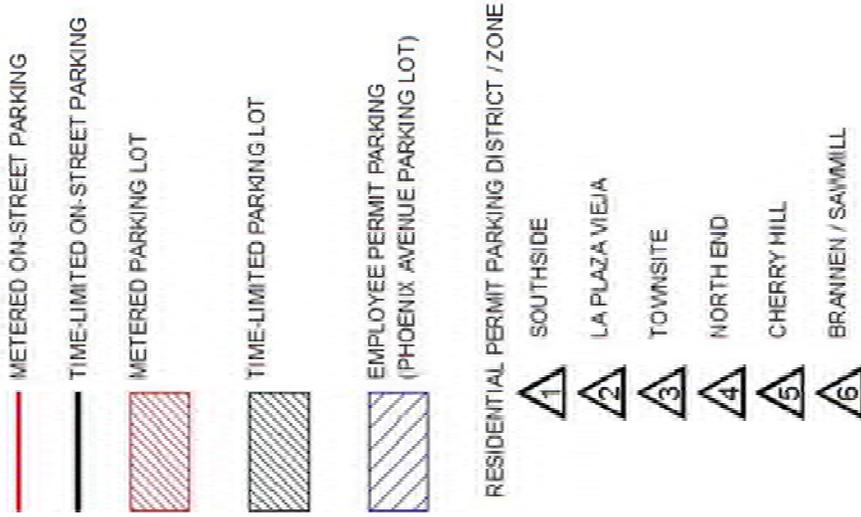
While this plan (If adopted) would make employee parking in the commercial areas expensive, other free on-street parking would remain available, albeit less convenient. Notably, the plan would restore the availability of the Phoenix Avenue Parking Lot to employees and accommodate some additional employee parking in metered on-street spaces. In a short time frame, the revenue from the pay-to-park system will provide for acquiring, leasing, additional employee parking. Additional employee parking opportunities may include park-n-ride solutions in cooperation with the County and/or NAIPTA. As well, FDBIRD is eligible for deeply discounted Eco-passes from NAITPA to serve employees.

PHASE 1 - Part 3 – ADDITIONAL TIME-LIMITED PARKING AREA (On-street / No Permits)

1. Areas Served – Side streets: Beaver and SF Streets
2. Program
  - a. Time limited parking in entire area served.
  - b. Per neighborhood needs (Weekdays/Weekend nights)
3. Capital Improvements – Minor (Signage and curb markings)
4. Compliance (Enforcement) - Add one civilian PD staff at this time and add one civilian PD staff per every 300 spaces added to the program.
5. Financial Implications -
  - a. Expenses
    - i. Start-up - \$26,500
    - ii. First Year Operating - \$12,500
    - iii. Ongoing - \$44,000
  - b. Revenues - \$0

PHASE 1 - Part 4 – PAY-TO-PARK KIOSKS

1. Areas Served –
  - a. FDBIRD (North Downtown)
  - b. Southside (Beaver and SF Streets, and Franklin Avenue)
  - c. Phoenix Avenue Lot
  
2. Program –
  - a. Cost of parking varied by location, time of day, day of week, and special events.
  - b. Woosh! Service (Online and mobile payment).
  
3. Capital Improvements –
  - a. Minor (Signage and curb markings)
  - b. Kiosk type meters
    - i. Small footprint, one per block face (two per block), solar/battery power
    - ii. Pay by Plate
    - iii. Payment
      1. Card, Online, Mobile, and Merchant Coupons
      2. *Cashless* – No bills, no coins
      3. Networked – Pay anywhere
    - iv. Messaging (Instructions, Events, Closures, etc.)
    - v. Multi-lingual
    - vi. System changes and expansions, including courtesy tickets
  - c. Internet Back-of-house - Collections
  
4. Compliance (Enforcement) – Existing and new (included above) staff
  
5. Financial Implications -
  - a. Expenses
    - i. Start-up - \$0 (Lease-to-own)
    - ii. First Year Operating - \$57,000
    - iii. Ongoing - \$252,000
  - b. Revenues - \$937,000



### PHASE 1 – IMPLEMENTATION

Upon City Council direction to proceed, staff anticipates a three step implementation process with some portions being put in place in as little as three months and other portions taking as long as a year.

During this time, the public outreach process will continue. Outreach to date has included neighborhood and stakeholder groups and focused on overall concerns, ideas for solutions, and seeking general consensus on the concept plan described herein. Moving forward we will still continue to seek neighborhood and stakeholder group input on the details, but a major focus of this outreach will be customer oriented. Residents, business patrons, visitors, employees, business and property owners, and students will need to be informed of the coming implementation of the new parking policy and the details that they will need to know in order to effectively utilize the new parking opportunities.

The three anticipated implementation steps are as follows:

1. *Final Details and Procedures.* First, working with the various stakeholders, staff will document detailed and final regulations and procedures related to program and permit mechanics, petitions, cost of permits, and similar intricate matters. As previously presented, these will have an overall theme of simplicity and low-cost implementation. This work will be finalized in conjunction with the City Attorney's Office to determine the best format and mechanisms for implementation. Some items do not require ordinances while others require codification. In that case, appropriate ordinances would be brought back to the City Council for consideration.

Depending mostly on the codification needs, this step may take three to six months.

2. *Permit Parking and Time-limited Parking.* With the final details and procedures developed, implementing the Residential Permit Parking Program, the Employee Permit Parking Program, and the additional Time-Limited Parking areas will proceed quickly. Knowing that blocks will have to organize and complete petitions, and also anticipating an initial "rush" of requests for residential parking control, Residential Permit Parking Program may take three or more months. The Employee Permit Parking Program and additional Time-Limited Parking portions will take less than a month after documenting the program details.

And, once pay-to-park kiosks are installed, we should anticipate a shift in parking habits that are likely to expand spill-over parking into surrounding areas. We should therefore anticipate a second "rush" of requests for residential parking control.

3. Pay-to-park Kiosks. The process of installing pay-to-park kiosks will start immediately but will require more time to implement. It involves determining the exact installation locations of approximately ninety meters based on sidewalks space, the direction of travel of parkers, solar access and many other factors. The manufacturer will assist us with this work. The City can, with City Council support, lease these units based on a national purchasing agreement. While this will greatly speed up the procurement process, there are still various time-consuming needs associated with the purchase. And, the installation of meters, specifically the locations, requires City Council approval. We anticipate that this step will take six to twelve months.

Phase one, described above, implements parking policies and practices that can be readily achieved and at relatively lesser cost. The following phases would address items that have a higher cost and require the funding generated by implementing phase one. Phase two addresses follow-up items, lesser capital investments, and a re-evaluation of the management structure. Phase three addresses significant capital investments that will require years of saving the necessary funding.

## PHASE 2

The first part of the second phase includes matters of follow up after implementing the first phase. Phase one includes some fundamental changes to our parking system and policies and that being the case, we anticipate that there may be lessons learned and a need of minor adjustments accordingly. These may be as minor as changing the permit design, adding staff, or adding cash acceptance to the pay-to-park kiosks. We may also find that accelerating items planned for later phases is appropriate. We believe that significant changes will not be necessary as the issues have been thoroughly considered, but such a need is not impossible.

The second part of this phase includes items of notable capital investment that require funding, budgeting, planning, and procurement. These include installing missing curbs and other features of the street in areas like the Southside where there are a number of streets that need this attention. This part would include the development and installation of a comprehensive way-finding signage program that instructs patrons and visitors as to where and how to park in the commercial areas. Less costly, there remain opportunities to add parking spaces by re-striping streets, some of which have transportation impacts. In the second phase, the development of additional employee parking would be a priority.

We believe that phase one can be implemented using our existing management structure and staff. However, very soon the management of the parking will grow including such things as customer service associated with the pay-to-park kiosks, potentially extensive residential parking controls, and planning large capital projects such as parking facilities. And as the system grows, considering the creation of a separate “parking office” will be an appropriate discussion as a part of phase two. If the City Council so desires, we can also discuss out-sourcing the parking operations.

## PHASE 3

The third phase is a future phase, or several phases, that include building larger capital investments such as parking lots and/or garages, designing and installing multi-modal facilities, and technological upgrades such as license plate readers.

### **THE ROLE OF THE PAY-TO-PARK STRATEGY**

The pay-to-park strategy immediately serves at least four roles.

1. *Changes Behavior.* If parking controls are introduced only in the Southside, we anticipate that the spill-over parking occurring there will migrate to the surrounding areas. In that case, the problem is only relocated and changes to parking and/or transportation behaviors do not occur.
2. *Pays for Itself.* The income derived from the pay-to-park system can fund the start-up and operations of the program. This includes the costs of operating the pay-to-park system and the residential and employee permit parking programs. A key to the successful management of parking is enforcement and as described herein, this parking management plan, if implemented, would increase our enforcement efforts from one staff member covering roughly four hundred parking spaces to six staff members covering roughly seventeen hundred parking spaces.
3. *Generates Revenue to Build Facilities.* Solving the long-term parking issue requires the addition of new parking facilities. Although some needs are as simple, such as completing the installation of missing curbs in the Southside, others are ambitious, such as building new parking structures. The pay-to-park system as described herein produces revenue that is proposed to be used for that purpose (Phase 3).
4. *Creates Capacity.* In the short-term, charging for parking will create turn-over of parking spaces, thus increasing the availability of existing parking inventory. And, by passing some of those costs on to the direct beneficiary, such as we do when we charge passengers \$1.25 to ride the City bus, we are using quasi – market mechanisms to provide and manage public services. Reducing the parking subsidy<sup>1</sup> puts other modes such as bicycle, walking and transit on a more level and more honest playing field with the private automobile. This approach will also move people to other modes and further increase the availability of existing parking inventory.

Notably, all stakeholders seem to agree that it is important to formally dedicate the revenues to parking management (including operations), parking development, and alternative transportation and to prohibit their use for other purposes. A portion of the dedicated funds being further dedicated solely to the construction of parking in north Downtown is also desired.

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<sup>1</sup> 1. As established, parking is not free: Parking has a cost and parking has a value. Someone pays for it and someone benefits from it.

### **OTHER STAKEHOLDER INPUT**

This plan was developed with considerable public outreach and input from no less than eleven diverse stakeholder groups and with a variety of customers in mind. Most input received was incorporated into the plan and is not otherwise addressed in the plan document.

While they have been considered and conceptualized, for brevity and clarity, most procedural details have not been documented at this time. With City Council direction to proceed, the operational details will be further developed and finalized prior to implementation. Many of these details are important for success. For example, the northern part of Southside needs controls at different times of day and different days of the week than needed in the southern part. Also, consideration needs to be given to special circumstances such as the disabled or the elderly if resident parking occurs on only one side of street.

## ATTACHMENT 1 - PRO FORMA

### Basis Data:

### Notes:

	Total (Est.)	Emp. Permits	Metered Spaces
<b>Inventory of Pay-to-park Spaces:</b>			
On-street			
North Downtown	392	0	392
Southside	223	0	223
Off-street			
Leroux Parking Lot	8	0	8
Beaver Street Parking Lot	22	10	12
Phoenix Avenue Lot	148	70	78
<b>Total:</b>	<b>793</b>	<b>80</b>	<b>713</b>
<b>Inventory of Time-limited Spaces:</b>			
Southside	154		
<b>Inventory of Resident Parking Spaces:</b>			
	Total (Est.)	Control Sought Percent	Count
Zone 1 - Southside	234	90%	211
Zone 2 - La Plaza Vieja	290	50%	145
Zone 3 - Townsite	928	25%	232
Zone 4 - North End	667	25%	167
Zone 5 - Cherry Hill			0
Zone 6 - Sawmill			0
<b>Total:</b>	<b>2119</b>		<b>754</b>
<b>Total Spaces in Area:</b>	<b>3066</b>		
<b>Total Spaces under Management:</b>			<b>1701</b>

2009 Parking Study Data

Guess (Control Sought -

Based on Expected Impacts)

2009 Parking Study Data - Less Above

(Rough - 7.25 Spaces per Block Face)

(Rough - 7.25 Spaces per Block Face)

(Rough - 7.25 Spaces per Block Face)

(Not a part, but Reserved)

(Not a part, but Reserved)

## ATTACHMENT 1 - PRO FORMA

Income Projections:		Notes:
<b>Guest Permit Income:</b>		
Occupancy Rate:	5%	
Daily Cost:	\$5.00	Proposed
<hr/>		
Annual Program Income:	\$68,834	
<b>Employee Permit Income:</b>		
Occupancy Rate:	90%	Guess (Based on Bldg Pro Forma)
Permit Cost:		
Daily	\$3.00	Proposed
Monthly	\$65	
Annually	\$780	
<hr/>		
Annual Program Income:	\$56,160	
<b>Meter Income:</b>		
Occupancy Rate:	15%	2009 Parking Study Recommendation
Average Hourly Cost:	\$1.00	2009 Parking Study Recommendation
<hr/>		
Annual Program Income:	\$936,882	
<b>Total Annual Income:</b>	<b>\$1,061,876</b>	

**ATTACHMENT 1 - PRO FORMA**

**Start-up Expense Projections:**

**Notes:**

	QTY	Unit Cost		
<b>Capital Expenses:</b>				
Residential Permit Parking Program:				
Signage:	104	\$1,250	\$130,060	per Block Face
Permits:	754	\$5	\$3,772	Each
Temporary Curbs:			\$20,000	
<b>Total:</b>			<b>\$153,832</b>	
Employee Permit Parking Program:				
Signage:	18	\$1,250	\$22,500	per Block Face
Permits:	80	\$5	\$400	Each
<b>Total:</b>			<b>\$22,900</b>	
Time-limited Parking				
Signage:	21	\$1,250	\$26,552	per Block Face
<b>Total:</b>			<b>\$26,552</b>	
Pay-to-park Kiosks				
Kiosks	88	\$9,000	Lease	per Block Face plus (3) for Parking Lot
<b>Total:</b>			<b>\$0</b>	
Compliance Equipment:				
Cell Phones, Printers, Uniforms, Etc.:	6	\$1,500	\$9,000	(1) per 300 Spaces
<b>Total:</b>			<b>\$9,000</b>	
<b>Sub-total Capital Expenses:</b>			<b>\$212,284</b>	
<b>First Year Operating Expenses:</b>				
Compliance Staff:				
On-street Staff:	3	\$45,000	\$135,000	Currently (1) Existing FTE
<b>Total:</b>			<b>\$135,000</b>	
<b>Sub-total First Year Operating Expenses:</b>			<b>\$135,000</b>	
<b>Total Start-up Expenses:</b>			<b>\$347,284</b>	

**ATTACHMENT 1 - PRO FORMA**

**Ongoing Expense Projections:**

**Notes:**

**Annual Expenses:**

Compliance Staff:			
On-street Staff:	6	\$45,000	\$270,000
Management Staff:	1	\$65,000	\$65,000
Kiosk Purchase/Lease			
Payment:	12	\$10,000	\$120,000
Kiosk Internet Back-of-house	12	\$4,000	\$48,000
Maintenance:		2.50%	\$19,761
Program Capital Reserve:		10.00%	\$79,044.83
Total:			\$601,806

(1) per 300 Spaces  
Currently (1) Existing FTE

**Available to Construct Parking:** \$460,070

## ATTACHMENT 1 - PRO FORMA

### Options:

### Notes:

	Revised Numbers	Change
<b>1. Omit Southside Meters:</b>		
Total Start-up Expenses:	\$347,284	\$0
Annual Expenses:	\$533,372	-\$68,434
Annual Income:	\$768,854	-\$293,022
Available to Construct Parking:	\$235,483	-\$224,588
<b>2. Meters on One Side of Street Only:</b>		
Total Start-up Expenses:	\$347,284	\$0
Annual Expenses:	\$492,556	-\$109,250
Annual Income:	\$1,061,876	\$0
Available to Construct Parking:	\$569,320	\$109,250
<b>3. Both Option 1 and 2:</b>		
Total Start-up Expenses:	\$347,284	\$0
Annual Expenses:	\$458,186	-\$143,620
Annual Income:	\$768,854	-\$293,022
Available to Construct Parking:	\$310,669	-\$149,402



# COMMUNITY DEVELOPMENT

## MEMORANDUM

**Date: November 12, 2015**

**To: Karl Eberhard, Community Design and Redevelopment Manager**  
**From: Sara Dechter, AICP, Comprehensive Planning Manager**

**Subject: Regional Plan Analysis of the Proposed Comprehensive  
Parking Management Program**

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The Community Investment staff is proposing a Comprehensive Parking Management Program for the Southside and surrounding residential and commercial areas that has goals of sufficient facilities, appropriate regulations, effective operational systems, necessary equipment and a sustainable independent funding source. The Flagstaff Regional Plan 2030 (Regional Plan) calls for a downtown parking strategy in Policy 12.2 and a residential parking permit system in Policy 12.11. The proposed strategy attempts to balance and reconcile the needs of the community in achieving both of these policies.

**Origins of parking policies in the Regional Plan:** The availability of parking was a frequent topic in the discussions that led up to the Public Hearings for the Regional Plan. In the first public hearing draft only Policy LU.12.2, 12.3 and 12.6, and T.3.4 were included that directly related to parking. Then Vice-Mayor Evans noted the lack of policies related to parking issues impacting the urban residential areas and the item was added to the list of possible changes to be considered as part of the Council retreat about the Regional Plan. Policy LU.12.11 was created at that meeting and made available for public review on December 17, 2013. The policy was part of public comment at the adoption hearing, and the City Council added a phrase about “considering the needs of residents, public events and enterprises in and around the impacted areas” as a result.

**Regional Plan Consistency Analysis:** The Comprehensive Parking Management Program, as proposed, is consistent with the five main parking

policies of the Regional Plan (LU.12.2, 12.3, 12.6, and 12.11 and T.3.4). It addresses the elements of on and off-street parking, public lots and garages, shared parking lots for employees working downtown, and increases enforcement. Balancing all the needs of the residents, events and businesses in this area is not a task with a "right" answer. There are many ways the goals could be achieved that would be consistent with the regional plan. The task of determining consistency is based on the balance of interests between the general public (who absorbs some of the costs), the residents (who want to maintain their neighborhood character and quality of life), the businesses (that want to grow and provide employment), and the events (that generate tourism and support a vibrant downtown). In addition, the strategy of using public funding to initiate a self-sufficient funding mechanism is in line with the reinvestment goals (LU.1).

On-street parking is a part of Complete Streets design principles (T.1.2) because it creates a transition from the pedestrian environment and the road. It is an essential element of urban commercial districts and neighborhoods (T.1.3). An example of how this works is the parking on the north side of route 66. Without the row of on street parking, the speed and volume of traffic on route 66 would negatively impact the comfort of pedestrians and the foot traffic to businesses along that route. Parking is part of the public right of way that serves multiple community purposes. As a public facility, Goal PF.2 is an important consideration in the strategy's plan consistency. The phasing of the program and the period of adaptive management is intended to ensure that the system is working towards sustainable and equitable use of public facilities that are efficient and effective. It will also give staff a chance to evaluate how the system is serving all populations equitably. Some of the alternative strategies proposed but not carried forward failed this test of Plan consistency, because they disproportionately favored one interest group over others in allocation of a public resource.

Promoting multimodal transportation is about moving people rather than vehicles. It is about creating a balanced, multimodal, regional transportation system (T.1.1) that makes the best use of existing infrastructure (T.1.7), with convenient transfer from one mode to another (T.1.4), promotes environmental sensibility (T.3), safety (T.2), economic development, and enhances quality of life for all users (T.4). It isn't about the supply of parking but rather the way that the existing parking supply is managed. Parking is not free, the city or owning entity has to pay for parking to be built, maintained, and managed. One parking space in a parking garage averages \$30,000 – that's more than the cost of a fully built out bus shelter. A single bus shelter can serve dozens if not hundreds of patrons in a single day and a reserved parking space can only serve one. Allowing one group (be it the general public, residents, businesses, or events) an unlimited use of the public asset while prohibiting other groups from using that

same asset does not create an environment that supports multimodal transportation and it creates costs that limit funding for multimodal projects. Parking is not explicitly addressed as an element of the Neighborhood, Housing and Urban Conservation goals and policies. However, the proposed parking strategy supports the preservation of neighborhood character in that it increases enforcement, which can preserve the character of streets and neighborhoods. One of the problems currently seen in neighborhoods, especially streets without curb, gutter, and sidewalks, is cars parking beyond the right of way in ways that impact pedestrian and bicycle access and damage private property. A residential parking permit program would also allow residents the ability to have exceptions to the 2 hour parking limits. The strategy gives property owners a fair and public process to petition the City for involvement in the program but also the freedom to not participate. This empowers the neighborhood residents and property owners to determine needs in a manner consistent with their values and quality of life in a way that a threshold-based program could not.

In summary, I have found that the proposed Comprehensive Parking Management Program is consistent with the Flagstaff Regional Plan 2030 goals and policies. It is consistent with or helps to implement policies in the Growth and Land Use, Transportation and Public Facilities chapters and there are no policies with which it conflicts.

**Regional Plan Goals and Policies Cited in this Memo**

Goal LU.1. Invest in existing neighborhoods and activity centers for the purpose of developing complete, and connected places.

Goal LU.12. Accommodate pedestrians, bicyclists, transit riders, and private cars to supplement downtown's status as the best-served and most accessible location in the region.

Policy LU.12.2. Create a downtown parking strategy plan that continues to utilize and improve upon on-street parking, public parking lots and garages, and shared private parking spaces, with clear signage for wayfinding and to inform the public of all parking options.

Policy LU.12.3. Locate public and private parking facilities, lots, and garages carefully, screening parking from streets, squares, and plazas.

Policy LU.12.6. Revise parking regulations to encourage shared parking between various uses within existing structures.

Policy LU.12.11. Develop a residential parking program to address the impacts of on-street parking on public streets in the downtown and surrounding areas, while considering the needs of residents, public events, and enterprises in and around the impacted areas.

Policy T.1.1. Integrate a balanced, multimodal, regional transportation system.

Policy T.1.2. Apply Complete Street Guidelines to accommodate all appropriate modes of travel in transportation improvement projects.

Policy T.1.3. Transportation systems are consistent with the place type and needs of people.

Policy T.1.4. Provide a continuous transportation system with convenient transfer from one mode to another.

Policy T.1.7. Coordinate transportation and other public infrastructure investments efficiently to achieve land use and economic goals.

Goal T.2. Improve transportation safety and efficiency for all modes.

Goal T.3. Provide transportation infrastructure that is conducive to conservation, preservation, and development goals to avoid, minimize, or mitigate impacts on the natural and built environment.

Policy T.3.4. Actively manage parking, including cost and supply, to support land use, transportation, and economic development goals.

Goal T.4. Promote transportation infrastructure and services that enhance the quality of life of the communities within the region.

Goal PF.2. Provide sustainable and equitable public facilities, services, and infrastructure systems in an efficient and effective manner to serve all population areas and demographics.