

SPRINGFIELD DOWNTOWN PARKING STUDY – STRATEGY RECOMMENDATIONS

The City of Springfield commissioned a parking study to examine the current parking situation in the downtown. The study analyzed use, occupancy and demand for customer and employee spaces throughout the downtown.

To conduct the study, the City engaged a consultant team led Rick Williams Consulting. The consultant's assignment was to work with the City and its partners to compile comprehensive data on parking utilization in the downtown, then update Springfield's existing parking program. The Springfield Downtown Parking Management Study has extensively involved stakeholders in re-shaping the parking system to meet future needs, assure the downtown's continued vitality, and enhance community livability.

RECOMMENDED DOWNTOWN PARKING MANAGEMENT STRATEGIES

As a result of the data collection and analysis, as well as continuing discussions with the City and stakeholders, specific parking management strategies have been identified and are recommended for consideration. Recommendations for changes in current policy/code and several near-term strategies (Phase 1) will optimize the efficiency of the *existing* parking inventory in Downtown Springfield. Additional mid- and longer-term strategies (Phases 2 & 3) are also recommended for consideration. The strategies recommended in this report are designed to assist the City to more effectively manage its downtown parking supply.

These recommendations are organized as follows:

- Policy Level Actions
- Recommended Parking Management Strategies: Phases 1 – 3

A summary of all recommended Actions and Strategies is attached as an Implementation Schedule at the end of this report.

A. POLICY LEVEL ACTIONS (Immediate Implementation)

The following policy elements have been included to ensure the goals of the parking management plan can be achieved by incorporating parking system management into the City's development policy. Application of the 85 percent occupancy standard as the threshold for decision-making becomes the unifying monitoring device connecting these various policy elements. Formalizing the policy recommendations assures that the life of the parking management plan extends beyond the first round of strategy implementation. As such, it is recommended that the Policy Recommendations be adopted immediately by the City of Springfield.

1. Adopt policies and rules to guide parking management

a. Codify Guiding Principles for Parking Management as elements of City Code.

Guiding Principle(s) Supported:

- ✓ Provide clear and strategic direction to new development in downtown to assure new development maintains/improves access to the downtown.

- ✓ Implement measurements and reporting that assures Guiding Principles are supported and achieved.
- ✓ Correlate parking requirements more directly to mixed-use development vision for downtown.

The Guiding Principles provide a framework for managing parking and decision making in the downtown over time. “Codifying” the Guiding Principles by incorporating them into the Comprehensive Plan will serve to inform future management decision-making as well as development of future public facilities. Incorporating these principles into City Code and policy assures the intent and purpose for parking management, established through this study, is carried out over time.

b. Establish three “Parking Management Zones” based on usage and desired economic development.

Guiding Principle(s) Supported:

- ✓ Provide a "parking product" in the downtown that is of the highest quality to create a safe and positive customer experience with parking and the downtown.
- ✓ Manage the public parking supply using the “85% Rule” to inform and guide decision-making.
- ✓ Make the downtown conveniently accessible for the priority user of the public parking system – the patron of downtown.

Different segments of the downtown have different (a) different usage/occupancy dynamics, (b) varied and emerging economic uses and (c) represent different points of access into the downtown. The heart of downtown should represent the area in which the highest density of economic activity and access is intended to occur. Parking should be seen as a management tool that supports specific economic uses at different points in time as downtown develops, grows and evolves. The desired economic activity and use of parking in a particular area of downtown should guide the decision making for the parking management required.

It is recommended that Springfield establish three separate parking management zones, each having specific operational priorities. Figure A below provides a recommended breakout of those zones. Operating Principles for each of the three management zones are detailed in **Section XX**. Policy level action is described in A. 1. c., below.

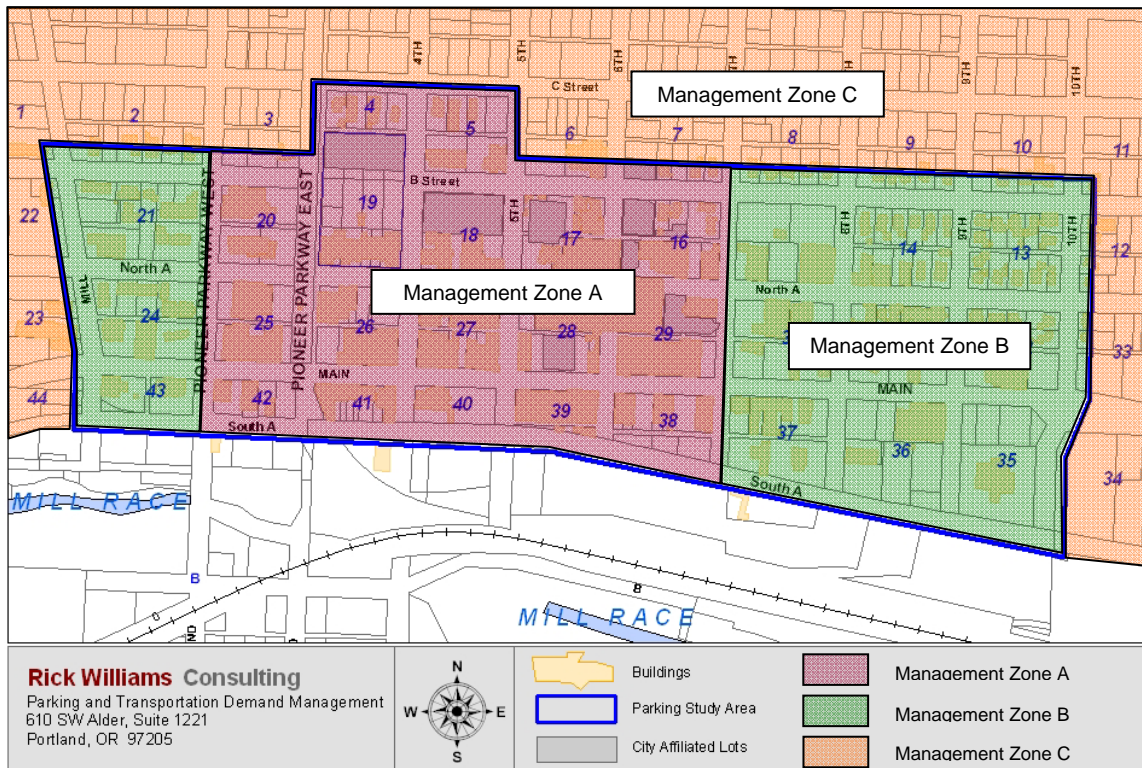
c. Develop “Operating Principles” and an implementation framework that defines the priority purpose/use for parking in each parking management zone. Adopt the principles and framework as City Code.

Guiding Principle(s) Supported:

- ✓ Provide a "parking product" in the downtown that is of the highest quality to create a safe and positive customer experience with parking and the downtown.
- ✓ Manage the public parking supply using the “85% Rule” to inform and guide decision-making.
- ✓ Provide clear and strategic direction to new development in downtown to assure development maintains/improves access to the downtown.

The recommended Parking Management Zones should be established and the Operating Principles described in Section XX should be used to guide the evaluation and management of day-to-day dynamics of parking activity. Operating principles are established to describe the primary purposes for parking within each parking management zone and to complement and reinforce the Guiding Principles established for the downtown.

Figure A
Downtown Springfield Parking Management Study Area
Parking Management Areas



d. Adopt the 85% Rule to facilitate/direct parking management strategies.

Guiding Principle(s) Supported:

- ✓ Manage the public parking supply using the 85% Rule to inform and guide decision-making.
- ✓ Recognize that on-street parking is a finite resource and should be managed to assure maximum access for the priority customer.
- ✓ Implement measurements and reporting that assures Guiding Principles are supported and achieved.

The 85% Rule is a measure of parking utilization that acts as a benchmark against which parking management decisions are based. Within the parking industry, it is assumed that when an inventory of parking exceeds 85% occupancy in the peak hour, the supply becomes constrained and may not provide full and convenient access to its intended user. Once a supply of parking routinely exceeds 85% occupancy in the peak hour, the 85% Rule would require that parking management strategies be evaluated and/or implemented

to bring peak hour occupancies to a level below 85% to assure intended uses are conveniently accommodated.

The parking inventory for Springfield revealed that existing peak hour occupancies within the core of the downtown have “pockets” of activity where parking exceeds 85% in the peak hour (on-street). This would suggest moving forward with strategies identified in this report in the core zone in a timely way (see, Phase 1 strategies, below). The 2009 - 2010 study also revealed that areas adjacent to the core are generally operating at less than 85 percent at this time. Having the 85% Rule formalized in policy will assure that a process for evaluating and responding to future parking activity in these areas is in place.

2. Develop a job description and submit a service package to create a position of “Parking & Transportation Coordinator/Manager” for the City of Springfield.

Guiding Principle(s) Supported:

- ✓ Centralize management of the public parking supply
- ✓ Provide clear and strategic direction to new development in downtown to assure new development maintains/improves access to the downtown.
- ✓ Implement measurements and reporting that assures Guiding Principles are supported and achieved.
- ✓ Correlate parking requirements more directly to mixed-use development vision for downtown.

The complexity of parking and access will increase as the City and the downtown grows through redevelopment and increased demand for access. A single person should be assigned to oversee and manage all aspects of the program associated with parking in the downtown parking management zones. This person will also be responsible for transitioning strategies developed as a part of the 2010 study for downtown as demand for parking increases over time.

Ideally, this person would staff a representative stakeholder group (see 3 below) to routinely review overall parking activity in the downtown as well as by zone. Information developed through periodic update of the parking inventory (i.e. 85% Rule) would be used to evaluate “action triggers” and implement appropriate adopted strategies as necessary. The Parking Manager/Coordinator would also be charged with refining and shepherding the policy recommendations outlined in A. 1 (a) - (d) above through the appropriate City processes.

This position can most likely occur as a refinement/reformatting of an existing position. At the outset, the work outlined within this plan could consume as much as 0.25 to 0.50 FTE, growing over time to 1.0 FTE as more downtown development occurs and action thresholds that are a part of this plan are exceeded.

The City "process" for approving this type of service addition should be completed immediately to facilitate near-term restructuring of an existing position.

3. Establish a Parking Advisory Committee consisting of downtown stakeholders to assist in parking program implementation and review.

Guiding Principle(s) Supported:

- ✓ Assure a representative body of affected private and public constituents from within the downtown informs decision-making.
- ✓ Provide a "parking product" in the downtown that is of the highest quality to create a safe and positive customer experience with parking and the downtown.

The City should develop a process through which a representative cross-section of downtown interests *routinely* assist the Parking Manager/Coordinator in the review and on-going implementation of the Parking Management Plan.

The stakeholder advisory process and a Parking Advisory Committee will: (a) assist the Parking Manager/Coordinator in the implementation of the parking management plan; (b) review parking issues over time; and (c) advise City Council on strategy implementation based on the Guiding Principles for parking management and use dynamics identified for specific parking areas.

4. Develop “exception” criteria for adoption by City Council that informs decision making for establishment of loading zones and 15, 30, 60, 90-minute and No-Limit stalls within the downtown on-street supply.

Guiding Principle(s) Supported:

- ✓ Recognize that on-street parking is a finite resource and should be managed to assure maximum access for the priority customer.
- ✓ Make downtown parking user-friendly – easy to access, easy to understand.

The 2009 – 2010 Parking Study recommends that all on-street parking in the Downtown be designated as 2-Hour parking as a base standard. This is predicated on study findings that indicate the majority of “customers” in the downtown stay between 1.5 and 2-Hours. As such, time designations of less than 2-hours do not allow adequate time for a customer trip. Similarly, time stays in excess of 2-hours are most likely being used by employees.

Given this, all other types of on-street parking that differ from the 2-hour base standard (e.g., loading zones, 15, 30, 60, 90 minute, all day, etc.) would be considered “exceptions” and would have to be requested by an affected business or property owner.

It is recommended that the Parking Manager/Coordinator and Parking Advisory Committee establish criteria for exceptions as well as a process for requesting exceptions. It is also recommended that once specific criteria are established that the City Manager would be empowered with administrative authority to approve/deny requests based on input from the Parking Manager/Coordinator and Parking Advisory Committee.

Criteria and process should consider the following.

- a. Handicapped/disabled access
- b. 15 - 90 minute zones

1. Specific criteria for approval (i.e., by specific business type).
 2. Specific locations (i.e., end of block versus mid block).
 3. Number per geographic area (i.e., shared by users in a particular area).
- c. Loading zones
1. Maximum number per block face(s).
 2. Limitation on number per geographic area (e.g., no more than one for every three continuous block faces).
 3. Evaluation of opportunities for shared loading and customer parking.¹
- 5. Establish a Downtown Parking and Transportation Fund as a mechanism to direct funds derived from parking into a dedicated fund.**

Guiding Principle(s) Supported:

- ✓ Provide a “parking product” in the downtown that is of the highest quality to create a safe and positive customer experience with parking and the downtown.

As the supply of parking becomes constrained over time, it will be important to direct funds into a specific account intended to support on-going transportation and access in the downtown. This can be done with existing and/or future parking-related revenue, or with net new revenues generated as a result of implementation of this plan. The Downtown Parking Fund should be dedicated to (not in priority order at this time):

- a) Debt service
- b) Parking operations (on-street/off-street/enforcement)
- c) Lot/garage maintenance
- d) Marketing and communications
- e) Transportation Demand Management programs
- f) New supply

It is recommended that such a fund be established as soon as feasible to ensure that net new revenues are captured within the fund.

B. PARKING MANAGEMENT STRATEGIES – RECOMMENDED FOR IMPLEMENTATION

PHASE 1 Implementation (6 – 12 months)

The following strategies are recommended for near-term implementation.

1. Appoint a Downtown Parking Manager.

Guiding Principle(s) Supported:

- ✓ Continue coordinated management of the public parking supply.

¹ "Combination Loading Zones" have been used in other jurisdictions allowing loading during specific periods of the day (e.g., 6:30 a.m. - 10:00 a.m.), then convert to short-term parking during all other time periods. Such zones, if successfully managed, can increase overall short-term supply.

Upon approval of a budget and service package by the City Council, the City should move forward with the assignment of a downtown parking manager/coordinator or restructuring an existing City position. In the early going, the position could likely be part-time (therefore, restructuring of an existing FTE).

At the outset, it is recommended that the City dedicate at least 0.25 FTE to a position of parking manager/coordinator.

This position would be charged with the implementation of the overall parking management plan, monitoring of parking in management districts over time, review and assistance to new development and work with the Parking Advisory Committee to facilitate decision-making based on the 85% Rule, Guiding Principles for downtown parking.

2. Initiate Parking Advisory Committee process.

Guiding Principle(s) Supported:

- ✓ Centralize management of the public parking supply and assure a representative body of affected private and public constituents from within the downtown informs decision-making.

Once the Parking Manager/Coordinator is appointed and established, the process of review, evaluation and decision-making with representative stakeholder input for parking management in downtown should be initiated. A consistent and routine schedule of meetings should be established as well as use of this plan as a template for discussion of parking management and strategy implementation with the Parking Advisory Committee. In the early going, the committee could meet quarterly. As development in downtown increases, meetings and deliberations may require a monthly schedule.

It is recommended that the City Council formally appoint members to the Parking Advisory Committee using the citizens' group currently assembled to oversee the 2009 - 2010 Parking Study.

3. Develop and submit service package for new right of way signage per on-street changes in B. 4 - 7 below.

Guiding Principle(s) Supported:

- ✓ Make downtown parking user-friendly – easy to access, easy to understand.
- ✓ Reserve the most convenient parking spaces to support customer, client, vendor and visitor access to downtown.

Right-of-way informational signage will need to be developed to provide replacement signage as per changes recommended here. A service package will need to be developed and presented to City managers and/or City Council for approval.

4. Add parking to the on-street system in the downtown in areas currently designated as no parking areas. This parking will be provided as either 2-hour parking or “2-hour or by permit” (based on location and proximity to downtown core). This would translate to as many as 71 total new stalls.

4a. Install new on-street signage in areas designated for new parking.

Guiding Principle(s) Supported:

- ✓ Recognize that on-street parking is a finite resource and should be managed to assure maximum access for the priority customer.
- ✓ Manage the public parking supply using the 85% Rule to inform and guide decision-making.

The 2009 -2010 Parking Study identified a number of on-street locations in the downtown where it appears that parking could be added (see Parking Plan Data Summary). The best case scenario would result in the addition of 71 net new stalls to the downtown parking inventory. It is recommended that parking in Zone A be added as 2-hour parking and parking in Zone B be added as “2-hour or by permit.”

The City Traffic Engineer will need to review the “add backs” recommended by the Consultant team for final approval. Once approved, it is recommended that the parking be (a) striped and (b) properly signed as soon as is feasible.

5. Reduce and/or eliminate all 30 minute and No-limit parking stalls in Zone A and convert all stalls to 2-hour parking. Requests for any other type of stalls in the future would be coordinated through an exception process as described in Policy Level Action A. 4., above

Guiding Principle(s) Supported:

- ✓ Recognize that on-street parking is a finite resource and needs to be managed to assure maximum access for patrons.
- ✓ Reserve the most convenient parking spaces to support customer, client, vendors and visitor access to downtown.

The 2009 -2010 Parking Study demonstrated that the downtown currently maintains a number of different stalls types. The variety of stalls types has led to (a) confusion on the part of the parking customer, (b) high rates of violation and (c) low rates of turnover.

It is recommended that these stalls be converted to 2-hour signed stalls to create a parking zone that is uniform and simple to understand. There are currently eight 30 minute stalls and 38 No-Limit stalls in Zone A.

6. Develop an on-street employee parking permit program (i.e., paid permits) that would allow limited use of 2 hour stalls for on-street all day parking in Zone B.

Guiding Principle(s) Supported:

- ✓ Recognize that on-street parking is a finite resource and needs to be managed to assure maximum access for patrons.
- ✓ Provide sufficient parking to meet employee demand, in conjunction with an access system that provides balanced and reasonable travel mode options.
- ✓ Manage the public parking supply using the “85% Rule” to inform and guide decision-making.

y providing a limited number of on-street monthly parking permits, the City will (a) gain control of how the on-street system in Zone B is utilized, (b) be in a position to assure the 85% occupancy standard is met,² and (c) in the long term, derive a source of revenue to support on-going parking programs and strategy implementation. Comparable Northwest cities charge monthly employee on-street permit rates that range between \$10 (Milwaukie, OR), \$45 (Kirkland, WA) and \$65 (Vancouver, WA).

Pending resources, the City could initiate the program as a free permit (e.g., issued quarterly to registered employees) to transition employees into a “system” that directs use of the parking supply. Similarly, a permit program for use of employee parking in the City’s off-street system could also be integrated into this strategy.

The City will need to evaluate the costs associated with establishing an administrative function for distributing passes and collecting revenue associated with the passes.

7. Reduce and/or eliminate all 10 minute, 15 minute, 30 minute, 1-hour and No-limit parking stalls in Zone B and convert all stalls to 2-hour parking “or by permit.” Requests for any other type of stalls in this Zone would be coordinated through an exception process as described in Policy Level Action A.4., above.

Guiding Principle(s) Supported:

- ✓ Recognize that on-street parking is a finite resource and needs to be managed to assure maximum access for patrons.
- ✓ Provide sufficient parking to meet employee demand, in conjunction with an access system that provides balanced and reasonable travel mode options.
- ✓ Manage the public parking supply using the “85% Rule” to inform and guide decision-making.

On-street parking in Zone B is currently a varied mix of parking stall types. Zone B is also an area that is significantly underutilized at this time, with peak hour occupancies of 50% or less. In an effort to (a) simplify messaging for customers and (b) allow controlled levels of employee parking on-street in Zone B, it is recommended that all parking be designated 2 hour park “or by permit.” Permits would be issued to any employee with a downtown business address, allowing them to park at a 2-hour stall in this zone.

This would free up a significant number of on-street stalls for customer/visitor use as well as improving on-street turnover.

8. Restripe all on-street parking in Zones A & B to better identify parking availability and location.

Guiding Principle(s) Supported:

- ✓ Provide a "parking product" in the downtown that is of the highest quality to create a safe and positive customer experience with parking and the downtown.

² To this end the City can control the number of monthly permits issued, thereby assuring a specific supply of 2 hour parking for customer visitor use. As the 85% occupancy standard is met, the number of permits available for sale can be reduced or the rate for monthly parking can be increased to (a) induce parking in off-street lots and/or (b) encourage use of alternative modes.

- ✓ Make downtown parking user-friendly – easy to access, easy to understand.

Much of the on-street parking in the downtown study area is striped. Striping is effective because it assists the customer in identifying a parking stall, thereby creating a sense of order and convenience. Effective striping also reduces incidents of damage to vehicles and facilitates compliance.

However, the recent inventory of parking revealed that in many areas the striping is faded and difficult to discern. Many vehicles are parked improperly, most likely because the customer was unable to clearly identify the parking stall. As such, it is recommended that the City re-stripe all on-street stalls in Zone A & B as soon as it is financially feasible to do so. This effort could be correlated with actions associated with parking add backs described in strategy B. 4 & 4(a) above.

9. Initiate an on-street employee parking permit program (i.e., paid permits) allowing limited use of 2 hour stalls for on-street all day parking in Zone B.

Guiding Principle(s) Supported:

- ✓ Recognize that on-street parking is a finite resource and needs to be managed to assure maximum access for patrons.
- ✓ Provide sufficient parking to meet employee demand, in conjunction with an access system that provides balanced and reasonable travel mode options.
- ✓ Manage the public parking supply using the “85% Rule” to inform and guide decision-making.

This strategy implements the program developed in B. 6, above.

10. Initiate parking enforcement activities in Zone A to assure existing time zones are honored and system utilization/turnover is operating as intended.

Guiding Principle(s) Supported:

- ✓ Recognize that on-street parking is a finite resource and should be managed to assure maximum access for the priority customer.
- ✓ Make the downtown conveniently accessible for the priority user of the public parking system – the patron of downtown.
- ✓ Manage the public parking supply using the 85% Rule to inform and guide decision-making.

Based on the results of the turnover analysis, it is apparent that abuse of existing timed stalls is extensive. This results in very inefficient turnover, which is not conducive to a successful street level business environment. Similarly, the data suggests a significant number of employees using the on-street system for parking. Adequate (and abundant) parking is (a) available off-street and (b) in Zone B. To this end, greater efforts at enforcement in Zone A are warranted. Enhancing parking enforcement will (1) increase overall system efficiency and (2) sufficiently provide for cost recovery.

It is recommended that the Parking Manager/Coordinator work with the Parking Advisory Committee to evaluate the cost and formatting of a parking enforcement officer for the

downtown. This position could be (a) contracted with the private sector and (b) provided in a part-time, “random” format that controls cost but assures compliance.

It is further recommended that evaluation/costing of new enforcement be completed within 18 months for Phase 2 implementation. This would require completion of the evaluation, development of a job description or RFP and service package for presentation to City Council.

PHASE 2 Implementation (12 – 24 months)

The following strategies are recommended for *mid-term implementation*.

11. Re-evaluate and reformat stalls in publicly owned off-street lots to balance employee use and short-term access. Explore employee parking permit pricing based on 85% standard.

Guiding Principle(s) Supported:

- ✓ Manage the public parking supply using the “85% Rule” to inform and guide decision-making.
- ✓ Make the downtown conveniently accessible for the priority user of the public parking system – the patron of downtown.
- ✓ Provide sufficient parking to meet employee demand, in conjunction with an access system that provides balanced and reasonable travel mode options.
- ✓ If parking in City owned supply exceeds the 85 percent full standard, employee parking should be transitioned and or phased out to assure priority customer parking is accommodated.

Greater enforcement of on-street parking in Zone A and allowing longer term parking in Zone B (with permits), will likely create a transition of more employees into off-street lots and freeing up visitor parking in Zone A on-street spaces. This will create a “re-sorting” of parking throughout the downtown. To assure that off-street parking is balanced to both employee and visitor need, the Parking Manager/Coordinator and Parking Advisory Committee should explore designating a higher mix of stalls in off-street lots (i.e., City Hall and the public surface lot) to employee stalls. This can be accomplished through lot signage and/or permits. Similarly, on employee lots that are exceeding the 85% occupancy standard, the City should implement monthly pricing (in combination with on-street permits in Zone B) to (a) create choice within the system, (b) complement transit, bike/walk and rideshare efforts and (c) establish a future revenue stream.

12. Initiate a new and comprehensive outreach program to all businesses within the study zone that communicates the parameters of the new Parking Management Plan.

Guiding Principle(s) Supported:

- ✓ The City’s public information system should provide a clear and consistent message about auto parking and access to and within downtown in order to optimize utility and convenience for all users.
- ✓ Transition more downtown employees into alternative modes (i.e., transit, bike, walk, rideshare) through business-based programs and incentives.

Changes in the parking system resulting from implementation of new Policy Actions and strategies recommended through the Parking Study will need to be communicated to the public, businesses and employees. It is recommended that the Parking Manager/Coordinator and the Parking Advisory Committee initiate discussions with key affected stakeholders to educate them on the reasons for the parking changes and on means to access the system in the future.

13. Develop a Residential Parking Permit Zone (RPPZ) policy and program for adoption by the City Council for future implementation in residential areas affected by spillover from commercial parking (i.e., Zone C).

Guiding Principle(s) Supported:

- ✓ Parking in areas zoned residential will be prioritized for residents and their guests and visitors.

Changes to parking management in the commercial zones of the downtown could cause issues related to spillover of employees seeking parking in residential areas. To this end, it is recommended that the Parking Manager/Coordinator and Parking Advisory Committee initiate development of a Residential Parking Permit Zone (RPPZ) policy and program for future consideration and adoption by the City Council. Such a policy would outline the criteria necessary to establish an RPPZ (which would prioritize on-street parking in residentially zoned areas for residents) and provide a mechanism for initiation of an RPPZ at the request of an affected neighborhood association.

14. Negotiate shared use and/or lease agreements with owners of strategically placed existing private surface lots in Zones A & B to provide for an interim supply of parking where needed. Begin focus on Blocks 15, 18, 26, 37, 32 & 41 as identified in the 2009 – 2010 Parking Study.

Guiding Principle(s) Supported:

- ✓ Provide sufficient parking to meet employee demand, in conjunction with an access system that provides balanced travel mode options.
- ✓ Encourage/incent shared parking in areas where parking is underutilized.

The 2009 - 2010 Parking Study sampled a significant portion of existing privately owned off-street parking lots located throughout the study zone. The general finding was that most are significantly underutilized, even during peak times (i.e., less than 60% percent occupied). These lots comprise approximately 1,172 stalls and are generally without signage or have signage that is inconsistent and confusing to customers and visitors. The ability of the City to “capture” as many privately owned stalls as are available for more active management will provide a relatively low cost near to mid-term strategy for mitigating existing and future access constraints during peak parking demand periods. The study sample estimated that 530 stalls are empty in these lots at the peak hour.

Shared use agreements in other cities are wide and varied. In some cases (e.g. Gresham, Oregon) the owner of the property “donates” surplus stalls to the City on a month to month basis in return for assistance with signage and landscape/maintenance costs. Other cities (e.g., Kirkland, WA) program funds within their parking budgets to lease surplus stalls from

the private sector. These stalls are then signed and/or metered and operated through the City's overall parking program (including marketing and communications).

It is recommended that the City, through the Parking Manager and Parking Advisory Committee:

- a. Initiate an effort to work with owners of private lots to enter into shared use agreements to allow underutilized parking to be made available to customer/visitor or employee uses (as appropriate).
- b. Explore the development of incentives to encourage such agreements (i.e., signage, landscaping, lighting, sidewalk improvements, leasing, etc.).

15. Develop and install a signage package of uniform design, logo and color at public and private (shared use) off-street parking facilities.

Guiding Principle(s) Supported:

- ✓ The City's public information system should provide a clear and consistent message about auto parking and access to and within downtown in order to optimize utility and convenience for all users.
- ✓ Provide a "parking product" in the downtown that is of the highest quality to create a safe and positive customer experience with parking and the downtown.
- ✓ Make downtown parking user-friendly – easy to access, easy to understand.

Creating a uniform signage package that incorporates a unique logo and color scheme for publicly available parking facilities will establish a sense of recognition, identity and customer orientation for users of the downtown parking system.

It is recommended that the City:

- a. Develop a signage package that incorporates a uniform design, logo, and color scheme into all informational signage related to parking.
- b. Evaluate land use and code implications of the signage package program particularly size, design and placement issues, and initiate changes as appropriate.
- c. "Brand" each off-street public facility, open to public access, with the established "logo" package.

The Parking Advisory Committee can serve as a forum for development of such a package. Cost, budgets and an implementation strategy will need to be developed as well for review by the City Manager and the City Council.

16. Strategically place new and coordinated way finding signage in the right-of- way at locations chosen carefully to direct visitors to off-street locations.

Guiding Principle(s) Supported:

- ✓ Make the downtown conveniently accessible for the priority user of the public parking system – the patron of downtown.
- ✓ Make downtown parking user-friendly – easy to access, easy to understand.
- ✓ Provide a "parking product" in the downtown that is of the highest quality and safe, to create a positive customer experience with parking and the downtown.

The City should develop directional signage on the roadways that direct customers to specific facilities. This will be of greatest importance at primary portals into the downtown, at major traffic intersections and at primary points of ingress at specific facilities. It is recommended that:

- a. The signage package should be consistent with, and complementary of, the signage package developed for the off-street facilities (see 15, above).
- b. The address of the nearest visitor facility should be incorporated into the roadway signage to assist and direct customers to the nearest parking location.

17. Partner with the business community to develop/refine a marketing and communication system for access in Springfield. The marketing/communication system could include (but not be limited to): branding; maps and Transportation Demand Management (TDM) alternatives.

Guiding Principle(s) Supported:

- ✓ The City's public information system should provide a clear and consistent message about auto parking and access to and within downtown in order to optimize utility and convenience for all users.
- ✓ Provide a "parking product" in the downtown that is of the highest quality to create a safe and positive customer experience with parking and the downtown.
- ✓ Make downtown parking user-friendly – easy to access, easy to understand.

A successful parking system will require on-going marketing and communication. The foundation for a marketing and communication program is the signage and wayfinding package recommended in this report (see strategies 15 and 16). Support of this system can be facilitated through informational maps and brochures about Springfield and its parking system distributed by the City and through Business Associations, Visitor Services, Retail and Lodging networks.

It is recommended that the City:

- a. Partner with the business community to develop a marketing and communication system for access in Springfield. The Parking Advisory Committee can serve as the business forum for this discussion.

The marketing/communication system would include (but not be limited to):

1. *Maps.* Develop maps that visually represent parking zones (e.g., Zones A, B & C) and identify the location of visitor versus employee facilities.
2. *Validation program.* Evaluate the feasibility of retail validation systems if, and when, paid customer parking moves off-street.
3. *TDM alternatives.* Incorporate alternative mode options (i.e., shuttles, transit, and bicycle) into parking communications materials.

18. Evaluate and develop a minimum parking ratios policy for new development in the downtown, to assure that access impacts of new development are (a) meaningfully addressed, (b) correlated to actual parking demand and (c) provide potential for generating a revenue source for future parking through a parking fee-in-lieu option.

Guiding Principle(s) Supported:

- ✓ Calibrate parking standards to support the City's goals for transit, biking, walking and ridesharing.
- ✓ Provide sufficient parking to meet employee demand, in conjunction with an access system that provides balanced travel mode options.
- ✓ Provide clear and strategic direction to new development in downtown to assure that new growth improves the overall system of access.

Minimum parking development ratios are common to many downtowns. For the most part they are imposed to assure that new development does not have an adverse impact on parking supplies and access systems that serve existing uses in a development area. Conversely, in order to support a viable parking system and to encourage multi-modal growth in Springfield, there should be a direct relationship between the City's minimum parking requirements, actual parking demand and broader goals for use of alternative transportation modes. In other words, minimum parking requirements should always be less than the actual maximum demand for parking.

The 2009 - 2010 Parking Study established actual parking demand in the downtown at a rate of 1.28 stalls per 1,000 square feet of new development. Given this finding, the following is recommended.

- Develop a minimum parking requirement for new commercial development within the downtown of 0.70 stalls per 1,000 square feet.
- Prepare this recommendation for City Council review and adoption.

19. Evaluate and develop restrictions on new surface parking lot development within Zones A & B.

Guiding Principle(s) Supported:

- ✓ Correlate parking requirements more directly to mixed-use development vision for downtown.

The land use vision for downtown currently under development by Crandall Arambula and the Citizen's Advisory Committee forecasts a denser more compact urban form for Springfield. To support the type of "lot coverage" envisioned in the plan, the City will need to move toward restrictions, if not prohibitions, on the development of surface parking.

It is recommended that the Parking Manager/Coordinator and the Parking Advisory Committee evaluate:

- a. Limiting the lot coverage area of future surface parking lots in the downtown.
- b. Prohibiting new surface lots in new development.
- c. Correlating surface lot restrictions to a fee-in-lieu option for developers as supported in Strategy 19 (below).
- d. Preparation of a policy/program recommendation for City Council review and adoption.

20. Evaluate and develop a fee-in-lieu option for new parking development in the downtown.

Guiding Principle(s) Supported:

- ✓ Correlate parking requirements more directly to mixed-use development vision for downtown.
- ✓ Provide sufficient parking to meet employee demand, in conjunction with an access system that provides balanced and reasonable travel mode options.

A key challenge for Springfield will be the ability to (a) attract new development to the downtown, (b) maintain and encourage an urban form for new development that is consistent with the downtown vision and (c) contain costs associated with new parking development.

Offering developers the option to pay a fee-in-lieu against a minimum parking requirement, which then provides “access entitlements” into public parking for their development, may be an attractive and workable program for providing parking in the future. A fee-in-lieu rate would be set at a level below what it would cost a developer to provide the parking themselves. This would save on development costs and provide a guaranteed entitlement to parking for the new development. Fees-in-lieu could be implemented as an option or as a requirement. Necessarily, a fee-in-lieu option commits the City to playing a key role in developing and managing parking in the future. As such, additional discussion and review is necessary.

It is recommended that the Parking Manager/Coordinator and the Parking Advisory Committee evaluate:

- a. Design of a fee-in-lieu policy for consideration by the City Council.
- b. Pros and cons of optional versus mandatory fee-in-lieu programs.
- c. Rates
- d. The option to pay fees-in-lieu on a parking minimum as well as the option to “buy more,” up to a fee-in-lieu maximum.
- e. Preparation of a policy/program recommendation for City Council review and adoption.

21. Develop a recommended package of incentives for the private development of publicly available parking.

Guiding Principle(s) Supported:

- ✓ Provide clear and strategic direction to new development in downtown to assure that new growth improves the overall system of access.
- ✓ Encourage/incent shared parking in areas where parking is underutilized.

Developers generally provide and manage parking to serve exclusive accessory uses to their particular site. As such, sites are often developed without benefit of a process or policy that would allow for discussions to maximize both the accessory and public supply of parking in a given private project or to encourage employees to use alternative transportation modes.

Given the cost of parking development it will be important and useful for the City to encourage the development of publicly available parking in future private development projects. The opportunity to incent either more flexible management of private supplies (allowing general public access) or additional supply for public use within a private project should be explored as well as TDM systems that could reduce overall development costs.

Based on the overall priority of customer/patron parking in City owned/controlled facilities, the City should also explore incentives that encourage and support development of residential parking in private off-street locations to ensure that conflicts between future residential parking demand and customer/visitor demand are minimized.

The first step to creating a "toolbox" of incentives (such as Floor Area Ratio and height bonuses) requires development of a formal policy that would allow the City to offer incentives if specific public parking and transportation goals were met in the context of a private downtown development. It is recommended that the Parking Manager, Parking Advisory Committee and key development stakeholders examine a set of incentives that could be adopted by the City as a means to incent future parking development.

Examples of development incentives currently available in other jurisdictions include (but are not limited to):

- Floor Area Ratio (FAR) bonuses
- Height bonuses
- Permit fee waivers
- Impact fee waivers
- Supply/revenue agreements³
- Property tax abatements

22. Prepare a package of policy and program items that include Strategies 13 and 18 – 21 for City Council review and adoption.

Guiding Principle(s) Supported:

- ✓ Correlate parking requirements more directly to mixed-use development vision for downtown.

A Residential Parking Permit Zone program, parking minimums, surface lot guidelines, development incentives and a fee-in-lieu program will provide effective tools for directing future parking development.

PHASE 3 Implementation (24 months and beyond)

The following strategies are recommended for *long-term implementation*

23. Lease/acquire strategically located land parcel(s) for use as future public off-street parking in the downtown.

Guiding Principle(s) Supported:

- ✓ Provide adequate and affordable employee parking and reasonable access options.
- ✓ Strategically locate and actively manage parking under public control and/or ownership to accommodate customer access to the area.

³ Revenue agreements are lease agreements whereby the City agrees to a guaranteed lease for spaces at a negotiate rate per stall.

The City should move to acquire strategically located development parcels that could be used as “consolidated” parking areas for visitors and employees of the downtown. It is important to gain control of such sites to assure that parking can be used as an incentive to new development (through fee-in-lieu options) and is proximate to desired development opportunities.

It is recommended that the Parking Manager/Coordinator and Parking Advisory Committee evaluate opportunities related to parking site acquisition and forward recommendations on specific sites to the City Council.

24. Sponsor employer-based initiatives to encourage employee use of alternate travel modes.

Guiding Principle(s) Supported:

- ✓ Parking should be just one of a diverse mix of access options available to users of the downtown.
- ✓ Transition more downtown employees into alternative modes (i.e., transit, bike, walk, rideshare) through business-based programs and incentives.

As the downtown evolves, greater constraints to parking access will occur given (a) the scarcity of land for surface parking development and (b) the cost of future parking supply that is transitioned into parking structures. To this end, more focused programs and incentives will need to be provided to commuters to increase use of transit, bike, walk and rideshare options.

The Parking Advisory Committee (PAC) should devote time and discussion to establishing commute trip reduction programs within the downtown. The PAC can serve as a forum to bring Lane Transit, business associations and the City together to discuss and create new incentives and directions for transportation demand management.

25. Establish commuter mode split targets for employee access in the downtown.

Guiding Principle(s) Supported:

- ✓ Correlate parking requirements more directly to mixed-use development vision for downtown.
- ✓ Transition more downtown employees into alternative modes (i.e., transit, bike, walk, rideshare) through business-based programs and incentives.

Parking development regulations and requirements need to be supported by a system of access that accounts for all forms of capacity (i.e., auto, transit, bike, walk and rideshare). The Guiding Principles for parking management in Springfield call for a greater percentage of downtown employees to move into alternative modes of transportation. Quantifying the desired transition of commuters from an established status quo baseline to a desired target will (a) give policy support to the Guiding Principles and (b) inform, facilitate parking strategies and (c) provide a standard of measurement that can be evaluated in the future.⁴

⁴ This recommendation is directed at the area boundary covered by the 2009 -2010 Downtown Springfield Parking Study. The discussion of commuter mode split targets for areas outside the study zone may be useful as parking management in Springfield expands over time.

It is recommended that the City of Springfield, through discussions and review with the Parking Advisory Committee, formally incorporate mode splits targets for all modes (i.e., SOV, transit, bike, walk and rideshare) into its parking management policy. The purpose of this strategy would be to clearly establish a logical link between mode split targets and actual parking maximums as discussed in Strategy 27, below. Over time, Springfield may want to explore implementing maximum parking ratios that are logically correlated to the mode split targets established for the downtown.

26. Monitor downtown parking utilization continuously and periodically. Conduct parking inventory analyses.

Guiding Principle(s) Supported:

- ✓ Implement measurements and reporting that assures Guiding Principles are supported and achieved.
- ✓ Manage the public parking supply using the 85% Rule to inform and guide decision-making.

The recently completed analysis of Springfield's parking inventory provides excellent information on parking utilization, turnover, duration of stay, peak hour capacity and demand.

The need for this data is very important as a foundation piece for determining actions to maximize parking supply. Periodic monitoring of parking activity will allow Springfield to (a) better coordinate enforcement, (b) assure maximum utilization based on intended uses and (c) provide solid evidence for the need to move to higher and/or more aggressive levels of parking management as called for in the Guiding Principles.

It is recommended that a parking inventory analysis be conducted at least every two years. Information from these updates would be forwarded to the Parking Manager/Coordinator and the Parking Advisory Committee for review, evaluation and strategy implementation.

27. Recommend to the City Council the commuter modes split targets developed in 25, above, for adoption as a policy element of the Springfield Transportation and Parking Management Plan.

Guiding Principle(s) Supported:

- ✓ Transition more downtown employees into alternative modes (i.e., transit, bike, walk, rideshare) through business-based programs and incentives.
- ✓ Correlate parking requirements more directly to mixed-use development vision for downtown.

It is recommended that the City formally adopt commuter mode split goals as a key policy element of the City's transportation and parking management plan. This would assure that all parking standards, strategies and programs are logically correlated to the City's broader goals for access by all modes.

28. Evaluate the impact of near and mid-term strategies based on an updated utilization and demand study. If and when warranted, develop a pricing policy strategy and implement paid on street parking in downtown districts based on the 85% Rule.

Guiding Principle(s) Supported:

- ✓ Manage the public parking supply using the 85% Rule to inform and guide decision-making.

The Phase 1 and 2 strategies outlined above will create changes in access dynamics downtown. If, after nearly three years of growth, parking occupancies in downtown routinely exceed 85% in the peak hour, move to meter the impacted zone(s). If metering is pursued, it is recommended that on-street pay stations be considered rather than single head meters.

Options can range from pricing parking in specific areas (e.g., off-street only) to pricing specific users (e.g., employees) to a comprehensive system of pricing that would include metering on- and off-street.

The Parking Manager/Coordinator and the Parking Advisory Committee should develop a coordinated strategy for how parking pricing will be implemented as the demand for parking and new parking supply evolve in the mid- to long-term. Once developed, the parking pricing strategy should be presented to the City Council for review and approval.

The outline of strategy issues presented below is intended to inform the City, the Parking Manager/Coordinator and the Parking Advisory Committee on major decision and management guidelines should pricing become necessary as a means to maximize and facilitate access capacity.

a. Meter on-street parking to increase efficiency and capacity.

As the 85% Rule triggers additional and more aggressive management of the supply, Springfield may at some future point consider pricing parking in areas that are currently free. At that point pricing would be intended to (a) facilitate more efficient turnover, (b) encourage use of specific facilities in specific parking zones (i.e., short-term vs. employee parking), (c) encourage use of alternative modes, and (d) provide a funding source for improvements to existing supplies, development of new supply and alternative mode options.

In the context of pricing, Springfield should consider new technologies available and in place in other cities that allow for flexibility in the management of parking pricing and contribute and complement Springfield's existing and desired urban form. "Multi-space metering" and "pay-and-display" systems are an example of these types of technology, which allow a City to charge for parking without "cluttering" the pedestrian way with individual meters.

b. Charge for parking in publicly owned off-street facilities.

The City should establish a policy for pricing short-term parking in publicly owned or controlled off-street facilities. The framework of such a policy is provided below:

1. "Short-term rate" is equal to hourly fee charged at on-street system
2. Evening rates established to attract/serve appropriate uses
3. Long-term, daily/monthly rates balanced by Rule of 85%
4. Rate manipulation triggered by Rule of 85%

5. Rate manipulation generally at the long-term end to facilitate transition of long-term parkers to appropriate parking locations within the downtown.

Revenue collection in off-street facilities can vary greatly by type of facility, design and mix of uses (i.e., short-term, long-term, monthly).

29. Complete development and open new public supply in the downtown.

Guiding Principle(s) Supported:

- ✓ Provide a "parking product" in the downtown that is of the highest quality and safe, to create a positive customer experience with parking and the downtown.

Completion of site identification, planning, outreach and funding efforts described would be finalized and the project completed and opened to the public.

C. SUMMARY

The parking management strategies recommended here are intended to provide a template for action that would lead to a more efficient and organized parking system for the Downtown Springfield. The strategies would be led by a Parking Manager/Coordinator with informed insight and direction from a representative Parking Advisory Committee.

It is recommended that the strategies envisioned here be implemented over a minimum of 24 months, triggered by the 85% Rule and documented parking demand. Overall, the strategies are designed to get the "right parker to the right parking spot" in a manner that supports the Guiding Principles established as a part of this plan.

IMPLEMENTATION SCHEDULE

Strategy	Immediate (0 – 6 months)	Phase 1 (6 – 12 mos.)	Phase 2 (12 – 24 mos.)	Phase 3 (2+ years)	Comment
POLICY ACTIONS					
A. 1 (a) – (d) Adopt policies and rules (Guiding & Operating Principles, 85% Rule and rate ranges).	✓				Aids in guiding future decision making and strategy implementation.
A. 2 Develop a job description and submit a service package to create a position of “Parking & Transportation Coordinator/Manager” for the City of Springfield.	✓				To provide routine oversight and continued input in the process.
A. 3 Establish a Parking Advisory Committee consisting of downtown stakeholders to assist in parking program implementation and review.	✓				To provide routine oversight and continued input in the process.
A. 4 Develop “exception” criteria for adoption by City Council that informs decision making for establishment of loading zones and 15, 30, 60, 90-minute and No-Limit stalls within the downtown on-street supply.	✓				In the future, on-street parking in zones will be formatted using a base standard (e.g., 2 hours). Exceptions to the base standard should be granted only for businesses that demonstrate a legitimate need.
A. 5 Establish a Downtown Parking and Transportation Fund as a mechanism to direct funds derived from parking into a dedicated fund.	✓				Ensures parking funds are “harbored” in a manner that supports an on-going parking management and facility system.
NEAR TERM IMPLEMENTATION					
B. 1 Appoint Parking Manager/Coordinator		✓			Initiates centralization of parking program.
B. 2 Initiate Parking Advisory Committee process		✓	✓	✓	Provides oversight and monitoring committee for Parking Manager and assures guidance of plan and information feedback for City Council.

Strategy	Immediate (0 – 6 months)	Phase 1 (6 – 12 mos.)	Phase 2 (12 – 24 mos.)	Phase 3 (2+ years)	Comment
B. 3 Develop and submit service package for new right of way signage per on-street changes in B. 4 - 7 below.		✓			Necessary to support new time stay format on-street.
B. 4 & B. 43 (a) Add back parking in current no parking areas (up to 71 stalls). Provide appropriate signage and striping to support new stalls.		✓ ✓			Provides new resource of parking on-street without need to build new facilities. Provides signage and striping to assure convenient access and intuitive use by customer(s).
B. 5 Reduce and/or eliminate all 30 minute and No-limit parking stalls in <u>Zone A</u> and convert all stalls to 2-hour parking.		✓			Controls employee use of on-street system in constrained parking zones. Increases supply of parking for visitors in area of highest demand for access.
B. 6 Develop an on-street employee parking permit program (i.e., paid permits) that would allow limited use of 2 hour stalls for on-street all day parking in Zone B.		✓	✓	✓	Moves longer term parkers into underutilized parking while opening up stalls in the core for priority visitor parking.
B. 7 Reduce and/or eliminate all 10 minute, 15 minute, 30 minute, 1-hour and No-limit parking stalls in <u>Zone B</u> and convert all stalls to 2-hour parking "or by permit."		✓			Standardizes parking to provide more convenience and predictability.
B. 8 Restripe all on-street parking in Zones A & B to better identify parking availability and location.		✓			Upgrades existing parking supply to provide clear and convenient identification of on-street parking.
B. 9 Initiate an on-street employee parking permit program (i.e., paid permits) allowing limited use of 2 hour stalls for on-street all day parking in Zone B.		✓	✓	✓	Moves longer term parkers into underutilized parking while opening up stalls in the core for priority visitor parking.

Strategy	Immediate (0 – 6 months)	Phase 1 (6 – 12 mos.)	Phase 2 (12 – 24 mos.)	Phase 3 (2+ years)	Comment
B. 10 Initiate parking enforcement activities in Zone A to assure existing time zones are honored and system utilization/turnover is operating as intended.		✓	✓	✓	Reduces abuse of time zones and increases turnover.
MID-TERM IMPLEMENTATION					
B. 11 Re-evaluate and reformat stalls in publicly owned off-street lots to balance employee use and short-term access. Explore employee parking permit pricing based on 85% standard.			✓		Assures parking is managed to (a) prioritize customer access (b) complement TDM efforts and (c) price parking to “market demand.”
B. 12 Initiate a new and comprehensive outreach program to all businesses within the study zone that communicates the parameters of the new Parking Management Plan.			✓	✓	Implementation of a new parking plan will create changes that need to be effectively communicated to businesses and employees.
B. 13 Develop a Residential Parking Permit Zone (RPPZ) policy and program for adoption by the City Council for future implementation in residential areas affected by spillover from commercial parking (i.e., Zone C).			✓		Provides criteria and process allowing neighborhood associations to request RPPZ's as a response to parking spillover issues
B. 14 Negotiate shared use and/or lease agreements with owners of strategically placed existing private surface lots in Zones A & B			✓	✓	Redirect underutilized private parking supply for more general public use
B. 15 Develop and install a signage package of uniform design, logo and color at public and private (shared use) off-street parking facilities.			✓		Improves customer awareness of supply options

Strategy	Immediate (0 – 6 months)	Phase 1 (6 – 12 mos.)	Phase 2 (12 – 24 mos.)	Phase 3 (2+ years)	Comment
B. 16 Strategically place new and coordinated way finding signage in the right-of- way at locations chosen carefully to direct visitors to off-street locations.			✓		Improves customer awareness of supply options.
B. 17 Partner with the business community to develop/refine a marketing and communication system for access in Springfield.			✓	✓	Provides a coordinated system of communication for all those who want to access downtown Springfield
B. 18 Evaluate and develop a minimum parking ratios policy for new development in the downtown,			✓		Better correlates development standards to actual parking demand. Assures parking standards are not an impediment to development. Supports alternative mode goals.
B. 19 Evaluate and develop restrictions on new surface parking lot development within Zones A & B			✓		Supports land use vision for the downtown and assures more compact urban form.
B. 20 Evaluate and develop a fee-in-lieu option for new parking development in the downtown.			✓	✓	Encourages private sector investment in parking that can mutually benefit a project and the downtown
B. 21 Develop a recommended package of incentives for the private development of publicly available parking.			✓		Upgrades existing parking supply to provide clear and convenient identification of on-street parking.
B. 22 Prepare a package of policy and program items that include Strategies 13 and 18 – 21 for City Council review and adoption.			✓		Supports more effective management of parking.

Strategy	Immediate (0 – 6 months)	Phase 1 (6 – 12 mos.)	Phase 2 (12 – 24 mos.)	Phase 3 (2+ years)	Comment
LONG-TERM IMPLEMENTATION					
B. 23 Lease/acquire strategically located land parcel(s) for use as future public off-street parking in the downtown.				✓	Provides strategically located sites for future public parking facilities. Reduces need to build new parking by better utilizing existing resources.
B. 24 Sponsor employer-based initiatives to encourage employee use of alternate travel modes.				✓	Uses Parking Advisory Committee as forum to discuss and develop programs and services to encourage transit, biking and walking for downtown employees. Supports more efficient use of existing supplies of parking by transitioning employees into alternative modes.
B. 25 Establish commuter mode split targets for employee access in the downtown.				✓	Establishes basis for correlating parking standards to overall downtown access goals for all modes.
B. 26 Monitor downtown parking utilization continuously and periodically. Conduct parking inventory analyses.				✓	Update 2009 - 2010 Parking Study to provide information for informed decision making and to measure impact of parking management plan. Supports 85% Rule
B. 24 Develop an incentive package for Council consideration that would support private sector development of parking that could be generally available to the public.				✓	Provides ideas and concepts to Council for consideration. Encourages private sector investment in parking that can mutually benefit a project and the downtown.
B. 25 Sponsor employer based initiatives that encourage and incent employees to use alternative commute modes				✓	Uses Parking Advisory Committee as forum to discuss and develop programs and services to encourage transit, biking and walking for downtown employees. Supports more efficient use of existing supplies of parking by transitioning employees into alternative modes.
B. 26 Establish commuter mode split targets for employee access in the downtown.				✓	Establishes basis for adjusting parking standards based on overall downtown access goals for all modes.

Strategy	Immediate (0 – 6 months)	Phase 1 (6 – 12 mos.)	Phase 2 (12 – 24 mos.)	Phase 3 (2+ years)	Comment
B. 27 Recommend to the City Council the commuter modes split targets developed in 25, above, for adoption as a policy element of the Springfield Transportation and Parking Management Plan.				✓	Formalizes commitment to managing parking to support, balance and meet broader access goals.
B. 28 If and when warranted, develop a pricing policy strategy and implement paid on street parking in downtown districts based on the 85% Rule.				✓	Moves on-street system to paid parking when occupancies throughout downtown exceed 85% in the peak hour.
B. 29 Complete development and open new public supply in the downtown.				✓	Converts Phase 2 surface lot to structured parking. Could be by City or part of public/private partnership.