



MOVING GREATER UNIVERSITY CIRCLE

Parking Management Plan Executive Summary

January 2015

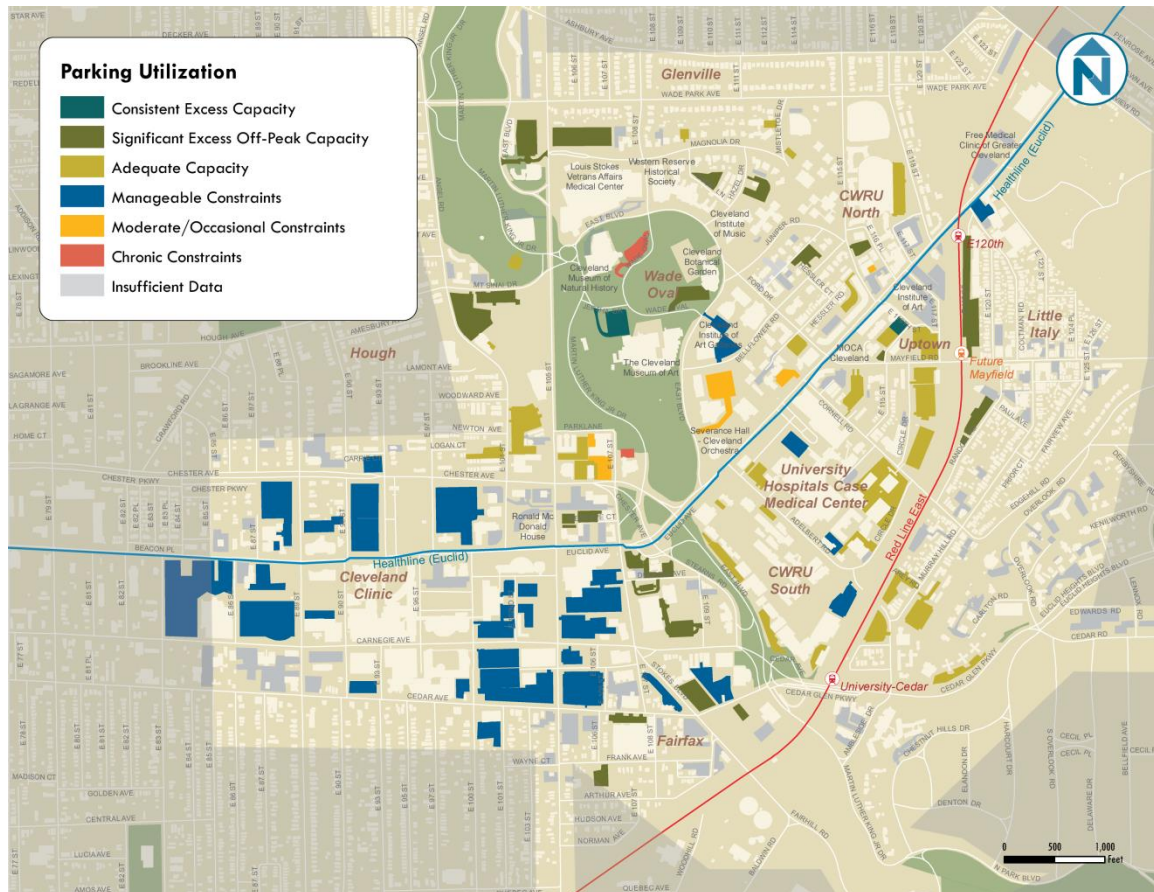


INTRODUCTION

Reliable automobile access is a key element to a successful urban district. As such, parking is an important asset that must be carefully managed to serve a variety of markets in a given area. In University Circle, where walking, biking, and transit are viable alternatives for many travelers, parking is also viewed as just one element of a robust transportation system.

With the multi-modal options and the significant parking supply available throughout the area, ***parking supply limitations are not a primary barrier to the general success and growth of businesses, institutions, housing developments, and employers in the University Circle area.*** Stakeholders who have indicated that limited supply is a barrier are taking steps to expand their supply through new construction, add to their effective-capacity through shared-parking arrangements, or implement remote-parking and shuttle strategies. For the most part, those that fall into the latter two categories acknowledge that, even if supply constraints are an on-going issue, adding more parking is not a physically or economically feasible option.

Qualitative Supply-Demand Conditions across University Circle



These factors underscore the importance of optimizing the capacity of existing parking supply to support current demand and to respond to expected changes as the area continues to attract more employees, visitors, and residents. There are three primary means for this optimization that are particularly relevant to existing conditions within University Circle:

- Making existing capacity more apparent, primarily through wayfinding, information, and maintaining a consistent state of availability (a modest number of empty spaces) at all locations;
- Making it easier to “park once” and get around all of University Circle without driving/re-parking; and
- Reducing driving/parking demand by tapping into both latent demand for alternate-mode travel and clear opportunities to improve alternate-mode mobility.

FOCUS ON TRANSFORMATIONAL OPPORTUNITIES

University Circle presents a distinctly challenging environment for managing the balance between parking supply and demand. Despite this challenge, there are significant opportunities to provide transformational impacts on how parking is perceived, utilized, and provided within University Circle. In order to fully realize these opportunities, we must understand the three key markets that largely shape the current parking environment within University Circle. They offer significant potential for transformational improvement and viable paths to success for the district.

Shoppers/Diners - This market is largely shaped by visitors making quick stops at local retail, restaurant, and/or service-provider businesses. It is the smallest, but fastest-growing, of the three markets, and the most recent to become a major influence on area-wide parking conditions. Accommodating this market will be critical to supporting the continued expansion of sidewalk-oriented commercial activity within University Circle, most-dramatically seen in Uptown, and to maintaining the historical vitality of long-standing commercial areas, like Little Italy.

Tourists/Daytrippers - This market is largely shaped by visitors to one or more of the area's regional destinations, including the many museums and cultural institutions, houses of worship, Little Italy, the Fine Arts Garden, and Wade Oval. A much bigger overall market compared to shoppers/diners, tourist/daytripper demand largely shapes parking conditions within the Wade Oval area of University Circle. These parking consumers tend to reside in parts of the region with few non-driving options for travel to University Circle. They also tend to be relatively unfamiliar with urban parking conditions and are thus more likely to require more information and guidance regarding their parking options, including cost, hours, and proximity to other points of interest. With the right information and guidance, however, these visitors may welcome opportunities to park just once and move around the greater University Circle area, including the growing number of local commercial destinations, without their cars.

Residents/Commuters - This market consists of neighborhood residents and employees, the two consumer groups who will park more frequently and for longer periods of time than any other in the study area. This is also, by far, the largest parking market within University Circle. For these reasons, reducing parking demand within these populations will have a dramatic impact on area-wide supply requirements.

OFFER SHOPPERS AND DINERS CONSISTENT AVAILABILITY

- **Get the Price Right:** Performance-based pricing is critical to maintaining availability among short-term spaces, particularly at the curb. Set and adjust rates, based on occupancy patterns, to seek consistent access for shoppers/diners market. While this may result in higher meter rates in some locations at some times, it is distinct from traditional meter-rate increases, which tend to uniformly raise rates with little to no connection to demand levels or patterns.
- **Expand On-Street Metering:** Wherever possible, establish metered parking along commercial blocks of Euclid and Mayfield, and at least the first ~100 feet of the side streets.
- **Get the Timing Right:** Begin by charging from 11AM to 8PM, six or seven days. This can be adjusted as necessary, based on demand/availability conditions. Expand time limits, to two hours. Ease away from time limits to the extent that pricing alone proves sufficient to maintain availability.
- **Upgrade Technology Consistently:** Several examples of good, new meter/pay-station technologies are in-use across the area, but the meters/stations themselves are too diverse. Consistency of pay media helps communicate cohesive management and increases confidence in the overall parking environment. Seek to apply what has worked best for this market as the new standard.
- **Add Pay by Phone:** This is typically the cheapest tech option, and one of the most popular payment options, wherever it is available. It offers remote, cashless payment and alerts to avoid expired-meter violations, both of which are key customer service improvements that can reduce frustration for users.
- **Return the Revenue:** Use collected revenues to improve what surrounds parking meters and thereby provide an easier route to buy-in from merchants and the public. Work with the City to develop a pilot Parking Benefits District (PBD) within Uptown, Little Italy, and/or all of University Circle.
- **Promote High-Capacity Curbside Uses:** Explore options to convert strategic curbside spaces to innovative uses that provide a positive message of the area, such as parklets, bike parking, and public valet stations.
- **Make On-Street Options Evident:** Use signage that emphasizes where people can park, as opposed to signs that focus on regulations and limitations.
- **Develop Customer-Focused Enforcement Approach:** Parking enforcement should emphasize the management of the parking over the need to generate revenue. When violations occur, minimize the financial penalty for the drivers who are trying to do the right thing, but may have inadvertently made a mistake. To do this, introduce a system of incremental fines that starts at \$0, and focus enforcement on demand peaks when the spaces are most needed.
- **Coordinate with Off-Street Management:** Manage off-street options as a lower-cost alternative to curbside parking. Use wayfinding, signage, and information to make this option apparent to all drivers.

OPTIMIZE PARK-ONCE FOR TOURISTS/DAYTRIPPERS

- **Continue University Circle's "Park Once" Successes:** Meet Tourist/Daytripper parking demand within shared, publicly available parking facilities. Coordinate communications around the variety of things to see and do within a short distance, emphasizing that re-parking is unnecessary. Create wayfinding that not only serves pedestrian seeking directions, but also *generates* pedestrian trips by announcing proximate opportunity.
- **Develop Branding For "Park Once" Facilities:** Branding "Park Once" is primarily a matter of creating consistency of experience for daily parking customers. This includes consistency of pricing, facility look and condition, and signage among all facilities that target daily visitor parking markets.
- **Improve Pedestrian, Bike, and Transit Access:** Visitors' willingness to move between parking and area destinations without a car is greatly dependent upon the quality of available non-vehicular modes and the travel experience itself.
- **Explore Real-Time Availability Options:** Implement a real-time information system that incorporates all facilities primarily targeting daily visitor parking markets.
- **Expand/Coordinate Public Valet:** Coordinate with Little Italy stakeholders to facilitate the multi-station expansion being considered for their successful public valet program. Public Valet, in contrast to conventional valet options, allows customers to park once and visit multiple destinations. This service offers curbside parking convenience, while shifting actual parking away from limited curbside spaces and allowing visitors to pick up their cars in different locations from where they were originally dropped off.
- **Make Use of Drop-Off Bays:** Drop-off bays can reduce the inconvenience of off-site parking options, particularly for large groups and multiple adults travelling with children, the elderly, and/or visitors with other mobility challenges.
- **Target Longer Parking Stays:** Establish longer parking durations as a performance target indicating more visitors are staying longer, seeing more of the area, and visiting more local destinations, without consuming more parking capacity.
- **Provide Circulator for the Tourist/Daytripper Market:** Re-imagine the Circle Link (or an alternative circulator route) as a Tourist/Daytripper shuttle that varies as little as possible from a simple shuttle between the Wade Oval area and the retail centers in Uptown and Little Italy. Such a route would connect to the new, Mayfield Road Red Line station and Health Line stations on Euclid, without having to make explicit diversions to these connections.
- **Promote Driving Alternatives:**
 - Park Once/ Transit Promotions: Admission ticket to one of the cultural institutions; Parking ticket from a Clinic or UH facility; and/or Transit receipt/bus transfer.
 - Bike-share: This can be a very effective means of addressing gaps between destinations or between transit stations and primary destinations.
 - Multi-modal gateway at Opportunity Corridor/MLK/East Boulevard entrance to cultural district: To be fully multi-modal, this gateway should address the grade challenges for non-motorized modes at this location.
 - New Red Line Stations: The new/newly-renovated Red Line stations serving University Circle provide a prime opportunity to promote transit access for day trips.

INCREASE NON-DRIVING MOBILITY AMONG RESIDENTS AND COMMUTERS

- **Explore Parking Cash-Out/Daily Parking Charge Options:** Work with employers and administrators to develop viable “cash-out” incentive programs for employees who choose alternate travel modes. Work with local parking operators/managers to better understand cost/benefit projections that might discourage converting permits to daily parking charges for their driving commuters.
- **Tap Into Rideshare and Ride Matching Potential:** Assist ongoing efforts to establish a closed-network rideshare matching service, which employee surveys indicate would attract more commuters to ridesharing. Pursue supportive strategies for increasing rideshare commuting, including ride-matching, discounted rideshare parking, and preferential rideshare parking.
- **Pursue Car Sharing and Shared Fleet Options:** Work with area car-share companies to identify and address barriers to expanding into or within University Circle. Also include discussions of opportunities to include shared-fleet strategies.
- **Promote/Expand Universal Transit Pass Options:** Help promote and expand the existing RTA Student U-Pass Program, while working with RTA on options for developing a commuter-focused universal pass program. Work with area employers to promote the wider adoption of direct-subsidy benefits, perhaps similar to current benefit provided by University Hospitals.
- **Expand Commuter Bus Operations:** Parking in a remote lot and riding a bus into Cleveland is a familiar option for many commuters in the region. Build upon this success with improved transit connections to Cleveland Heights and Shaker Square, ODOT and RTA park and ride lots, and existing suburban campus locations of existing University Circle stakeholders.
- **Pilot Residential Parking Benefit District (RPBD):** The current Residential Parking Permit (RPP) program often ill serves the areas where it is widely deployed, such as Little Italy. An RPBD program could make use of observed daytime capacity to expand parking options for local employees. Charging a modest fee for these permits could raise revenue that could be used to make the program more convenient for residents.
- **Pursue a Model for District-Level Transportation Demand Management (TDM):** Take advantage the best practices currently offered by individual employers to create a suite of benefits to be offered to all. This will improve the suite of options provided, the effectiveness of their marketing and promotion, and their reach across all employers in the district. This last improvement is key, as it will provide better access to non-driving commute benefits and incentives for lower-wage service workers, a population consistently more likely to shift modes in response to new opportunities.
- **Provide Innovative TDM Parking Options:** Provide card-controlled access to prime, visitor parking facilities to commuters who forego any other parking permit option provided by their employer.

ADDITIONAL KEY MANAGEMENT OPPORTUNITIES

Events

While accommodating the elevated levels of parking demand during these times is obviously critical to event success, the unique demands created by these events cannot form the basis of everyday parking solutions. Strategies likely to be broadly effective during events include:

- **Cross-Marketing with Local Businesses:** Cross-marketing between area cultural institutions and businesses can encourage event attendees to arrive early and/or stay longer, which can help flatten and spread arrival/departure traffic peaks.
- **Transit Marketing Plan:** Promotion of the Health Line, new Red Line stations, RTA bus routes, and local shuttle options should be integrated into all event promotions.
- **Remote and Off-Site Parking:** Support with local shuttle routes.
- **Pre-Assigned Parking:** Reduce search traffic and distribute demand more evenly.
- **High Occupancy Vehicle Parking:** Charge them less and give them the best spaces.
- **VIP Parking:** Can be viewed as "gouging", but increased rates for the most convenient spaces reduces congestion at these locations.
- **Valet:** Much more widely accepted during events.
- **Bicycle Valet:** All the convenience and capacity benefits of car valet, for cyclists.

Situational Sharing

Develop a centralized shared-parking brokerage to help make and promote off-setting peak matches among proximate property owners.

School/Tour Bus Parking

Explore options for formalizing off-street locations to accommodate school and tour buses, including the CIA Gund lot, the Bellflower lots, and revolving opportunities in the West Campus area. Options further afield may be found along Euclid Avenue, west of University Circle, where there are several, large lots and undeveloped parcels that appear to offer sufficient capacity for staging several buses.

ORGANIZATIONAL OPPORTUNITIES

Explore options for establishing a Transportation Management Association (TMA) or similar organization for University Circle, to offer the following services to all constituent stakeholders:

- Parking Management, including facilities, supply, and demand management;
- Access strategies for events and other beyond-peak circumstances;
- Transportation Demand Management (TDM) and commuter benefit programs;
- Marketing and promotions of the area's full, multi-modal resources for access and mobility needs; and
- Advocacy to public agencies for mobility and access improvements that support both individual property needs and overall growth objectives and district vision.

DRAFT PARKING MANAGEMENT PLAN | Executive Summary

University Circle, Inc.

Moving Greater University Circle - District Parking Study		Parking Management Plan - Near Term Action Steps	
<p><i>This list represents the consulting team's recommendations for near-term action steps - those which could conceivably start within the next three (3) months. The list is broken into recommendations and action steps by Target Market, some of which will apply to and benefit multiple target markets simultaneously. Additional recommendations and action steps have been identified and will be included in the full Parking Management Plan document. This list was assembled based on stakeholder feedback, data collection, direct field observations, and industry best practices.</i></p>			
Target Market	Recommendation	Immediate Steps	Key Partners
Shoppers/Diners	Develop Consistency of Experience	Identify targeted geographic areas and work with off-street facility owners to develop a path toward standardized payment media, hourly rates, and wayfinding/signage. Simultaneously develop web upgrades and staff training in the target area.	Local property owners and retail/restaurant owners
		Update wayfinding and branding to inform shoppers/diners of facilities that suit their needs, and direct them to these newly consistent facilities	Wayfinding program owners
	Pilot Parking Benefit District (PBD)	Work with City of Cleveland to explore a pilot PBD within University Circle	City of Cleveland, Local property owners and retail/restaurant owners
	Promote High-Capacity Curbside Uses	Work with City and local stakeholders to identify optimal bike-share station locations and sponsors	City of Cleveland, property owners, local stakeholders
Work with Little Italy and University Circle stakeholders to explore a unified, Public Valet system across the district		City of Cleveland, Little Italy & University Circle businesses & other destinations	
Tourists/Daytrippers	Establish University Circle as a Park-Once District	Identify facilities where the public is welcome to park and work with owners and visitor destinations to ensure that web pages, apps and print materials clearly indicate availability of public parking both on-site and nearby.	Cultural Institutions and other Park Once facility owners, owners/managers of other visitor destinations
		Update wayfinding and facility signage to direct daytrippers/tourists to Park Once facilities; train facility staff on availability and directions to other nearby options; begin to explore smart parking technology upgrades	Wayfinding and facility owners and operational staff
		Improve availability of information on proximity to additional destinations to visit by foot, bike or shuttle; explore upgrades to web, mobile, print and wayfinding resources, as well as staff training to promote these trips	Visitor destination marketing and operational staff, wayfinding program owners
	Improve Tourist/Daytripper Circulation Options	Examine redesign of current Circle Link or offer distinct, new circulator service that focuses primarily on destinations and routes of interest to tourists/daytrippers, reinforcing Park the Once concept	Current and potential Circulator funders, Standard Parking, GCRTA
Work with local stakeholders to identify optimal bike-share and car-share locations and sponsors that serve the Tourist/Daytripper market		Visitor destinations, potential sponsors, City of Cleveland	
Residents/Commuters	Explore Options for District-wide Transportation Demand Management (TDM) Program Offerings	Work with employers and residential properties to identify optimal bike-share and car-share locations and sponsors that serve the Resident/Commuter market	ZipCar, Enterprise, Zagster, host sites, and potential sponsors interested in offering shared bikes/cars
		Facilitate sharing of existing area TDM programs among employers and residential property managers	Employer and residential property TDM coordinators
Events	Encourage Non-driving, Remote Parking and Park Once Through Provision of Enhanced Circulation Services to Eventgoers	Expand pedicab program offerings from UCI and other providers; promote bike-share for local trips pre- or post-event	Event organizers, pedicab providers, bike-share coordinators
	Provide Consistent, Comprehensive Information on Access, Parking, and Mobility Options to Eventgoers	Convene event planners and venues to establish coordinated marketing strategy and resources for all UC events	Event organizers, marketing staff
	Expand Bike Parking Capacity	Procure temporary bike racks to be made available to all event organizers	Event organizers, venues
All	Identify Transportation Demand Management (TDM) Programs to be Implemented for All Target Markets	Engage the Task Force, funders, and public agencies about organizational needs and options to support program implementation	Task Force members, funders, public agencies
		Establish baseline transportation metrics and protocol for ongoing (annual) measurement	
		Develop Shared Parking Brokerage, focusing on opportunities linked to offsetting peaks between specific properties	Facility owners/operators
	Explore options to improve the parking operations and cash flow through consolidated ownership and management	Begin feasibility study of consolidated ownership and management options with interested facility owners	Facility owners/operators