DOWNTOWN BOISE PARKING STUDY UPDATE

- FINAL-

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May 21, 2014

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1.0 INTRODUCTION

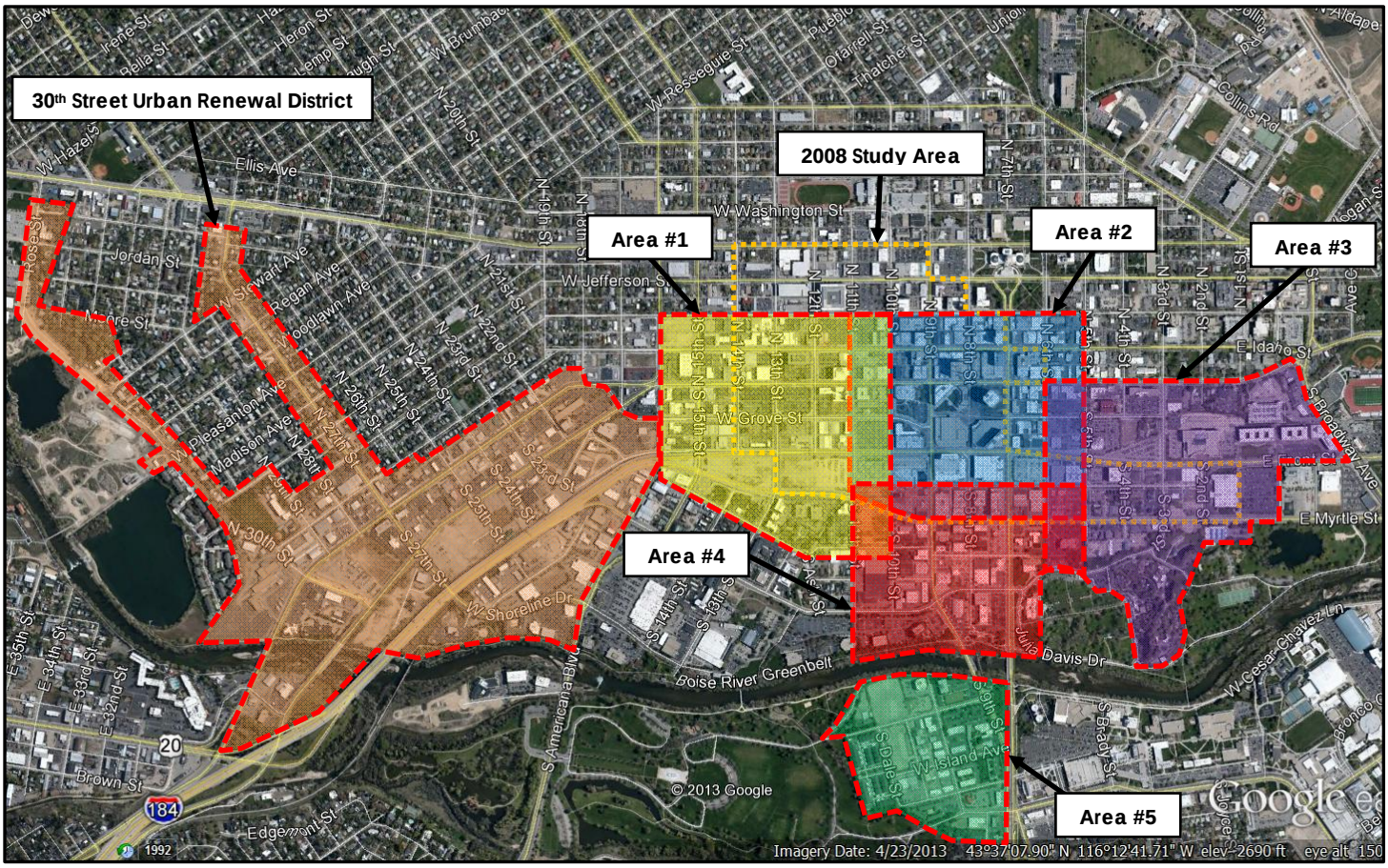
1.01. Study Purpose and Approach

In December 2013, the Capital City Development Corporation (CCDC) and the City of Boise commissioned ***Carl Walker, Inc.*** (***Carl Walker***) to conduct a parking supply and demand study update for downtown Boise. This study is intended to update the information contained in the 2008 Downtown Boise Parking Study and determine if sufficient parking is available to support near-term parking demands.

The study first evaluates existing supply and demand conditions in five sub-areas (Areas 1-5), determined primarily through reviews of background materials, detailed parking inventory and occupancy surveys, and stakeholder input. A cursory review was completed in a sixth area (30th Street Urban Renewal District). The examination of existing conditions provides the baseline data from which known future developments, with its impact on parking supply and demand, can be evaluated. Finally, parking alternatives were considered to address future needs (where needed). Future parking alternatives include potential parking supply changes, as well as potential financing strategies.

1.02. Study Areas

The original study area for the 2008 project is expanded and separated into several different "areas of focus." The following graphic illustrates the original study area (outlined in orange) and the areas of focus for the study update (outlined in red and shaded). Areas of focus are approximate.



1.03. Scope of Services

The study was divided into five primary tasks. The scope of services for this study can be summarized as follows:

Task 1 – Review of Available Background Information

a. Initial Request for Information: The request included items such as recent area planning/study documents (e.g., master plans, transit plans, marketing studies, and economic studies), current downtown development plans, current parking-related zoning codes, current management strategies, etc.

b. Review available data on current land uses (including vacancy rates, if known) and future development projects.

c. Review the scope of services with representatives from CCDC and any other designated stakeholders via conference call.

Task 2 –Review of Current Conditions (Parking Inventory and Occupancy Surveys)

a. Meet with CCDC and City of Boise staff to review site visit objectives and discuss current and future parking issues/concerns.

b. Conduct an analysis of current parking conditions as follows:

   i. *For Areas 1-5*:

      1. Supervise inventory and occupancy surveys of existing parking spaces in each area of focus.
      2. Determine existing peak parking occupancy period(s) for the parking supply in each area.
      3. Analyze the results of the occupancy survey and determine current parking surpluses and deficits in each area of focus by location and/or block.

   ii. *For the 30th Street Urban Renewal District*:

      1. Conduct a limited review of existing parking conditions, including:
         a. Cursory review of existing parking occupancies.
         b. Review existing parking management strategies in the district.

Task 3 – Stakeholder Input

a. Conduct up to two stakeholder input meetings (scheduled during the week of the Task 2 site visit).

Task 4 – Preliminary Projection of Future Parking Needs and Alternatives Assessment

a. Determine future parking needs:

   i. Review information regarding future development plans in each study area.

ii. Estimate potential future parking demands.

iii. Compare anticipated future parking supplies with estimated future parking demands for parking in each study area.

iv. Determine future parking surpluses or deficits within each study area.

b. Develop preliminary options for addressing future parking demands based on observed and estimated parking occupancies, including:

i. Possible parking management strategies to improve short-term and long-term parking availability.

ii. Recommendations for future parking facility additions:

1. Determine if/when additional parking is needed.
2. Estimate the number of parking spaces needed, and identify potential locations for additional parking supplies.
3. Identify sites that best meet projected future parking demands.
4. Develop preliminary cost estimates for possible future parking facilities.

iii. Identify strategies that can be used to encourage the development of private parking facilities that also provide public parking.

iv. Providing preliminary strategies for funding future public parking facilities.

c. Develop preliminary recommendations and prepare summarized improvement alternatives.

<u>Task 5 – Final Parking Study Update Report</u>

a. Incorporate the input received at the end of each of the previous phases into the final report, including:

i. Review of current conditions;

ii. Projection of future conditions;

iii. Preliminary parking management and supply-side improvement alternatives;

iv. Recommended improvement strategies/adjustments.

b. Provide the final draft of the report to CCDC and designated downtown stakeholders for final review.

c. Incorporate the comments received from CCDC and designated downtown stakeholders into a final draft report.

d. Incorporate any final comments and complete the final report.

e. Present the final report to CCDC and any other designated downtown stakeholders.

2.0 ASSESSMENT OF CURRENT PARKING DEMAND

2.01. Summary of Overall Current Parking Supply and Demand (Areas 1 – 5)

This analysis covers five separate study areas. There is some overlap of the boundaries of the study areas. Therefore, care must be taken in the review of the data to avoid accounting for certain blocks more than once. The simple addition of the total supplies, or occupancies, from each individual area will produce erroneous results.

The five study areas are depicted in Figures 1, 2, 3, 4, and 5 (in the following sections). Each of the figures includes block numbers used throughout this analysis. The block numbers were assigned during the inventory and occupancy survey process to avoid duplication and assist in identifying each individual block. The resulting numbering scheme for some of the study areas includes block numbers that are out of numerical sequence.

For this analysis, parking spaces were aggregated by block and classified into two primary categories: on-street and off-street. On-street parking generally refers to spaces located on a roadway, adjacent to a block, oriented parallel or angled to the curb. Off-Street spaces refer to spaces within a block and within the curb face.

The on-street parking inventory includes both marked parking spaces and locations where on-street parking is possible but not currently marked. The amount of on-street parking was estimated by ***Carl Walker*** based on block face lengths and street widths. Some off-street parking areas could not be accurately inventoried, as they lacked parking stripes or existing stripes were not visible. In these situations, inventories were estimated based on the size of the parking area.

The inventory of spaces in each of the study areas was conducted on January 21, 2013. Occupancy counts were conducted at 8:00 a.m., 10:00 a.m., 12:00 p.m., 2:00 p.m., and 4:00 p.m. on both January 22 and 23, 2013. The inventory and occupancy surveys did not include parking facilities with restricted access (e.g., could not access the parking area due to controlled access measures) or parking facilities reserved exclusively for residential properties.

The surveys included publicly-owned and publicly-available; publicly-owned and restricted; privately-owned and publicly-available; and, privately-owned and restricted parking facilities. The overall parking supply was 17,654 spaces (Areas 1 – 5). There were approximately 5,112 publicly-owned and publicly-available parking spaces overall (approximately 29% of the overall supply). This includes both CCDC-owned parking facilities (2,541 spaces) and on-street parking spaces (2,571 spaces). The remaining spaces were located in publicly-owned and restricted or privately-owned parking facilities (12,542 spaces or 71% of the overall supply).

Some of the privately-owned parking facilities provide public parking, and others provide public parking on evenings and weekends. Using the surveys completed for this update, it is not possible to accurately determine the amount of publicly-available parking provided in some of the private facilities as they include both public and private parking allocations. A parking survey completed by Boise City Parking Services found approximately 10,500 publicly-available spaces in downtown (on-street and off-street, publicly-owned and private). The timeframe of the survey is unknown. ***Carl Walker*** cannot compare the two surveys as the areas were different sizes, different facilities were included, and public versus private allocation assumptions are not known. However, it can be assumed that there is a significant amount of publicly-available parking in private facilities located in Areas 1 through 5 – perhaps as much as 4,200 to 4,400 spaces.

The peak period of parking occupancy for all areas (excluding the 30th Street Urban Renewal District) was January 23 at 12:00 p.m. when 12,069 spaces were occupied (out of 17,654 total

parking spaces – publicly-owned and private). On this day and time, approximately 68% of the available parking supply was occupied. Overall parking occupancies on the peak day are shown in Table 1 below.

Table 1 - Parking Occupancy on Peak Day (Areas 1-5)

		Surveyed 1/23/14					Average	Peak
Overall		**8:00 AM**	**10:00 AM**	**Noon**	**2:00 PM**	**4:00 PM**	**Occupancy**	**Occupancy**
Off-Street Parking	15,083	6,176	9,401	10,214	10,146	8,908	59%	68%
On-Street Parking	2,571	1,186	1,645	1,855	1,775	1,621	63%	72%
TOTALS	17,654	7,362	11,046	12,069	11,921	10,529	**60%**	**68%**

Table 2 (next page) presents a summary of the parking supply and the results of the parking occupancy surveys for each of the study areas. Detailed information concerning the inventory and occupancy counts is included in Appendix A. As stated previously, the parking inventory and occupancy counts shown in Table 2 include all of the parking spaces within each study area that the count staff was able to access – both publicly-available and restricted parking.

The average observed occupancy in the five study areas over the two survey days ranged from a low of 53% occupied to high of 64% occupied. Likewise, the peak observed occupancies were in a narrow range of 62% occupied to 70% occupied. In general, the parking spaces in Areas 1, 2, and 3 had higher observed occupancy rates than Areas 4 and 5.

The publicly-owned and publicly-available parking supply of 5,112 parking spaces (on-street and off-street) was approximately 70% utilized during the peak period of overall observed occupancy. Approximately 68% of the off-street supply and 72% of the on-street supply was utilized during the overall peak.

It is important to note that a substantial portion of the available (unused) parking supply during the peak period of observed parking occupancy is privately-owned. Therefore, a significant portion of the unused parking supply may not be available to support current or future public parking demands. Some private parking owners may not be willing to allow public or shared parking in their facilities. However, there could be large reservoirs of underutilized private parking that could be tapped to help meet future demands and reduce parking construction needs (which seems to be the case, at least in some areas). Also, some of the future demand for parking will come from existing buildings with available on-site parking. Strategies are provided later in this report to help better utilize all existing parking supplies. Building parking based only on public parking occupancies would likely result in the construction of too much parking over the long-term.

Table 2 - Parking Occupancy Study Area Summary

	Capacity	Surveyed 1/22/14 8:00 AM	10:00 AM	Noon	2:00 PM	4:00 PM	Average Occupancy	Peak Occupancy
Area One								
Off-Street Totals	2,928	1,545	1,965	2,052	2,055	1,805	64%	70%
On-Street Totals	815	431	513	531	509	467	60%	65%
AREA 1 TOTALS	**3,743**	**1,976**	**2,478**	**2,583**	**2,564**	**2,272**	**63%**	**69%**
Area Two								
Off-Street Totals	5,219	2,837	3,410	3,479	3,394	3,190	63%	67%
On-Street Totals	582	223	315	403	385	332	57%	69%
AREA 2 TOTALS	**5,801**	**3,060**	**3,725**	**3,882**	**3,779**	**3,522**	**62%**	**67%**
Area Three								
Off-Street Totals	4,010	2,209	2,728	2,734	2,783	2,466	64%	69%
On-Street Totals	390	211	211	227	223	188	54%	58%
AREA 3 TOTALS	**4,400**	**2,420**	**2,939**	**2,961**	**3,006**	**2,654**	**64%**	**68%**
Area Four								
Off-Street Totals	1,985	578	1,200	1,234	1,281	1,264	56%	65%
On-Street Totals	289	182	198	218	227	209	72%	79%
AREA 4 TOTALS	**2,274**	**760**	**1,398**	**1,452**	**1,508**	**1,473**	**58%**	**66%**
Area Five								
Off-Street Totals	941	345	466	521	495	441	48%	55%
On-Street Totals	495	320	371	370	349	330	70%	75%
AREA 5 TOTALS	**1,436**	**665**	**837**	**891**	**844**	**771**	**56%**	**62%**

		Surveyed 1/23/14 8:00 AM	10:00 AM	Noon	2:00 PM	4:00 PM	Average Occupancy	Peak Occupancy
Area One								
Off-Street Totals	2,928	1,284	1,956	2,088	2,109	1,842	63%	72%
On-Street Totals	815	404	503	519	531	462	59%	65%
AREA 1 TOTALS	**3,743**	**1,688**	**2,459**	**2,607**	**2,640**	**2,304**	**63%**	**71%**
Area Two								
Off-Street Totals	5,219	1,956	3,234	3,616	3,601	3,042	59%	69%
On-Street Totals	582	165	322	467	404	396	60%	80%
AREA 2 TOTALS	**5,801**	**2,121**	**3,556**	**4,083**	**4,005**	**3,438**	**59%**	**70%**
Area Three								
Off-Street Totals	4,010	2,098	2,658	2,773	2,735	2,399	63%	69%
On-Street Totals	390	147	218	266	242	204	55%	68%
AREA 3 TOTALS	**4,400**	**2,245**	**2,876**	**3,039**	**2,977**	**2,603**	**62%**	**69%**
Area Four								
Off-Street Totals	1,985	639	1,126	1,210	1,249	1,217	55%	63%
On-Street Totals	289	175	210	233	226	216	73%	81%
AREA 4 TOTALS	**2,274**	**814**	**1,336**	**1,443**	**1,475**	**1,433**	**57%**	**65%**
Area Five								
Off-Street Totals	941	199	427	527	452	408	43%	56%
On-Street Totals	495	295	392	370	372	343	72%	79%
AREA 5 TOTALS	**1,436**	**494**	**819**	**897**	**824**	**751**	**53%**	**62%**

The following sections detail the results of the parking inventory and occupancy surveys for each sub-area. In addition, the parking adequacies for each area are calculated. The adequacies shown are based solely on observed parking demands. Detailed land use data for each block, including current vacancy rates, were not available for this study.

In determining the current parking adequacy for the study area, it is important to define two terms typically used in analyzing parking adequacy: Effective Supply and Design Day Conditions. When a parking area's occupancy reaches 85-90% of the total capacity, depending on the user group, the area becomes effectively full. When parking lot occupancy exceeds effective capacity, users become frustrated as it becomes increasingly difficult to find an available parking space. Users will begin to either park illegally in the lot or leave the lot altogether and search for parking elsewhere. When visitors are faced with significant parking difficulties, they could choose to avoid the downtown altogether and visit other commercial areas. The accepted effective fill percentage for parking in the downtown study area is estimated at 90% for off-street spaces and 85% for on-street spaces. This "cushion" of spaces is used to accommodate spaces lost temporarily due to construction, improper or illegal parking, and special events, as well as provide for shorter searches for available parking.

Design day parking conditions attempt to represent typical peak activity that may be exceeded only occasionally during the year. Due to the limited nature of the occupancy study for this project, as well as the time of the year the surveys were completed, design day adjustments will not be factored into the adequacy model. The occupancy survey that was conducted provided an adequate "snapshot" of parking conditions during a typical parking period.

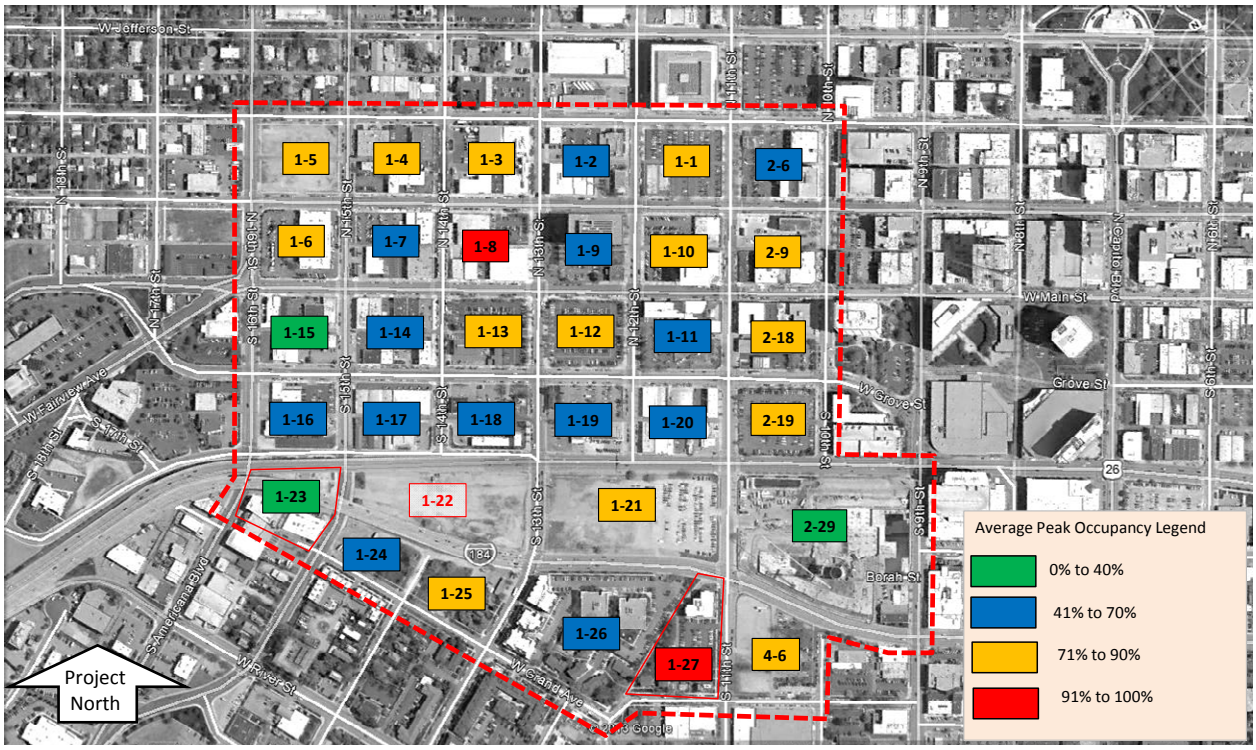
2.02. Study Area One Summary

The peak period of observed parking occupancy for Study Area One was January 23 at 2:00 p.m. when 2,640 spaces were occupied (out of 3,743 spaces). On this day and time, approximately 71% of the available parking supply was occupied.

Figure 1 (next page) shows the blocks included in Study Area One, which encompasses approximately 2,928 off-street parking spaces and 815 on-street parking spaces. On Wednesday January 22, 2014 and Thursday January 23, 2014, the parking in Study Area One had an average observed occupancy of about 63%. The total peak observed occupancy was 69% on January 22 and 71% on January 23.

Figure 1 also graphically presents the average peak occupancy levels observed over the two occupancy survey days by block. Two of the blocks (1-8 and 1-27, shaded in red), had average peak occupancy levels of 91% or higher. Fourteen of the blocks color-coded in orange had average peak occupancy levels in the 71% to 90% range. The remainder of the blocks had average observed peak occupancy levels of 70% or less.

Figure 1 - Study Area One



The following table (Table 3) illustrates the total estimated parking adequacy for Study Area One. Current parking adequacy is based on the observed parking occupancy at the peak parking period (January 23 at 2:00 p.m.), as well as on the effective supply factors discussed on page 6.

Table 3 - Estimated Parking Adequacy in Study Area One

	Inventory	Eff. Supply	Peak Occ.	Adequacy
Off-Street Parking	2,928	2,635	2,109	526
On-Street Parking	815	692	531	161
TOTALS	*3,743*	*3,327*	*2,640*	*687*

Based on the effective parking supply of the Study Area One, there is currently a parking surplus of approximately 687 spaces or approximately 21% of the effective supply. Parking adequacy is based solely on observed parking demand as land-use data by block was not available for this report. While a significant parking surplus exists in the area, all of the off-street parking is privately-controlled and use may be restricted.

2.03. Study Area Two Summary

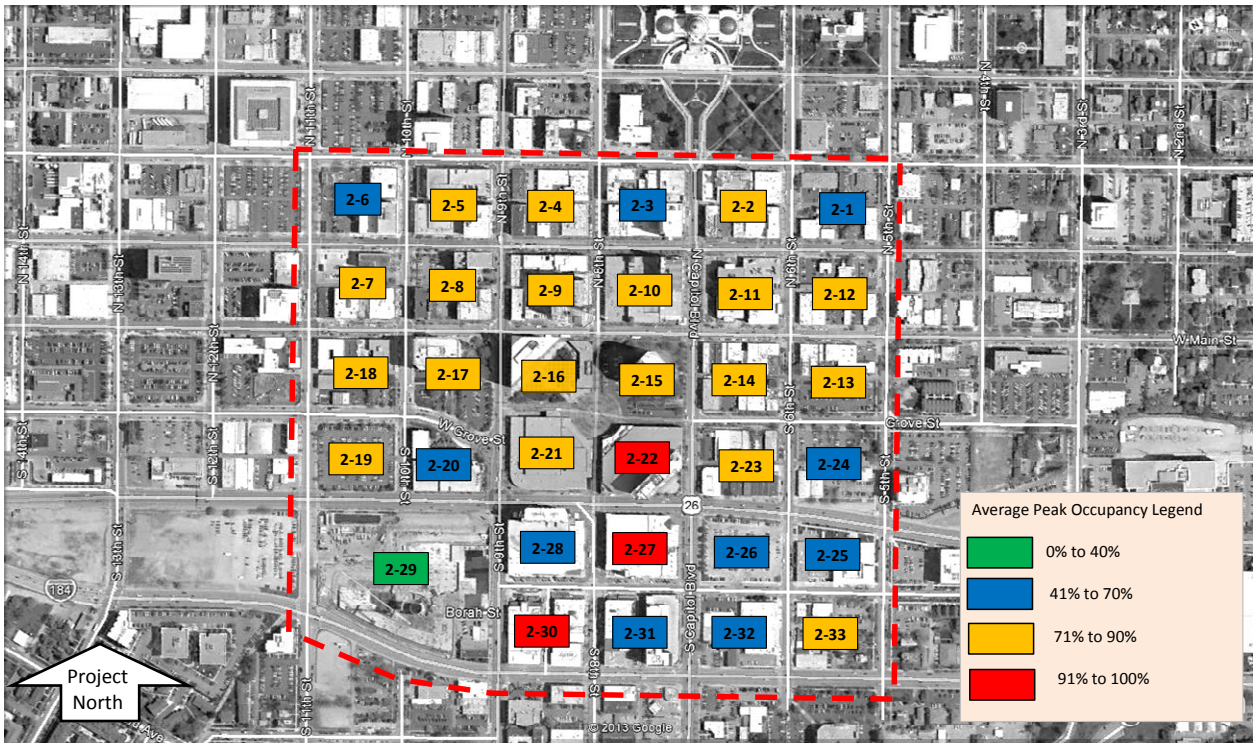
The peak period of observed parking occupancy for Study Area Two was January 23 at 12:00 p.m. when 4,083 spaces were occupied (out of 5,801 spaces). On this day and time, approximately 70% of the available on-street and off-street parking supply was occupied.

Figure 2 (next page) similarly shows Study Area Two, which contains the greatest number of parking spaces of the five sub-areas included in the detailed surveys. There are approximately 5,219 off-street spaces and 582 on-street spaces – totaling 5,801 spaces.

During the two-day occupancy survey period, the average overall observed occupancy for the study area was 62% and 59% occupied. The peak observed occupancy was also similar, 67% occupied on 1/22/14 and slightly higher on 1/23/14 with about 70% occupied.

Nineteen of the 33 blocks in the study area had a two-day average peak occupancy in the 71% to 90% occupied range. Most of those blocks are located and clearly clustered north of Front Street. However, three of the blocks had average observed peak occupancies in the 91% to 100% range. The three nearby blocks are clustered around the LoDo area just south of Front Street.

Figure 2 - Study Area Two



The following table (Table 4) illustrates the total estimated parking adequacy for Study Area Two. Current parking adequacy is based on the observed parking occupancy at the peak parking period (January 23 at 12:00 p.m.), as well as on the effective supply factors discussed on page 6.

Table 4 - Estimated Parking Adequacy in Study Area Two

	Inventory	Eff. Supply	Peak Occ.	Adequacy
Off-Street Parking	5,219	4,697	3,616	1,081
On-Street Parking	582	494	467	27
TOTALS	*5,801*	*5,191*	*4,083*	*1,108*

Based on the effective parking supply of the Study Area Two, there is currently a parking surplus of approximately 1,108 spaces or approximately 21% of the effective supply. The available on-street parking supply was very well-utilized at 80% occupied, with an estimated surplus of only 27 spaces (5% of the effective parking supply). The on-street parking in the BoDo area was very well utilized with occupancies of 95% to 100% at peak. However, there was a significant amount of public parking available in the two CCDC parking facilities located in BoDo (420 spaces). Parking adequacy is based solely on observed parking demand as land-use data by block was not available for this report.

This study area includes all of the CCDC parking structures (six facilities). These structures contain approximately 2,541 spaces. At the peak period of observed demand (January 23 at 12:00 p.m.), approximately 68% of the available supply was utilized (1,727 spaces). The percentage of utilization in each facility ranged from a low of 48% in the Myrtle Street Garage to a high of 94% in the Eastman Garage. The facilities with the highest level of utilization at peak were the Eastman Garage and the Capitol Terrace Garage (92%). After those two, the Grove Street Garage was 63% utilized, City Centre was 57% utilized, and the Boulevard Garage was approximately 50% utilized. There were approximately 814 parking spaces available in the CCDC parking facilities during the overall peak period of observed parking occupancy.

2.04. Study Area Three Summary

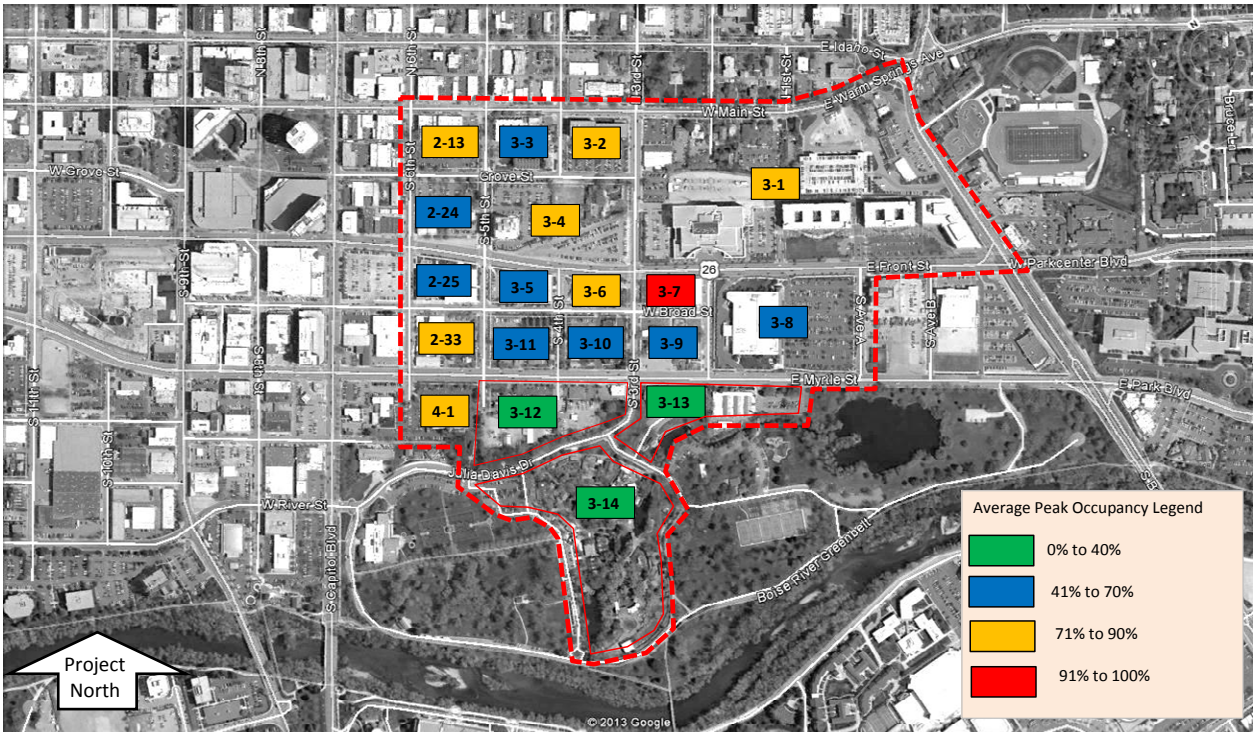
The peak period of observed parking occupancy for Study Area Three was January 23 at 12:00 p.m. when 3,039 spaces were occupied (out of 4,400 spaces). On this day and time, approximately 69% of the available parking supply was occupied.

Like Study Area Two, Study Area Three also encompasses a substantial number of existing parking spaces. There are approximately 4,010 off-street spaces and 390 on-street spaces in the study area.

The percentage of occupied spaces in Study Area Three during the two-day survey period was similar to Areas One and Two. In Area Three, the total average occupancy was 64% and 62% for the two survey days. The average peak occupancy was 68% and 69% occupied.

Figure 3 (below) shows the study area and summarizes the average peak observed occupancy by block. The three blocks along the southern end of the area, and containing the zoo, had relatively low peak occupancy. Block 3-1, which contains the court buildings, had an average peak occupancy in the 71% to 91% occupied range.

Figure 3 - Study Area Three



The following table (Table 5) illustrates the total estimated parking adequacy for Study Area Three. Current parking adequacy is based on the observed parking occupancy at the peak parking period (January 23 at 12:00 p.m.), as well as on the effective supply factors discussed on page 6.

Table 5 - Estimated Parking Adequacy in Study Area Three

	Inventory	Eff. Supply	Peak Occ.	Adequacy
Off-Street Parking	4,010	3,609	2,773	836
On-Street Parking	390	331	266	65
TOTALS	*4,400*	*3,940*	*3,039*	*901*

Based on the effective parking supply of the Study Area Three, there is currently a parking surplus of approximately 901 spaces or approximately 23% of the effective supply. Parking adequacy is based solely on observed parking demand as land-use data by block was not available for this report.

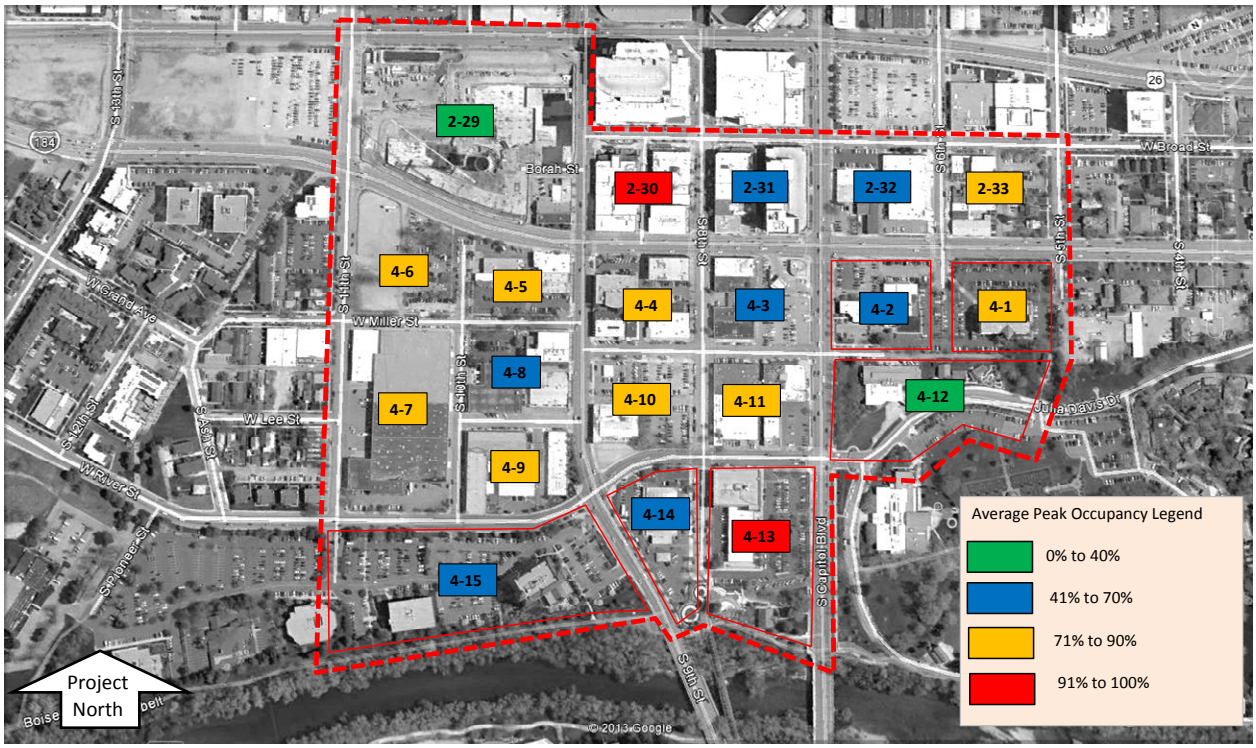
2.05. Study Area Four Summary

The peak period of observed parking occupancy for Study Area Four was January 22 at 2:00 p.m. when 1,508 spaces were occupied (out of 2,274 spaces). On this day and time, approximately 66% of the available parking supply was occupied.

Figure 4 (next page) shows Study Area Four, which contains about 2,274 parking spaces. The existing supply of spaces is comprised of approximately 1,985 off-street spaces and 289 on-street spaces. Study Area Four is the second smallest sub-area in terms of parking spaces included in this analysis.

Study Areas Four and Five had the lowest utilization rates during the two-day occupancy survey period. In Study Area Four, the average observed occupancies were 58% and 57% occupied. The overall average peak occupancies were 66% and 65% occupied for the two days. The blocks with average peak occupancies in the 71% to 90% range appear to be clustered between Front Street and River Street, west of Capitol Drive.

Figure 4 - Study Area Four



The following table (Table 6) illustrates the total estimated parking adequacy for Study Area Four. Current parking adequacy is based on the observed parking occupancy at the peak parking period (January 22 at 2:00 p.m.), as well as on the effective supply factors discussed on page 6.

Table 6 - Estimated Parking Adequacy in Study Area Four

	Inventory	Eff. Supply	Peak Occ.	Adequacy
Off-Street Parking	1,985	1,786	1,281	505
On-Street Parking	289	245	227	18
TOTALS	*2,274*	*2,031*	*1,508*	*523*

Based on the effective parking supply of the Study Area Four, there is currently a parking surplus of approximately 523 spaces or approximately 26% of the effective supply. However, the available on-street parking supply was very well-utilized at 81% occupied, with an estimated surplus of only 18 spaces (7% of the effective parking supply). Parking adequacy is based solely on observed parking demand as land-use data by block was not available for this report.

2.06. Study Area Five Summary

The peak period of observed parking occupancy for Study Area Five was January 23 at 12:00 p.m. when 897 spaces were occupied (out of 1,436 spaces). On this day and time, approximately 62% of the available parking supply was occupied.

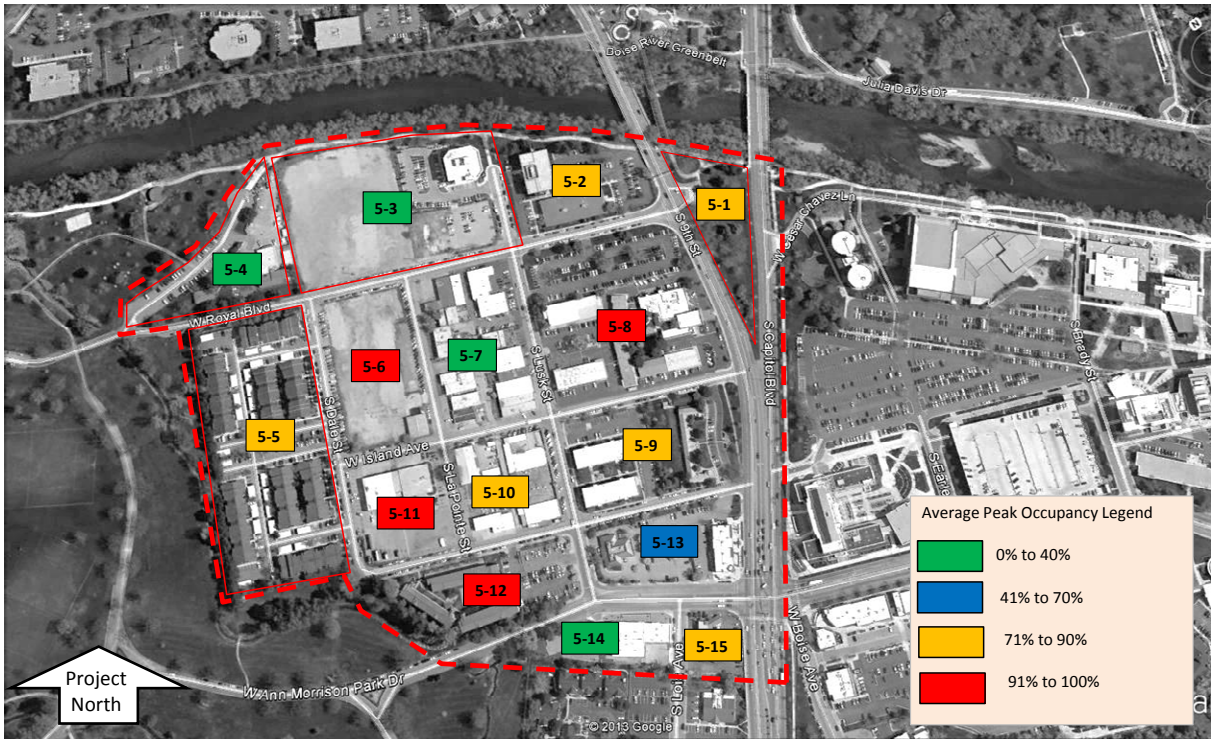
Study Area Five is located south of the Boise River, adjacent to the Boise State University (BSU) campus. Several large land parcels, Blocks 5-3 and 5-6, are largely vacant and appear to be awaiting development activity. It appears that a substantial portion of the parking activity taking place in Study Area Five is by BSU students. The river forms a psychological barrier reducing the

number of parkers bound for destinations north of the river. There are approximately 941 off-street and 495 on-street spaces in the study area.

The utilization levels in Study Area Five were the lowest of the sub-areas covered during the two-day occupancy surveys. The average occupancies were 56% and 53% occupied. The overall peak observed occupancies were 62% occupied on both days. The on-street parking in this area was fairly well-utilized – likely due to spillover parking from BSU.

Figure 5 (below) shows Study Area Five with the block numbers again color-coded depicting the two-day average peak occupancies by block.

Figure 5 - Study Area Five



The following table (Table 7) illustrates the total estimated parking adequacy for Study Area Five. Current parking adequacy is based on the observed parking occupancy at the peak parking period (January 23 at 12:00 p.m.), as well as on the effective supply factors discussed on page 6.

Table 7 - Estimated Parking Adequacy in Study Area Five

	Inventory	Eff. Supply	Peak Occ.	Adequacy
Off-Street Parking	941	846	527	319
On-Street Parking	495	420	370	50
TOTALS	*1,436*	*1,266*	*897*	*369*

Based on the effective parking supply of the Study Area Five, there is currently a parking surplus of approximately 369 spaces or approximately 29% of the effective supply. Parking adequacy is based solely on observed parking demand as land-use data by block was not available for this report. While a significant parking surplus exists in the area, all of the off-street parking is privately-controlled and use may be restricted.

The on-street parking is relatively well-utilized with 75% of the available supply occupied at peak. A significant portion of the on-street supply appears to be used by members of the Boise State University (BSU) community – most likely students. In order to encourage BSU students to park on-campus, and to help make more on-street parking available to support area businesses, additional parking management may be needed. This could include (but would not be limited to) adjustments to on-street time limits, increasing enforcement activities, and/or implementing pay parking on-street.

2.07. 30th Street Urban Renewal District

As part of this study, ***Carl Walker*** conducted a cursory review of existing parking conditions in the 30th Street Urban Renewal District (shown in Figure 6 on the next page). The review did not include detailed parking inventory or occupancy counts.

The parking utilization in this area appeared to be consistent with the current land uses (e.g., general retail, convenience stores, car/boat lots, hotel and conference, restaurant, general office, and medical office). The areas extending along Rose Street and 27th Street were more residential in nature, with small commercial buildings immediately along each street. The western portion of this area (west of 24th Street) was dominated by large vacant lots.

There were no significant parking demands noted in the area during the cursory field review. Issues noted during the field review include:

- The parking needs of the Enterprise Rental Car office on the northeast corner of 27th Street and Fairview Avenue appeared greater than the onsite parking lot could handle, as a significant number of vehicles were parked across Fairview Avenue in a vacant lot. It is not known if there is a formal agreement in place for Enterprise to use the vacant lot.

- The parking associated with the Red Lion Hotel appeared to be well-utilized, but did not exceed the available supply. It is possible that certain large events could exceed available onsite parking supplies.

- Parking lots in the southeastern portion of the area, between the freeway and Americana Blvd., were well-utilized during the field review. Parking associated with office and medical office land uses was well used, but did not exceed the available parking supply.

- The utilization of on-street parking in the district was not unusual, nor did it seem that the available parking supply was overused.

- There did not seem to be any significant parking spillover from any development.

Future developments in the area could impact prevailing parking conditions (depending on the location of the developments). However, it is likely that no significant parking supply or management changes would be necessary in the near future.

Figure 6 – 30th Street Urban Renewal District

3.0 PROJECTION OF FUTURE PARKING CONDITIONS

3.01. Anticipated Future Development Projects and Adequacies (All Areas)

Based on information from the City of Boise, there are several anticipated future development projects in the construction or planning stages that will impact parking in the study areas. These projects include residential, retail, restaurant, office, and convention space projects. The following graphics (Figure 6 through 9) illustrate the locations of the potential development projects in each study area.

The potential parking demands for each of the new developments were estimated using the Urban Land Institute's (ULI) Shared Parking Model (2nd Edition). A shared parking model is typically used to more accurately estimate parking demands for a mixed-use development. Shared parking is defined as parking that can serve more than one single land use, without conflict. Shared parking is generally applied to mixed-use and downtown developments composed of several different land uses (e.g., retail, restaurant, office, and/or hotels) that are significantly integrated. Using the shared parking model reduces the amount of parking needed for a mixed-use development as the effect of sharing parking requires fewer spaces than the sum of the parking needed for the individual land uses. This analysis calculates the parking needed based on the projected land uses in the development, and estimates a hypothetical parking accumulation throughout a typical weekday and weekend day (6:00 a.m. through 12:00 a.m.).

Using standard ULI parking demand ratios as a baseline, adjustments were made to account for captive market and modal splits. Captive markets can also significantly reduce parking demand for a mixed-use development. Captive Market, also known as "market synergy," refers to a reduction in parking due to the proximity of land uses that allow individuals to walk between destinations in a single trip. For instance, development employees or college students that are already present onsite will patronize the site's restaurants and other services. Modal splits refer to the estimated use of alternative modes of transportation such as carpooling, public transportation, walking, bicycling, etc.

The following adjustments were included in the ULI model:

- Retail: 80% of visitors are non-captive and 85% of visitors and employees will drive to the site.
- Restaurant: 80% of visitors are non-captive and 85% of visitors and employees will drive to the site.
- Residential: 85% of visitors will drive to the site and 90% of residents will own a vehicle.
- Office: 85% of visitors and employees will drive to the site.

In addition to the parking impacts of new development projects, a parking demand growth rate of 2% per year through 2017 is added to account for future infill of vacant buildings and general population growth. This percentage is based on comparisons from the 2008 study, population growth projections provided by the city, and our experience in similar markets. Currently, there is no information available concerning existing building vacancies in any of the study areas.

Future parking adequacies in each study area were calculated as follows:

- Future Inventory = Existing Inventory – Parking Losses (or + Parking Gains)
- Future Effective Supply = Future Inventory X Effective Supply Factor (.90)
- Future Demand = (Existing Demand X Growth Rate) + New Known Developments
- Future Adequacy = Future Effective Supply – Future Demand

The anticipated near-term developments impacting parking in the study areas are as follows:

Study Area One

There are two development projects expected to impact parking in Study Area One:

1. **Owyhee Plaza** – This project involves the renovation of a 68-room hotel into a mixed-use development including 34 apartments, 8,300 s.f. of retail, 7,650 s.f. of restaurant, and 51,700 s.f. of office. This project is anticipated to be open in 2014.

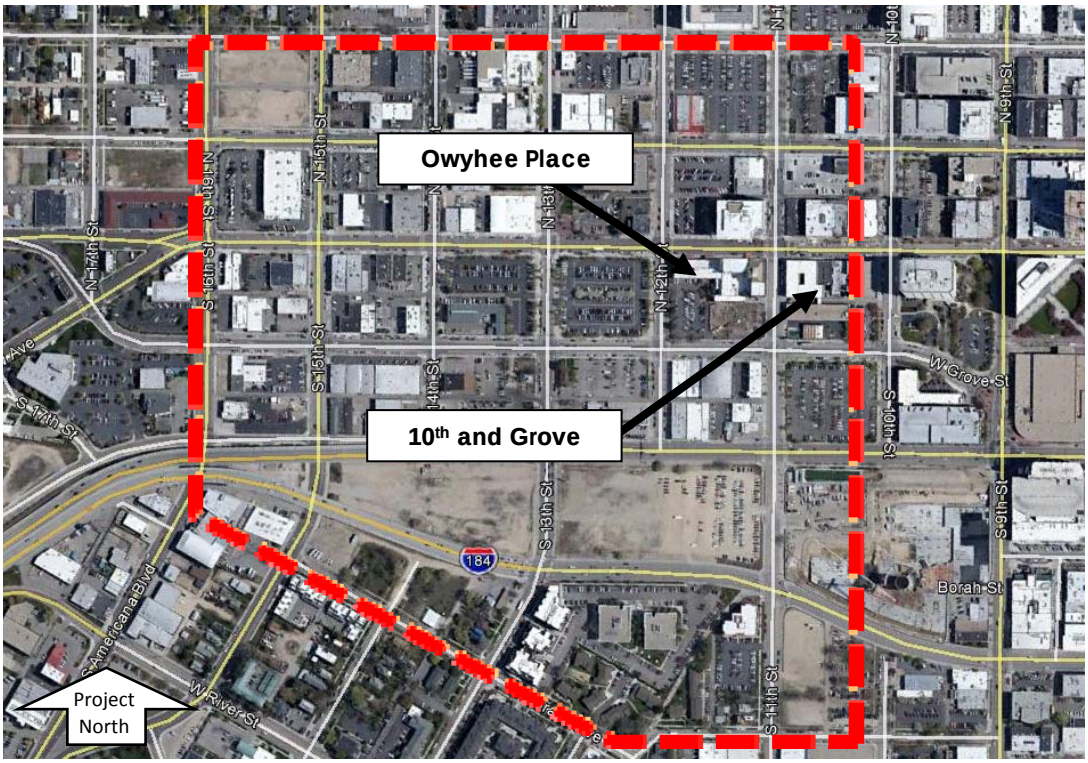
   The estimated shared parking demand for this project is 271 spaces at the observed period of peak parking demand for the area (January weekday at 2:00 p.m.). As the development will include 104 surface parking spaces, the anticipated parking deficit could be as high as approximately 167 spaces at the observed period of peak parking demand.

2. **10th and Grove** – This six-story development will include 28 condos in 67,320 s.f. The residential units will consist of one and two bedroom homes. Approximately 39 parking spaces will be included on the first two floors of the development. This development may not be open until 2017.

   The ULI shared parking model estimates a parking demand of 31 spaces at the observed peak period of parking demand for the area. The anticipated parking supply for the development would appear to be sufficient to meet anticipated demands during the peak period of parking occupancy for the area. However, the peak demand for the development itself may be 47 spaces at 8:00 p.m. Therefore, offsite parking may be needed to meet the development's needs during evening hours.

The following figure shows the location of each anticipated development project.

Figure 6 – Future Projects in Study Area One



In addition to new development projects, parking adequacies will change due to street conversions and new bike lanes. According to the 2013 Downtown Boise Implementation Plan (DBIP), approximately 35 on-street spaces will be lost in the study area.

Given the known development projects, anticipated parking supply changes, and the estimated 2% per year growth rate, the estimated parking adequacy for Study Area One is projected to decrease from 687 spaces to 270 spaces. The following table (Table 8) summarizes the projected parking supply and demand for the study area through 2017.

Table 8 - Estimated Future Parking Adequacy in Study Area One (through 2017)

	Current Inventory	Parking Loss/Gain	Future Inventory	Future Eff. Supply	Future Demand	Future Adequacy
Off-Street Parking	2,928	85	3,013	2,711	2,540	171
On-Street Parking	815	(35)	780	663	564	99
TOTALS	*3,743*	*50*	*3,793*	*3,374*	*3,104*	*270*

While the estimated future parking adequacy for the study area is positive, the available parking supply is completely controlled by private owners. Therefore, the availability of parking to support future needs will depend on private owners sharing their parking and/or continued provisions of privately-controlled public parking.

Study Area Two

There are four development projects expected to impact parking in Study Area Two:

1. **8th and Main Tower** – Nearing completion, this large project will include 6,321 s.f. of retail, 15,000 s.f. of restaurant, and 328,679 s.f. of office. The project includes a new

181 space parking structure attached to the Eastman Parking Garage (these spaces were included in the parking inventory counts). This development will be open in 2014.

The estimated shared parking demand for this project is 866 spaces at the observed period of peak parking demand for the area (January weekday at 12:00 p.m.). As the development only includes 181 new parking spaces, the anticipated parking deficit could be approximately 685 spaces at the observed period of peak parking demand. It is assumed that at least some of this demand will be addressed using available parking spaces in the Eastman Garage. However, there appears to be insufficient parking in the Eastman Garage to meet all anticipated demands.

2. **City Center** – City Center is a mixed-use project that includes 6,000 s.f. of retail, 57,000 s.f. of convention space, 15,000 s.f. of retail/restaurant, 180,000 s.f. of office, and a 40,000 s.f. underground transit station. The development will include 65 new parking spaces, but will result in the loss of 90 surface spaces (net impact of -25 spaces). It is assumed that this project will be completed by 2017.

   The ULI shared parking model estimates a parking demand of 829 spaces at the observed peak period of parking demand for the area (not including the transit station – it is assumed that the transit station will not be a significant generator of parking demand). The anticipated parking supply for the development would not be sufficient to meet anticipated demands during the peak period of parking occupancy for the area. A deficit of 764 spaces is projected.

3. **Trader Joe's** – Opening in March 2014, this development includes a 13,000 s.f. Trader Joe's grocery store and 4,000 s.f. of restaurant space. A new 80-space surface parking lot was constructed to support the development.

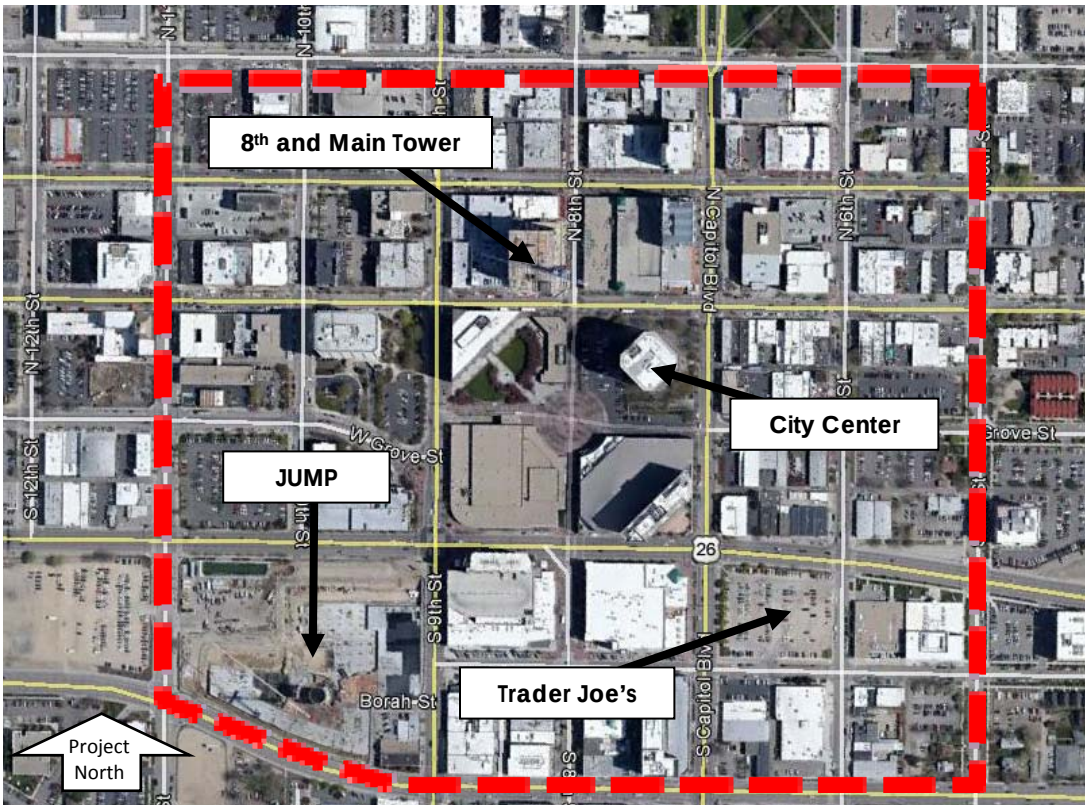
   The estimated shared parking demand for this project is 60 spaces at the observed period of peak parking demand for the area. As the development includes 80 new surface parking spaces, the anticipated parking surplus could be approximately 20 spaces at the observed period of peak parking demand.

4. **JUMP** – Jack's Urban Meeting Place (JUMP) is a mixed-use project that includes a six-story meeting and education building (approximately 240,445 s.f.), a nine-story office building (334,000 s.f.), 116 structure parking spaces to support the meeting/education spaces, 613 underground spaces to support the office building, and 28 surface spaces. Currently under construction, this project is anticipated to be completed by 2016.

   Based on previous parking reviews for the site, it is currently anticipated that the on-site parking supply will be sufficient to support day-to-day parking needs for the development. However, there may be special event parking needs that surpass available supplies (depending on event schedules). It is anticipated that the underground parking will be available for special event parking during evenings and weekends.

The following figure (Figure 7) shows the location of each anticipated development project.

Figure 7 – Future Projects in Study Area Two



In addition to new development projects, parking adequacies will change due to street conversions and new bike lanes. According to the 2013 Downtown Boise Implementation Plan (DBIP), approximately 6 on-street spaces will be lost in the study area.

Given known development projects, anticipated parking supply changes, and the estimated 2% per year growth rate, the estimated parking adequacy for Study Area Two is projected to change from a surplus of 1,108 spaces to deficit of 978 spaces. The following table (Table 9) summarizes the projected parking supply and demand for the study area through 2017.

Table 9 - Estimated Future Parking Adequacy in Study Area Two (through 2017)

	Current Inventory	Parking Loss/Gain	Future Inventory	Future Eff. Supply	Future Demand	Future Adequacy
Off-Street Parking	5,219	732	5,951	5,355	6,326	(971)
On-Street Parking	582	(6)	576	489	496	(7)
TOTALS	*5,801*	*726*	*6,527*	*5,844*	*6,822*	*(978)*

The anticipated developments in the study area, as well as estimated growth, could result in a significant parking deficit. The deficit could be even greater if privately-controlled parking cannot be shared. Additional parking resources, both on-street and off-street, will be needed to support future parking demands.

Study Area Three

There are two development projects expected to impact parking in Study Area Three:

1. **Bogus Brewing** – This project involves the development of 3,915 s.f. of brewery and beer tasting space. Based on information from the City of Boise, this development will not include the creation of any new parking. This development is anticipated to be open in 2014.

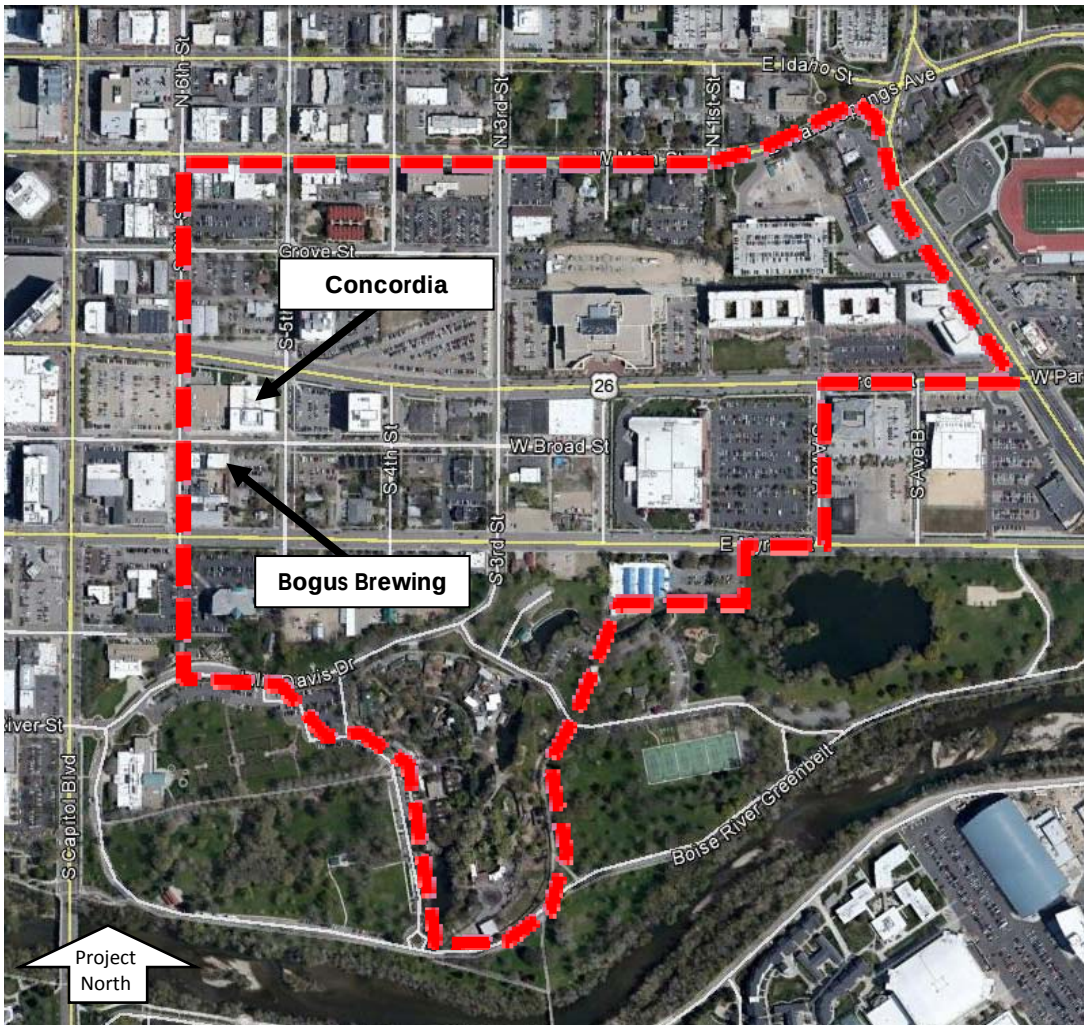
   The estimated parking demand for this project is 5 spaces at the observed period of peak parking demand for the area (January weekday at 12:00 p.m.). This estimate is based on the ULI demand ratio for bars and nightclubs (with some additional parking to account for brewing activities). However, this specific land use may not be exactly like a traditional bar or tavern. Peak demand for this land use would likely occur during evening hours, and could reach up to 75 spaces (if demand is similar to a traditional bar or nightclub).

2. **Concordia Law School** – Originally opening in 2012, Concordia Law School admitted its second class in 2013. The current student population of approximately 100 students is expected to grow to 300 students at full build-out. Classes are scheduled during afternoon and evening hours.

   The ULI shared parking model does not include a demand projection for schools or colleges. Therefore, the parking demand is estimated based on the student population at full build-out. Assuming 200 additional students, 85% of students drive, 50% of students are onsite during the peak period of parking demand, and 15 additional spaces will be needed for staff /faculty, up to 100 additional spaces could be needed. No onsite parking is available to support future parking demands.

The following figure (Figure 8) shows the location of each anticipated development project.

Figure 8 – Future Projects in Study Area Three



Given the known development projects, anticipated parking supply changes, and the estimated 2% per year growth rate, the estimated parking adequacy for Study Area Three is projected to decrease from 901 spaces to 610 spaces. The following table (Table 10) summarizes the projected parking supply and demand for the study area through 2017.

Table 10 - Estimated Future Parking Adequacy in Study Area Three (through 2017)

	Current Inventory	Parking Loss/Gain	Future Inventory	Future Eff. Supply	Future Demand	Future Adequacy
Off-Street Parking	4,010	-	4,010	3,609	3,048	561
On-Street Parking	390	-	390	331	282	49
TOTALS	*4,400*	-	*4,400*	*3,940*	*3,330*	*610*

The anticipated developments in the study area, as well as estimated growth, would not appear to result in a parking deficit. This assumes that future demands can be met using existing parking supplies. Additional parking resources do not appear to be warranted at this time.

Study Area Four

There are currently no defined development projects planned in Study Area Four (JUMP was included in Study Area Two). Therefore, the only estimated parking demand impacts are based on estimated growth. The estimated parking adequacy for Study Area Four is projected to decrease from 523 spaces to 431 spaces. The following table (Table 11) summarizes the projected parking supply and demand for the study area through 2017.

Table 11 - Estimated Future Parking Adequacy in Study Area Four (through 2017)

	Current Inventory	Parking Loss/Gain	Future Inventory	Future Eff. Supply	Future Demand	Future Adequacy
Off-Street Parking	1,985	-	1,985	1,786	1,359	427
On-Street Parking	289	-	289	245	241	4
TOTALS	*2,274*	-	*2,274*	*2,031*	*1,600*	*431*

The estimated growth in parking demand would not appear to result in a parking deficit. This assumes that future demands can be met using existing parking supplies. The on-street parking supply may approach its effective capacity in the next few years. If this is the case, additional on-street parking may be needed. Additional off-street parking resources do not appear to be warranted at this time.

Study Area Five

There are three development projects expected to impact parking in Study Area Five:

1. **River Edge Apartments** – This project involves the development of 175 residential units (a mixture of two and four bedroom units). Based on information from the City of Boise, this development will include the creation of 280 new surface parking spaces. This development is anticipated to be open in 2015.

   The estimated parking demand for this project is 159 spaces at the observed period of peak parking demand for the area (January weekday at 12:00 p.m.). This estimate is based on the ULI demand ratio for rental developments. However, the peak demand for this specific land use would likely occur during evening hours, and could reach up to 260 spaces. It appears that sufficient parking is provided for this development.

2. **Boise Heights Apartments** – This project involves the development of 130 residential units (a mixture of two, three, and four bedroom units). This development will include the creation of 255 new surface parking spaces. This development is anticipated to be open in 2015.

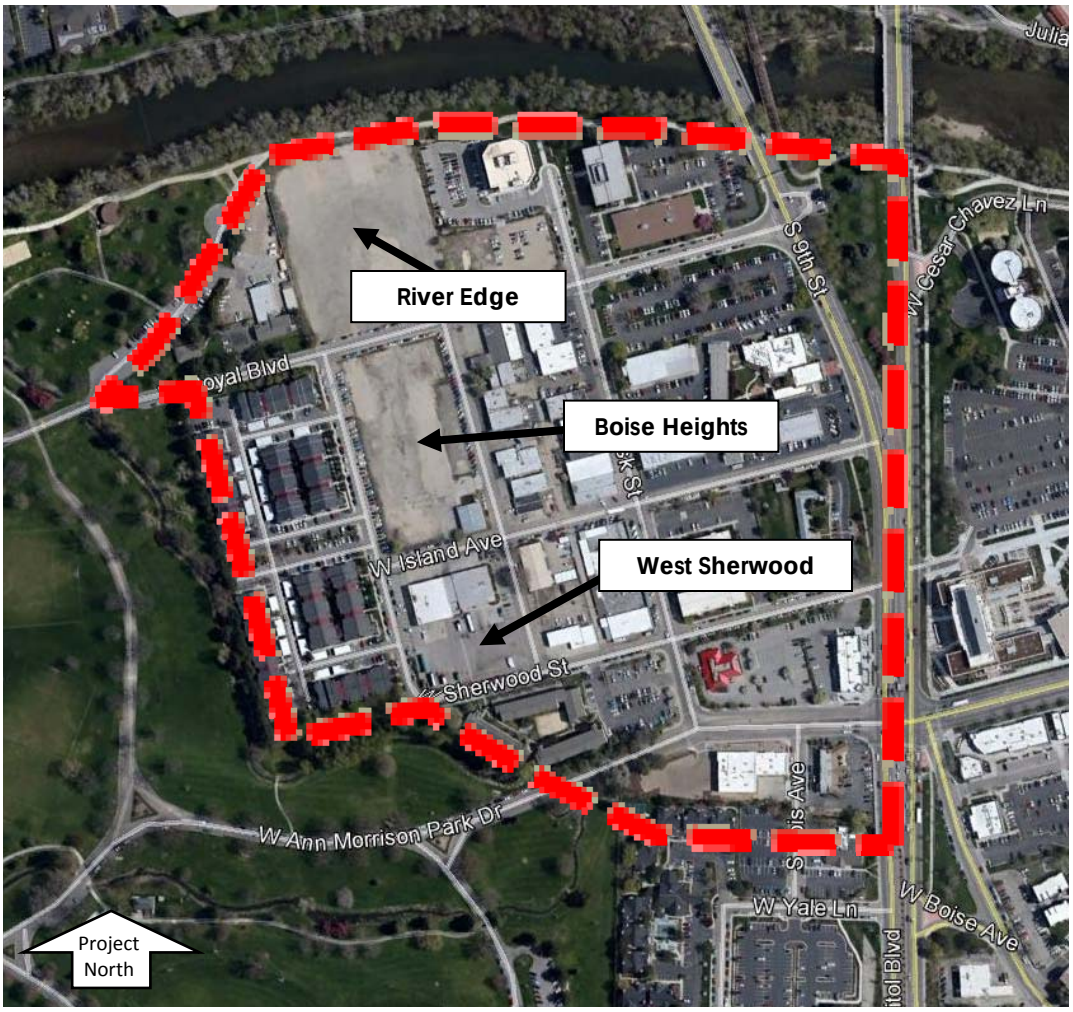
   The estimated parking demand for this project is 118 spaces at the observed period of peak parking demand for the area (January weekday at 12:00 p.m.). This estimate is based on the ULI demand ratio for rental developments. The peak demand for this specific land use would likely occur during evening hours, and could reach 193 spaces or more. It appears that sufficient parking is provided for this development.

3. **West Sherwood Apartments** – This residential development includes 110 residential units (a mixture of studio, one, two and three bedroom units). Based on information from the City of Boise, this development will include the creation of 125 new structured parking spaces. This development is anticipated to be open in 2015.

The estimated parking demand for this project is 100 spaces at the observed period of peak parking demand for the area (January weekday at 12:00 p.m.). This estimate is based on the ULI demand ratio for rental developments. However, the peak demand for this specific land use would likely occur during evening hours, and could reach up to 164 spaces. It appears that sufficient parking is provided for this development during daytime hours. However, the available parking supply could be exceeded during evening hours. If the majority of apartments are studio or one bedroom units, and the majority of units are occupied by BSU students, projected parking demands could be lower than those projected in this report.

The following figure (Figure 9) shows the location of each anticipated development project.

Figure 9 – Future Projects in Study Area Five



Given known development projects, anticipated parking supply changes, and the estimated 2% per year growth rate, the estimated parking adequacy for Study Area Five is projected to increase from 369 spaces to 531 spaces (during the peak hour of observed parking occupancy). The following table (Table 11) summarizes the projected parking supply and demand for the study area through 2017.

Table 11 - Estimated Future Parking Adequacy in Study Area Five (through 2017)

	Current Inventory	Parking Loss/Gain	Future Inventory	Future Eff. Supply	Future Demand	Future Adequacy
Off-Street Parking	941	660	1,601	1,440	936	504
On-Street Parking	495	-	495	420	393	27
TOTALS	*1,436*	*660*	*2,096*	*1,860*	*1,329*	*531*

Anticipated developments in the area, as well as estimated growth, would not appear to result in parking deficits. This assumes that demands can be met using existing supplies and new facilities are added as anticipated. Additional parking does not appear to be warranted at this time. However, improved on-street management may be needed.

30th Street Urban Renewal District

The development of land within the 30th Street Urban Renewal District will occur over the next 25 years. Currently, there are no known development projects in the area that will provide inadequate parking. However, it is anticipated that recent code adjustments will result in increased densities and reduced parking requirements in the future.

The 30th Street Area Master Plan (completed by *HDR*, *Leland Consulting Group*, and *Parametrix* in September of 2012) included an anticipated development program for the next 25 years. The following table from the master plan (Table 12, next page) illustrates the anticipated development program and preliminary parking requirements based on the following assumptions (does not include owned residential units):

- Retail Land Uses: 3.5 parking spaces per 1,000 s.f.
- Office Land Uses: 3.0 parking spaces per 1,000 s.f.
- Rental Housing Units: 1.5 parking spaces per unit
- Hotel Land Uses: 1.0 parking space per room

The master plan estimated an overall parking need of approximately 4,346 to 5,370 spaces. It is not clear if the projected developments will be occurring within the 30th Street Urban Renewal District boundaries shown in this report or just outside the boundaries shown (the study area in the master plan appears larger). The timing of the individual developments within the 25 year timeframe is not known.

Assuming the P-3 parking overlay covers the entire 30th Street Urban Renewal District, future developments will have parking requirements that are lower than the demand assumed in the master plan. Using the land uses identified in the master plan and current P-3 overlay parking requirements, the following parking ratios would be used:

- Retail Land Uses: 1.67 parking spaces per 1,000 s.f.
- Office Land Uses: 2.67 parking spaces per 1,000 s.f. (first floor); 1.67 parking spaces per 1,000 s.f. (all other floors)
- Residential Units: 1.0 parking space per unit
- Hotel Land Uses: 0.8 parking spaces per room

The number of floors in future office developments is not known. However, assuming that 20% of projected office square footage is located on the first floor, future developments would only be required to provide approximately 2,640 to 3,200 parking spaces using P-3 ratios (depending on the level of development). This would be significantly less than the parking demand estimated in the master plan.

Table 12 – Development Program Parking Estimates from Master Plan

TABLE 5: ESTIMATED PARKING DEMAND BASED ON 25-YEAR DEVELOPMENT PROGRAM			
Type		Amount (Sq. Ft. or As Noted)	Estimated Demand for Parking Spaces
Main-Fairview Subdistrict			
Retail		150,000 to 200,000	525-700
Office		300,000 to 400,000	900-1200
Residential		400 to 600 units	
	Condominiums	250 units	N/A
	Apartments	300 units	450
Hotel		250 rooms	250
Estimated Parking Demand			2,125-2,600
ITD Subdistrict			
Retail		200,000 to 250,000	700-875
Office		250,000 to 350,000	750-1050
Residential		800 to 1,200 units	
	Condominiums	600 units	N/A
	Apartments	350 units	525
Hotel			N/A
Estimated Parking Demand			1,975-2,450
Total - Estimated Parking Demand for Mixed Use Centers			**4,100-5,050**

Type		Amount (Sq. Ft. or As Noted)	Estimated Demand for Parking Spaces
27th Street Neighborhood Center (Subdistrict)			
Retail		24,000	85 (includes on-street parking)
Housing		30 units	45-60 (ratio 1:1.5 to 1:2.0)
Estimated Parking Demand			130-145 (includes on-street parking)
30th Street – Park View Subdistrict			
Retail (Restaurant)		8,000	40-60
Residential			
	Townhomes	35	53-70 (ratio 1:1.5 to 1:2.0)
	Apartments	30	23-45 (ratio 1:0.75 to 1:1.5)
Estimated Parking Demand			116-175
Total – Estimated Parking Demand for 27th Street & 30th Street – Park View Subdistricts			**246-320** (includes on-street parking)

Source: 30th Street Area Master Plan

While future parking requirements in the 30th Street Urban Renewal District may result in less private parking being constructed, it would not necessarily mean that potential parking deficits will approach 1,700 to 2,200 spaces. There are several factors that may lessen the impact of reduced parking requirements:

- Some developments will decide to provide more parking than is required by code to better serve anticipated user groups and make the development more attractive to tenants and investors. The existing zoning code allows developments to provide up to 1.75 times the base parking requirement.

- Some of the future developments will be part of mixed-use projects. This means that there will be opportunities for the sharing of on-site parking resources. In some cases, the parking demands for land uses will be such that significant reductions in parking needs can be achieved (15% to 30%).

- Some developments will be located near underutilized parking supplies that are privately-owned but could be shared by agreement. This would allow future developments to build less parking without creating significant parking overflow conditions.

- Future improvements in transportation demand management could result in fewer people driving to destinations in the district. This could include improvements in transit service, improved bicycle pathways, attractive pedestrian paths, and increased marketing of alternative forms of transportation. The parking ratios used in the master plan do assume an increased use of alternative forms of transportation.

As specific land uses, development locations, land-use mixes, and development timeframes are not known, it is not possible to quantify the impact of the various factors that can reduce future parking needs at this time. However, they often have a significant impact on communities similar to that envisioned for the 30th Street Urban Renewal District. The parking demand ratios used in the master plan, while somewhat lower than standard Urban Land Institute recommendations, could be reduced even further based on the potential impact of shared parking and the utilization of alternative forms of transportation.

The desired outcomes and recommended strategies outlined in the master plan would be supported by ***Carl Walker***. These include:

- Maximizing the utilization of available parking resources.

- Encouraging the development of appropriately-integrated mixed uses that maximize shared parking.

- Actively promoting, encouraging, and supporting the utilization of alternative forms of transportation.

- Allow for the use of surface parking during the initial phases of development, but focus more on structured parking as the area develops and parking demands warrant. The construction of parking structures will be more feasible in the future.

- Maximizing the availability of on-street parking.

- Establishing design guidelines for future parking facilities (surface and structured).

4.0 PARKING ALTERNATIVES ASSESSMENT

As mentioned in the 2008 study, there are several alternatives identified for addressing future parking demands. These include:

- Maximizing the Utilization of Existing Parking Resources – This could include working with parking lot/facility owners within impact areas to better utilize private parking supplies and/or working to improve the utilization of CCDC parking facilities. Using the concept of shared parking, existing resources could be maximized to meet anticipated needs.

- Creating Additional Parking Spaces – Parking spaces could be created in existing unimproved areas (either on-street or off-street) to provide additional parking. As most of the available land is currently supporting other uses, there is insufficient space available to construct any significant surface parking in the downtown – large surface lots are not conducive to downtown development anyway. Therefore, structured parking would be the only realistic option to address future parking needs. The cost of providing parking could be covered through parking user fees, new TIF funds, fees charged to developers, property owners, and/or downtown businesses (e.g., in-lieu fees, special assessments, development fees).

- Require Future Developments to Provide Sufficient Onsite Parking – The city could require new downtown developments to provide sufficient parking. New developments would provide their own parking for employees and visitors. This could result in higher costs for developers, lower development activity downtown, and possibly the overdevelopment of parking supplies. An alternative could be charging in-lieu fees or development fees to require developers to help fund needed public parking resources.

- Improve the Utilization of Alternative Forms of Transportation – The downtown community could work to reduce parking needs in the study areas through the implementation of various transportation demand management and parking supply management strategies. These strategies would be geared toward reducing parking demands by encouraging the use of alternative modes of transportation and improving parking resource management.

- The downtown community could utilize a combination of alternatives.

The recommended approach was the last alternative. This would involve the downtown community working with private parking lot owners to maximize the utilization of existing parking surpluses before adding additional parking supplies. If sufficient parking could not be secured using this approach, then the downtown community would consider improving existing parking supplies and/or adding new supplies as appropriate. If new parking spaces were added, either through additional on-street spaces or parking structures, the downtown community would look to developers to help defray at least a portion of the costs. Finally, the downtown community would encourage the use of alternative modes of transportation, as well as other parking demand management strategies, to reduce overall parking demands. ***Carl Walker*** recommended this

alternative as it provided a reasonable approach to dealing with future demands and should limit future parking expenses. Also, this approach would allow the downtown to show the larger community that all options were explored prior to expending any funds for constructing parking facilities. The goal should remain to provide the "right" amount of parking; not too much and not too little.

While it appears that there is a significant opportunity to improve the utilization of available parking supplies before adding any parking facilities, it is important to note that the downtown community may not be able to improve the utilization of available private parking facilities. Most, if not all, private parking lot owners may not cooperate in the sharing of parking. Therefore, the city, CCDC, or future developments will most likely need to construct additional parking facilities in the future if other alternatives are not available (e.g., incorporating public parking into other private developments).

In any event, the recommended process for determining future parking needs would remain the same as described in Section 3.04 of the 2008 parking study (page 38).

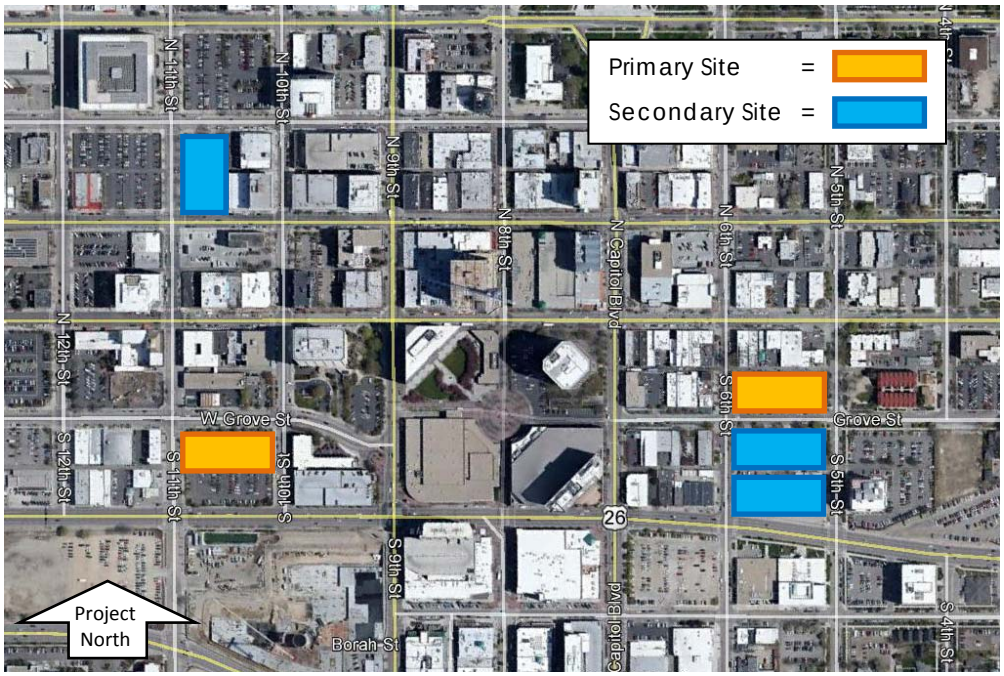
4.01. Potential Future Parking Facility Sites

While parking surpluses are currently projected for most of the study areas, it is clear that additional off-street parking will likely be needed to meet anticipated future parking demands in Study Area Two. Therefore, several potential parking facility sites were selected based on known development projects. The sites were selected regardless of property ownership.

It is important to note that these sites were selected based on the best information currently available. The best location for future parking facilities may change depending on future development projects (changes in known projects or new projects). Therefore, planning processes for any future parking resources should include the methodology detailed in Section 3.04 of the 2008 study.

The following graphic (Figure 10) illustrates possible locations for future parking structures. Primary locations are shown as orange boxes, and secondary locations are shown as blue boxes. The sites shown were selected based on anticipated future development locations and projected parking supply deficits. As future development projects may change, the community should designate several possible sites for additional structured parking. This will help ensure future parking resources are appropriately located to support anticipated parking demands.

Figure 10 – Potential Primary and Secondary Future Parking Structure Sites



Based on the projection of future parking demands, there may be a need for nearly 1,000 additional parking spaces in Study Area Two in the near term. Estimated parking shortages are due largely to the City Center development, the 8th and Main Tower, Concordia Law School, and potentially the Owyhee redevelopment. Therefore, the primary parking sites are located as close as possible to these developments. It is recommended that the construction of two parking structures be considered to address future parking demands (one on each primary site). These facilities would need to be constructed and open within the next three years in order to address potential parking shortages.

Using one of the parking structure concepts from the 2008 study (Section 4.03), a total of approximately 550 to 675 parking spaces could be provided on each site. The combination of parking at each site would offset estimated future parking deficits in Study Area Two and provide a limited amount of parking to adjacent study areas during off-peak times. The design and construction of these facilities should be contingent on the future developments noted in this report, future development projects not yet identified, and other parking demands in the market that will justify the need for the additional parking.

In the future, opportunities may arise where public parking spaces can be provided within new developments. This may allow for the provision of a smaller supply of public parking within a larger private facility. This strategy may help reduce some parking development and/or construction costs, as well as help locate parking closer to demand generators. These opportunities should be explored whenever possible. However, one or more larger parking facilities may still be needed due to the size of some of the future parking demand generators and associated parking demands (e.g., City Center and 8th and Main).

4.02. Estimated Construction and Development Costs for Primary Sites

Preliminary parking construction, development, and financing cost estimates for the preferred parking structure sites are estimated as follows:

- Estimated construction and development costs for a parking structure are approximately $21,549 per parking space. Assuming at least 550 parking spaces are constructed on each site, total construction and development costs are estimated at $23,703,680 (not including land costs).

- Adding estimated financing costs to the aforementioned construction and development costs, a total project cost of $28,171,406 is estimated. Assuming an interest rate of 3.3% for 30 years, estimated annual debt service for the facilities would be $1,484,118. The following table (Table 13) illustrates the estimated debt service calculation.

Table 13 - Estimated Debt Service for Primary Sites

ESTIMATED CONSTRUCTION AND DEVELOPMENT COSTS		$ 23,703,680
FINANCING COSTS		
Issue and other fees [1]		$ 1,126,856
Debt service reserves [2]		$ 2,561,037
Net interest during construction (less interest earned) [3]		$ 779,833
Subtotal		$ 4,467,726
TOTAL PROJECT COST		$ 28,171,406
LOAN CALCULATION		
Principal		$ 28,171,406
Interest rate	3.3%	
Term (years)	30	
Annual Debt Service		$ 1,484,118

Notes:
1. *4% of total project cost.*
2. *10% of total project cost (less reserve fund).*
3. *First year interest (debt service) less interest earned on construction budget during periodic drawdowns (12 mo. Construction period and 5% investment rate).*

4.03. Potential Funding Strategies for Future Parking

In the 2008 parking study, 10 alternatives were provided to help finance future parking facilities. Those options are updated and/or expanded in this report. Based on current market rates and potential parking demands, it should be feasible for a future parking structure to generate sufficient revenue to cover day-to-day operations and maintenance expenses. The challenge is funding facility debt service.

Potential parking facility financing options could include the following:

- **Designation of Additional Revenue Streams** – Additional revenue streams could be created/designated for the parking system including:

- Advertising Revenue: The parking system may be able to generate additional revenue through advertising local businesses and/or events on parking tickets or in parking facilities. The amount of revenue generated through advertising would likely be too small to significantly fund future facilities. However, expanding revenue streams to the greatest degree possible will be helpful.

- Parking In-Lieu Fees: While there is currently no parking requirement for new downtown development projects, the zoning code could be updated to require either sufficient parking (or some portion thereof) or a parking in-lieu fee. The amount generated using this option will ultimately depend on how often the alternative is used. The fee could be set to cover the projected construction cost of new parking structures, or a reduced fee could be implemented that will at least cover a portion of future needs.

- Special Assessments: The city (or downtown community) could decide to institute special assessments in the downtown study area to generate additional funds to pay for parking operations, management, and future construction. This approach is used by municipalities across North America. The assessment is often based on the square footage of a building located in the assessment area. The amount of the assessment could vary depending on the amount of parking generated by each individual building (e.g., restaurants could be charged more than office buildings since they often generate more demand per square foot).

- **Continued use of Tax Increment, Tax Exempt and Revenue Bonds** – The CCDC may wish to continue the use of public financing tools which have served them well historically. The advantages include the low cost of money which can be brought to a project and a high level of experience and comfort with these debt instruments. Disadvantages include facility use restrictions as noted earlier, and complexities associated with merging private developer interests with facilities funded in this manner. This may be difficult or impossible in areas where TIF has already been used.

- **Tax Exempt / Taxable Bond Blended Approach** – The CDCC may possibly structure financing to include a combination of tax exempt and taxable bonds that would help alleviate restrictions and allow direct participation in the financing plan by the private sector. This approach could be especially appropriate for use by a proposed Parking Consortium.

- **Parking Consortium** – In this concept, a parking consortium would be created where the public sector would team with private developers, lending institutions, operators, etc. to jointly fund, build, and operate parking facilities in downtown Boise. The concept has merit at a number of levels including the potential for leveraging new office, hotel, retail and residential development in downtown through the introduction of new, functionally integrated parking supply.

- **CCDC as Finance Facilitator** – CCDC could act as a "facilitator" to assist private developers with obtaining bond financing, conventional financing, and other components of individual development projects. This role could coincide with the formation of a Parking Consortium as summarized in the previous bullet point. The CCDC's experience in finance could be valuable to the private sector, and "sold" in the form of fees for professional services in effect.

- **Contribution of Land** – CCDC, working with the City, could choose to act as "surrogate developers" and place publicly-owned land into the funding and finance mix for a

particular project. The equity factor of contributed land would positively influence the financing scenario and be utilized in various ways by the developer as part of a public/private partnership approach.

- **Developer/Property Owner Joint Ventures** – It is not uncommon for a development project to emerge through a partnership between an existing property owner and a developer. The combination of land as equity and investment capital would be a basic, straightforward approach to a parking facility that was needed to support private uses.

- **Vertical Condominium Approach** - Under this scenario, a parking facility or mixed-use project could be developed with the public sector owning certain levels, and the private sector owning other levels of the facility. This approach would have three major advantages: 1) It would spread the debt financing burden between various entities; 2) It would provide a parking supply not subject to the restrictions generated in purely public financed facilities; and 3) It would provide private enterprises with dedicated parking opportunities for tenants. Operational issues could be handled through various approaches including, but not limited to, a function of the proposed Parking Consortium. Vertical condominiums can be formed retroactively (within existing structures) but are probably best considered for use in new facilities being planned from the ground up.

- **Enterprise Funds** – It may be possible for CCDC to access money for parking garages through intergovernmental agreements pertaining to enterprise funds which may exist, such as waste removal, water and sewer, etc. Theoretically, excess money in such funds could be loaned to CDCC, a Parking Consortium, etc. and paid back through revenues. The full range of legal and practical considerations for such a financing approach in Boise has not been explored, but the consulting team is familiar with publicly financed projects (hotel and conference center) that have utilized it successfully.

- **Increasing Parking Rates (or Otherwise Increasing Revenue)** – Depending on market conditions and parking demand, parking rates could be increased to help fund expansion of the public parking program. Another option would be increasing the utilization of existing public parking resources. Ideally, costs related to parking expansion would be distributed throughout the entire parking system (e.g., off-street facilities, on-street spaces, and parking enforcement). If it is not politically possible to transfer all on-street and parking enforcement revenues to parking expansion, perhaps an increment of future increases could be set aside for expansion projects (similar to TIF).

- **Federal and/or State Programs** – If a new parking facility incorporates an alternative transportation component (e.g., bus transfer center), or is constructed to support an economic development initiative, federal or state funds may be available to help fund the construction of a parking facility.

Sometimes, the best funding strategy for constructing necessary parking could be encouraging the development of private parking facilities (as long as those facilities offer shared parking for other land uses or also provide public parking). Options for encouraging the private development of public or otherwise shared parking resources can include (but would not be limited to):

- **Tax Abatements** – Providing developments with a tax abatement for a set number of years if they construct shared parking is a relatively common way to encourage the development of private parking in a downtown. The amount of the abatement may not necessarily cover the entire cost of providing parking, but it should be significant enough to encourage developers to build parking.

- **Contributing Funds for Construction** – If funds are set aside in a parking construction reserve, or if in-lieu fees are assessed. These funds could be used to help private developments construct shared parking facilities. At a minimum, the funds could be used to help cover the cost of providing public parking spaces in private facilities.

- **Providing Land** – Providing land to developers that want to construct public parking would help reduce the costs related to parking construction. Ideally, the value of the land provided should at least cover the cost of providing public parking.

- **Entering into Lease Agreements** – Given current market conditions, it is very difficult for a private developer to construction financially-feasible parking structures. In order to address this challenge, CCDC could agree to a guaranteed lease for a set amount of parking for public use. This would guarantee a revenue stream for the parking facility owner and help cover debt service.

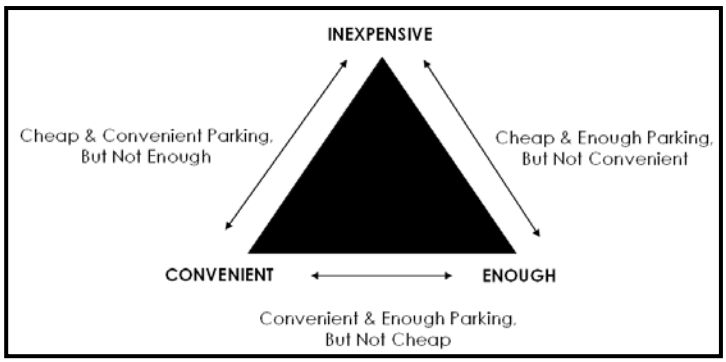
- **Improving Parking-Related Market Conditions** – The primary reasons why the private development of parking is so challenging, are that parking is relatively plentiful and parking rates are low. This condition could be improved by "right sizing" the parking supply (ensuring sufficient parking is available, but parking isn't overbuilt) and working to increase parking rates. This would help make parking more valuable and improve parking-related revenue – helping make private parking facilities more financially feasible.

- **Assisting with Operations and Management** – The costs related to operating and maintaining a parking facility can be high. To help with this, CCDC could offer to operate, maintain, and manage the parking facility under a management agreement. This could help reduce operating costs and make the project more financially feasible for the facility owner. The parking could be managed in a similar fashion to other public parking facilities, and marketed accordingly.

- **Requiring Parking with New Developments** – Many communities have reduced or eliminated parking requirements in downtowns to help encourage development, reduce the chances of overbuilding parking, reduce the amount of land dedicated to parking, and help encourage the utilization of alternative forms of transportation. All of these things help make the community more livable. However, the same goal could be achieved with a closely managed parking program that still requires at least some parking be provided with the development. In this case, the parking requirements are flexible. If sufficient parking is available in the area surrounding the development, there may be no requirement for parking. If parking supplies are tight, the development could be required to provide all or a portion of the parking required. This requirement could be met with the construction of shared parking or through paying an in-lieu fee. CCDC could decide to work with the developer to construct additional public parking if needed (at their expense).

4.04. Possible Management Strategy Adjustments

In order to improve the utilization of available parking resources and address future parking needs, the following strategies are recommended:



- **Pricing Strategies** – The price of public parking can have significant impacts on a downtown environment. Parking

prices can affect a variety of issues such as (but not limited to): single-occupancy vehicle usage; building vacancies; traffic congestion; the utilization of alternative modes of transportation; air quality; parking construction needs, parking facility maintenance, efficient utilization of parking alternatives, etc. Therefore, prices should be set to encourage the efficient utilization of available transportation resources while supporting the costs of providing public parking to the greatest degree possible.

Pricing public parking can be complex. However, like many other commodities, public parking prices should initially be based on demand, market conditions, and parking system expenses. Parking facilities, surface lots and parking garages, with high levels of demand (e.g., significant waiting lists) should have higher prices than parking facilities with low demand. After accounting for demand, parking facilities that provide higher levels of service and/or convenience should be more expensive than those that provide less service/convenience (e.g., core parking areas versus perimeter parking areas, or surface parking versus parking garages). The same would be true for on-street parking spaces. Finally, parking prices should be set to cover system expenses to the greatest extent possible. Prices should then be balanced with other community goals such as encouraging downtown visitors, increasing economic development, etc.

In order to encourage the efficient utilization of available transportation resources and provide the community with clear transportation choices, the following parking pricing strategies are recommended:

- **Public Parking Prices Should Support Utilization Goals** – Prices should be set to support utilization goals of 85% for transient parking spaces and 90-95% for monthly parking spaces - including both off-street and on-street parking spaces. Regular parking occupancy counts should be conducted (or regular reviews of parking access and revenue control system reports should be completed) to ensure prices are achieving the desired result. If utilization is lower than goal, prices should be lowered. If utilization is higher than goal, prices should be increased. Initially, price adjustments should be considered annually. In the future, prices could be adjusted more frequently (e.g., once every quarter). Monthly parking prices should be adjusted in $5.00 increments and transient parking prices should be adjusted in $.25 increments.

- **Core Parking Should be More Expensive than Perimeter Parking** – In most cases, prices for parking in core locations should be more expensive than parking located further from the core (e.g., Eastman vs. City Centre). This is due primarily to increased utilization and convenience. Lower prices for perimeter parking also encourages people to park further away from the core (reducing traffic and creating a more pedestrian-friendly environment in the core). The difference in prices must be significant enough to provide a clear economic incentive to park further from the core.

- **On-Street Parking Should be More Expensive than Off-Street Parking** – On-street parking should be focused on providing short-term parking for downtown visitors. Long-term parking should be encouraged in off-street parking facilities. Therefore, on-street parking should be priced to discourage long-term stays and encourage space turnover. On-street parking should be priced to support a utilization rate of 85%. Prices need not be uniform throughout the downtown unless utilization is also uniform. On-street prices should be reevaluated at least annually to account for changing utilization patterns and off-street pricing adjustments.

- **Parking Prices can be Variable throughout the Day and/or Week** – Parking prices do not need to be uniform throughout the day or week (off-street or on-street). Periods of lower parking demand, such as evenings or weekends, would warrant lower prices (e.g., flat evening rates or lower hourly and/or daily maximum rates on weekends). In some cases, free weekend parking could be appropriate.

  In addition to general "off-hour" rate adjustments, special rates can be used to increase demand in underutilized facilities during weekdays as well. For example, reduced "early-bird" rates could be offered in certain facilities to help increase utilization. If a person enters the facility before 9:00 a.m. and leaves before 6:00 p.m. they would pay a reduced rate for parking (e.g., $6.00 instead of $12.00). This can also be used as an incentive to increase parking utilization by downtown employees in certain facilities without establishing monthly parking commitments.

- **Prices Should Support On-going Operations and Maintenance of the Public Facilities** – The costs related to providing public parking can be fairly high. Including expenses related to operations, maintenance, and debt service, the revenue needed to fully support public parking could be $2,200 per space annually or more. This equates to a monthly rate of approximately $180. Many municipal markets are not able to fully support parking rates sufficient to cover all costs. However, a reasonable goal should be to fully cover all on-going operations and maintenance, as well as adequate maintenance and capital reserves. Debt service could be covered through other means.

- **Public Parking Costs Should be Distributed Throughout the System** – When the need arises to fund new public parking facilities, or cover capital expenses related to facility upkeep, the costs should not be shouldered by a single user group. For example, some municipalities have charged substantially higher parking rates for new facilities to help cover costs instead of distributing the costs among all user groups. This discourages demand for the new garage and results in overutilization of other resources. Instead, all parking-related fees (on-street and off-street) and fines should be increased to generate sufficient revenue to cover large expenses. This will help keep parking costs low for all users and encourage a more efficient use of available resources.

- **To the Greatest Degree Possible, Parking Fees should be Paid by Users** – It is a common practice in many downtowns for employers to pay for employee parking directly. While this practice can be considered an employee benefit or as a method to help retain/recruit employees, it distorts the transportation choices of a significant segment of the downtown community. Instead, it is recommended that the city encourage employers to require their employees to pay for parking directly – either through direct payments to the parking facility owner or automatic deductions from their pay checks. This does not mean that employers cannot

compensate employees for transportation costs. Instead of paying for employee parking directly, employers would give employees a set amount of funds each month for transportation. Employees then would have the option to use the funds for parking, some other form of transportation (e.g., transit pass, bicycle equipment, or comfortable walking shoes), or simply use the funds for another purpose. In many cases, these funds could be provided on a tax-free basis (consistent with IRS rules). Employers could provide funds that cover the full amount of parking fees or some portion thereof.

- **Annual Parking Price Surveys should be Conducted** – In order to ensure public parking prices are consistent with market prices, annual downtown parking price surveys should be conducted that include all parking facilities that offer public transient and/or monthly parking. This information will help the public parking system adjust rates as needed to support designated goals. Additional data from other similar downtowns, especially those near Boise, could be included as well.

- **Increases in Public Parking Fees should be Directly Tied to Improvements** – Parking fees should be more than just a tool to meet demand goals or to better distribute demand. Additional revenues generated by public parking should be used to fund necessary parking improvements (e.g., new lighting, upgraded parking access and revenue control equipment, safety/security improvements, new signage, repainting, other facility maintenance projects, and new parking facilities). If additional funds are available after parking improvement projects, other downtown improvements could be considered such as sidewalk improvements, landscaping projects, street improvements, transit improvements, transit pass subsidies, new transportation programs, public art programs, etc. Public parking can and should play a significant role in the improvement of downtown – beyond just being affordable.

- **Public Parking Finances should be as Transparent as Possible** – Through CCDC's website, periodic newsletters or email blasts, social media sites, and published annual reports, the public parking system should detail the revenues it generates and the expenses it pays. The public should know how collected funds are used, how parking fees are set, and why parking is important to supporting downtown economic development goals.

- **Encourage the Use of Available Private Parking Spaces** – Better utilization of the available parking supply could mitigate the need for some near-term parking supply additions, maintain existing green space or future development space, encourage pedestrian movement throughout downtown, and reduce public parking responsibilities (e.g., operations, maintenance, and construction). In order to encourage the improved utilization of existing private parking supplies, the downtown community could use one or more of the following techniques/incentives:

  - Encourage downtown businesses to use their private parking supplies (if available) for employee parking first, instead of allowing employees to park in on-street or other public parking areas.

- The community could communicate the positives of shared parking to the private parking lot owners. The positives include increased pedestrian traffic near their businesses, continued downtown development, maintaining green spaces and other non-parking land-uses, easier to use parking for customers/visitors, the generation of additional income related to selling parking, etc.

- Shared parking could be limited to daytime, evenings, weekends and/or special event days depending on the needs of the private land uses.

- The CCDC or the city could provide periodic lot maintenance for private parking lot owners that agree to allow shared parking (based on the number of spaces provided).

- The CCDC or the city could provide periodic trash pick-up for private parking facility owners that agree to allow the use of their lots for other visitors.

- The CCDC or the city could provide improved signage for private parking facilities. The signage could denote parking restrictions and periods of open public parking.

- The CCDC or the city could help care for landscaping in private parking facilities for owners that permit shared parking.

- A "parking management collaborative" could be created that fosters a cooperative management and marketing system for all downtown parking resources. CCDC or the city would collaborate with private facility owners to develop uniform signage and wayfinding, communicate parking availabilities and pricing, create a uniform validation program, develop a consistent marketing program, and share utilization data to ensure the use of existing resources is maximized. This would create a more uniform and easier to understand system that maximizes efficiency and supports overall economic development.

- **Integrating Parking Management and Transportation Demand Management** – Transportation demand management (TDM) utilizes education, incentives, and disincentives to encourage the use of sustainable modes of transportation such as walking, biking, carpooling, car shares, and mass transit and to reduce peak-hour trips, reduce traffic congestion, improve pedestrian conditions, and minimize parking demands. TDM strategies focus on changing the travel behavior of employees, residents, and visitors.

The concept of integrating transportation and parking management as part of the larger strategic vision for downtown also supports the adoption of a "Park Once – Pedestrian First" planning concept. This concept encourages employees and visitors to park their vehicles in one location and then use another form of transportation to move around downtown with excellent pedestrian, transit, parking, and bicycle facilities. This concept will become very important as downtown continues to develop over time. Several key elements are needed to achieve this vision and are outlined below:

- Provide adequate transportation options for people visiting or working in downtown. As parking becomes more valuable in the future, other transportation options will become more attractive. Options could include (but not be limited to):

- Employer-based Strategies - Employer-based strategies are those that are implemented specifically at a worksite. These strategies are primarily focused on the commute trip. Possible strategies could include:

  - Encouraging Telework and Compressed Workweek or Flextime

    - Telework support can include workplace policies that allow and enable teleworking, high capacity Internet access and business centers available in the residential components of downtown.

    - Compressed work week policies allow employees to work 40 hours in 4 days or 80 hours in 9 days. Encouraging these workplace policies allow employees to avoid work commutes once a week or once every two weeks.

    - Flexible work schedules allow employees to "flex" their shift start and end times by as much as two hours. Flexible work schedules allow employees to adjust their work schedules to better match transit schedules and the schedules of other alternative transportation modes. Workplace policies vary depending on the type of workforce, nature of work performed, and workplace culture. Downtown TDM programs can encourage these types of schedules by increasing awareness and by providing program and policy assistance to employers.

  - Encourage Employers to Establish Pre-tax Transportation Benefits for Employees

    - Established in 2001 by the United States Internal Revenue Service (IRS), this benefit enables commuters to pay for transit passes, vanpool fares, bicycle commuting costs, and parking costs on a pre-tax basis up to monthly limits set by the IRS. The limits vary by mode used and are generally updated annually by the IRS.

  - Transit Incentives for First-time Users

    - Special transit campaigns can be used to introduce employees who do not currently use transit to the services available to them. A typical campaign might include a one-month incentive program where the participant is provided a monthly transit pass, enrolled in prize drawings, and given discounts or rewards to local retailers for reaching certain milestones using transit, such as the number of trips taken during the campaign.

    - If these programs are successful, the city could consider offering a permanent subsidy for transit users in the study area.

  - Secure Bike Storage and Changing Rooms/Showers at the Worksite or in Parking Garages

- Provide one men's and one women's locker room where employees who bike to work can store personal items, shower, and change clothes. This is a common facility provided now in many new developments, particularly if the developer is seeking LEED (Leadership in Energy and Environmental Design) certification.

- Provide Periodic Parking Passes to Monthly Transit Pass Holders

  - Sometimes, regular transit users need to drive to work. In order to encourage people to use transit, and provide a measure of flexibility, the city could provide free or reduce cost parking for monthly transit pass holders. Parking could be provided to transit users five to ten times per quarter.

- Ridesharing Strategies

  - Carpooling if often ranked as the most realistic option for people to access a downtown using an alternative form of transit. The following strategies are intended to increase carpooling in the short and long term.

    - Preferential Carpool and Vanpool Parking Spaces

      - Dedicate parking spaces closest to building entrances/elevators or other conveniences for carpool/vanpool vehicles. These spaces are primarily encouraged for private commercial development. Monthly parking rates/fees could be less for carpools/vanpools.

    - Local Ridematching

      - Local ridematching programs help match participants with carpool partners based on their commute start and end locations and work hours.

    - Individualized Marketing Campaign Specific to Carpooling and Transit

      - Individualized marketing campaigns provide information on alternative transportation options that are individualized to the recipient. Participants generally indicate interest in specific transportation modes and programs and applicable information is provided to them either electronically, through the mail, or in person. These programs use survey instruments to identify individuals who are most likely to use alternative modes of transportation and focus marketing efforts on those individuals. In the case of Boise, a carpool and transit specific program could be implemented to focus on getting people downtown without parking.

    - For regular transit and carpool users, provide a guaranteed ride home program. If for some reason people need to leave early or

deal with an emergency, contract with a local taxi service to provide participants with a ride home.

- Bicycling Strategies
  - Bicycling strategies include basic improvements like ensuring bike parking is built with new developments as well as more sophisticated strategies, such as developing a bikesharing program. Some bicycle improvements are part of the Downtown Boise Implementation Plan. Common strategies are summarized below:
    - Install Bike Parking
      - Ensure that sufficient bike parking is provided. This applies to racks as well as more secure bike lockers.
    - Bikesharing Program
      - Local bikesharing programs are emerging in the United States as a possible form of public transportation to link transit with neighborhoods and commercial areas nearby. The elements of modern bikesharing systems include:

- User accountability. Users must register online to checkout a bike and charged for overtime use and charged the full replacement cost of the bike plus an administrative fee if they don't return it.
- Liability Insurance. This is still a big concern for many municipalities, but insurance programs are realizing a new market exists. Denver, Chicago, New York, Washington DC, and Columbus, OH have overcome liability insurance issues and have moved forward with their bikesharing programs.
- Station density no more than 300 meters apart. This ensures that users have a bike available at another station and that they can drop off bikes if one station is full.
- Staggered fee system. Typically bikesharing programs only charge after the first 30 minutes. This incentivizes people to use the bikes for short trips and not overnight, etc. It also frees up the bikes so many people can use them.
- Station location. Without a doubt, the largest station should be immediately adjacent to the future transit hub (City Center). The other stations should be located near walkable retail and employment destinations. Overall, the emphasis of the program would be on retail and commercial development, not necessarily residential trips.

- Creative sponsorship. Typically local business, advertising agencies, or other private entities are large contributors to bikesharing programs to help defray the long term costs.

- Ensure downtown streets and sidewalks adequately serve the needs of pedestrians, transit users, bicyclists, and vehicles with the focus on serving pedestrians first. This element can be supported by:
    - The creation of safe, attractive, shaded, and inviting pedestrian linkages to connect downtown destinations and parking facilities.
    - Where possible, including bicycle lanes on roadways. "Sharrows" marked on pavement help reinforce the concept of shared roadways.
    - Providing amenities such as improved lighting, signage, street furniture, landscaping, etc. in public right-of-ways to support and encourage pedestrian activity.
    - Bicycle racks, lockers or other bicycle friendly facilities should be provided throughout downtown.

- Develop performance-based parking fees for all system users to improve the utilization and turnover of existing parking supplies, encourage the use of alternative modes of transportation, and generate funds that can be used to improve parking facilities, streetscapes, transportation options, etc.

- Developing, managing, and operating parking as an essential civic infrastructure and reducing overall parking ratios over time to create a "Park Once" environment. This concept can be supported by:
    - The usage of in-lieu fees for developments planned in downtown to support the funding of strategically located parking resources.
    - Encouraging the "Park-Once" strategy through shared parking for both public and private parking resources.
    - Ensuring all public parking resources are efficiently and effectively designed and managed. Encourage efficient design and management in private parking resources as well.
    - Maximizing on-street parking throughout downtown and monitoring vehicle duration and turnover. Encourage the turnover of short-term parking resources by monitoring activities, communicating with downtown business and property owners, as well as through other means such as parking enforcement, parking fees, etc.
    - Ensuring the proper mix of parking through periodic parking occupancy counts and duration/turnover surveys.
    - Incorporating ground floor commercial activity into parking facility designs (where appropriate) when a parking structure is developed in the future.

- Where necessary, improving existing surface parking lots in downtown (e.g. paving, landscaping, lighting, identification signage, etc.)

- Modifying the identity of downtown to make it more understandable and attractive to infrequent users. This element is supported by:

  - Actively promoting downtown attractions and developments including parking availability/locations and alternative transportation options. This can be done using printed materials and a city website.

  - Developing and implementing downtown informational and directional (wayfinding) signage program with a special emphasis on available parking resources.

- In order to encourage the utilization of perimeter parking resources, as well as to reduce the need for people to drive from one end of downtown to another, consider revisiting the creation of a local circulator shuttle.

APPENDIX A – PARKING INVENTORY AND OCCUPANCY DATA (AREAS 1-5)

AREA 1 – Inventory and Occupancy Data

AREA ONE

Block	Capacity	Surveyed 1/22/14 8:00 AM	10:00 AM	Noon	2:00 PM	4:00 PM	Average Occupancy	Peak Occupancy
1 - 1								
Off-Street Subtotal	178	82	137	134	142	133	71%	80%
On-Street Subtotal	30	1	6	3	5	6	14%	20%
Block Total	208	83	143	137	147	139	62%	71%
1 - 2								
Off-Street Subtotal	66	24	47	49	40	36	59%	74%
On-Street Subtotal	37	8	15	13	15	8	32%	41%
Block Total	103	32	62	62	55	44	50%	60%
1 - 3								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	42	36	36	36	35	31	83%	86%
Block Total	42	36	36	36	35	31	83%	86%
1 - 4								
Off-Street Subtotal	83	50	71	60	60	70	75%	86%
On-Street Subtotal	29	26	31	26	27	23	92%	107%
Block Total	112	76	102	86	87	93	79%	91%
1 - 5								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	33	25	28	29	29	28	84%	88%
Block Total	33	25	28	29	29	28	84%	88%
1 - 6								
Off-Street Subtotal	81	44	56	44	44	60	61%	74%
On-Street Subtotal	24	15	16	16	16	11	62%	67%
Block Total	105	59	72	60	60	71	61%	69%
1 - 7								
Off-Street Subtotal	93	32	44	47	46	42	45%	51%
On-Street Subtotal	40	35	37	37	34	31	87%	93%
Block Total	133	67	81	84	80	73	58%	63%
1 - 8								
Off-Street Subtotal	69	54	61	57	58	49	81%	88%
On-Street Subtotal	35	32	34	30	34	23	87%	97%
Block Total	104	86	95	87	92	72	83%	91%
1 - 9								
Off-Street Subtotal	40	11	24	17	13	13	39%	60%
On-Street Subtotal	20	12	17	16	18	18	81%	90%
Block Total	60	23	41	33	31	31	53%	68%
1 - 10								
Off-Street Subtotal	125	98	104	89	103	82	76%	83%
On-Street Subtotal	27	2	6	12	9	16	33%	59%
Block Total	152	100	110	101	112	98	69%	74%
1 - 11								
Off-Street Subtotal	56	47	47	46	47	24	75%	84%
On-Street Subtotal	37	1	2	7	5	5	11%	19%
Block Total	93	48	49	53	52	29	50%	57%
1 - 12								
Off-Street Subtotal	183	173	172	151	164	115	85%	95%
On-Street Subtotal	35	20	24	22	23	24	65%	69%
Block Total	218	193	196	173	187	139	81%	90%
1 - 13								
Off-Street Subtotal	135	90	105	101	105	99	74%	78%
On-Street Subtotal	40	35	40	35	36	29	88%	100%
Block Total	175	125	145	136	141	128	77%	83%

AREA ONE

Block	Capacity	Surveyed 1/22/14 8:00 AM	10:00 AM	Noon	2:00 PM	4:00 PM	Average Occupancy	Peak Occupancy
1 - 14								
Off-Street Subtotal	82	22	40	42	44	28	43%	54%
On-Street Subtotal	41	28	36	31	31	29	76%	88%
Block Total	123	50	76	73	75	57	54%	62%
1 - 15								
Off-Street Subtotal	69	19	15	21	24	21	29%	35%
On-Street Subtotal	22	6	8	9	10	10	39%	45%
Block Total	91	25	23	30	34	31	31%	37%
1 - 16								
Off-Street Subtotal	91	29	27	63	47	35	44%	69%
On-Street Subtotal	15	2	5	7	4	5	31%	47%
Block Total	106	31	32	70	51	40	42%	66%
1 - 17								
Off-Street Subtotal	44	15	19	24	32	24	52%	73%
On-Street Subtotal	21	15	13	13	13	13	64%	71%
Block Total	65	30	32	37	45	37	56%	69%
1 - 18								
Off-Street Subtotal	54	19	24	27	31	25	47%	57%
On-Street Subtotal	17	14	16	16	18	14	92%	106%
Block Total	71	33	40	43	49	39	57%	69%
1 - 19								
Off-Street Subtotal	171	48	74	69	79	71	40%	46%
On-Street Subtotal	24	18	18	19	18	16	74%	79%
Block Total	195	66	92	88	97	87	44%	50%
1 - 20								
Off-Street Subtotal	35	8	15	15	16	20	42%	57%
On-Street Subtotal	23	11	12	12	10	11	49%	52%
Block Total	58	19	27	27	26	31	45%	53%
1 - 21								
Off-Street Subtotal	271	119	177	219	202	187	67%	81%
On-Street Subtotal	0	0	0	0	0	0	0%	0%
Block Total	271	119	177	219	202	187	67%	81%
1 - 22								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	0	0	0	0	0	0	0%	0%
Block Total	0	0	0	0	0	0	0%	0%
1 - 23								
Off-Street Subtotal	21	0	0	0	1	0	1%	5%
On-Street Subtotal	4	0	0	0	0	0	0%	0%
Block Total	25	0	0	0	1	0	1%	4%
1 - 24								
Off-Street Subtotal	15	4	7	5	8	6	40%	53%
On-Street Subtotal	13	9	5	5	6	2	42%	69%
Block Total	28	13	12	10	14	8	41%	50%
1 - 25								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	33	19	23	29	20	17	65%	88%
Block Total	33	19	23	29	20	17	65%	88%
1 - 26								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	30	3	9	13	11	12	32%	43%
Block Total	30	3	9	13	11	12	32%	43%

AREA ONE

Block	Capacity	Surveyed 1/22/14 8:00 AM	10:00 AM	Noon	2:00 PM	4:00 PM	Average Occupancy	Peak Occupancy
1 - 27								
Off-Street Subtotal	45	23	44	49	32	37	82%	109%
On-Street Subtotal	20	17	17	16	17	17	84%	85%
Block Total	65	40	61	65	49	54	83%	100%
2 - 6								
Off-Street Subtotal	99	44	53	58	57	51	53%	59%
On-Street Subtotal	24	5	8	20	12	11	47%	83%
Block Total	123	49	61	78	69	62	52%	63%
2 - 9								
Off-Street Subtotal	498	273	327	395	395	323	69%	79%
On-Street Subtotal	9	0	6	6	4	6	49%	67%
Block Total	507	273	333	401	399	329	68%	79%
2 - 18								
Off-Street Subtotal	89	68	79	73	71	71	81%	89%
On-Street Subtotal	22	8	16	22	17	17	73%	100%
Block Total	111	76	95	95	88	88	80%	86%
2 - 19								
Off-Street Subtotal	220	140	191	190	187	173	80%	87%
On-Street Subtotal	20	3	5	6	6	10	30%	50%
Block Total	240	143	196	196	193	183	76%	82%
2 - 29								
Off-Street Subtotal	15	9	5	7	7	10	51%	67%
On-Street Subtotal	12	0	0	0	0	0	0%	0%
Block Total	27	9	5	7	7	10	28%	37%
4 - 6								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	36	25	24	25	26	24	69%	72%
Block Total	36	25	24	25	26	24	69%	72%
Off-Street Totals	2,928	1,545	1,965	2,052	2,055	1,805	64%	70%
On-Street Totals	815	431	513	531	509	467	60%	65%
AREA 1 TOTALS	**3,743**	**1,976**	**2,478**	**2,583**	**2,564**	**2,272**	**63%**	**69%**

AREA ONE

Block	Capacity	Surveyed 1/23/14 8:00 AM	10:00 AM	Noon	2:00 PM	4:00 PM	Average Occupancy	Peak Occupancy
1 - 1								
Off-Street Subtotal	178	65	137	146	138	124	69%	82%
On-Street Subtotal	30	0	8	18	10	3	26%	60%
Block Total	208	65	145	164	148	127	62%	79%
1 - 2								
Off-Street Subtotal	66	18	41	48	48	37	58%	73%
On-Street Subtotal	37	6	11	14	15	11	31%	41%
Block Total	103	24	52	62	63	48	48%	61%
1 - 3								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	42	36	36	33	35	25	79%	86%
Block Total	42	36	36	33	35	25	79%	86%
1 - 4								
Off-Street Subtotal	83	44	57	56	64	67	69%	81%
On-Street Subtotal	29	31	24	28	29	23	93%	107%
Block Total	112	75	81	84	93	90	76%	83%
1 - 5								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	33	21	26	26	28	27	78%	85%
Block Total	33	21	26	26	28	27	78%	85%
1 - 6								
Off-Street Subtotal	81	37	51	49	50	64	62%	79%
On-Street Subtotal	24	14	14	14	15	15	60%	63%
Block Total	105	51	65	63	65	79	62%	75%
1 - 7								
Off-Street Subtotal	93	24	46	43	56	48	47%	60%
On-Street Subtotal	40	32	35	38	34	29	84%	95%
Block Total	133	56	81	81	90	77	58%	68%
1 - 8								
Off-Street Subtotal	69	46	65	59	59	52	81%	94%
On-Street Subtotal	35	29	31	27	32	21	80%	91%
Block Total	104	75	96	86	91	73	81%	92%
1 - 9								
Off-Street Subtotal	40	6	19	17	16	14	36%	48%
On-Street Subtotal	20	10	11	9	11	13	54%	65%
Block Total	60	16	30	26	27	27	42%	50%
1 - 10								
Off-Street Subtotal	125	83	101	98	109	88	77%	87%
On-Street Subtotal	27	3	9	7	16	14	36%	59%
Block Total	152	86	110	105	125	102	69%	82%
1 - 11								
Off-Street Subtotal	56	42	45	45	45	28	73%	80%
On-Street Subtotal	37	1	4	10	5	5	14%	27%
Block Total	93	43	49	55	50	33	49%	59%
1 - 12								
Off-Street Subtotal	183	168	170	168	167	133	88%	93%
On-Street Subtotal	35	19	22	24	22	24	63%	69%
Block Total	218	187	192	192	189	157	84%	88%
1 - 13								
Off-Street Subtotal	135	84	103	105	102	97	73%	78%
On-Street Subtotal	40	32	39	35	34	29	85%	98%
Block Total	175	116	142	140	136	126	75%	81%

AREA ONE

Block	Capacity	Surveyed 1/23/14 8:00 AM	10:00 AM	Noon	2:00 PM	4:00 PM	Average Occupancy	Peak Occupancy
1 - 14								
Off-Street Subtotal	82	22	39	42	40	39	44%	51%
On-Street Subtotal	41	25	35	30	29	30	73%	85%
Block Total	123	47	74	72	69	69	54%	60%
1 - 15								
Off-Street Subtotal	69	10	15	18	24	21	26%	35%
On-Street Subtotal	22	7	13	9	11	12	47%	59%
Block Total	91	17	28	27	35	33	31%	38%
1 - 16								
Off-Street Subtotal	91	24	49	63	50	43	50%	69%
On-Street Subtotal	15	0	7	6	8	5	35%	53%
Block Total	106	24	56	69	58	48	48%	65%
1 - 17								
Off-Street Subtotal	44	13	23	24	25	22	49%	57%
On-Street Subtotal	21	12	14	8	17	11	59%	81%
Block Total	65	25	37	32	42	33	52%	65%
1 - 18								
Off-Street Subtotal	54	19	28	32	35	25	51%	65%
On-Street Subtotal	17	12	14	14	16	14	82%	94%
Block Total	71	31	42	46	51	39	59%	72%
1 - 19								
Off-Street Subtotal	171	50	76	72	74	69	40%	44%
On-Street Subtotal	24	16	18	18	18	16	72%	75%
Block Total	195	66	94	90	92	85	44%	48%
1 - 20								
Off-Street Subtotal	35	7	15	16	14	20	41%	57%
On-Street Subtotal	23	11	13	12	12	11	51%	57%
Block Total	58	18	28	28	26	31	45%	53%
1 - 21								
Off-Street Subtotal	271	64	144	198	217	176	59%	80%
On-Street Subtotal	0	0	0	0	0	0	0%	0%
Block Total	271	64	144	198	217	176	59%	80%
1 - 22								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	0	0	0	0	0	0	0%	0%
Block Total	0	0	0	0	0	0	0%	0%
1 - 23								
Off-Street Subtotal	21	0	0	2	0	5	7%	24%
On-Street Subtotal	4	0	0	0	0	0	0%	0%
Block Total	25	0	0	2	0	5	6%	20%
1 - 24								
Off-Street Subtotal	15	7	7	7	7	7	47%	47%
On-Street Subtotal	13	7	9	10	7	7	62%	77%
Block Total	28	14	16	17	14	14	54%	61%
1 - 25								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	33	13	20	24	22	22	61%	73%
Block Total	33	13	20	24	22	22	61%	73%
1 - 26								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	30	8	10	13	13	14	39%	47%
Block Total	30	8	10	13	13	14	39%	47%

AREA ONE

Block	Capacity	Surveyed 1/23/14 8:00 AM	10:00 AM	Noon	2:00 PM	4:00 PM	Average Occupancy	Peak Occupancy
1 - 27								
Off-Street Subtotal	45	15	36	41	32	25	66%	91%
On-Street Subtotal	20	17	16	16	18	17	84%	90%
Block Total	65	32	52	57	50	42	72%	88%
2 - 6								
Off-Street Subtotal	99	17	57	51	61	47	47%	62%
On-Street Subtotal	24	2	9	11	14	10	38%	58%
Block Total	123	19	66	62	75	57	45%	61%
2 - 9								
Off-Street Subtotal	498	234	346	404	389	341	69%	81%
On-Street Subtotal	9	0	4	5	5	2	36%	56%
Block Total	507	234	350	409	394	343	68%	81%
2 - 18								
Off-Street Subtotal	89	65	80	80	78	78	86%	90%
On-Street Subtotal	22	10	18	23	22	16	81%	105%
Block Total	111	75	98	103	100	94	85%	93%
2 - 19								
Off-Street Subtotal	220	117	199	200	203	166	80%	92%
On-Street Subtotal	20	3	8	7	10	14	42%	70%
Block Total	240	120	207	207	213	180	77%	89%
2 - 29								
Off-Street Subtotal	15	3	7	4	6	6	35%	47%
On-Street Subtotal	12	0	0	0	0	0	0%	0%
Block Total	27	3	7	4	6	6	19%	26%
4 - 6								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	36	27	25	30	23	22	71%	83%
Block Total	36	27	25	30	23	22	71%	83%
Off-Street Totals	2,928	1,284	1,956	2,088	2,109	1,842	63%	72%
On-Street Totals	815	404	503	519	531	462	59%	65%
AREA 1 TOTALS	**3,743**	**1,688**	**2,459**	**2,607**	**2,640**	**2,304**	**63%**	**71%**

AREA 2 – Inventory and Occupancy Data

AREA TWO

Block	Capacity	Surveyed 1/22/14 8:00 AM	10:00 AM	Noon	2:00 PM	4:00 PM	Average Occupancy	Peak Occupancy
2 - 1								
Off-Street Subtotal	77	35	40	46	54	45	57%	70%
On-Street Subtotal	35	9	16	13	12	13	36%	46%
Block Total	112	44	56	59	66	58	51%	59%
2 - 2								
Off-Street Subtotal	22	14	16	13	18	17	71%	82%
On-Street Subtotal	27	18	20	20	15	14	64%	74%
Block Total	49	32	36	33	33	31	67%	73%
2 - 3								
Off-Street Subtotal	223	85	102	103	105	93	44%	47%
On-Street Subtotal	18	14	14	16	13	12	77%	89%
Block Total	241	99	116	119	118	105	46%	49%
2 - 4								
Off-Street Subtotal	16	6	9	7	4	5	39%	56%
On-Street Subtotal	23	15	12	22	21	19	77%	96%
Block Total	39	21	21	29	25	24	62%	74%
2 - 5								
Off-Street Subtotal	619	332	376	377	351	499	63%	81%
On-Street Subtotal	30	11	16	26	24	22	66%	87%
Block Total	649	343	392	403	375	521	63%	80%
2 - 6								
Off-Street Subtotal	99	44	53	58	57	51	53%	59%
On-Street Subtotal	24	5	8	20	12	11	47%	83%
Block Total	123	49	61	78	69	62	52%	63%
2 - 7								
Off-Street Subtotal	38	19	22	26	21	23	58%	68%
On-Street Subtotal	31	7	16	26	21	17	56%	84%
Block Total	69	26	38	52	42	40	57%	75%
2 - 8								
Off-Street Subtotal	63	32	41	47	39	35	62%	75%
On-Street Subtotal	24	8	17	23	17	11	63%	96%
Block Total	87	40	58	70	56	46	62%	80%
2 - 9								
Off-Street Subtotal	498	273	327	395	395	323	69%	79%
On-Street Subtotal	9	0	6	6	4	6	49%	67%
Block Total	507	273	333	401	399	329	68%	79%
2 - 10								
Off-Street Subtotal	495	350	370	382	365	279	71%	77%
On-Street Subtotal	9	4	5	6	9	6	67%	100%
Block Total	504	354	375	388	374	285	70%	77%
2 - 11								
Off-Street Subtotal	192	132	143	135	148	136	72%	77%
On-Street Subtotal	33	18	22	27	28	20	70%	85%
Block Total	225	150	165	162	176	156	72%	78%
2 - 12								
Off-Street Subtotal	101	66	71	65	66	57	64%	70%
On-Street Subtotal	25	12	12	16	19	11	56%	76%
Block Total	126	78	83	81	85	68	63%	67%
2 - 13								
Off-Street Subtotal	132	88	93	92	94	70	66%	71%
On-Street Subtotal	30	11	12	20	19	14	51%	67%
Block Total	162	99	105	112	113	84	63%	70%

AREA TWO

Block	Capacity	Surveyed 1/22/14 8:00 AM	10:00 AM	Noon	2:00 PM	4:00 PM	Average Occupancy	Peak Occupancy
2 - 14								
Off-Street Subtotal	33	17	21	25	26	19	65%	79%
On-Street Subtotal	17	10	12	13	17	14	78%	100%
Block Total	50	27	33	38	43	33	70%	86%
2 - 15								
Off-Street Subtotal	98	80	88	84	85	79	85%	90%
On-Street Subtotal	1	1	0	1	0	1	60%	100%
Block Total	99	81	88	85	85	80	85%	89%
2 - 16								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	8	1	4	2	1	0	20%	50%
Block Total	8	1	4	2	1	0	20%	50%
2 - 17								
Off-Street Subtotal	62	31	38	45	33	40	60%	73%
On-Street Subtotal	28	15	20	19	16	13	59%	71%
Block Total	90	46	58	64	49	53	60%	71%
2 - 18								
Off-Street Subtotal	89	68	79	73	71	71	81%	89%
On-Street Subtotal	22	8	16	22	17	17	73%	100%
Block Total	111	76	95	95	88	88	80%	86%
2 - 19								
Off-Street Subtotal	220	140	191	190	187	173	80%	87%
On-Street Subtotal	20	3	5	6	6	10	30%	50%
Block Total	240	143	196	196	193	183	76%	82%
2 - 20								
Off-Street Subtotal	539	254	378	351	333	315	61%	70%
On-Street Subtotal	3	1	0	0	2	1	27%	67%
Block Total	542	255	378	351	335	316	60%	70%
2 - 21								
Off-Street Subtotal	205	122	145	130	150	113	64%	73%
On-Street Subtotal	0	0	0	0	0	0	0%	0%
Block Total	205	122	145	130	150	113	64%	73%
2 - 22								
Off-Street Subtotal	98	57	90	82	71	78	77%	92%
On-Street Subtotal	0	0	0	0	0	0	0%	0%
Block Total	98	57	90	82	71	78	77%	92%
2 - 23								
Off-Street Subtotal	22	4	14	19	15	12	58%	86%
On-Street Subtotal	12	9	11	12	10	9	85%	100%
Block Total	34	13	25	31	25	21	68%	91%
2 - 24								
Off-Street Subtotal	169	96	134	135	124	125	73%	80%
On-Street Subtotal	26	1	5	9	6	7	22%	35%
Block Total	195	97	139	144	130	132	66%	74%
2 - 25								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	18	8	7	7	10	10	47%	56%
Block Total	18	8	7	7	10	10	47%	56%
2 - 26								
Off-Street Subtotal	75	18	26	30	26	22	33%	40%
On-Street Subtotal	0	0	0	0	0	0	0%	0%
Block Total	75	18	26	30	26	22	33%	40%

AREA TWO

Block	Capacity	Surveyed 1/22/14 8:00 AM	10:00 AM	Noon	2:00 PM	4:00 PM	Average Occupancy	Peak Occupancy
2 - 27								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	11	4	7	4	5	6	47%	64%
Block Total	11	4	7	4	5	6	47%	64%
2 - 28								
Off-Street Subtotal	568	232	280	320	310	246	49%	56%
On-Street Subtotal	19	3	10	17	19	17	69%	100%
Block Total	587	235	290	337	329	263	50%	57%
2 - 29								
Off-Street Subtotal	15	9	5	7	7	10	51%	67%
On-Street Subtotal	12	0	0	0	0	0	0%	0%
Block Total	27	9	5	7	7	10	28%	37%
2 - 30								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	21	4	15	21	20	18	74%	100%
Block Total	21	4	15	21	20	18	74%	100%
2 - 31								
Off-Street Subtotal	343	169	184	168	173	177	51%	54%
On-Street Subtotal	10	4	3	4	8	5	48%	80%
Block Total	353	173	187	172	181	182	51%	53%
2 - 32								
Off-Street Subtotal	58	37	43	33	30	36	62%	74%
On-Street Subtotal	13	4	6	7	13	8	58%	100%
Block Total	71	41	49	40	43	44	61%	69%
2 - 33								
Off-Street Subtotal	50	27	31	41	36	41	70%	82%
On-Street Subtotal	23	15	18	18	21	20	80%	91%
Block Total	73	42	49	59	57	61	73%	84%
Off-Street Totals	5,219	2,837	3,410	3,479	3,394	3,190	63%	67%
On-Street Totals	582	223	315	403	385	332	57%	69%
AREA 2 TOTALS	**5,801**	**3,060**	**3,725**	**3,882**	**3,779**	**3,522**	**62%**	**67%**

AREA TWO

Block	Capacity	Surveyed 1/23/14 8:00 AM	10:00 AM	Noon	2:00 PM	4:00 PM	Average Occupancy	Peak Occupancy
2 - 1								
Off-Street Subtotal	77	16	43	51	56	53	57%	73%
On-Street Subtotal	35	9	13	19	10	13	37%	54%
Block Total	112	25	56	70	66	66	51%	63%
2 - 2								
Off-Street Subtotal	22	19	17	14	12	11	66%	86%
On-Street Subtotal	27	13	20	21	19	21	70%	78%
Block Total	49	32	37	35	31	32	68%	76%
2 - 3								
Off-Street Subtotal	223	64	92	88	99	91	39%	44%
On-Street Subtotal	18	8	12	16	13	13	69%	89%
Block Total	241	72	104	104	112	104	41%	46%
2 - 4								
Off-Street Subtotal	16	1	9	11	6	7	43%	69%
On-Street Subtotal	23	10	18	21	21	21	79%	91%
Block Total	39	11	27	32	27	28	64%	82%
2 - 5								
Off-Street Subtotal	619	165	434	428	422	452	61%	73%
On-Street Subtotal	30	5	12	34	27	21	66%	113%
Block Total	649	170	446	462	449	473	62%	73%
2 - 6								
Off-Street Subtotal	99	17	57	51	61	47	47%	62%
On-Street Subtotal	24	2	9	11	14	10	38%	58%
Block Total	123	19	66	62	75	57	45%	61%
2 - 7								
Off-Street Subtotal	38	8	18	22	26	23	51%	68%
On-Street Subtotal	31	10	17	25	17	19	57%	81%
Block Total	69	18	35	47	43	42	54%	68%
2 - 8								
Off-Street Subtotal	63	19	44	44	45	33	59%	71%
On-Street Subtotal	24	8	18	27	20	11	70%	113%
Block Total	87	27	62	71	65	44	62%	82%
2 - 9								
Off-Street Subtotal	498	234	346	404	389	341	69%	81%
On-Street Subtotal	9	0	4	5	5	2	36%	56%
Block Total	507	234	350	409	394	343	68%	81%
2 - 10								
Off-Street Subtotal	495	196	294	453	481	237	67%	97%
On-Street Subtotal	9	2	6	8	4	7	60%	89%
Block Total	504	198	300	461	485	244	67%	96%
2 - 11								
Off-Street Subtotal	192	93	132	136	140	135	66%	73%
On-Street Subtotal	33	14	27	30	27	27	76%	91%
Block Total	225	107	159	166	167	162	68%	74%
2 - 12								
Off-Street Subtotal	101	24	75	73	69	59	59%	74%
On-Street Subtotal	25	6	18	26	19	13	66%	104%
Block Total	126	30	93	99	88	72	61%	79%
2 - 13								
Off-Street Subtotal	132	39	46	115	83	67	53%	87%
On-Street Subtotal	30	4	7	28	19	25	55%	93%
Block Total	162	43	53	143	102	92	53%	88%

AREA TWO

Block	Capacity	Surveyed 1/23/14 8:00 AM	10:00 AM	Noon	2:00 PM	4:00 PM	Average Occupancy	Peak Occupancy
2 - 14								
Off-Street Subtotal	33	9	21	25	21	22	59%	76%
On-Street Subtotal	17	9	13	17	14	16	81%	100%
Block Total	50	18	34	42	35	38	67%	84%
2 - 15								
Off-Street Subtotal	98	76	82	78	84	64	78%	86%
On-Street Subtotal	1	1	1	1	0	1	80%	100%
Block Total	99	77	83	79	84	65	78%	85%
2 - 16								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	8	1	2	4	4	8	48%	100%
Block Total	8	1	2	4	4	8	48%	100%
2 - 17								
Off-Street Subtotal	62	12	41	46	40	41	58%	74%
On-Street Subtotal	28	12	22	23	17	20	67%	82%
Block Total	90	24	63	69	57	61	61%	77%
2 - 18								
Off-Street Subtotal	89	65	80	80	78	78	86%	90%
On-Street Subtotal	22	10	18	23	22	16	81%	105%
Block Total	111	75	98	103	100	94	85%	93%
2 - 19								
Off-Street Subtotal	220	117	199	200	203	166	80%	92%
On-Street Subtotal	20	3	8	7	10	14	42%	70%
Block Total	240	120	207	207	213	180	77%	89%
2 - 20								
Off-Street Subtotal	539	204	336	337	339	300	56%	63%
On-Street Subtotal	3	1	0	1	2	1	33%	67%
Block Total	542	205	336	338	341	301	56%	63%
2 - 21								
Off-Street Subtotal	205	101	156	153	153	133	68%	76%
On-Street Subtotal	0	0	0	0	0	0	0%	0%
Block Total	205	101	156	153	153	133	68%	76%
2 - 22								
Off-Street Subtotal	98	33	84	88	87	61	72%	90%
On-Street Subtotal	0	0	0	0	0	0	0%	0%
Block Total	98	33	84	88	87	61	72%	90%
2 - 23								
Off-Street Subtotal	22	4	15	13	13	13	53%	68%
On-Street Subtotal	12	7	6	12	12	12	82%	100%
Block Total	34	11	21	25	25	25	63%	74%
2 - 24								
Off-Street Subtotal	169	63	103	118	108	105	59%	70%
On-Street Subtotal	26	0	1	10	12	5	22%	46%
Block Total	195	63	104	128	120	110	54%	66%
2 - 25								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	18	3	9	11	12	13	53%	72%
Block Total	18	3	9	11	12	13	53%	72%
2 - 26								
Off-Street Subtotal	75	18	21	31	27	24	32%	41%
On-Street Subtotal	0	0	0	0	0	0	0%	0%
Block Total	75	18	21	31	27	24	32%	41%

AREA TWO

Block	Capacity	Surveyed 1/23/14 8:00 AM	10:00 AM	Noon	2:00 PM	4:00 PM	Average Occupancy	Peak Occupancy
2 - 27								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	11	4	9	11	5	13	76%	118%
Block Total	11	4	9	11	5	13	76%	118%
2 - 28								
Off-Street Subtotal	568	195	269	325	306	241	47%	57%
On-Street Subtotal	19	3	12	17	19	17	72%	100%
Block Total	587	198	281	342	325	258	48%	58%
2 - 29								
Off-Street Subtotal	15	3	7	4	6	6	35%	47%
On-Street Subtotal	12	0	0	0	0	0	0%	0%
Block Total	27	3	7	4	6	6	19%	26%
2 - 30								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	21	3	12	20	19	20	70%	95%
Block Total	21	3	12	20	19	20	70%	95%
2 - 31								
Off-Street Subtotal	343	137	154	166	177	165	47%	52%
On-Street Subtotal	10	2	2	7	8	4	46%	80%
Block Total	353	139	156	173	185	169	47%	52%
2 - 32								
Off-Street Subtotal	58	12	34	35	37	33	52%	64%
On-Street Subtotal	13	6	11	10	11	11	75%	85%
Block Total	71	18	45	45	48	44	56%	68%
2 - 33								
Off-Street Subtotal	50	12	25	27	33	34	52%	68%
On-Street Subtotal	23	9	15	22	22	22	78%	96%
Block Total	73	21	40	49	55	56	61%	77%
Off-Street Totals	5,219	1,956	3,234	3,616	3,601	3,042	59%	69%
On-Street Totals	582	165	322	467	404	396	60%	80%
AREA 2 TOTALS	**5,801**	**2,121**	**3,556**	**4,083**	**4,005**	**3,438**	**59%**	**70%**

AREA 3 – Inventory and Occupancy Data

AREA THREE

Block	Capacity	Surveyed 1/22/14 8:00 AM	10:00 AM	Noon	2:00 PM	4:00 PM	Average Occupancy	Peak Occupancy
3 - 1								
Off-Street Subtotal	1726	1191	1385	1423	1432	1217	77%	83%
On-Street Subtotal	50	10	12	10	10	12	22%	24%
Block Total	1776	1201	1397	1433	1442	1229	75%	81%
3 - 2								
Off-Street Subtotal	156	154	155	150	152	144	97%	99%
On-Street Subtotal	39	14	14	12	14	6	31%	36%
Block Total	195	168	169	162	166	150	84%	87%
3 - 3								
Off-Street Subtotal	30	10	12	10	14	10	37%	47%
On-Street Subtotal	29	9	9	10	10	6	30%	34%
Block Total	59	19	21	20	24	16	34%	41%
3 - 4								
Off-Street Subtotal	455	340	381	354	394	348	80%	87%
On-Street Subtotal	26	17	16	22	19	17	70%	85%
Block Total	481	357	397	376	413	365	79%	86%
3 - 5								
Off-Street Subtotal	74	34	35	26	31	27	41%	47%
On-Street Subtotal	18	18	18	17	18	14	94%	100%
Block Total	92	52	53	43	49	41	52%	58%
3 - 6								
Off-Street Subtotal	37	21	24	22	22	21	59%	65%
On-Street Subtotal	9	8	6	7	7	6	76%	89%
Block Total	46	29	30	29	29	27	63%	65%
3 - 7								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	15	10	9	13	11	9	69%	87%
Block Total	15	10	9	13	11	9	69%	87%
3 - 8								
Off-Street Subtotal	406	123	187	213	206	200	46%	52%
On-Street Subtotal	24	10	9	6	6	5	30%	42%
Block Total	430	133	196	219	212	205	45%	51%
3 - 9								
Off-Street Subtotal	67	33	33	32	32	32	48%	49%
On-Street Subtotal	16	13	10	11	9	8	64%	81%
Block Total	83	46	43	43	41	40	51%	55%
3 - 10								
Off-Street Subtotal	82	10	14	10	11	10	13%	17%
On-Street Subtotal	29	29	29	28	29	23	95%	100%
Block Total	111	39	43	38	40	33	35%	39%
3 - 11								
Off-Street Subtotal	65	24	26	27	25	21	38%	42%
On-Street Subtotal	30	26	26	25	25	24	84%	87%
Block Total	95	50	52	52	50	45	52%	55%
3 - 12								
Off-Street Subtotal	120	36	46	36	39	41	33%	38%
On-Street Subtotal	3	6	5	6	4	3	160%	200%
Block Total	123	42	51	42	43	44	36%	41%
3 - 13								
Off-Street Subtotal	101	17	31	24	27	25	25%	31%
On-Street Subtotal	0	0	0	0	0	0	0%	0%
Block Total	101	17	31	24	27	25	25%	31%

AREA THREE

Block	Capacity	Surveyed 1/22/14 8:00 AM	10:00 AM	Noon	2:00 PM	4:00 PM	Average Occupancy	Peak Occupancy
3 - 14								
Off-Street Subtotal	166	5	12	17	19	14	8%	11%
On-Street Subtotal	0	0	0	0	0	0	0%	0%
Block Total	166	5	12	17	19	14	8%	11%
2 - 13								
Off-Street Subtotal	132	88	93	92	94	70	66%	71%
On-Street Subtotal	30	11	12	20	19	14	51%	67%
Block Total	162	99	105	112	113	84	63%	70%
2 - 24								
Off-Street Subtotal	169	96	134	135	124	125	73%	80%
On-Street Subtotal	26	1	5	9	6	7	22%	35%
Block Total	195	97	139	144	130	132	66%	74%
2 - 25								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	18	8	7	7	10	10	47%	56%
Block Total	18	8	7	7	10	10	47%	56%
2 - 33								
Off-Street Subtotal	50	27	31	41	36	41	70%	82%
On-Street Subtotal	23	15	18	18	21	20	80%	91%
Block Total	73	42	49	59	57	61	73%	84%
4 - 1								
Off-Street Subtotal	174	0	129	122	125	120	57%	74%
On-Street Subtotal	5	6	6	6	5	4	108%	120%
Block Total	179	6	135	128	130	124	58%	75%
Off-Street Totals	4,010	2,209	2,728	2,734	2,783	2,466	64%	69%
On-Street Totals	390	211	211	227	223	188	54%	58%
AREA 3 TOTALS	**4,400**	**2,420**	**2,939**	**2,961**	**3,006**	**2,654**	**64%**	**68%**

AREA THREE

Block	Capacity	Surveyed 1/23/14 8:00 AM	10:00 AM	Noon	2:00 PM	4:00 PM	Average Occupancy	Peak Occupancy
3 - 1								
Off-Street Subtotal	1726	1168	1376	1371	1352	1152	74%	80%
On-Street Subtotal	50	9	13	8	8	4	17%	26%
Block Total	1776	1177	1389	1379	1360	1156	73%	78%
3 - 2								
Off-Street Subtotal	156	146	154	149	149	132	94%	99%
On-Street Subtotal	39	20	27	24	21	17	56%	69%
Block Total	195	166	181	173	170	149	86%	93%
3 - 3								
Off-Street Subtotal	30	5	28	28	22	10	62%	93%
On-Street Subtotal	29	6	20	23	20	16	59%	79%
Block Total	59	11	48	51	42	26	60%	86%
3 - 4								
Off-Street Subtotal	455	283	393	379	394	352	79%	87%
On-Street Subtotal	26	5	14	11	15	6	39%	58%
Block Total	481	288	407	390	409	358	77%	85%
3 - 5								
Off-Street Subtotal	74	37	47	56	45	48	63%	76%
On-Street Subtotal	18	18	18	17	17	18	98%	100%
Block Total	92	55	65	73	62	66	70%	79%
3 - 6								
Off-Street Subtotal	37	22	22	27	18	18	58%	73%
On-Street Subtotal	9	8	9	9	9	8	96%	100%
Block Total	46	30	31	36	27	26	65%	78%
3 - 7								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	15	0	12	17	8	4	55%	113%
Block Total	15	0	12	17	8	4	55%	113%
3 - 8								
Off-Street Subtotal	406	93	170	214	263	199	46%	65%
On-Street Subtotal	24	3	7	12	8	4	28%	50%
Block Total	430	96	177	226	271	203	45%	63%
3 - 9								
Off-Street Subtotal	67	11	15	28	26	27	32%	42%
On-Street Subtotal	16	9	8	11	6	5	49%	69%
Block Total	83	20	23	39	32	32	35%	47%
3 - 10								
Off-Street Subtotal	82	26	37	29	41	40	42%	50%
On-Street Subtotal	29	27	27	27	29	23	92%	100%
Block Total	111	53	64	56	70	63	55%	63%
3 - 11								
Off-Street Subtotal	65	23	26	37	29	23	42%	57%
On-Street Subtotal	30	16	22	27	28	25	79%	93%
Block Total	95	39	48	64	57	48	54%	67%
3 - 12								
Off-Street Subtotal	120	39	40	35	40	40	32%	33%
On-Street Subtotal	3	4	4	4	3	3	120%	133%
Block Total	123	43	44	39	43	43	34%	36%
3 - 13								
Off-Street Subtotal	101	20	40	26	28	17	26%	40%
On-Street Subtotal	0	0	0	0	0	0	0%	0%
Block Total	101	20	40	26	28	17	26%	40%

AREA THREE

Block	Capacity	Surveyed 1/23/14 8:00 AM	10:00 AM	Noon	2:00 PM	4:00 PM	Average Occupancy	Peak Occupancy
3 - 14								
Off-Street Subtotal	166	9	9	9	11	9	6%	7%
On-Street Subtotal	0	0	0	0	0	0	0%	0%
Block Total	166	9	9	9	11	9	6%	7%
2 - 13								
Off-Street Subtotal	132	39	46	115	83	67	53%	87%
On-Street Subtotal	30	4	7	28	19	25	55%	93%
Block Total	162	43	53	143	102	92	53%	88%
2 - 24								
Off-Street Subtotal	169	63	103	118	108	105	59%	70%
On-Street Subtotal	26	0	1	10	12	5	22%	46%
Block Total	195	63	104	128	120	110	54%	66%
2 - 25								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	18	3	9	11	12	13	53%	72%
Block Total	18	3	9	11	12	13	53%	72%
2 - 33								
Off-Street Subtotal	50	12	25	27	33	34	52%	68%
On-Street Subtotal	23	9	15	22	22	22	78%	96%
Block Total	73	21	40	49	55	56	61%	77%
4 - 1								
Off-Street Subtotal	174	102	127	125	93	126	66%	73%
On-Street Subtotal	5	6	5	5	5	6	108%	120%
Block Total	179	108	132	130	98	132	67%	74%
Off-Street Totals	4,010	2,098	2,658	2,773	2,735	2,399	63%	69%
On-Street Totals	390	147	218	266	242	204	55%	68%
AREA 3 TOTALS	**4,400**	**2,245**	**2,876**	**3,039**	**2,977**	**2,603**	**62%**	**69%**

AREA 4 – Inventory and Occupancy Data

AREA FOUR

Block	Capacity	Surveyed 1/22/14 8:00 AM	10:00 AM	Noon	2:00 PM	4:00 PM	Average Occupancy	Peak Occupancy
4 - 1								
Off-Street Subtotal	174	0	129	122	125	120	57%	74%
On-Street Subtotal	5	6	6	6	5	4	108%	120%
Block Total	179	6	135	128	130	124	58%	75%
4 - 2								
Off-Street Subtotal	176	0	88	112	94	99	45%	64%
On-Street Subtotal	6	6	6	6	6	6	100%	100%
Block Total	182	6	94	118	100	105	46%	65%
4 - 3								
Off-Street Subtotal	115	0	55	53	72	54	41%	63%
On-Street Subtotal	13	9	9	10	9	9	71%	77%
Block Total	128	9	64	63	81	63	44%	63%
4 - 4								
Off-Street Subtotal	37	7	25	31	32	35	70%	95%
On-Street Subtotal	13	9	9	10	9	9	71%	77%
Block Total	50	16	34	41	41	44	70%	88%
4 - 5								
Off-Street Subtotal	77	36	43	53	51	59	63%	77%
On-Street Subtotal	19	15	16	15	16	16	82%	84%
Block Total	96	51	59	68	67	75	67%	78%
4 - 6								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	36	25	24	25	26	24	69%	72%
Block Total	36	25	24	25	26	24	69%	72%
4 - 7								
Off-Street Subtotal	39	19	29	32	29	26	69%	82%
On-Street Subtotal	21	15	16	20	21	20	88%	100%
Block Total	60	34	45	52	50	46	76%	87%
4 - 8								
Off-Street Subtotal	40	24	28	27	22	30	66%	75%
On-Street Subtotal	31	15	14	15	16	16	49%	52%
Block Total	71	39	42	42	38	46	58%	65%
4 - 9								
Off-Street Subtotal	10	3	4	3	5	3	36%	50%
On-Street Subtotal	32	27	27	30	25	21	81%	94%
Block Total	42	30	31	33	30	24	70%	79%
4 - 10								
Off-Street Subtotal	131	81	116	115	109	111	81%	89%
On-Street Subtotal	13	9	8	11	11	14	82%	108%
Block Total	144	90	124	126	120	125	81%	88%
4 - 11								
Off-Street Subtotal	45	0	33	36	37	32	61%	82%
On-Street Subtotal	0	0	0	0	0	0	0%	0%
Block Total	45	0	33	36	37	32	61%	82%
4 - 12								
Off-Street Subtotal	95	0	36	34	29	28	27%	38%
On-Street Subtotal	0	0	0	0	0	0	0%	0%
Block Total	95	0	36	34	29	28	27%	38%
4 - 13								
Off-Street Subtotal	134	0	117	121	129	132	74%	99%
On-Street Subtotal	12	10	12	11	12	11	93%	100%
Block Total	146	10	129	132	141	143	76%	98%

AREA FOUR

Block	Capacity	Surveyed 1/22/14 8:00 AM	10:00 AM	Noon	2:00 PM	4:00 PM	Average Occupancy	Peak Occupancy
4 - 14								
Off-Street Subtotal	78	0	51	48	47	54	51%	69%
On-Street Subtotal	9	9	9	9	9	8	98%	100%
Block Total	87	9	60	57	56	62	56%	71%
4 - 15								
Off-Street Subtotal	368	166	183	198	254	217	55%	69%
On-Street Subtotal	0	0	0	0	0	0	0%	0%
Block Total	368	166	183	198	254	217	55%	69%
2 - 29								
Off-Street Subtotal	15	9	5	7	7	10	51%	67%
On-Street Subtotal	12	0	0	0	0	0	0%	0%
Block Total	27	9	5	7	7	10	28%	37%
2 - 30								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	21	4	15	21	20	18	74%	100%
Block Total	21	4	15	21	20	18	74%	100%
2 - 31								
Off-Street Subtotal	343	169	184	168	173	177	51%	54%
On-Street Subtotal	10	4	3	4	8	5	48%	80%
Block Total	353	173	187	172	181	182	51%	53%
2 - 32								
Off-Street Subtotal	58	37	43	33	30	36	62%	74%
On-Street Subtotal	13	4	6	7	13	8	58%	100%
Block Total	71	41	49	40	43	44	61%	69%
2 - 33								
Off-Street Subtotal	50	27	31	41	36	41	70%	82%
On-Street Subtotal	23	15	18	18	21	20	80%	91%
Block Total	73	42	49	59	57	61	73%	84%
Off-Street Totals	1,985	578	1,200	1,234	1,281	1,264	56%	65%
On-Street Totals	289	182	198	218	227	209	72%	79%
AREA 4 TOTALS	**2,274**	**760**	**1,398**	**1,452**	**1,508**	**1,473**	**58%**	**66%**

AREA FOUR

Block	Capacity	Surveyed 1/23/14 8:00 AM	10:00 AM	Noon	2:00 PM	4:00 PM	Average Occupancy	Peak Occupancy
4 - 1								
Off-Street Subtotal	174	102	127	125	93	126	66%	73%
On-Street Subtotal	5	6	5	5	5	6	108%	120%
Block Total	179	108	132	130	98	132	67%	74%
4 - 2								
Off-Street Subtotal	176	40	98	101	92	86	47%	57%
On-Street Subtotal	6	5	5	4	5	4	77%	83%
Block Total	182	45	103	105	97	90	48%	58%
4 - 3								
Off-Street Subtotal	115	38	53	62	65	74	51%	64%
On-Street Subtotal	13	9	11	11	9	10	77%	85%
Block Total	128	47	64	73	74	84	53%	66%
4 - 4								
Off-Street Subtotal	37	8	33	27	31	34	72%	92%
On-Street Subtotal	13	9	11	11	9	10	77%	85%
Block Total	50	17	44	38	40	44	73%	88%
4 - 5								
Off-Street Subtotal	77	33	52	48	54	48	61%	70%
On-Street Subtotal	19	12	17	16	18	15	82%	95%
Block Total	96	45	69	64	72	63	65%	75%
4 - 6								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	36	27	25	30	23	22	71%	83%
Block Total	36	27	25	30	23	22	71%	83%
4 - 7								
Off-Street Subtotal	39	20	34	32	31	26	73%	87%
On-Street Subtotal	21	21	22	21	25	22	106%	119%
Block Total	60	41	56	53	56	48	85%	93%
4 - 8								
Off-Street Subtotal	40	26	28	29	25	33	71%	83%
On-Street Subtotal	31	14	16	19	18	16	54%	61%
Block Total	71	40	44	48	43	49	63%	69%
4 - 9								
Off-Street Subtotal	10	3	4	4	3	3	34%	40%
On-Street Subtotal	32	26	27	28	25	22	80%	88%
Block Total	42	29	31	32	28	25	69%	76%
4 - 10								
Off-Street Subtotal	131	61	108	119	115	112	79%	91%
On-Street Subtotal	13	8	12	10	11	17	89%	131%
Block Total	144	69	120	129	126	129	80%	90%
4 - 11								
Off-Street Subtotal	45	26	22	25	32	28	59%	71%
On-Street Subtotal	0	0	0	0	0	0	0%	0%
Block Total	45	26	22	25	32	28	59%	71%
4 - 12								
Off-Street Subtotal	95	19	36	39	33	35	34%	41%
On-Street Subtotal	0	0	0	0	0	0	0%	0%
Block Total	95	19	36	39	33	35	34%	41%
4 - 13								
Off-Street Subtotal	134	15	80	96	129	117	65%	96%
On-Street Subtotal	12	10	11	11	11	7	83%	92%
Block Total	146	25	91	107	140	124	67%	96%

AREA FOUR

Block	Capacity	Surveyed 1/23/14 8:00 AM	10:00 AM	Noon	2:00 PM	4:00 PM	Average Occupancy	Peak Occupancy
4 - 14								
Off-Street Subtotal	78	34	43	48	52	45	57%	67%
On-Street Subtotal	9	8	8	8	7	8	87%	89%
Block Total	87	42	51	56	59	53	60%	68%
4 - 15								
Off-Street Subtotal	368	50	188	223	241	212	50%	65%
On-Street Subtotal	0	0	0	0	0	0	0%	0%
Block Total	368	50	188	223	241	212	50%	65%
2 - 29								
Off-Street Subtotal	15	3	7	4	6	6	35%	47%
On-Street Subtotal	12	0	0	0	0	0	0%	0%
Block Total	27	3	7	4	6	6	19%	26%
2 - 30								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	21	3	12	20	19	20	70%	95%
Block Total	21	3	12	20	19	20	70%	95%
2 - 31								
Off-Street Subtotal	343	137	154	166	177	165	47%	52%
On-Street Subtotal	10	2	2	7	8	4	46%	80%
Block Total	353	139	156	173	185	169	47%	52%
2 - 32								
Off-Street Subtotal	58	12	34	35	37	33	52%	64%
On-Street Subtotal	13	6	11	10	11	11	75%	85%
Block Total	71	18	45	45	48	44	56%	68%
2 - 33								
Off-Street Subtotal	50	12	25	27	33	34	52%	68%
On-Street Subtotal	23	9	15	22	22	22	78%	96%
Block Total	73	21	40	49	55	56	61%	77%
Off-Street Totals	1,985	639	1,126	1,210	1,249	1,217	55%	63%
On-Street Totals	289	175	210	233	226	216	73%	81%
AREA 4 TOTALS	**2,274**	**814**	**1,336**	**1,443**	**1,475**	**1,433**	**57%**	**65%**

AREA 5 – Inventory and Occupancy Data

AREA FIVE

Block	Capacity	Surveyed 1/22/14 8:00 AM	10:00 AM	Noon	2:00 PM	4:00 PM	Average Occupancy	Peak Occupancy
5 - 1								
Off-Street Subtotal	7	5	5	5	5	5	71%	71%
On-Street Subtotal	0	0	0	0	0	0	0%	0%
Block Total	7	5	5	5	5	5	71%	71%
5 - 2								
Off-Street Subtotal	93	62	69	75	66	65	72%	81%
On-Street Subtotal	20	18	14	19	14	17	82%	95%
Block Total	113	80	83	94	80	82	74%	83%
5 - 3								
Off-Street Subtotal	320	61	97	99	103	79	27%	32%
On-Street Subtotal	28	21	28	25	22	24	86%	100%
Block Total	348	82	125	124	125	103	32%	36%
5 - 4								
Off-Street Subtotal	84	22	25	26	25	20	28%	31%
On-Street Subtotal	0	0	0	0	0	0	0%	0%
Block Total	84	22	25	26	25	20	28%	31%
5 - 5								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	29	21	25	26	25	20	81%	90%
Block Total	29	21	25	26	25	20	81%	90%
5 - 6								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	102	85	95	93	92	76	86%	93%
Block Total	102	85	95	93	92	76	86%	93%
5 - 7								
Off-Street Subtotal	43	16	17	17	17	11	36%	40%
On-Street Subtotal	94	20	26	25	27	30	27%	32%
Block Total	137	36	43	42	44	41	30%	32%
5 - 8								
Off-Street Subtotal	210	149	207	206	204	189	91%	99%
On-Street Subtotal	34	5	16	21	11	13	39%	62%
Block Total	244	154	223	227	215	202	84%	93%
5 - 9								
Off-Street Subtotal	21	8	5	14	8	14	47%	67%
On-Street Subtotal	42	22	42	43	43	43	92%	102%
Block Total	63	30	47	57	51	57	77%	90%
5 - 10								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	45	32	33	37	28	32	72%	82%
Block Total	45	32	33	37	28	32	72%	82%
5 - 11								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	36	33	32	31	35	26	87%	97%
Block Total	36	33	32	31	35	26	87%	97%
5 - 12								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	36	39	34	24	25	23	81%	108%
Block Total	36	39	34	24	25	23	81%	108%
5 - 13								
Off-Street Subtotal	89	14	24	53	48	36	39%	60%
On-Street Subtotal	21	18	21	21	21	21	97%	100%
Block Total	110	32	45	74	69	57	50%	67%

AREA FIVE

Block	Capacity	Surveyed 1/22/14 8:00 AM	10:00 AM	Noon	2:00 PM	4:00 PM	Average Occupancy	Peak Occupancy
5 - 14								
Off-Street Subtotal	42	2	2	4	5	4	8%	12%
On-Street Subtotal	5	3	2	3	3	2	52%	60%
Block Total	47	5	4	7	8	6	13%	17%
5 - 15								
Off-Street Subtotal	32	6	15	22	14	18	47%	69%
On-Street Subtotal	3	3	3	2	3	3	93%	100%
Block Total	35	9	18	24	17	21	51%	69%
Off-Street Totals	941	345	466	521	495	441	48%	55%
On-Street Totals	495	320	371	370	349	330	70%	75%
AREA 5 TOTALS	**1,436**	**665**	**837**	**891**	**844**	**771**	**56%**	**62%**

AREA FIVE

Block	Capacity	Surveyed 1/23/14 8:00 AM	10:00 AM	Noon	2:00 PM	4:00 PM	Average Occupancy	Peak Occupancy
5 - 1								
Off-Street Subtotal	7	1	5	2	6	1	43%	86%
On-Street Subtotal	0	0	0	0	0	0	0%	0%
Block Total	7	1	5	2	6	1	43%	86%
5 - 2								
Off-Street Subtotal	93	45	79	86	67	64	73%	92%
On-Street Subtotal	20	5	15	15	11	11	57%	75%
Block Total	113	50	94	101	78	75	70%	89%
5 - 3								
Off-Street Subtotal	320	29	87	102	97	86	25%	32%
On-Street Subtotal	28	16	27	28	23	24	84%	100%
Block Total	348	45	114	130	120	110	30%	37%
5 - 4								
Off-Street Subtotal	84	21	30	31	38	30	36%	45%
On-Street Subtotal	0	0	0	0	0	0	0%	0%
Block Total	84	21	30	31	38	30	36%	45%
5 - 5								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	29	21	25	26	25	20	81%	90%
Block Total	29	21	25	26	25	20	81%	90%
5 - 6								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	102	76	99	90	95	79	86%	97%
Block Total	102	76	99	90	95	79	86%	97%
5 - 7								
Off-Street Subtotal	43	13	12	11	12	13	28%	30%
On-Street Subtotal	94	29	44	40	49	42	43%	52%
Block Total	137	42	56	51	61	55	39%	45%
5 - 8								
Off-Street Subtotal	210	63	177	200	164	151	72%	95%
On-Street Subtotal	34	0	16	15	8	9	28%	47%
Block Total	244	63	193	215	172	160	66%	88%
5 - 9								
Off-Street Subtotal	21	9	8	9	10	10	44%	48%
On-Street Subtotal	42	41	42	40	42	42	99%	100%
Block Total	63	50	50	49	52	52	80%	83%
5 - 10								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	45	30	38	35	31	33	74%	84%
Block Total	45	30	38	35	31	33	74%	84%
5 - 11								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	36	26	31	33	34	28	84%	94%
Block Total	36	26	31	33	34	28	84%	94%
5 - 12								
Off-Street Subtotal	0	0	0	0	0	0	0%	0%
On-Street Subtotal	36	26	29	24	30	30	77%	83%
Block Total	36	26	29	24	30	30	77%	83%
5 - 13								
Off-Street Subtotal	89	12	20	53	41	34	36%	60%
On-Street Subtotal	21	19	20	19	18	19	90%	95%
Block Total	110	31	40	72	59	53	46%	65%

AREA FIVE

Block	Capacity	Surveyed 1/23/14 8:00 AM	10:00 AM	Noon	2:00 PM	4:00 PM	Average Occupancy	Peak Occupancy
5 - 14								
Off-Street Subtotal	42	1	3	7	5	9	12%	21%
On-Street Subtotal	5	3	3	2	3	3	56%	60%
Block Total	47	4	6	9	8	12	17%	26%
5 - 15								
Off-Street Subtotal	32	5	6	26	12	10	37%	81%
On-Street Subtotal	3	3	3	3	3	3	100%	100%
Block Total	35	8	9	29	15	13	42%	83%
Off-Street Totals	941	199	427	527	452	408	43%	56%
On-Street Totals	495	295	392	370	372	343	72%	79%
AREA 5 TOTALS	**1,436**	**494**	**819**	**897**	**824**	**751**	**53%**	**62%**