APPENDIX A



Kerr St Village Kerr

Downtown Oakville & Kerr St Village Commercial Parking Study 2012 – Executive Summary

Downtown

Oakville

Town of Oakville Ontario



OAKVILLE

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Executive Summary

Within the over-arching objectives of **Quality**, **Innovation** and **Sustainability**, the remedies discussed herein combine to form a business plan that can most effectively deliver the service of parking to the Town's varied customer base.

In the implementation of these remedies, **change** may be required in how we view parking space within the broader context of traffic as the *movement of not just vehicles, but people*. The set of plausible options and initiatives need to now reflect our values on safety, sustainable cost of implementation, fair levels of service, active transportation goals and environmental concerns. As well, because parking service is viewed as a business in the Town of Oakville, the strategic goal of the parking management plan for the short and longer term should continue to reflect a business that is self **sustainable**.

The recommendations herein were developed to respond to issues that emerged from:

- the parking demand analysis;
- the turnover/duration of stay surveys;
- customer and business input through online surveys;
- ranking of options by Public Information attendees through an online survey form;
- discussion by attendees of Public Information Sessions;
- staff and consulting advice; and
- Trends within the parking industry.

The following is a summary of recommendations that flowed out of the process of the completion of the 2012 Commercial Parking Study:

1. Maintain the current level of parking supply in the downtown and Kerr St Village to meet existing parking demand.

Parking Management Strategy

A series of metrics used in the parking study were used to support the conclusion that currently, there is sufficient parking supply in both commercial areas. Given the expectation of a very high level of service in terms of short walking distances to and from parking space and primary destinations, some intensification of on-street parking supply through the strategic implementation of angled parking on selected streets may serve to relieve some of the intense pressure to provide more capacity on the street. This concept is within the scope of the Downtown Transportation and Streetscape study. For discussion purposes the Study pointed to streets that are largely on the fringe of the commercial cores should be investigated as potential areas of intensification of on street parking space.

2. The Town will continue to monitor land use (new development and redevelopment) and their impact on parking supply over the immediate term (0 to 2 years) and the near term (3 to 5 years) in the downtown and Kerr St Village commercial areas.

Downtown

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The parking study outlined a number of plausible change scenarios and their potential impact on the balance of parking demand and supply. The latter is impacted by:

- changes in the future level of occupancy of current stock of land uses in the study areas;
- future parking demand due to the oncoming re-developments or new developments;
- the potential physical loss of existing public parking supply; and
- The future magnitude, pattern and customer profile of parking demand due to potential changes in operations and potential implementation of different parking revenue control.

Kerr St Village

While details are not clear at this time, the discussion centered on having to prepare the Town's reaction to these potential changes in terms of parking supply. The Town through its ownership of its parking resources becomes a partner in the re-imaging and re-shaping of the downtown in particular. Within the Kerr St Village for instance, the Town's strategy can be to forge partnerships with private sector players to ensure that the collective parking needs of this vibrant community of businesses and residents are served.

Parking Management Strategy

Continue to monitor the land use changes and the program of measuring the level of parking activity in the commercial areas through the Town's program of seasonal checks of occupancy, turnover and duration of stay mix of its customers on parking spaces.

3. Secure longer term (6 to 10 years) parking assets to accommodate long term parking demand and supply.

Downtown

West of the core downtown area (Performing Arts, Library and Centennial Pool complex) is primed for reinvention and efforts should be made to jointly develop a parking component to any re-development sites that arise in the near term. As well, the Church St corridor - where our major surface parking resource is located - provides an opportunity to capitalize on heritage look and feel along with intensification of development through the addition of more residential and at-grade commercial uses. Kerr St Village

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The successful visioning planning process undertaken in the Kerr St Village study area re-affirms that significant opportunities are in the process of conception. For a detailed description and analysis, refer to the section in Technical Report B, entitled, "Estimate of Impact on Future Supply and Demand Balance." (There were only 5 responses from the Kerr St Village ranking options exercise and therefore no statistically valid direction emerged).

Parking Management Strategy

Continue to monitor the land use changes and the program of measuring the level of parking activity in the commercial areas through the Town's program of seasonal checks of occupancy, turnover and duration of stay mix of its customers on parking spaces. In addition, it is necessary that the parking management team engage in a more formal way in the process of short and longer term planning of the respective commercial areas.

4. Investigate new parking supply and financing opportunities.

Downtown

While the demand and supply of parking appear to be in balance, in response to input from customers and businesses, short term parking supply opportunities that need to be examined more fully are:

- The Study also proposes that consideration be given to the option of reconfiguring street parking along low volume streets from parallel parking space to 70 degree angled parking space. The capacity will be increased as a result. It is understood that the Downtown Transportation and Streetscape Study has this within its scope of consideration and any change to the use of the street would of course be subject to critical input from the Engineering and Construction Department. This configuration for on street parking space is not without precedent in the Town of Oakville (Randall between Allan and Douglas has angled metered parking space as does Florence Ave just east of Kerr St).
- Explore joint use developments, provision of parking within the zoning by-law, and different finance models for the longer term development and sustainment of the municipal parking system.

Kerr St Village

 Feedback from interested parties in the Village pointed to very site specific concerns – the immediate vicinity of a day care / nursery and elderly care facilities.
In the case of introducing specific time restriction on the use of the on street parking space immediately in front of these sites or any other in the Kerr St Village, the concomitant requirement to enforce that specific time restriction is time and labour intensive. It is therefore proposed that given the significant amount of private parking spaces in this commercial area, it seems logical and prudent to encourage these and

other specific sites along Kerr St to arrange for the use of private parking spaces that are within the immediate vicinity of their sites.

• Specific to Kerr St at Prince Charles, it is recommended that pay parking be introduced on street to manage the use of this space and to be consistent in the application of pay parking in the Kerr St Village commercial area.

5. Address the permit parking distribution by allocating 20 percent of off-street parking inventory to this customer type.

Downtown

October 2013

When necessary, redistribute permit parking customers to the downtown core surface off street facilities (Lots 2 and 3) to a maximum of **20 percent** of inventory. Lot 6A (behind the old Post Office) also has excess capacity and that space should be marketed to permit parkers. The Church Street Parkade should continue to offer monthly permits as its full capacity has not been reached. Although Lot 8 currently sells permits, given the high turnover and occupancy, no additional permits should be sold thereon. The strategy should include a longer term discontinuation of monthly permits on Lot 8 as its occupancy grows. The current strategy of providing both on-street and off-street opportunities for monthly permits behind the Performing Arts/Library complex is a sound strategy and should continue.

Further, the program of the selling of permit on street parking spaces to commuters should continue and is a critical part of the parking management strategy. The current areas of on street parking permits are:

- Randall Street north side between Thomas Street and Navy Street
- Randall Street south side between Reynolds Street and Douglas Avenue
- Douglas Avenue west side between Randall Street and Lakeshore Road East
- Water Street west side running north between Lakeshore Road East and Navy Street

Any potential intensification of the inventory of parking space along these locations could likely only occur if other than parallel spaces were introduced. The Study requests that as part of Downtown Oakville - Transportation and Streetscape Study that opportunities for intensification be investigated.

Kerr St Village

Kerr St Village appears to be self-sufficient in terms of accommodating its longer stay work trip parking demands. No changes to the inventory of parking permit spaces are warranted at this time. The town should continue providing monthly parking permit on lot 12.

Parking Management Strategy

The Study suggests that this allocation of permit space take into account **seasonality** of parking demand. The sale of permits might vary throughout the **season** to maintain an optimal supply of off-street space for the peak commercial demands. The Study suggests that a feasibility survey of the possible

introduction of on street parking permits in residential areas that surround the commercial cores (more so in the downtown) be pursued. Recent case studies in Kingston ON and Halifax NS point to the success in selling such permits to commuters and residents on a monthly and seasonal basis. The program serves to accommodate those commuters who use these streets as their parking location during the day (moving their vehicles during the day to avoid exceeding the time restrictions), as well as serving residents who may wish to park their vehicle on the street or secure visitor parking.

The Strategy should include a review of the price of the monthly parking permit within the downtown and Kerr St Village commercial areas. Rational business approach should be developed to justify their cost. It is proposed that this review be conducted at least every two years (as is currently the case).

Increase time and hourly charges for on street municipal parking service and maintain the current cost of parking permits for on and off street at their current rates with a review in 3 to 5 years time

Parking Management Strategy

The analysis of parking space use, duration of stay and the impact on the accumulation of vehicles underscored the impact of exacerbating the parking space deficiency when customers stay longer and thus do not make those spaces readily available to other shorter stay visitors. In response to the input received from the survey, the Study proposes the extension of the time restriction from current two hour to three hours for on street space in the downtown commercial area. In order to better reflect the value to the parking system of the on-street space and to ensure availability of 15 percent of the inventory, the Study proposes an **increase** in hourly charge from \$1.50 dollar to **\$2** dollars per hour. Given the current and expected level of use of these critical spaces, we anticipate that this increase will not be a deterrent to customers.

To begin to motivate customers away *from* the on street space to the *off street* the Study recommends maintaining the current <u>per hour charge</u> on the off street space and time limits to five hours and retaining the 9 hour existing lots.

The recommended parking rate and time restriction for the downtown municipal parking system is presented here as Schedule A and time restrictions are illustrated on Schedule B.

Schedule A – Proposed Parking Rates & Time Restrictions Time Restriction				
Parking Facility / Area	Rates	(refer to Schedule B: Municipal Paid Parking Proposed Time Limits map)		
Lot 1	\$1.50 per hour (No monthly permits at this time)	5 hours		
Lot 2	\$1.50 per hour \$56.50 permit (proposed – number not to exceed 20 % of inventory & can be seasonal and not sold in the summer months and December)	5 hours		
Lot 3	\$1.50 per hour \$ 56.50 permit (proposed – number not to exceed 20 % of inventory & can be seasonal and not sold in the summer months and December)	5 hours		
Lot 5	\$1.50 per hour	9 hours		
Lot 6	\$ 56.50 permit			
Lot 6a	\$1.50 per hour \$8.00 max \$ 56.50 permit	9 hours		
Lot 7	\$1.50 per hour \$8.00 max	9 hours		
Lot 8	\$1.50 per hour \$7.00 max \$56.50 permit	9 hours		
Lot 10	\$1.00 per hour	3 hours		
Lot 11a	\$1.00 per hour	3 hours		
Lot 11b	\$1.00 per hour \$5.00 max \$33.90 permit	9 hours		
Lot 12 – Washington in Kerr St Village	\$1.50 per hour \$7.00 max \$33.90 permit	9 hours		
Lot 13	Permit	521		
Lot 15	\$1.50 per hour	5 hours		
Lot 16	\$1.50 per hour	3 hours		
Church St Parkade	\$1.50 per hour	16 hours		

Schedule A – Proposed Parking Rates & Time Restrictions				
Parking Facility / Area	Rates	Time Restriction (refer to Schedule B: Municipal Paid Parking Proposed Time Limits map)		
	\$24.00 max	2 hours on Level 1		
	\$90.40 permit			
	On street permit			
Water Street permits (Downtown periphery – west end)	\$ 33.90	9 hours		
Douglas Avenue permits (Downtown periphery – east end)	\$ 33.90	9 hours		
Randall St permits (downtown)	\$ 33.90	9 hours		
· · · ·	On street customer			
Core area on street Pay 'n Display & Metered • Lakeshore Road East, • Thomas, • George, • Dunn, • east side Trafalgar- south of Lakeshore Road E • west side Reynolds – south of Church • Randall Street – south side west of Trafalgar	\$2.00 per hour \$6.00 max	3 Hours		
Randall Street – south side east of Trafalgar	\$1.50 per hour	5 Hours		
Robinson Street – north side from Allan Street to Navy Street	\$1.50 per hour	5 Hours		
Robinson Street – south side from Allan Street to Navy Street	\$1.50 per hour	9 Hours		
Church Street – both sides	\$2.00 per hour	3 Hours		
Allan Street – west side	\$0.50 per 15 minutes	15 minutes		

Schedule A – Proposed Parking Rates & Time Restrictions			
Parking Facility / Area	Rates	Time Restriction (refer to Schedule B: Municipal Paid Parking Proposed Time Limits map)	
between Church Street			
and Lakeshore Road			
East			
Navy Street – in front of	\$0.50 per15 minutes	15 minutes	
Central Library &			
Oakville Centre			
Kerr St Village – on	\$1.50 per hour	2 Hours	
street inventory			

Further as shown on the table above, we recommend that we freeze the cost of on and off street parking permits at their current level with a review within 3 to 5 years. Those who have purchased a monthly permit for about 35 dollars actually pay about \$0.20 per hour which is not sustainable in the longer term. Part of this parking management strategy is to monitor these proposed changes to the rates and time limits shown above within a larger review of parking permit charges, and hourly and day maximum parking charges on the off street parking facilities over the next 3 to 5 years.

7. Market the time restriction and the role of on and off street parking space through online media tools, as well as, colour-code identification system on the pay stations to convey the notion that parking spaces are meant to be utilized by a number of customers with varying lengths of stay over the course of the day.

Parking Management Strategy

Proposed implementation of Pay by License Plate on the on and off street parking facilities will present an opportunity in the short term planning horizon to introduce a "Look and Feel" quality that would serve to indicate to customers the time restrictions (3 hours, 5 hours etc). This communication plan needs to be flexible and adaptive to changes that may occur to time restrictions down the road.

Tied to this action is a suggestion that we market through windshield flyers, newspaper ads, and on the Town's internet site, reminders of what the intended purpose of on versus off street parking, namely: shorter stay parking for the on street at a higher cost premium, and longer stays off street at a lower cost.

8. Maintain the current level of accessible parking spaces; improve signage for on street accessible spaces and request input from the Accessibility Advisory Committee when utilization indicates more spaces are required.

Parking Management Strategy

The current location of the accessible spaces is within acceptable industry guidelines as it provides sufficient space to accommodate rear loading and off-loading vehicles. Where utilization indicates that more spaces are required, their location on the street should be examined on a site by site basis with the input of the Accessibility Advisory Committee.

9. Link to Active Transportation Initiatives.

Parking Management Strategy

Encourage bike parking on municipal parking facilities. Examples of lock-up parking for bikes were discussed in the community discussions and safety (through lock up devices, and locations that have high visibility on the street). The scope of the Downtown Oakville - Transportation and Streetscape Study will also address the inclusion of bike route planning and parking. The parking management strategy should be explicit in its support for their inclusion in any re-design of existing on and off street parking facilities.

10. Convert current revenue control system to "Pay by License Plate" Pay and Display unit for both on and off street facilities throughout the study areas.

Parking Management Strategy

Upgrade the revenue control system from current off-street Pay and Display (with limited payment options) to License Plate Pay and Display to provide significant flexibility in time restrictions, payment options, and other promotional coupons. Technology of the License Plate system will more easily integrate with enforcement ticketing system thus allowing the Town to move to Administrative Monetary Penalty (AMP) system in the very near future. Such technology eliminates the need for the customer to return with a purchased ticket to their parked vehicle and display that ticket on the dashboard. Such technology links to License Plate Recognition-based enforcement that is timely and efficient.

11. Maintain enforcement fines for parked at expired "meter".

Parking Management Strategy

Encourage the turnover and availability of critical on street parking space maintaining the current level of enforcement and current fine of \$20 for not displaying a purchased ticket on a vehicle's dashboard and the current fine of \$35 for overstaying on a parking space beyond the time restriction. The review of enforcement effectiveness is part of the annual capture of parking activity data.

12. Expand and Explore Communication Themes.

Parking Management Strategy

Continue to explore and expand the use of online e-commerce tools to serve customers – permit parking renewal; online complaint or comment store, **training** topics and explanation of the role of on and off street space, etc. Could the Town post the results of the observations of occupancy over the course of this study and those to follow in order that customers can see where there are spaces available over the course of the day - an online occupancy check so people can plan their parking decision? This would be a mini-scoped version of a portable parking guidance system that larger urban centres are moving towards. Note that the new GO Transit Parkade implements a space availability lighting system along with a level by level vacant parking space digital sign to better direct its customers to a space within that Parkade.

13. Develop a bold way-finding / signage system.

Parking Management Strategy

A signage and way-finding system needs to be developed to help market our spaces. Connect this process with the study of gateways into and out of the downtown and Kerr St Village. Active Transportation study should also address this component as well. As part of the heritage study recently completed in the downtown, can we draw from that look and feel and incorporate it to our municipal parking signage. Signage on the off-street parking facilities needs to be less verbose and introduce concepts of time restrictions, cost of parking and service regulations in a more graphic and consistent manner. We also spoke to using the pay station on the lots as a community kiosk of information regarding promotions within the study area, notices on time restrictions and hours of operation, etc. The way-finding and signage system should be the subject of further study by the Town.

14. Improve pedestrian links to and from municipal off street sites.

Parking Management Strategy

Design guidelines for pedestrian links will form the future strategy specific to re-design of existing facilities or planned facilities in the future, but should embrace safety (lighting), pedestrian surface treatment, and signage and operational issues regarding public access. Within the longer term planning horizon, such design requirements that serve to physically link the off-street parking resource to the commercial area it supports. In other municipalities pedestrian link corridor - between buildings that front the commercial street have become the stage for adaptive commercial use - artists, street animators such as musicians or food vendors. The physical and the community link between the parking lot and the commercial area are thus enhanced and unified.

15. Continue to monitor parking activity trends in occupancy of space, duration of stay profiles and turnover of parking space with the view of improvement and adjustment to parking rates, time restrictions and the parking system's response to changing land use (demand) conditions in the short and long term planning horizon.

Parking Management Strategy

Seasonal collection of key parking activity statistics provides an evidence base for policy analysis and strategy formulation. As is the practice in the Town of Oakville, continue to collect key performance indices and evaluate current and planned policy changes in the strategy.

One of the outcomes of the monitoring program is to evaluate the proposed changes in the operations, specifically with the increase in hourly charge for the on street in the downtown as well as the increase in the time limit from 2 hours to 3 hours. As part of the medium range planning horizon we propose that the monitoring program provide evidence to inform:

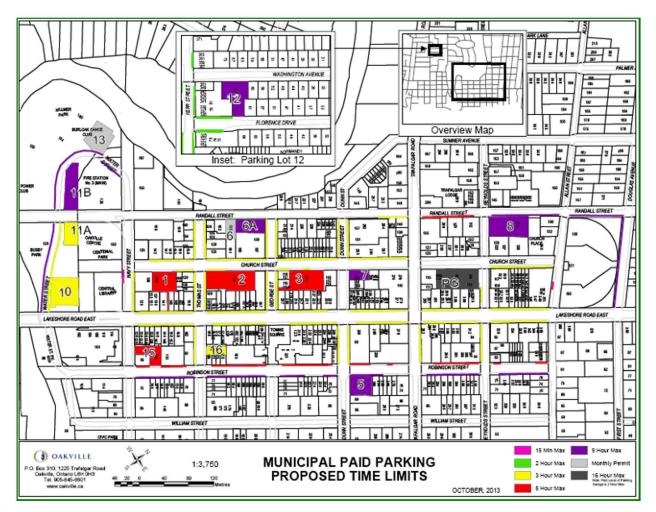
- Review of the current parking rates for permits
- Review of time restrictions for the off street parking facilities, and the
- Review of transient rates charged on the off street parking facilities.

It is necessary to maintain timely data that are responsive to demands for operational reviews over the course of life cycle of this parking management strategy.

16. Evaluate the extension of pay parking periods from 6 pm to 9 pm Monday to Saturday in both study areas as well as extending pay parking services on Sundays.

Parking Management Strategy

Engage stakeholders in a discussion of the extension of business hours of the parking system to reflect its importance as a business to each study area. While enforcement costs would increase, the policy analysis should focus on managing municipal parking space to adequately provide a service to the customer in a consistent manner where daytime commercial establishments are not shouldering the entire cost of the parking system. Both evening and daytime commercial establishments benefit from the parking system and should therefore be rational and equitable to share in its value to the customer through a flat-rate charge for its use in the evening. The extension of pay parking periods into the evening hours can be piloted on Thursdays to Saturdays for example. The details of the program should be discussed with the commercial areas' stakeholders. The follow-up parking activity surveys would serve to provide evidence for the evaluation of the program.



Schedule B: Municipal Paid Parking Proposed Time Limits (2013)

Figure 1 serves to define the geographic and business boundaries of the Parking Study areas.

Technical Results of the Study

Technical Report A presented the details of the analysis of parking demand – land use, trip characteristics, walking distance analysis, and customer experience feedback (through online surveys).

Technical Report B presented the details of the data related to the parking space utilization surveys conducted over four days in October/November of 2012 in the downtown and 2 days in November 2012 in the Kerr St Village.

Technical Report C presented the details of the strengths, weaknesses and issues related to public parking in each of the commercial study areas. Flowing out of the analysis was a set of plausible remedies, potential methods of addressing these weaknesses or strengths. Critical to the process was stakeholder input. Public Information sessions were held and feedback was obtained. The Study also asked the stakeholders, attendees at these sessions and also through online survey forms to rank the

options that were generated from the Study. All served to provide the Study with a complete discussion of the options and with a more comprehensive set of recommendations that addressed specific concerns.

Here are some of the salient findings:

Volume and Peak Use

- We observed 13, 785 vehicles over the survey period in the downtown. The 95th confidence range based on the survey days yielded a peak use of between 665 and 980 vehicles¹.
- When you bring in the range of parking spaces typically surveyed 1040 to 1467 and compare spaces to peak use, the range of 58 to 73 percent would form the peak use to capacity in the downtown. This range has remained consistent with previous surveys of the downtown.
- In the Kerr St Village study area we observed 3,480 vehicles over the two survey days. Again the 95th confidence range based on these two days yielded a peak use of between 105 to 165 vehicles.
- And, again comparing this range of peak use to the parking supply surveyed (220), the peak occupancy range was 47 to 75 percent of capacity with an average of 61 percent of capacity occupied at peak hour.
- The surveyed peak occupancy of private spaces (those that could be accessed by customers) had a range of 45 to 80 percent of their capacity.

Turnover of Space

- The intensity of use of parking facilities over the course of the survey period is expressed in terms of the *turnover* of space. Turnover is calculated by dividing the total volume of parkers by the peak number of parking stalls. <u>Turnover is the diagnostic tool which synthesizes the</u> <u>individual and cumulative effects of demand (volume of parkers), available space (capacity), and</u> <u>the nature of that demand (duration of stay).</u>
- The downtown off street parking facilities averaged a turnover of 2.1 vehicles per space to 2.6 vehicles per space, while the on street spaces averaged 3.8 to 4.9 vehicles per space. The Study spoke to the issue related to overstaying at the critical on street parking space which not only reduces the turnover of space but also does not make them available to the shorter stay customer a market that is crucial to the parking management strategy of any commercial area.
- As for the Kerr St Village, the turnover values reflect efficient use of parking space both on and off-street. The sampling of the data is such that the range of turnover values can swing from 3.8 to a high of 7.2 for the on-street space and 1.8 to 5.4 vehicles per peak capacity for the off-street space.

¹ A confidence range means that if we were to perform the survey of parking space activity again, the peak number of vehicles observed would fall within this range 95 times out of 100.

The Kerr St Village on-street parking space attracted between 1.3 to 2.1 times the volumes per space than the one municipal surface lot. This magnitude of attraction is consistent with a commercial area that has its on- and off-street parking products working optimally.

Duration of Stay (Customer Mix)

- The average time parked in the downtown study area over the course of the survey days was about 1 hour and 20 minutes. Municipalities structure parking space to meet the varying trip lengths that occur. One of this study's outcomes is to determine the optimal mix of customers that can be served by the current and future parking space inventory. To that end the relative attraction of customers with varying durations of stay to the two classes of parking space – on and off street.
 - Eighty-three (83) percent of the *one hour or less* market which represents 47 percent of the *total* customer base is serviced by on street space, and
 - 63 percent of the critical *one to two hour* customer portion (representing some 27 percent of the total customer base) chooses the on street space.
- Off street facilities attracted on average customers with duration of stay of 3 hours and 3 minutes, with a range of averages from 88 minutes to over 6 hours. On the other hand, on street parking facilities on average attracted customers with duration of stay of 1 hour and 15minutes, with a range of averages from 45 minutes to 1 hour and 46 minutes.
- As for Kerr St Village, **70 percent** of customers have less than one hour of duration in the commercial area. Again as the data was drawn from our survey of publically owned space, it should be understood that the profile would favour the shorter stay. The private facilities that may or may not offer shorter stay customer parking, would largely cater to the longer stay work trip market.

Parking Management Topics

- <u>Overstaying the limit</u>. The parking activity process provided a measure of those who parked beyond the time restriction particularly on the on-street parking space. In the downtown, the surveys found on average that 11 percent of the total volume of users of the on-street space that offer two-hour restriction do indeed park beyond the limit.
- At the public information sessions we demonstrated that given the current characteristics of duration of stay, accumulation of vehicles and turnover of on-street space, a 15-minute overstay of the two hour time restriction along Lakeshore Rd E would result in a 7 percent increase in peak use of space and a 22 percent increase in the average occupancy of space over the course of a day resulting in an average rate of 94 percent capacity throughout. (Current average occupancy is 77% of capacity)
- In the case where a 30-minute overstay of the two hour time restriction occurs there would be a 36 percent increase in the average use of space resulting in an average occupancy of 105 percent. While these two scenarios represent the worst case, it is critical that this concept is understood by all.

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- The study describes the impact of over-staying on traffic congestion as more and more customers need to circulate the study area to find available parking. As well, over-staying serves to form the opinion that there is a parking deficiency and thus customers may be turned away from the area altogether.
- Contrary to a widely-held theory that the duration of stay in the downtown is controlled by the time restriction posted on the parking space – the reality is that these are not necessarily related. People do not drive to the downtown or Kerr St Village to park their vehicles, but rather to conduct business, re-create, shop, dine, visit a library or work. The activities not the time restriction on the parking space determine the amount of time spent in the study areas.
- One of the outcomes of a parking management strategy is the directive to market the different parking services to each customer type. Duration of stay and time restriction reflects the principle of parking longer in an off-street parking space and trading that for the acceptance that one has to walk further to and from their primary destination point.
- Another critical factor that serves to "sell" the notion of choosing to park off street for longer durations of stay is <u>cost</u>. Our consulting experience has been this: if we want to encourage customers to the off street parking space for trips to the downtown that are longer in duration than those trips attracted to the on-street spaces (over 90 minutes), we should make the offstreet fee attractive, that is, offer a lower hourly charge to offset the longer walking distance.



Figure 1: The Study Areas