



Aurora Parking & Mobility Enterprise

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Paid Parking Policy

Includes a discussion on how and when to implement paid parking, as well as the practices for adjusting rates and paid parking policies. This section provides recommendations for opening day and future paid parking policies.



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Paid Parking Policy



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Paid Parking Policy

The introduction of paid parking is often one of the most controversial and difficult elements a parking program can face. At the same time, it is likely one of the most impactful parking management strategies that can be implemented, because the use of price at varied levels can influence driver behavior, location of parking demand, and the desire to use alternative transportation modes in place of the single-occupant vehicle. Many studies have shown that free and abundant parking discourages transit use, carpooling, and other driving alternatives. Additionally, the provision of free and abundant parking leads to excessive use of land for parking, loss of economic development potential, reduced housing affordability, and reduced area walkability.

The City of Aurora Parking and Mobility Enterprise System should consider paid parking as a tool for the efficient management of parking, rather than a revenue source. The result of this approach will likely be balanced parking demands, happy customers and businesses, and an efficient transportation system. An extra benefit of implementing paid parking will be revenue that supports the system and allows for a return of excess revenues to support community and mobility enhancements.

The following sections describe overarching policies and recommendations for the implementation and management of paid parking within the Aurora community.

APPROACH TO PAID PARKING

The introduction of paid parking in Aurora should follow three basic principles:

1. **Transparency** – The implementation of paid parking should be done with considerable community outreach and education, with the reasoning for paid parking clearly identified and the options for using the system presented before initial roll-out. This should include media and community outreach. Ideally, the decision to implement paid parking should be made in concert with community outreach, helping business owners, residents, and stakeholders’ buy-in to the decision and approach.
2. **Community Motivated** – The implementation and ongoing management of paid parking should be led by the need to manage parking for the good of the community, rather than raise revenues. This approach should include the use of community data to support decisions and show that the implementation of paid parking supports business growth through the provision of more available parking.
3. **Data Driven** – The decisions related to the paid parking program should be made using data about the program and the surrounding community. Parking occupancy and average durations should be used to define time regulations, pricing levels, and temporal pricing policies. Sales and business tax revenue should be used to measure paid parking’s impacts on businesses. As policies and pricing are implemented, data from meters and enforcement should be used to adjust policies and pricing levels for the ongoing management and distribution of demand.

If the Parking and Mobility Program follows these three principles related to the application of paid parking, the system should achieve success and promote both efficient use of parking and community growth.

Benchmarks for Implementing Paid Parking

As demand for parking increases in an area, it becomes increasingly difficult for customers to locate a parking space near their destinations, which can cause motorists to become frustrated and may prevent potential customers from returning. When parking demand begins to exceed an area's optimal capacity, increases in parking price can help mitigate high parking demands by balancing it across the parking system, increasing availability of higher demand spaces for customers and promoting parking in cheaper spaces perceived as less desirable. Further, increases in price can encourage long-term motorists to park in off-street facilities, promoting space turnover in higher priority on-street spaces.

The industry standard for implementing paid parking is when occupancies for the area consistently reach or exceed 85% to 90%. When occupancies exceed 85% to 90%, it often becomes difficult for the user to find the remaining few available parking spaces, which can increase frustrations and contribute to a bad user experience and negative perception of the Parking and Mobility Program. The intent of implementing paid parking is to control high demands by either encouraging more frequent turnover or encouraging people to park elsewhere, or utilize alternative modes of transportation. The result is more available parking, which improves access to businesses but also reduces the length of time users spend locating available parking.

When initially implemented, the price for paid parking could be set relatively low, with a defined, phased approach to increasing prices. This makes the transition from free to paid parking a little more acceptable. Once paid parking has been established, the prices can be increased incrementally to market rate. The revenue from the paid parking program will be distributed into a separate enterprise fund that directly funds the Parking and Mobility Program. Surplus revenues collected can be used toward community improvements, saved for larger future investments (new parking facility, guidance system, other program expansions), and other program enhancements.

PAID PARKING PROGRAM CONSIDERATIONS

The implementation of a paid parking program will require more than merely the introduction of a parking rate and revenue control equipment. In general, the program will require accountability and auditing processes to ensure that there is no leakage in the system. Even with today's advancements in cashiering and revenue control technology, it is imperative that systems are in place to protect the program's revenue streams.

Financial integrity is a critical portion of any organization's overall parking plan. Paid parking generates a significant amount of cash each day. Cashiers collect the money in small increments, usually less than \$4.00 per transaction. With this many transactions, even the smallest procedural loophole can cause significant revenue loss. Sound procedures, coupled with employee adherence and supervisory oversight, can eliminate most opportunities for theft or loss.

Intentional fraud and lack of standardized procedures are the most common ways that loss occurs. Employees or customers can defraud an organization. It is important to monitor each group and make sure that they adhere to the established procedures. Lack of procedures or poor training cause unintentional revenue loss. Employees faced with situations that they are unfamiliar with will usually let a parker exit for no charge, rather than attempt to collect.



The following accountability and auditing processes need to be implemented for daily and ongoing procedures.

Cash Handling Accountability – Accountability is key to financial control of parking operations. The cashier must be held responsible for all transactions and cash during their shift. All tickets and cash must be reconciled at the end of each shift. The following checklist and Cashiers Report standardize the procedure and maintain accuracy and accountability.

Cash Handling Checklist

1. Employee arrival
 - a. Verify bank is correct
 - b. Check cash register to make sure it is in good working order
 - i. Date and time correct
 - ii. Cashier revenue totals are zero
 - iii. Plenty of journal and register tape, printer ribbons dark, cash drawer operable, and necessary supplies available (pens, pencils, stapler, rubber bands, etc.)
2. During shift
 - a. Make sure that cash register is computing proper fees
 - b. Notify supervisor of any problems
 - i. Parking demand exceeds supply
 - ii. Suspicious persons or behavior on property
 - iii. Equipment failure
3. End of shift
 - a. Print register tape of shift activity
 - b. Summarize daily work on Cashiers Report, fill in all blanks
 - i. List # of tickets by amount, and calculate total revenue
 - ii. Verify total ticket count equals transaction total on register tape
 - iii. List deposit by denomination
 - iv. Total revenue should equal total deposit
 - v. Discrepancies need to have verified causes or the employee needs to pay the shortage. Deposit overages are as important as shortages in evaluating procedural compliance.
 - c. Deposit should be verified by second party and put in secured area or safe
 - d. Change large bills and put complete and usable bank in secured area or safe
 - e. Make sure that work area is clean and that the next employee has all the supplies necessary to complete their shift

Program Auditing – The parking supervisor needs to verify cashier work on a regular basis. Daily verification of deposits, ticket counts, and discrepancies is necessary. It is difficult to reconstruct discrepant data days after the event. While no amount of procedures can nullify the need for double checks and verification, proper training and well-organized procedures limit the amount of supervisory time necessary.

Supervisor Checklist

1. Daily
 - a. Check system for proper operation; ticket dispensers, gate arms, loop detectors, cash registers, central PC
 - b. Review Cashiers Reports for accuracy
 - c. Review deposit slips for corroboration with cashier reports
 - d. Make sure that cashiers have necessary supplies to complete job
2. Weekly
 - a. Audit tickets for machine and user accuracy
 - b. Check journal tape or central PC for irregularities
 - i. Excessive voids
 - ii. Lost/missing tickets
 - iii. Gate failures
 - iv. Cashier logoff during shift
 - v. Patterns of exiting that do not match with facility use
 - vi. Transactions in categories that are not supposed to be used
 - c. Verify proper usage of validation and reduced rate ticket programs
3. Monthly
 - a. Invoice monthly parking, validations, or special billings
 - b. Confirm that all money billed is being collected
 - c. Audit monthly keycard report; remove unpaid customers or cancels
 - d. Look for trends in facility use that may necessitate operational changes
 - e. Surprise audit cashiers during shift to check for accuracy
4. Quarterly
 - a. Verify proper rate and validation schedules in cash register or central PC
 - b. System training meetings
 - i. Update cashiers on current events within the City
 - ii. Provide training on new services or equipment
 - iii. Continued customer service training
 - iv. Safety and security training
 - v. Provide manufacturers training on access control equipment—this may only need to be done initially to train supervisor and staff

RATE SETTING PROCESS

The Parking and Mobility Manager should evaluate parking pricing policy and its impacts regularly. Some programs, like SFPark, are highly data driven and require reviewing pricing on a monthly basis. Others, like the Seattle Parking Department, evaluate parking pricing annually and are dependent on manual data collection and meter transaction information. The Aurora Parking and Mobility Program should aim to



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evaluate pricing at least annually, with quarterly evaluations being ideal. These evaluations should include the following data points:

- » **Meter and Access Control Transaction Data** – This information from the meter and revenue collection systems can indicate usage and changes from month-to-month or year-to-year. This data does not directly relate to parking occupancy, because of unpaid or illegally parked vehicles, or service vehicle usage. It can be used to show variations and behavioral patterns, which are helpful in evaluating policies.
- » **Parking Occupancy** – Whether collected manually or through the use of counting equipment, parking occupancy is the primary metric used to evaluate the success of parking pricing changes. While the threshold for establishing prices is 85% to 90%, the ideal range for parking occupancy is identified as 75% to 90%. That occupancy range typically relates to one to two open spaces per block face for on-street and easily located parking spaces in an off-street facility. Less than 75% occupancy could be a candidate for a price decrease to promote more active use of those spaces. Occupancy above 90% is a candidate for a price increase to push demand for those spaces to other available locations.
- » **Parking Duration** – The average transaction length can be a good indicator for pricing and time regulation policy changes. In an on-street environment, longer-term average durations can be a challenge for businesses who rely on on-street parking spaces for customer access. However, pricing and timing policies can be set to accommodate the duration needed for adjacent businesses, while also allowing for longer-term durations. Progressive parking pricing is one such program, which sets a normal price for short-term transactions and a higher price for longer-term transactions. Most of the time, limited policies are set for on-street parking. Less concern is given to off-street parking duration because the goal should be to promote longer durations in off-street facilities. However, if overnight or airport parking becomes a concern, pricing should be implemented to mitigate that issue.

The table below provides a few data-driven considerations for the implementation and management of a paid parking program.

Data Metric	Decision Range	Pricing Policy Strategy
Parking Occupancy	75% to 90% occupied	Parking pricing is set appropriately
	Greater than 90% occupied	Parking pricing needs to be increased
	Less than 75% occupied	Parking pricing could be decreased* or time limits could be increased to promote higher use
On-Street Parking Duration	Average duration is less than two hours	Pricing and timing policies should be set to encourage turnover
	Average duration is between two and four hours	Timing policies should be extended to encourage appropriate use of street parking and business needs
	Average duration is greater than four hours	Pricing policies should consider progressive pricing structures to promote turnover for businesses while also allowing for longer-term parking for those patrons that are willing to pay higher rates

* Research shows that setting prices low does not necessarily create a demand for parking. In areas where there is no adjacent activity or demand draw, parking occupancy will not rise with the lowering of parking prices. Lowering prices works best in fringe areas within a reasonable walking distance of highly congested areas.

Another consideration in the price setting evaluation is the cost to operate and manage paid parking. Many times, a community will set an arbitrarily low rate for parking and the cost for managing that transaction is higher than the revenue that can be collected for the transaction. For example, in a community with on-street parking rates of \$0.25 per hour with smart meters, the transaction cost for the managing entity is often much higher than the hourly transaction cost. That's because a patron paying with a credit or debit card will cost the managing entity somewhere between \$0.10 and \$0.35 in transaction and card processing fees. When the cost to maintain, operate, and manage the meters is added in, the result is an overall loss for the parking system.

Many communities have identified \$1.00 as the minimum hourly rate for credit and debit card transactions, in order to cover processing and operating costs. Another option, which is discussed in the Technology Master Planning section, is the use of mobile phone-based payments, which often pass that processing cost on to the consumer as a convenience fee (i.e., each customer transaction also includes a small monetary charge to accommodate credit card data processing fees). The capital and operating costs are also greatly reduced because the program no longer has to invest in and maintain as many parking meters and revenue control devices.

The following sections provide general recommendations for the paid parking program. Specific recommendations for implementation follow this section.

General Paid Parking Considerations

The introduction of a paid parking program will include specific rate recommendations, including permit structures, rate structures, restrictions, and location-based policy. But before defining those recommendations, it is important to define some overarching considerations that will drive policy development.

- » Pricing Should Promote Good Management – Implementing parking rates is not a tool to increase revenue, but rather, a tool to increase space availability for customers and support optimal efficiency in the parking system. The application of rates should be transparent, community-motivated, and data-driven as defined previously.
- » Pricing Structures Should Be Simple and Promote Affordability – The structure of parking rates should be simple to understand and give the appearance of affordability. Affordability does not mean cheap. Rather the appearance of affordability means that the rate structure gives the potential patron the perception that the facility is affordable. For example, the City of Portland recently set rates to a simple \$1.50 per hour for the first four hours of transaction for its public parking garages. This structure was defined based on data that indicated that the average length of stay was 3.2 hours. By setting the rate structure based on this local data, the program was able to give the appearance that the first four hours were affordable, thus driving occupancy and revenue into the garage. Another example of perceived affordability is the provision of a first hour free in public garages, which usually has the unexpected result of lengthening transactions, resulting in more business being generated in the impact area of the parking facility.
- » Pricing Changes Should Be Understandable – When the City makes changes to pricing, they should do so in small enough increments that the community does not perceive the change as a price gouge. Most communities that are engaged in annual demand-based pricing efforts set \$0.50 or \$1.00 as the maximum price adjustment, because that is not perceived as a substantial increase (or decrease) to the motorist. To support the ability to make rate changes incrementally, the City should define a rate floor



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and rate ceiling in the code of ordinances, defining an absolute minimum and maximum that can be collected for both on-street and off-street facilities. Once these ranges are defined in the ordinance, the Parking and Mobility Manager and City administration will have the flexibility to adjust rates as needed to support the Parking and Mobility Program.

The implementation of paid parking could come in many forms, with the most likely forms including:

- » Transient Hourly Parking, including both on-street and off-street parking, with hourly rates, daily maximums, and time limits (primarily on-street parking).
- » Progressive Hourly Parking, including hourly parking rates, with no daily maximum, no time limits, and escalating rates. The times of price escalation should be based on average and desired parking durations. For example, if the desired duration is two hours and the average is four hours, the price should be low for the first two hours, slightly higher for the next two, and then escalating after that.
- » Demand Based Parking, where parking rates could be adjusted incrementally to reflect demands and balance parking utilization across the system. As rate adjustments occur, parking behaviors and subsequent demands also adjust in response to changes in parking price. Defining how often adjustments occur allows for motorists to be prepared for price changes, as well as defines analysis periods for the City. Adjustment periods can occur on an annual, quarterly, monthly, bi-weekly, or even daily basis. The selection of an adjustment period is highly dependent on the source and reliability of data to be collected to support adjustment decisions. For example, daily rate adjustments would require a highly reliable stream of real-time data, while an annual adjustment will likely only require a comparison of monthly data that could be collected manually or through existing technology. Additionally, rates that are changed too frequently can be confusing to drivers and will likely not result in improved efficiency in the parking system.
- » Monthly Parking Permits, including employee, commuter, and general permit parking that can be sold by the City.
- » Priority Parking Permits, including carpool and vanpool parking to encourage higher vehicle occupancy, or higher priced permits that guarantee parking for motorists who do not want to search for lower priced parking. The higher priced permits could come with a time restriction, meaning the motorist must be in the space by a certain hour (e.g., 10 am) or the space becomes available to the general parking pool.
- » Overnight or Multi-Day Parking, which could be used by the City to offset patrons who park in a City facility and connect to the East Line commuter rail to the airport, in lieu of paying airport parking rates. The City should set overnight rates equal to or higher than airport parking rates if they intend to discourage this practice. However, if the City would like to encourage this practice, they could set the rate slightly lower than airport parking rates.

Regional Market Analysis

As part of the opening day pricing evaluation, a market analysis was conducted of regional public and private parking assets to help the City of Aurora define competitive and market driven parking pricing. In terms of pricing for comparable transit facilities within the Denver, there are no real market comparisons. RTD is not allowed to charge hourly rates for parking at their Park and Ride facilities, unless vehicles are parked for more than 24 hours, vehicles are registered from outside the transportation district, or if spaces are reserved. This limits the ability to manage parking through pricing, which can be an effective tool to manage demands. SB27, which was recently passed by the state legislature, allows third party agreements between RTD and local governments, private companies, special districts or authorities to charge for parking to manage demand at stations.

RTD’s current paid parking structure does not take advantage of the allowances provided by SB27. Rather, RTD still charges only for out-of-district parkers, overnight parkers, and priority permits which provide reserved spaces for during early morning commute peaks. RTD currently charges \$2 per day for overnight parking (in district vehicles) and \$4 per day for out of district vehicles. RTD also charges \$42 per month for a reserved parking permit.

Because of the lack of comparable park and ride parking facilities for comparison, the project team looked at comparable parking facilities for peer communities within the Denver region. The table below provides an overview of parking pricing information for Denver, Boulder, Fort Collins, and the Denver International Airport. While these locations are not necessarily considered competition for Aurora, their pricing structure could influence driver choice and perception of the program.

	Hourly			Daily			Permit		
	High	Low	Average	High	Low	Average	High	Low	Average
Denver	\$10.00	\$1.00	\$5.50	\$36.00	\$5.00	\$12.90	\$240.00	\$100.00	\$150.88
Boulder	\$3.00	\$1.25	\$1.58	\$26.00	\$5.00	\$15.50	\$285.00	\$165.00	\$229.00
Fort Collins	\$1.25	\$1.00	\$1.06	NA	NA	NA	\$46.00	\$32.00	\$40.50
DIA	\$12.00	\$3.00	\$5.22	\$33.00	\$13.00	\$22.12	NA	NA	NA
RTD	NA	NA	NA	\$4.00	\$2.00	\$3.00	\$42.00	\$42.00	\$42.00

The Parking and Mobility Manager and outsourced staff should update this market analysis annually to ensure that Aurora parking rates stay reasonably priced to regional peers.

Pricing Evaluations and Changes

In many of today’s more advanced parking programs, parking rates are adjusted incrementally based on data to support more effective parking management within the community. In these programs, known as variable parking pricing programs, parking rates are adjusted incrementally to reflect demands and balance parking utilization across the system. As rate adjustments occur, parking behaviors and subsequent demands also adjust in response to changes in parking price. The following general recommendations are intended to define the ability for the Parking and Mobility Program to adjust rates with respect to observed demands.

- » **Rate Adjustment Periods** – Defining how often adjustments occur allows motorists to be prepared for price changes, as well as defines analysis periods for City and outsourced staff. Adjustment periods can occur on an annual, quarterly, monthly, bi-weekly, or even daily basis. The selection of an adjustment period is highly dependent on the source and reliability of data to be collected to support adjustment

¹ RTD rates at the Nine Mile station for out-of-district and overnight parking, as well as priority permit parking



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decisions. Additionally, rates that are changed too frequently can be confusing to drivers and will likely not result in improved efficiency in the parking system. Initially, the Parking and Mobility Program should target annual rate evaluations and adjustments, and move to a quarterly rate adjustment period as the program evolves.

- » **Rate Adjustment Increments** – When adjusting rates, setting incremental restrictions to rate adjustments will provide a reasonable and measurable value for increasing and decreasing rates to influence parking demands, ensuring that changes to rates do not vary severely between adjustments. This is very helpful in the communication and acceptance of rate adjustment practices. For most of today's more advanced programs, restrictions to rate adjustments are between \$0.50 and \$1.00 per adjustment.
- » **Rate Setting Ceiling and Floor** – The City should set its rate ceiling at a level that allows flexibility in price without creating negative public backlash. The ceiling should also provide some flexibility in future years. For the initial implementation of the program, the ceiling should be set at \$6 per hour and the floor at \$0.75 per hour. While the rates in the field are not likely to approach this ceiling under current conditions, a higher ceiling requires fewer policy changes in future years and allows for better evaluation and management of the Parking and Mobility Program.

Establishing these simple rate setting policy metrics should allow the City to adjust parking rates to manage demand and promote a more efficient parking environment within the system.

Setting Parking Pricing at Transit Stations

The application of parking pricing at and around the new transit stations could be especially impactful for the City, for several reasons. First, pricing parking will reduce the likelihood that the parking situation at the station will resemble the Nine Mile parking situation, where commuters flood the area searching for free parking adjacent to rail. Second, the introduction of parking pricing could help minimize demand that might negatively impact adjacent businesses when combined with other management strategies. Third, parking pricing, when set appropriately, can help dictate transit-oriented design policy and use of the area for commuter parking demands.

This last point should be the primary catalyst for defining parking pricing levels for station area parking assets. In general, the following contexts should be used to guide parking policy for Origin and Destination station areas.

- » **Origin Stations** – Origin stations are those whose primary use is to serve commuter demand, likely in the form of park-and-ride facilities. These stations are best served by policies that do not discourage transit use, while maintaining enough of a management structure to not encourage high-intensity demands that spill into adjacent commercial and residential areas. The general rule of thumb for setting parking rates for commuter parking stations is to keep the price of parking less than 50% to 65% of the commute cost. For simplicity purposes, the commute cost should be considered the comparable parking cost at the destination. In the case of the Aurora Line/I-225 Line, it is likely the cost of parking in Denver or at the Denver International Airport. Costs would include transient, daily, and permit costs.
- » **Destination Stations** – Destination stations are those whose primary purpose is to provide a new alternative transportation link to an area with high demands, typically from employment, school, entertainment, or commercial uses. These stations are best served by policies that encourage transit use and discourage single-occupancy vehicle demand in the area. In these locations, parking pricing should

be set higher than the cost of the transit trip into the area. This means transient rates should be set high enough that the patron coming to the area is better served taking transit than driving. When coupled with land use policies that promote transit-oriented design and lessened parking capacity, parking pricing can help shape an environment that is rooted in alternative mobility at these stations.

- » **Origin/Destination Stations** – A number of the stations along the Aurora Line/I-225 Line were designated as a combination Origin/Destination station, meaning that the mixture of ridership will be both arriving for destinations within the station area and departing from the station to points along the RTD line. In this case, the City needs to evaluate the parking assets in the area and their intended uses, and define parking policy appropriately. In most cases, commuter parking demands can still be served by pricing that is 50% to 65% of the destination costs. However, appropriate parking policies should be implemented that intend to restrict patrons whose destination is within the station area from driving and parking in commuting lots (or free lots). Working with employers or businesses to promote transit through policies and incentives (like eco-passes) can minimize this occurrence.

Opening Day Parking Pricing

The previous sections have established benchmarks for the implementation of paid parking at 85% to 90%. For most parking programs, managers can evaluate the incremental change in development or demand in an area, observe how parking demands change and evaluate the need for pricing based on the growth in demand. However, in the case of communities that will see a drastic change in behavior and demands almost overnight, there needs to be an evaluation of how pricing should be implemented before the new demands negatively impact an area.

The primary example in Aurora is the Iliff station area parking garage, which is expected to go from 0% occupancy to 100% occupancy with the opening of the Aurora Line/I-225 rail line. There are other examples of this immediate shift in demand with the opening of the rail line, as shown in the table below, which provides location, projected opening day parking occupancy from the 2009 parking study, and projected opening day parking occupancy from the City’s Park+ modeling application.

Location	Opening Day Projected Demand (2009 City-Wide Strategic Parking Study)	Opening Day Projected Demand (Kimley-Horn Park+ Model 2015)	RTD Provided Spaces	Opening Day Paid Parking Recommendation
Peoria	870 spaces	1,185 spaces	550 spaces	No City managed or operated parking
13th Avenue	440 spaces	321 spaces	250 spaces	No City managed or operated parking (except NPP)



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Location	Opening Day Projected Demand (2009 City-Wide Strategic Parking Study)	Opening Day Projected Demand (Kimley-Horn Park+ Model 2015)	RTD Provided Spaces	Opening Day Paid Parking Recommendation
Abilene	190 spaces	320 spaces	200 spaces	Implement on-street parking (50 spaces) and an hourly parking rate that promotes use of the off-street facilities (i.e., set the rate higher than the off-street rate). On-street prices should be set at \$0.50 with up to 10 hours of parking allowed.
Metro Center	790 spaces	650 spaces	0 spaces	Implement on-street parking (80 spaces) and an hourly parking rate that promotes use of the off-street facilities (i.e., set the rate higher than the off-street rate). On-street prices should be set at \$0.50 with up to 10 hours of parking allowed.
Florida	360 spaces	240 spaces	0 spaces	Implement on-street parking (100 spaces) and an hourly parking rate that promotes use of the off-street facilities (i.e., set the rate higher than the off-street rate). On-street prices should be set at \$0.50 with up to 10 hours of parking allowed.
Iliff Parking Garage	1,100 spaces	580 spaces	0 spaces	Charge for daily parking at garage (\$3 per day) independent of district location. Provide priority parking permits for \$50 per month. Continue to provide spaces as demand dictates. As demand at station dictates, implement on-street parking (100 spaces) with \$0.50 per hour rate and 10 hour maximum limit.

Based on the table above, there are a number of locations where the City should immediately implement paid parking as a means of managing demand. While only one of these is considered a park and ride location (Iliff), the remaining on-street paid parking spaces provide an opportunity for the City manage spillover demands around the stations and provide some public parking. The alternative is to replicate the Nine Mile station parking situation, where every morning commuters arrive early to fight for a limited supply of free parking spaces. There are paid spaces in that garage (premium permit spaces) that are utilized, but the presence of so many free spaces creates a very stressful parking experience for users.

MID-TO-LONG TERM RECOMMENDATIONS

The previous section provided station by station opening day parking pricing recommendations. Those prices introduced paid parking at locations where the City could introduce assets (at Iliff garage and a handful of on-street locations). These recommendations provide an introductory pricing platform at the stations, allowing the City to help educate patrons on the market cost of parking. However, those prices will likely not be suitable to manage demands at the stations for a lengthy period of time. As the program evolves and the areas around the stations begin to realize new developments and demands, the City should use the demand thresholds in this document to identify pricing changes. These changes should be made to mitigate demand issues, rather than produce revenue streams.

Over time, the City should work to implement hourly, daily, and monthly parking rates that meet the needs of the users of each station, while also managing demands and promoting an efficient parking experience. In the pro forma developed for the Parking and Mobility Enterprise business plan, the program's fifth year was established as a good point to reevaluate rates. In reality, this time horizon may occur sooner if demands dictate. In that pro forma, the parking rates were changed as followed:

- » On-Street: from \$0.50 per hour (10 hour max) to \$1 per hour (2-4 hour max)
- » Off-Street transient: from \$3 per day to \$4 per day (the City could also evaluate going to hourly pricing if public demands in the station area dictate)
- » Off-Street permits: from \$50 per month to \$55 per month

These rate changes should allow the City to manage demands and still promote a well utilized public parking system. In addition to re-evaluating rates, the City should also look to increase parking assets along the line to help support the public parking demand along the line and promote economic and community development. These assets will likely come from partnerships with private businesses and RTD, who currently control parking assets along the line near station areas. The budget and pro forma section of the Action Plan identified several locations that could be included in the system, including:

- » Private parking assets at Florida station (EcoTech) and Metro Center (Aurora Town Center). These spaces would be shared with the locations that are providing them and provide an outlet for commuter demands (which are highest during the day) and on-site demands (which are higher at night)
- » RTD park and ride locations at Dayton, Nine Mile, 2nd/Abilene, 13th Avenue, and Peoria

The following table provides a more detailed view of proposed paid parking rates for the various stations beyond opening day, including the introduction of transient, permit, and overnight parking rates. The recommended rates are based on the market analysis provided in previous sections, and represent either an opportunity to be competitive with neighboring parking systems, or to use price as a catalyst to manage demand and promote more dense transit-oriented design development opportunities, based on the type of station served.



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Location	Parking Type	Transient Parking Policy	Permit Parking Policy	Overnight Parking Policy
Peoria	RTD Partnership (likely revenue share)	<ul style="list-style-type: none"> » Daily parking rates (\$4) for all users » Consider hourly parking as public demands in station area dictate 	Priority permit spaces, reserving spaces until 10am (\$55 per month)	<p>Set overnight parking rate based on preference for airport parking:</p> <ul style="list-style-type: none"> » Allow: \$8 per overnight stay » Disallow: \$20 per overnight stay » Overnight parking rates set at \$20 per night, unless trying to discourage overnight use » Overnight parking rates set at \$20 per night, unless trying to discourage overnight use » N/A, no overnight parking » N/A, no overnight parking » Overnight parking rates set at \$20 per night, unless trying to discourage overnight use
13th Avenue	RTD Partnership (likely revenue share)	<ul style="list-style-type: none"> » Daily parking rates (\$4) for all users 	Priority permit spaces, reserving spaces until 10am (\$55 per month)	
Abilene	RTD Partnership (likely revenue share)	<ul style="list-style-type: none"> » Daily parking rates (\$4) for all users 	Priority permit spaces, reserving spaces until 10am (\$55 per month)	
Metro Center	Lease of private spaces (lease payment or revenue share)	<ul style="list-style-type: none"> » Daily parking rates (\$4) for all users » Consider hourly parking as public demands in station area dictate 	Higher use of permits at this location to minimize potential for conflict with private users (\$55 per month)	
Florida	Lease of private spaces (provide eco passes)	<ul style="list-style-type: none"> » Daily parking rates (\$4) for all users » Consider hourly parking as public demands in station area dictate 	Higher use of permits at this location to minimize potential for conflict with private users (\$55 per month)	
Iliff Parking Garage	City owned parking asset	<ul style="list-style-type: none"> » Daily parking rates (\$4) for all users » Consider hourly parking as public demands in station area dictate 	Priority permit spaces, reserving spaces until 10am (\$55 per month)	
Nine Mile Parking Garage	RTD Partnership (likely revenue share)	<ul style="list-style-type: none"> » Daily parking rates (\$4) for all users » Consider hourly parking as public demands in station area dictate 	Priority permit spaces, reserving spaces until 10am (\$55 per month)	
Dayton	RTD Partnership (likely revenue share)	<ul style="list-style-type: none"> » Daily parking rates (\$4) for all users 	Priority permit spaces, reserving spaces until 10am (\$55 per month)	

USES FOR PAID PARKING REVENUE

As mentioned several times in this business plan, the revenues from the parking system should be used to serve the programs needs first, and then reinvested into the community after the program needs have been met. The paid parking program will likely represent a large portion of the Parking and Mobility Program's revenue, with citations providing additional revenue potential. A full projection of parking costs and revenues are provided in the Budget and Financing section of this Business Plan, including potential revenue that can be allocated beyond program operation. The following elements are the primary potential recipients of program revenue:

- » **Program Support (self-sustainability)** – The primary use of program revenue will be to support the program itself. One of the primary goals of the enterprise system is to be a self-sustaining enterprise. While this is not likely to occur on day one, it is an attainable goal once the program revenues from the off-street, on-street, and enforcement programs are realized. Until the program is self-sustaining, the revenue from the program should only be directed back into the program, unless a special circumstance or lease agreement dictates a different arrangement.
- » **Capital Projects** – The excess program revenue could be used to fund capital projects for the City of Aurora, especially as they relate to the improvement of the transportation system or community infrastructure.
- » **Program Enhancements** – A potential use for excess revenue includes enhancements to the program. These enhancements could include technology, infrastructure, branding, and customer service-related elements that improve operation, efficiency, and customer perception. The implementation of program enhancements should be rooted in the tenets of the paid parking program, including transparency, customer focus, and a data-driven need. In other words, enhancements should not be implemented out of desire without a basis for need.
- » **Mobility Enhancements** – Another potential use for excess revenue includes the enhancement of mobility elements within the community, including bicycle, pedestrian, transit, first/last mile elements, and alternative transportation incentive programs. These mobility enhancements should promote a more efficient transportation system, help support the community, and reduce vehicle demand and parking needs. The implementation of these types of enhancements could prove especially helpful around transit stations.
- » **Community Enhancements** – Another potential use for the excess revenue includes community-based enhancements that improve the experience of residents, patrons, businesses, and area stakeholders. The City of Boulder is a great example of this type of revenue use, with much of the streetscape and pedestrian amenities along the Pearl Street mall supported by funds from the parking operation. The introduction of aesthetic and community beautification amenities, community gathering spaces, and pedestrian amenities can help to promote a positive perception of the program.