Site	Parking Sq.Ft.	Stalls/Level[1]	Levels Req'd	Other	Other
1	529,000	1,500			
2	275,000	780			
3	103,000	290			
4	31,000	80			
5	75,500	210			
6	389,000	1,100			
7	392,000	1,100			
8	222,000	630			

1 - Based on 350 sq. ft/ per stall

Parking Site Assessment Summary

Kimley»Horn

Parking Site Assessment
DMC Parking & TMA Study
Rochester, Minnesota

Site 1 - Existing
Approx. 14 Acres

7th Street NW

North Frontage Road

Site 1 Assessment - Existing

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Kimley»Horn

NORTH

Parking Site Assessment
DMC Parking & TMA Study
Rochester, Minnesota

Site 1 - Capacity

7th Street NW

Potential Development Area

North Frontage Road

529,000 Sq. Ft. / Level
1,500 Stalls / Level (350 sf/stall)

Site 1 Assessment - Capacity

Parking Site Assessment
DMC Parking & TMA Study
Rochester, Minnesota

Kimley»Horn

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NORTH

7th Street NW

Site 2
Existing
Approx. 8 Acres

Civic Center Drive

16th Avenue NW

Site 2 Assessment - Existing

Kimley»Horn

NORTH

Parking Site Assessment
DMC Parking & TMA Study
Rochester, Minnesota

Site 2 Capacity

7th Street NW

275,000 Sq. Ft. / Level
780 Stalls / Level (350 sf/stall)

Potential Development Area

Civic Center Drive

16th Avenue NW

Site 2 Assessment - Capacity

Kimley»Horn

Parking Site Assessment
DMC Parking & TMA Study
Rochester, Minnesota

NORTH

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Site 3
Approx. 3 Acres

Site 4
Approx. 1 Acre

Site 5
Approx. 2 Acres

6th Street NW

6th Avenue NW

4th Avenue NW

Civic Center Drive

Site 3, 4 and 5 Assessment - Existing

NORTH

Parking Site Assessment
DMC Parking & TMA Study
Rochester, Minnesota

Kimley»Horn

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6th Street NW

6th Avenue NW

4th Avenue NW

Site 3

Potential Development Area

Site 4

Civic Center Drive

Site 5

103,000 Sq. Ft. / Level
290 Stalls / Level (350 sf/stall)

31,000 Sq. Ft. / Level
80 Stalls / Level (350 sf/stall)

75,500 Sq. Ft. / Level
210 Stalls / Level (350 sf/stall)

Site 3, 4 and 5 Assessment - Capacity

NORTH

Parking Site Assessment
DMC Parking & TMA Study
Rochester, Minnesota

Kimley»Horn

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Site 6
Approx. 10 Acres

4th Street SE

South Braodway

3th Avenue SE

4th Avenue SE

6th Street SE

Site 6 Assessment - Existing

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NORTH

Parking Site Assessment
DMC Parking & TMA Study
Rochester, Minnesota

Kimley»Horn

4th Street SE

South Braodway

Site 6 Capacity

Potential Development Area

3th Avenue SE

4th Avenue SE

389,000 Sq. Ft. / Level
1,100 Stalls / Level (350 sf/stall)

6th Street SE

Site 6 Assessment - Capacity

Kimley»Horn

NORTH

Parking Site Assessment
DMC Parking & TMA Study
Rochester, Minnesota

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Site 7
Approx. 10 Acres

South Braodway

3rd Avenue SE

4rd Avenue SE

9th Street SE

Site 7 Assessment - Existing

Parking Site Assessment
DMC Parking & TMA Study
Rochester, Minnesota

NORTH

Kimley»Horn

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Site 7 Capacity

Potential Development Area

392,000 Sq. Ft. / Level
1,100 Stalls / Level (350 sf/stall)

South Braodway

3rd Avenue SE

4rd Avenue SE

9th Street SE

Site 7 Assessment - Capacity

Kimley»Horn

Parking Site Assessment
DMC Parking & TMA Study
Rochester, Minnesota

NORTH

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South Broadway

3rd Avenue SE

Site 8
Approx. 5 Acres

14th Street SW

Site 8 Assessment - Existing

Kimley»Horn

NORTH

Parking Site Assessment
DMC Parking & TMA Study
Rochester, Minnesota

Site 8 Capacity

222,000 Sq. Ft. / Level
630 Stalls / Level (350 sf/stall)

South Broadway

3rd Avenue SE

14th Street SW

Site 8 Assessment - Capacity

Kimley»Horn

Parking Site Assessment
DMC Parking & TMA Study
Rochester, Minnesota

NORTH

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KIMLEY-HORN
Parking Planning White Paper Series

RESIDENTIAL
PARKING
Permit Programs

Kimley»Horn

Expect More. Experience Better.

RESIDENTIAL PARKING Permit Programs

TABLE OF CONTENTS

INTRODUCTION

This paper will describe Residential Parking Permit Programs (RPPP), including their need and applications, typical requirements for initial designation and implementation, and policies and procedures for identification and enforcement.

Increased local parking and/or the introduction of parking charges in business districts, hospitals, colleges, and universities has increased demand for free parking spaces off-site. Residential areas in close proximity to these parking generators often experience "spillover" parking from non-resident vehicles parking in front of their homes, especially during weekday hours.

Some of the potential parking generators in residential neighborhoods include:

» Commuters into central business districts (CBDs) or other commercial office districts.

» Retail establishment employees and their customers.

» College and university students, faculty, staff, and visitors since most colleges and universities charge a fee to park on campus.

» Public transit riders, for those residential streets near transit routes.

» Hospital staff and visitors, since many hospitals now charge a fee to park.

» Public schools, since most high schools have high numbers of students competing for smaller numbers of parking spaces.

In response to these issues, many municipalities have developed RPPPs to address parking encroachment into residential areas, typically by requiring special resident parking permits be displayed during certain hours while parked on specific streets. Such programs allow parking availability for residents while limiting non-resident parking on residential streets.

The goals of the residential permit program in Fort Collins, CO are described below:

"The Residential Parking Permit Program (RP3) is designed to make Fort Collins neighborhoods safe and pleasant places to live, work, and attend school by reducing on-street parking congestion. The program helps to provide close and convenient on-street parking for residents by reducing the volume and impact of non-resident vehicles in neighborhoods. It protects residential streets by using a system that limits parking in a neighborhood to only those residents and their guests with permits during the posted time limits."

RESIDENTIAL PARKING PERMIT PROGRAMS

Requirements/Guidelines for Residential Parking Permit Program Creation

Requirements by cities and counties vary somewhat, but most RPPPs require the following guidelines be met:

» Citizen participation is essential to the development of an effective RPPP.

  • The residents/neighborhood association must petition the local governing body to request implementation of an RPPP.

  • Governments normally require a certain percentage of residents to sign the petition to ensure there is popular support for the change.

  • The resident percentage necessary for signing the petition can range from 50% to 80%.

» The total number of street(s) affected must be identified.

» Governing bodies may restrict the petitioners on a street-by-street, block-by-block, subdivision, or other basis.

  • The block(s) surrounding the street(s) on which the RPPP is requested must be zoned residential.

  • The governing body should conduct a parking survey to verify one or more of the following:

    • At least "X"% (e.g., 33%) of vehicles parked on the affected street are registered to non-residents. This information can be verified by vehicle license/registration checks.

    • At least "X"% (e.g., 33%) are parked a minimum continuous number of hours (i.e., four hours or more). A vehicle inventory and turnover analysis can verify this information.

    • At least "X"% (e.g., 33%) are parked at least nine months out of the year (designed to include public school/college/university parkers).

    • A similar parking demand occurs on at least "X" number (e.g., five) contiguous blocks.

    • The residents petitioning the local government are willing to pay for the initial cost and installation of parking signs required to enforce the RPPP regulations. This requirement is not very common, however. When the cost of the program signage must be passed on to the residents, it is usually through residential parking permit fees.

The flow chart below depicts a typical approval process for a municipal RPPP.

Requests Procedure

Neighborhood contacts Transportation Division → Staff evaluates request → Approved? → No → Notify Neighborhood Contact

Approved? → Yes → Staff prepares petition → Petition to neighborhood for circulation → Petition returned with adequate signatures? → Yes → Proceed with installation: 4-6 weeks → Notify Neighborhood Contact

Petition returned with adequate signatures? → No → Notify Neighborhood Contact

Once the above requirements have been met, the municipality may approve the request for implementation of a RPPP.

Typical Process for Implementing a Neighborhood Parking Permit Program

The City

» Conducts a parking survey and gathers information to assess the need for a Neighborhood Parking Permit (NPP) zone.

» Develops a draft proposal (including zone boundaries, the type of zone, recommended parking restrictions, permits available, and other details). A neighborhood meeting may be held to assist in developing the proposal and receive public input.

» Modifies the original proposal if necessary.

» Holds a public hearing before the Transportation Advisory Board to review the proposal.

» Forwards Board recommendation and public hearing comments to the City Manager for review.

» The City Manager makes the final decision regarding the zone and informs the City Council.

RPPP Policies, Options, and Restrictions

RPPP permits are issued to residents by the municipality in order to restrict parking within the RPPP zone. Below are some typical permit issuance policies:

» Residents are issued a limited number of permits per household. The permit price can vary from no charge to $50 per permit per year or more.

» The number of permits issued can vary based on resident demand and lot frontage size/parking area within the permit zone.

» The price for the permits is normally based on whether or not the municipality wishes to recoup the cost of the program (signage, permits, and/or enforcement) from the residents.

» Short-term visitors are often accommodated by allowing for up to two hours of free parking without a permit.

» Longer-term visitors can be accommodated in several ways:

- Some cities offer one visitor permit per household, either at no charge or at the prevailing rate.

- Some cities offer visitor permits for up to 30 days at a time, normally at no charge.

- Cities usually restrict the number of times a visitor permit will be issued to the same vehicle (i.e., once per year).

- Some cities offer work permits for contractors or repair people needing parking for longer than the typical two-hour limit.

Permit Fees

The residential permit programs in general all have quite low fees, from free to $20 for the year. Many state laws regulate how much a municipality can charge for residential permits, limiting the price of the permit to a statutorily defined amount or the cost of issuing the permit. Many communities have found it politically undesirable to attempt to limit demand for parking in residential neighborhoods by increasing the price for existing residents.

In some cities, permit fees can run as high as $60 per year (San Francisco) or over $100 per year (Toronto, Canada). Some places structure fees so that second and third permits for a household are more expensive. For example, in Alexandria, Virginia, residential parking permits cost $15 for the first vehicle, $20 for the second vehicle, and $50 for each additional vehicle. This discourages households from parking multiple cars on the street.

RPPP Enforcement

The basis for any effective enforcement program is adequate signage restricting parking within the RPPP zone. Signage must indicate the type of permit required (i.e., zone-specific), the hours of enforcement, and the parking time limit (if applicable).

Enforcement hours are normally 8:00 a.m. to 6:00 p.m. weekdays, depending on the nearby parking demand generator and enforcement capabilities. RPPP applicants must prove residency, such as by drivers license, vehicle registration, and utility bills, in order to obtain permits.

Most cities require payment in full of any outstanding parking tickets issued to permit applicants before any RPPP permits are issued/sold.

Enforcement should be aware that it is not uncommon for residents to sell their permits to non-residents, sometimes for a large profit. This is especially true in neighborhoods near a college or university.

RPPP FAQs

A best practice when introducing a new RPPP is to provide a well-developed and easy to understand "Frequently Asked Questions" or FAQ Brochure. Questions typically addressed in an FAQ might include:

» What is the process for initiating a residential parking permit area?

» Who initiates the process to designate a permit area?

» Who is eligible for a residential parking permit?

» What areas are eligible to apply for a residential parking permit area?

» What qualifies a neighborhood to be eligible for RPPP?

» How do I obtain parking permit(s) for my vehicle(s)?

» Does the parking permit allow me to park my vehicle anywhere?

» Is my parking permit valid in other parking permit zones in the City?

» How long is a Residential Parking Permit Valid?

» Is there a charge for the parking permit?

» I own a residence located in a parking permit zone but do not live there. I lease the property to others. Can I obtain a parking permit?

» What is a guest permit?

» Is there a fee for a guest permit?

» Do I have to obtain the permit(s) for my guest or can my guest apply for the permit(s)?

» What information must I present to obtain my parking permit or a permit for my guest's vehicles?

» Can I get a permit for someone who is doing work at my residence?

» My business is in one of the parking permit zones. Can my employees and I obtain parking permits for our vehicle(s)?

» How is the parking permit program enforced?

» Is there a grace period from the date when my permit expires?

» What happens if permits are obtained or used illegally?

» How do I get permits for my block?

» How does a resident obtain an application form?

» Who must sign the petition?

- » Where does a resident submit the application and petition form?

- » Once the application and petition are submitted, what are the next steps in designating a permit area?

- » Are holidays or special events exempt from these restrictions?

- » Do the restrictions affect delivery, service, or emergency vehicles?

- » Who can purchase permits?

- » What happens once the area is designated?

- » Which City departments are involved in the Residential Permit Parking Program?

RPPP Permit Display Instructions

To improve compliance and reduce citations related to improper display of permits, some communities provide specific permit display instructions (see example from Madison, WI below).

ATTACH PERMIT IN LOWER LEFT HAND CORNER OF THE WINDSHIELD (DRIVER'S SIDE).

The Madison Police Department may issue a ticket if the permit is improperly displayed or unreadable, there is more than one permit displayed, or if the license plate or vehicle type do not match the permit information in the City's permit database.

If you need a replacement permit for any reason during the permit year (new vehicle or plate, move, broken windshield, etc), you must remove the sticker and apply for a replacement. Replacement permits will not be issued without the original permit returned.

Place Permit Here
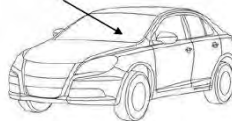
All vehicles except motorcycles

Place permit on fork

Motorcycles

Contact the City Parking Utility with questions about the residential parking program at parking@cityofmadison.com or (608) 266-4761. The office is located at 215 Martin Luther King Jr. Boulevard, Suite 100, and is open Monday through Friday from 7:30 a.m. and 4:30 p.m.

RPPP Conclusions

RPPPs can be an excellent tool to ensure adequate parking for residents on streets in front of their homes and to encourage non-resident parkers to park in more appropriate areas.

While protecting parking spaces for residents is typically the primary purpose of an RPPP, communities experiencing severe parking shortages or featuring residential areas blended with commercial areas can be differently motivated. These conditions are not uncommon in transit oriented developments where on-street parking is allowed to apply toward residential parking requirements. In these situations, maximizing the use and turnover of public on-street parking during business hours and ensuring availability of parking for residents after business hours can be dual program goals.

An often overlooked aspect of RPPPs is that they can generate additional parking revenue for the demand generators in an area by eliminating nearby free parking options (assuming paid parking is in place within the area).

RPPPs are sometimes seen as a bureaucratic headache requiring residents and their guests to obtain permission to park in front of their own homes, while prohibiting other citizens from parking on public streets. Once a petition process has been initiated by area residents and a parking survey has been completed, assuming the utilization data indicates the need for such a program, the decision to implement an RPPP should consider these other factors.

Sample Documents

A variety of sample RPPP documents from several U.S. cities is provided on the following pages. These samples illustrate the type of information typically provided by a municipality to explain the program's goals and processes.

Resident Information/Application

Sharing the Streets

In 1996 the City of Boulder adopted a new Transportation Master Plan (TMP) with the support of its citizens. One item addressed was the need to manage parking and balance transportation demands while preserving the quality of life in Boulder.

In this effort, the City developed a number of options, among them the use of residential permit parking system. Residential permit parking programs have been used successfully in cities nationwide and are most often implemented in neighborhoods adjacent to major employment and activity centers.

Preserving the Character of Our Neighborhoods

The Neighborhood Permit Parking Program (NPP) is designed to make Boulder neighborhoods safe and pleasant places to live, work and attend school by encouraging less driving and reducing on-street parking congestion. Each neighborhood in the program has public parking limits that are unique to that area and take into account the neighborhood's particular needs.

RESIDENT
NEIGHBORHOOD PERMIT PARKING (NPP)

INFORMATION & APPLICATION
Downtown University Hill Management Division
and Parking Services
1500 Pearl Street, Suite 302 • Boulder, CO 80302
Phone: (303) 413-7300 • Fax: (303) 413-7301
www.ci.boulder.co.us/duhmd

RESIDENT NPP APPLICATION
PLEASE PRINT
____ Owner   ____ Tenant

Name: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: (H)_____ (B) _____

Fax: _____
        (optional)
Email: _____
        (optional)

Under the Boulder Revised Code, 1981, a vehicle with a valid, properly affixed residential permit will be exempt from the NPP zone time limit restrictions where there is a Permit Excepted sign in the zone where the permit was issued. I understand that the permit does not exempt the permitted vehicle from all other parking restrictions or laws, or from restrictions posted on other NPP zones.

I will affix the permit issued to me to the interior lower left-hand corner of the windshield in the vehicle for which it is issued. I will remove the decal (permit) if the vehicle is sold or transferred to another. Should the decal (or pass) be lost, I will report it to Parking Services within three (3) business days.

I will retain possession of the visitor passes(es) issued to me. Visitor passes can only be used for 24 consecutive hours while the visitor is on the premises of the address the permits were issued. Abuse of any permit issued by the City of Boulder can result in the revocation of Resident permits for up to one year.

_____   _____
Applicant Signature   Date

FOR OFFICE USE ONLY
Issued by: _____ Date:_____ NPP Zone:_____
Proof of residency: ☐   Proof of vehicle registration: ☐
License Plate _____Vin._____ Exp. Mo/Yr._____
License Plate _____Vin._____ Exp. Mo/Yr._____

Vehicle 1 Decal #_____ Vehicle 2 Decal #_____
Vehicle 3 Decal #_____ Vehicle 4 Decal #_____

Visitor permit #1 _____ Visitor permit #2 _____

Resident NPP Information

FEES AND PAYMENT METHODS
- $12 per vehicle per year.
- Accepted payment methods include: cash, check, Visa and MasterCard.

ELIGIBILITY (Who can get a NPP?)
- Residents living in an NPP zone.
- Businesses located in an NPP zone.
- Nonresident commuters (limited availability).

REQUIREMENTS
- Complete the attached NPP Application.
- Application requirements include:
  - Proof of residency (current lease, recent utility bill, or vehicle registration).
  - Current Vehicle Registration in your name. If your last name is not on the registration, you must provide a statement from the owner verifying you as the primary driver. The statement must include the owner's name, address, telephone number and signature.

RESTRICTIONS
- Vehicles without parking permits may park in an NPP zone up to the posted time restriction one time per day. After parking in a zone for the posted time limit, vehicles must leave the zone and may NOT park in that zone again on the same day.
- Vehicles with NPP permits are exempt from posted NPP parking restrictions.

PERMITS PER UNIT
- Mapleton, High /Sunset 3 unrelated people per unit.
- Columbine, Fairview, Goss Grove, University Hill & Whittier: 4 unrelated people per unit.

Resident NPP Information

VISITOR AND GUEST PASSES
- Two non-replaceable visitor passes are available per unit with purchase of a permit.
- Use of the visitor pass is valid only while the visitor is on the residential premises.
- Visitor passes shall not exceed 24 consecutive hours and are to be used within a one-block radius of the residence address.
- Guest passes are available on an as-needed basis for a specified time period.

PERMIT DISPLAY
- Affix the resident permit to the interior lower left-hand corner of the windshield.
- Remove the permit if vehicle is sold or transferred.
- Visitor and Guest Passes are hangtags and must be hung from the rearview mirror with the zone name facing out while the vehicle is in the zone. For safety, please remove when driving.

LOST PERMITS
- Report lost permits or passes to Parking Services within three business days.

NPP ZONES & PUBLIC PARKING TIME LIMITS

Zone	Hours	Limit
Columbine	9am – 5pm Mon - Fri	2 hour limit
Fairview	8am – 3pm School Days	2 hour limit
Goss Grove	8am – 6pm Mon - Fri	2 hour limit
High / Sunset	8am – 6pm Mon - Fri	2 hour limit
Mapleton	8am – 6pm Mon - Fri	3 hour limit
University Hill	9am – 5pm Mon - Fri	2 hour limit
Whittier	8am – 8pm Mon - Fri	3 hour limit
Whittier Night	8pm – 12am Fri & Sat	3 hour limit

NPP RENEWAL DATES
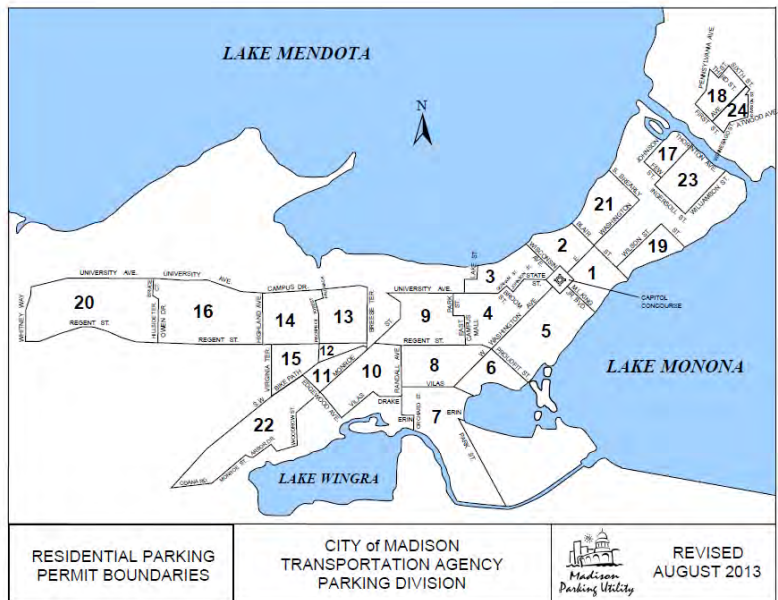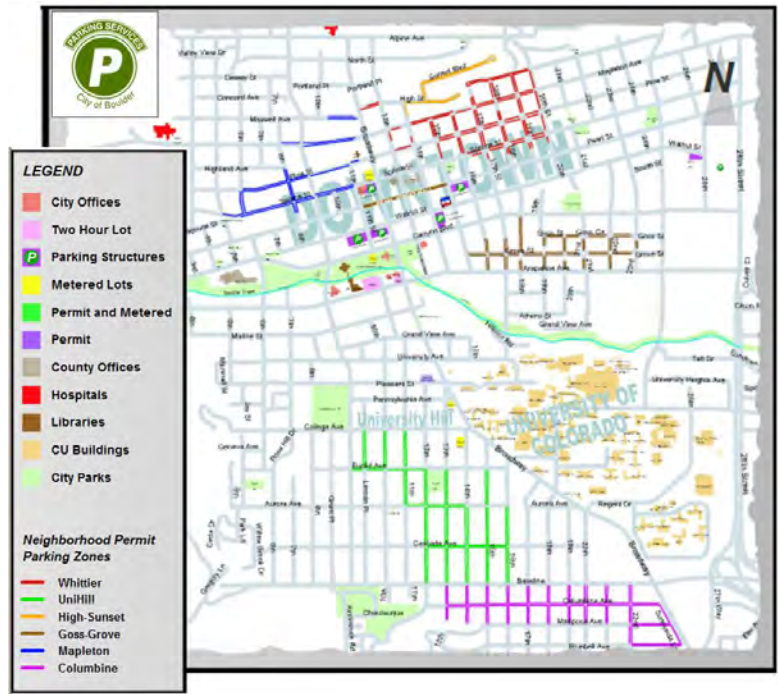
Zone	Date
Columbine & Goss Grove	August 31st
University Hill	September 30th
High / Sunset & Whittier	October 31st
Fairview & Mapleton	November 30th

More Information: Downtown University Hill Management Division and Parking Services
1500 Pearl Street, Suite 302 • Boulder, CO 80302
Phone: (303) 413-7300 • Fax: (303) 413-7301 www.ci.boulder.co.us/duhmd   9/10/2004
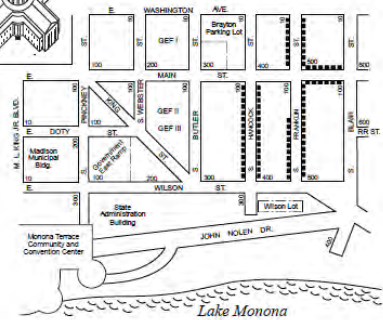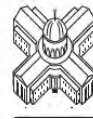
NPPP Area Map

NPPP Brochure

RESIDENTIAL PARKING in Fort Collins

The Residential Parking Permit Program (RP3) is designed to make Fort Collins neighborhoods safe and pleasant places to live, work and attend school by reducing on-street parking congestion.

The program helps to provide close and convenient on-street parking for residents by reducing the volume and impact of non-resident vehicles in neighborhoods. It protects residential streets by using a system that limits parking in a neighborhood to only those residents and their guests with permits during the posted time limits. Each neighborhood in the program has its own unique parking requirements, and solutions are tailored to each area to take into account the neighborhoods' particular needs.

City of Fort Collins
Parking Services
215 North Mason Street
PO Box 580
Fort Collins, CO 80522-0580

City of Fort Collins
Residential PARKING PERMIT **Program**
City of Fort Collins Parking Services
fcgov.com/parking/residential
970.221.6617

SETTING UP RESIDENTIAL PERMIT PARKING in your Neighborhood

The Residential Parking Permit Program (RP3) is voluntary and is only established in neighborhoods where residents request the program and there is a measurable parking problem:

• Resident contacts Parking Services about their neighborhood parking problem.
   • Call: 970-416-2036
   • Email: jmoyer@fcgov.com

• City Staff verifies that a parking problem exists by monitoring the neighborhood.

• City Staff defines boundaries and other characteristics of the program for the neighborhood.

• The City contacts residents to give them the opportunity for input and to determine if the program will work in their neighborhood.

• If more than 50% of responding residents are in favor of the program then the implementation process will begin.

City of **Fort Collins** Parking Services

How the **RP3** works

• Residents who live in a designated permit district may obtain one free permit and may purchase additional permits.

• To obtain your parking permit:

   Come to Parking Services located at 215 N. Mason

   Bring with you:

   • Valid vehicle registration

   • Current driver's license

   • One of the following proofs of residency bearing your name and address within the permit zone:
      • Gas, Electric or Telephone Bill
      • Cable Television Bill
      • Monthly Bank Statement
      • Credit Card Bill
      • Water and Sewer Bill
      • Notarized/signed Rental Agreement

*Note: If your vehicle registration or driver's license contains your name and address within the permit zone then you do not need to provide another form of residency.

Guest Permits

• Residents in a permit parking zone may also obtain short-term guest passes for visitors.

• To obtain a permit for your guest you must supply the following:

   License plate number

   State of issue

   Vehicle make

   Color

   Body style
      • Sedan
      • Pickup
      • Motorcycle, etc.

FOR MORE INFO:
In person: 215 N. Mason
Call: 970-221-6617
Email: jmoyer@fcgov.com
fcgov.com/parking/residential

NPPP Required Documentation Checklist

City of SACRAMENTO

APPLY FOR A RESIDENTIAL PERMIT

Use the chart and definitions below to determine the Residential Permit type that you may qualify for. Then click on that permit type to apply. Instructions are on the application.

DMV Registration: A valid DMV registration reflecting resident's name and the address where the residential permit will be registered to. Local post office box is acceptable only with proper proof of permit address reflected on registration.

Proof of Residency: Current (last 45 days) utility bill, phone bill, cable bill, bank statement or insurance declaration page. Local post office box is acceptable with proper proof of address reflected on the bill or statement.

*Chart below reflects eligibility in general. Each application is still subject to review for correct documentation and limits to the number of permits per household.

Documentation you have...	Permit Type*		
	VEHICLE	VISITOR	TEMPORARY
Valid DMV Registration and Proof of Residency	•	•	
Valid DMV only. No Proof of Residency			•
Proof of Residency only. No DMV Registration		•	•
Military Personnel with Proof of Residency	•	•	
Property Owners with Current Property Tax Statement		•	
Business Owners with DMV Registration and Proof of Residency for business address	•		
Proof of Residency only. Accommodating Short-Term Visitors (Guests, Contractors, etc.)			•
Proof of Residency with new vehicle. Waiting for DMV Registration		•	•
New Resident. No DMV Registration or Proof of Residency			•

Special Permit Needs	VEHICLE	VISITOR	TEMPORARY	
Leased or Company Vehicles	•			Company Vehicle Form Required
Student (college or university) with Proof of Residency only. No DMV Registration.			•	Subject to Student Temporary Permit Requirements
Home Health Care Providers			•	Please call 916-808-5117

Permit Type	Description and Required Documents	Limit	Special Requirements
Student Temporary	Available to residents who are students currently enrolled in a local college or university and who may not have DMV registered to their residence. Students must apply in-person at the Revenue Division and must have all required documentation ready upon application. • Student ID • Current Semester or Quarter Course • DMV Registration • Proof of Residency (i.e. SMUD, PG&E, bank statement) • Temporary Permit Application	One per student	Must be renewed on a semester basis
Home Health Care	Residents who require a health care provider to visit their residence may be eligible to obtain a Home Health Care Permit. These permits and their expiration dates are determined on a case-by-case basis. These permits are placards which are not license-plate specific. The permit must be displayed on the inside of the vehicle on the driver's side of the dashboard. The VIN number of the vehicle must still be visible when placing the placard on the dashboard. For a list of required documentation, please click on the link below.	Case-by-case basis	To apply please call 916-808-5117
Leased or Company Vehicles	• Current DMV registration • Proof of Residency: Current utility bill (last 45 days) reflecting business name and address where the permit will be registered to. • Declaration of possession of a leased or company-owned vehicle either on company letterhead or on a completed Company Vehicle Verification Form.	Vehicle Permit	

Mobility Management Program

Parking/TMA Strategic Communications Plan

Draft Branding/Marketing/Strategic Communications Plan

Version 1.0

Prepared for:

DMC Transportation & Infrastructure Program
City of Rochester, MN

Prepared by:

Date: August 2017

DMC Project No. Rochester J8618-J8622 Parking/TMA Study

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Introduction

Regardless of whether a parking program is budgeting for dollars, staff time, and/or scarce resources, strategic investment in branding, marketing, and public education often slides to the bottom of the list. However, thinking strategically about the ways in which a parking program is (or is not) communicating with its customers can support (or detract from!) every other aspect of a parking program's operations.

The following section outlines a few key branding, marketing, and communication strategies that should be considered as the community moves forward with implementation of the Study. It also identifies target audiences for marketing, messaging, and media relations strategies that support DMC's ultimate goal of increasing ease of use and customer understanding of Downtown Rochester and the Destination Medical Center's parking and mobility offerings.

QUICK GUIDE

- BRAND POSITION: A Brand Position is a simple statement that conveys the essence of an organization and provides a promise to both customers and partners about the type of environment that can be expected. It also sets the tone for the development of the actual brand, which will only resonate with patrons and investors if it reflects the true character of the organization it represents.

- MESSAGING: A messaging strategy is the foundation for all of an organization's marketing efforts. Put simply, a messaging strategy tells the audiences that you are trying to reach why they should visit your organization, what they will find when they do, and why they should care. For a brand to resonate with its customers and partners, the messaging strategy needs to inspire confidence that the organization understand its patrons' and partners' needs, and has something relevant and unique to offer.

- VISION: This statement should be very aspirational and speak to the organization's ultimate point of success.

- MISSION: This statement defines what an organization is, why it exists, and its reason for being.

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Brand Development

Intentional promotion and positioning of Downtown's public and shared-use parking offerings will provide opportunities for increased user recognition and engagement, as well as increased understanding about existing and future service areas.

Branding

An organizational brand goes beyond an organization's name, logo, and visual identity. A brand represents an unspoken promise, or commitment—of quality, value, professionalism, and financial stewardship—about the consistent experience patrons can expect when using the Downtown public parking system. Over time, a brand becomes synonymous with an organization. When patrons see an organization's signage, communication pieces, or uniforms, an emotional connection is created that evokes the memories and feelings that a person associates with an organization.

Branding creates value and starts with truth. It identifies shared values and areas of expertise; for example, what community needs **are** and **are not** being met by the organization? What story is your current brand telling about the organization? What story do you want to tell? Your organizational brand provides the foundation for the creation of content and tone for marketing efforts, customer relations efforts, and organizational culture.

While this section does not specifically cover signage and wayfinding, both are critical elements in creating a consistent identity that provides parking patrons with easy-to-identify visual cues about where public parking is available and what level of service they can expect upon arrival at a DMC-managed parking facility. As significant investments have already been made in parking-related signage, both in the signage already installed, and in the proposed parking garage to highway signage package, any visual brand for the public parking system should take those existing signage investments into account.

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Brand Position

Here is a helpful way to think about how each of these pieces–organizational mission, vision, audience, and messaging–all fit together to create one cohesive brand position:

> **To** (Target Audiences):
>
> **We are** (Unique Identifier):
>
> **That** (Provides "X" to the audience):
>
> **By** (Details that support "X"):

Vision:

- How would you define your ultimate point of success?

- What umbrella task/goal do you possess that will be worked on indefinitely?

Mission:

- What will you do to continuously work towards your vision?

- What markets are you serving and what benefit do you offer them by working towards your vision?

Questions to identify key words in a statement that presents the means in which your organization will work towards the vision:

1. What perceptions, habits, or beliefs do we need to work on or develop in order to grow?

2. What are we "selling"?

3. Who do we benefit?

4. What's in our toolbox (i.e., what resources do we provide)?

Name:

When supported by thoughtful marketing, advertising, and public relations strategies, a name helps create a memorable connection between people and the organizations they patronize and support. Great names are short and sweet, have personalities of their own and are easy to remember, repeat and represent the true character of a particular place.

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In order to develop an effective brand and marketing strategy for Rochester DMC's public parking system, it is recommeneded that consideration is given to developing a new and unique name to build excitement for the parking system's next chapter. Parking organizations around the country are using short, catchy, and identifiable names to connect with patrons and elevate the image of their professional and high-quality services that they provide. Some examples of top parking and mobility names and brands include:

- SFPark
- SmartPark
- ParkHouston
- Park n' Go
- EasyPark
- GoBoulder
- LexPark

Tagline:

A tagline is a short, memorable, and often catchy phrase that sums up your brand. The taglines teases you-it tells you more about what the organization has to offer and about the type of experience a patron may have when visiting the organization. It builds buzz and encourages current and future patrons to learn more.

A tagline can also serve to further define and explain the purpose of the organization. The key questions to ask when considering the selection of an organizational tagline include:

- Is it action driven?

- Does it speak to the audience and representatives of the organization?

- Does it re-enforce the organization's focus?

- It is forward-thinking in nature?

- Does it tease and build excitement?

Developing a name and tagline are important first steps to developing a new brand for Rochester DMC's public parking system. The decision to invest in a new brand could include engagement with an outside vendor to guide the brand and visual identity development process.

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Messaging

Messaging provides the foundation for creating content and tone for marketing and customer education efforts.

The three key elements to effective messaging include:

1. **Consistency**: Keeping similar tone/feeling when communicating to your audience.

2. **Frequency**: The driving force – keeping the message in front of the audience as often as possible, and not just focusing on providing "must have" information about construction, special events and programs, but on providing updates that reinforce the goals of the organization and remind users of the bigger picture.

3. **Anchoring**: Messaging that provides a compelling call to action. Memorable, high-impact language and visual presentation that talks to the patron, not at the patron.

Messaging for the public parking system should focus heavily on how the program will work to align parking and mobility policies and activities with the community's strategic development and growth goals.

When crafting key messaging for public education and communication about the parking system's operational and customer service enhancements, it will be vitally important to carefully consider the tone of the messaging and how various messages will be perceived by the general public. In an arena as technical and complicated as parking management, it is often easy to get caught up in creating messages that try to convey too much information, often in a way that is full of jargon or technical instructions.

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Audience Segmentation

A successful communication strategy starts with identification of audience(s). While every unique communication effort doesn't have to be tailored to meet a specific audience's needs, it is important to keep in mind that communication—especially during tense or challenging times—isn't a "one size fits all" solution. Audience identification can help the City know when additional communication or explanation of a situation might be needed. It also helps prevent overwhelming customers with irrelevant or too much communication and can assist with making choices about which communication tools will be most effective for a particular audience.

The City's current parking website would benefit from having subpages for each group to help narrow down what is relevant. The current site has a lot of text and good information, but it can be hard to find what you may be looking.

The following list provides a preliminary set of primary and secondary audience segments for Downtown's public parking system.

Primary Audiences

Frequent patrons: This audience includes daily commuters and regular patrons of businesses, organizations, and entities that will interact with the public parking system at least once per week. These customers are more informed about parking policies and regulation than the average citizen; however, they may be more resistant to future changes because they have an established routine.

Visitors, new and future patrons: This audience includes moderate to infrequent users and potential future users. This audience also includes suburban and rural residents who travel "to the city" for special events or meetings. This is a more challenging group to reach because of their infrequent use of the system; however, they are also likely to complain the loudest when they have a negative parking experience.

Business owners and merchants: This audience segment is highly engaged, which can provide both a challenge and opportunity. On one hand, they are very knowledgeable, are connected to larger groups of stakeholders or customers, and can act as "peer champions" to help spread the word about improvements to the parking system. On the other hand, these groups often lack knowledge about professional parking management policies and can become quickly frustrated at the slow pace of the public sector.

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Property owners: Often, downtown property owners, especially those who have owned property for a longer period of time, feel that their private parking has been utilized by the public "for free." As such, they are more cautious about what changes to how parking is managed might mean for their investment in downtown. This stakeholder group will likely require more intensive face-to-face education and engagement.

Development Community: As there likely is an opportunity to work collaboratively with the development community to achieve more efficiency with existing parking assets, the development community will continue to be a key customer to consider when developing parking- and mobility-related messaging.

Downtown Residents: As additional downtown housing options come online, striking a balance between how on- and off-street parking is used by residents, customers, and visitors is vitally important. As the number of downtown residents rises, it is important to proactively plan for the types of programs and policies that will be needed to support a 24/7 downtown, such as a downtown residential permit program, loading/unloading zones, and enhanced security. Due to the privacy afforded by many downtown housing typologies (i.e., condos), downtown residents are typically a bit slower to organize than traditional neighborhoods; thus, it will be important to identify other channels through which to engage this key group. These channels include the realtor community, developers, and downtown employers.

Secondary Audiences

- Development Community
- Media

Key Internal "Audiences

While it might not be a traditional "audience", communicating upcoming program or policy changes to staff at all levels, especially something potentially controversial like an adjustment in pricing or enforcement hours, is a critical first step. Staff should be provided with approved talking points – both office staff who are answering phones and front line staff who might be stopped on the street – and educated about where to send stakeholders and customers who have additional questions and/or concerns.

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Media Relations

The importance of a thoughtful public relations plan cannot be overstated. In the absence of information, the general public will make up their own answers and/or rumors will be given more "legs" than when an organization is proactively pushing out their desired message.

Communicating about parking requires both technical savvy and an understanding of the often-intense emotions that are experienced when dealing with parking concerns and issues. Relationship and trust building can be slow, however there are a few strategic first steps that can be taken to begin developing productive relationships with the general public and the media:

- **Develop a Media Relations Plan**: Strategies should be built on a foundation of trust, reciprocity and transparency. At a minimum, this strategy should:

    o Include a comprehensive list of local, regional and national media contacts that is reviewed for accuracy at least quarterly.

    o Include specific sub-sections outlining approved policies and procedures for addressing re-occurring annual, seasonal, campaign and event specific communications functions (i.e., special events, service disruption, construction).

    o Align with the overall strategic goals of the community and integrate with larger community communication and media engagement policies.

    o Identify one or more designated spokespeople who have specific experience and/or have received training on how to communicate effectively with the media.

- **Form strong, reciprocal relationships with local media**: This is especially important during times of crisis and should include local and regional media outlets. Outreach to media organizations should be done in advance of a "crisis". Introductory meetings with local news directors can help build a relationship in advance of a story and can serve the dual role of familiarizing news organizations with their best point of contact for parking-related stories.

- **Be out in front of stories**: Staff should meet regularly to discuss potential public relations issues and make a joint and informed

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decision about what communication is needed and the best angle to take.

- **Develop a Crisis Communication plan**: It is absolutely critical to have a written Crisis Communication plan in place and to know the chain of command protocols for addressing the issue publicly before control of messaging is lost. Please note that any plan should be vetted by and complement the community's overall Crisis Management Plan.

- **Feed information to media**: This may run counter to the operating norm for many parking programs who try to fly under the media's radar, but it is particularly effective when a crisis hits and you want to be one of the first calls the media makes.

- **Ramp up communication during times of transition**: People and organizations often stop communicating during times of transition (i.e., construction, program building, introduction of new technologies) because they feel that they "aren't there yet" and need to have everything completed before bringing their constituencies along. This is exactly the opposite of what should be done; parking and transportation changes and/or "inconveniences" can lead to intense frustration and fuel complaint volumes. During times of transition, communication should be:

  o Clear and understandable

  o Tailored to your key audiences

  o Repetitive and simple

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Communication Tools and Tactics

It is important to identify and utilize a variety of mediums when communicating with current and future parking customers. Whether the message is informational (i.e., details on construction efforts or the installation of a new parking technology or app), the key is to communicate early, often, and in ways in which your information will resonate.

When identifying the communication tools and platforms that will work best for promotion of DMC's public parking system, the following items should be considered:

Web Presence:

The following outlines some industry best practices that should be considered when developing the kind of online "one-stop shop" that is recommended as part of a parking and communications marketing plan:

- Basic parking and mobility information, location, directions.

- Mission, Vision, and Values of the organization, and work underway to achieve those goals.

- Contact form for feedback purposes.

- Emergency/contact phone number that is answered 24/7.

- Ideally, the website will be created in distinct sections correlating to the target audience categories, with information neatly sorted and organized based upon the type of user accessing the site.

- The site must be well-managed with a plan to keep content fresh and new. Users returning to the site and finding nothing new are likely to stop utilizing it as a resource.

- In addition to hosting some static content, the site should include tools to allow users to select how they want to communicate with/receive information about upcoming changes that will impact parking in the downtown area.

- The webpages should offer a mobile-optimized version for those who wish to access the site on mobile devices.

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- Consider using Google Analytics (or a similar tool) to track where the website is receiving the most traffic and actively move those items to the home page.

- As parking and mobility offerings become more sophisticated, **Table 1** outlines what "next-level" investments are recommended, by user group.

Table 1.   Recommended Investments by User Group

Target Audience	Information to Include
For Everyone	Detailed information about service and programmatic offerings
	Comprehensive calendar of events and opportunities for target market audience engagement with the organization
	Links to social media
	Special event information, including event-related street closures, special event parking rates, links to legitimate private event parking operators
Frequent Patrons	Online citation payments
	Construction information, including construction-related street/lane closures, temporarily reserved parking areas, meters that are hooded or out of service
Visitor, New and Future Patrons	Parking options for daily, monthly, and visitor parking, either through links or downloadable PDF format
Downtown Stakeholders	Parking options for daily, monthly, and visitor parking, either through links or downloadable PDF format
	Staff contact information for developers, property owners, investors, etc. who may be interested in investing in Downtown
	Links to partnering organizations' websites (e.g., Downtown Alliance)

A few examples of parking programs that have clean, well-branded, user-friendly websites include: EasyPark, Vancouver, BC (www.easypark.ca); LexPark, Lexington, VA (www.lexpark.org); and Park Cedar Rapids, Cedar Rapids, IA (www.parkcedarrapids.com).

Social Media

Social media has changed the way people communicate, how stories are told, and how information gets distributed. However, as many industries are noticing, social/new media strategies are only as effective as the consistency of the staff, intern, or volunteer time that is spent to maintain them. The effective use of social media means making a commitment to keeping it updated and fresh with content. The most successful parking programs and organizations using social media are creative in their messaging and approach, using the site not just for information, but also for contests and

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fun interactions. Social media gives the brand a personable and down-to-earth accessibility that gives a user a continuous reason to keep coming back.

According to a 2014 study of American aged 18-24, more than half said they would consider moving another city if it had more and better options for getting around. 66% said that access to high quality transportation was one of the top three criteria they weighed when deciding where to live. These audiences are likely already on social media and have come to expect that they will be able to follow, tweet, post, or tag a picture as part of basic customer service interactions with the public parking system.

Social media provides another opportunity for Rochester to leverage DMC's communication savvy. DMC has 6,062 followers on Facebook and 3,373 followers on Twitter, as well as being active on Instagram.

Consideration should also be given to additional social/new media tools like YouTube and Snapchat.
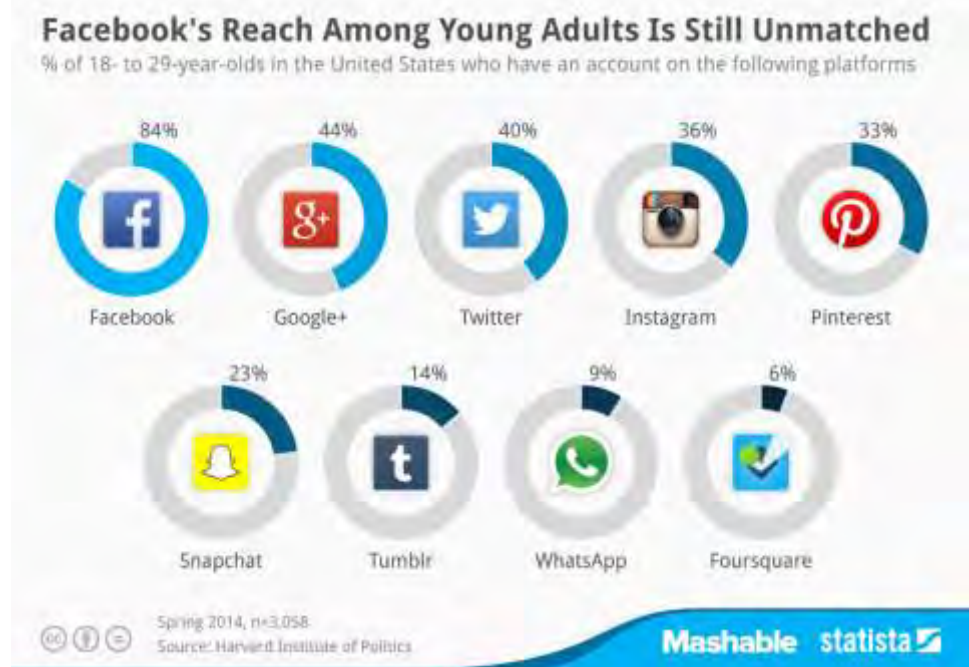
YouTube

YouTube is a video-sharing site in which users can create, upload, and share videos. Organizations can create channels that users can subscribe to. This channel could be utilized for videos taken at events, instructional videos for existing and new technologies, etc.

Snapchat

Snapchat allows brands, companies, and individuals to connect with each other via brief, curated video shorts. With over eight billion videos shared on Snapchat daily, and a strong customer base between 18 and 34, Snapchat is effectively reaching an attractive demographic for downtowns.

Education & Informational Resources

It is important to not only share news and information with user groups but to also document progress. An Annual Report provides programs with an opportunity to document and share progress made over the course of a year. Some basic items to include in the report include: annual achievements, budget information, marketing and outreach efforts, priorities for the coming year, and statistics on customers served. The Annual Report can also include results from benchmarking and customer service questionnaires. A popular trend in Annual Reports is the creation of online-only reports that are designed as infographics instead of traditional text reports. This can cut down on cost, provide additional transparency, and be more digestible for stakeholders. A sample Annual Report Template is provided in **Appendix A** that accompanies this report.

Commuter Information

As Rochester works to promote the use of other modes of transportation, it will be important to track the percentage of customers using those various modes. This information can be folded into the Annual Report or presented as a stand-alone marketing piece.

- Explore free Smart Phone applications that can help provide information without a significant capital investment

- Applications like ParkMe are free to consumers and use algorithms, rather than expensive real-time data, to help customers find a space using their mobile device.

Loyalty Programs

Airports have readily adapted customer loyalty programs in response to increase competition from improved transit and shuttle services. Municipalities, such as Vancouver's Easy Park, are using loyalty programs to incentive parking patrons to utilize underutilized facilities. This provides the customer with financial incentive and opens the more convenient, higher demand parking facilities up to those willing to pay a premium or needing the more convenient facilities to accommodate their various needs.

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Launching the Loyalty Program provides an opportunity to clearly brand the public parking system and establish a reputation for innovation and a customer-focused experience. In rolling out the program, the messaging should be crafted in a way that will resonate with even non-users. The marketing rollout is about more than promoting the new program, but will help to establish long term associations with the brand.

Promoting the Loyalty Program should therefore be part of a larger package of promoting the various services and offerings of the public parking system, allowing users to see the Loyalty Program as part of a suite of services rather than a standalone service with a specific goal (such as collecting user information).

Strategic Partnering

Public parking systems can partner with local businesses, and even competitors, to provide creative messaging, as well as expand the sphere of influence for the services. For instance, in launching their mobile payment app, ParkBoston's "It's Game Over for Quarters" campaign worked with an area vendor to place arcade machines along the streets, inviting parking patrons to use the quarters no longer needed for meters. In a partnership with GO Denver, and Lyft, GO Centennial is piloting a program that allows riders within a specific distance of the Dry Creek light rail station to call for a free ride via Lyft through the GO Denver app, effectively alleviating demand for the park-and-ride facilities while increasing transit usage AND benefiting local Lyft contractors.

Staff Resources:

The important role that staff play in representing and promoting an organization's brand cannot be overstated. While management-level employees have a visible and public role, it is the front-line staff—enforcement officers (Parking Ambassadors), maintenance, and customer service/administrative professionals—that will have the most frequent and impactful interactions with customers.

Every staff-customer interaction presents a chance to shift the perception of the experience that one can expect when utilizing the public parking facilities in DMC. All employees, from management to front-line staff, should be trained to sound, act, and look like ambassadors for the world-class tourist destination that Rochester is.

The importance of non-verbal and secondary messages should also be considered. These can include:

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Uniforms

Traditionally, enforcement officers have worn uniforms that resemble those of law enforcement with badges and other equipment that create an intimidating look. Organizations that are looking to follow best practice are putting enforcement staff (Parking Ambassadors) in more casual, yet professional, attire with neat, well-branded polo shirts and slacks/shorts. Additionally, the Ambassadors are given backpacks or shoulder bags with maps, umbrellas, coupons, and other customer-friendly items. DMC should consider providing tourism ambassador training for staff. This training is an important first step in transitioning front-line parking staff from enforcers to a value-added part of the larger Destination Medical Center experience.

A Positive Presence On the Street.

While it is not always possible, it is often helpful to remove Parking Ambassadors from their vehicles, putting them on foot or bike so they can easily interact with parking patrons and answer questions.

Office Layout

Similar to the enforcement approach to uniforms, many parking offices are set up with no waiting or seating area. Bars, thick glass on windows, and lack of décor can unintentionally create a combative environment that can put a parking patron on edge. It is important to balance the understandable need to protect the safety of staff members with the environment that is being created for patrons who are looking for help and support.

Additional Outreach Channels and Initiatives:

PARK(ing) Day

PARK(ing) Day is an annual worldwide event where artists, designers, and citizens transform metered parking spots into temporary public parks (www.parkingday.com).

Bike to Work Day

Partnering with local bicycle advocates could be a positive way to encourage increased use of alternative modes and to highlight possible investment in bicycle infrastructure and amenities.

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Opt-in Text Message System

For those community members who are faced with "email overload" or who choose not to have a smart phone, offering an opt-in text messaging system is a good option. A text message number would be provided to community members interested in receiving text messages about upcoming meetings, construction updates, or programs that might impact their neighborhood. This system can be relatively inexpensive and easy to manage. Normal text messaging rates for those who opt-in still apply.

Educational Videos

Videos can be a powerful instructional and informational tool, especially when trying to convey often technical information about new parking technology. Videos are also a great way to include customers or other community leaders like Council members in the development of educational materials, videos, and other media campaigns (e.g., customers/community leaders can be used to demonstrate technology in educational videos and can be trained as citizen peer advocates for a particular stakeholder group).

Utility Bill Survey

The utility bill is a powerful tool because it is likely to reach a far larger audience than other, often online only, tools. Utility bill inserts can provide website information and can list ways that residents can provide feedback (i.e., upcoming meeting dates, and phone number or email information).

Industry/Block Captains

The sharing of information and the advocacy of an idea by peer groups is one of the most powerful tools that can be leveraged. The new Parking Program Manager should make one of his/her first tasks to reach out to key thought leaders in the business, residential, and community development sectors and encourage them to act as citizen ambassadors for the new program. These ambassadors can help broaden the reach of key messages with voices that carry more weight and gain more trust with peer groups than messages coming straight from the City or other public source.

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Roadmap to Implementation

The following implementation matrix aims to provide guidance on short-, mid-, and long-term implementation of strategic communications, marketing, and stakeholder engagement efforts to support a reimagined, reinvigorated, and customer-focused public parking system in Rochester DMC.

Strategies correspond with categories listed in the previous sections and are coded for ease of reference as follows:

- Web Presence (Web)

- Social/New Media Tools (Social)

- Additional Tools and Tactics (Tools)

- Public Relations (PR)

- Staffing and Staff Development (Staff)

- Annual Communications, Marketing, and Stakeholder Engagement (Engage)

- Media Relations (Media)

- Visual Identity (Identity)

- Metrics (Metrics)

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SHORT-TERM STRATEGIES (12-18 MONTHS)		
MARKETING STRATEGY RECOMMENDATION	**RESPONSIBLE**	**BUDGET CONSIDERATIONS**
Identity — Create and release an RFP for Brand and Visual Identity Development: • Vision, mission, values • Logo • Brand identity standards • Templates for collateral • Uniform redesign • Annual Report template/design (paper or online infographic) • Website updates	The City of Rochester and the Destination Medical Center should work in close partnership on this effort. As DMC is a natural fit to lead this type of project, the final product should reflect the organizational values of both entities. A good example of how a process like this was done effectively is the recent parking system rebranding performed in Boise, ID.	• Brand development: $50,000 (for design firm) • Annual Report: $10,000 - $15,000 for infographic; staff time for more traditional version • Website upgrades: Staff time (or if seeking outside vendor support, $25,000)
Social — • Explore use of various social media tools to help promote parking information, specifically Twitter, YouTube, and Snapchat • Develop a social media policy	City of Rochester in partnership with DMC	No cost beyond staff time, unless small investments are made in Facebook ads, which can be a cost-effective and highly visible marketing tool. Targeted Facebook ads can be tested for approximately $50/day in very specific ways. For instance, you can set up a Facebook ad that asks for women aged 40-45 who have two kids and live in a certain area of Rochester
Media — Build (or thoroughly update) a comprehensive media contact list.	City of Rochester in partnership with DMC	No cost beyond staff time
Media — Schedule in-person meetings with key news directors (include print, television, and digital media).	City of Rochester management-level staff and/or designated communications and public engagement staff liaison	$200 for creating updated press packets
Media — Designate and train a media spokesperson.	City of Rochester in partnership with DMC	$500 - $1,000 for training
Staffing — Develop job description duties specific to communications and public engagement. • Ideally this will be an FTE that specifically supports the public parking program; however, in year one, it could be an opportunity for existing staff promotion and training. • Explore collaborative opportunities with organizations like DMC for cost/staff sharing opportunities. • Explore opportunities for intern support of marketing, communications, and social media tasks.	City of Rochester; the position could also very successfully be housed within DMC	No impact in FY 2017 beyond possible intern compensation; Budget $30,000 - $40,000 for future FTE salary (does not include benefits)

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SHORT-TERM STRATEGIES (12-18 MONTHS)			
MARKETING STRATEGY RECOMMENDATION		**RESPONSIBLE**	**BUDGET CONSIDERATIONS**
Engage	Develop an Annual Communications and Stakeholder Engagement Plan. • Typically, this is done around the same time each fall (Aug/Sept) and development of a specific communications and stakeholder engagement budget • The Marketing and Communications section of the Accredited Parking Organization matrix outlines a very specific process for annual communications planning.	City of Rochester in partnership with DMC	Best practice is to set aside $8 for every parking space in a program. Include funding for various campaigns and outreach efforts, with most year one funding going towards development of the organization's rebranding and communication efforts.
Identity	Begin developing the timeline and strategy for launching the new brand. Depending on the timing of visual identity creation, the brand launch could happen in 3rd or 4th quarter 2017.	City of Rochester in partnership with DMC	No investment beyond staff time
Metrics	• Establish data benchmarks that create accountability to both internal stakeholders (i.e., City and DMC leadership) and external stakeholders (i.e., patrons, partners). • Develop a patron and partner survey that is administered annually and tracks similar items to begin building patterns and providing data on program trends.	City of Rochester in partnership with DMC	$500 - $750 for online tool like SurveyMonkey or SurveyGizmo (if the City does not already have a preferred survey program). This assumes premium membership at $50/month. Less expensive options are available.

MID-TERM STRATEGIES (18-24 MONTHS)			
MARKETING STRATEGY RECOMMENDATION		**RESPONSIBLE**	**BUDGET CONSIDERATIONS**
Identity	Launch the new brand. • The visual identity development vendor should work with staff to outline the brand launch timeline, strategy, and goals. • Continue website upgrades. • Begin public education campaign.	City of Rochester in partnership with DMC	This amount depends on what was accomplished in 2017; however, a reasonable budget estimate is $25,000 - $35,000. This amount includes signage, collateral materials, launch party staff apparel, and other key marketing pieces.
Social	• Continue actively curating selected social media sites. • Monitor patron and partner engagement with sites to ensure return on investment (ROI) for staff time. • Leverage partnerships with partnering organizations (i.e., Chamber, Tourism entities) to expand social media outreach efforts.	City of Rochester in partnership with DMC; breakdown of roles and responsibilities for each organization TBD in 2017	$500 for staff training classes on latest social media engagement strategies
Tools	Produce 2018 Annual Report.	City of Rochester in partnership with DMC; breakdown of roles and responsibilities for each organization TBD in 2017	This amount depends on vendor and quantity; however, a reasonable estimate is $15,000 - $20,000 for design and printing of an infographic; $5,000 for a more traditional written report.
	Identify no/low-cost smart phone apps like ParkMe that increase customer service offerings.	City of Rochester	No cost beyond staff time and training

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MID-TERM STRATEGIES (18-24 MONTHS)			
MARKETING STRATEGY RECOMMENDATION		**RESPONSIBLE**	**BUDGET CONSIDERATIONS**
Media	Continue active relationship building with local media, including annual meetings with news managers.	City of Rochester in partnership with DMC; breakdown of roles and responsibilities for each organization TBD in 2017	$1,000 for updating press packets with new brand
Media/PR	Begin building local and regional recognition for the new brand via outreach efforts in partnership with local organizations. - Participate in PARK(ing) Day 2017. - Launch Bike to Work Day. - Participate as a vendor/sponsor at popular local festivals/events.	City of Rochester in partnership with DMC; breakdown of roles and responsibilities for each organization TBD in 2017	Budget $5,000 for new programs and possible sponsorship opportunities
Staffing	Establish a half-time employee (preferably a FTE position) to handle communications, customer engagement, and public relations for the public parking system.	City of Rochester in partnership with DMC; breakdown of roles and responsibilities for each organization TBD in 2017	$30,000-$40,000 for an FTE (does not include benefits)
	Develop performance measures for communications staff person that are tied to the goals outlined in the Annual Communication and Stakeholder Engagement Plan.	City of Rochester in partnership with DMC; breakdown of roles and responsibilities for each organization TBD in 2017	No cost beyond staff time
PR	Develop a Crisis Communication Plan (see Appendix B for an example).	City of Rochester	No cost beyond staff time
Engage	Create 2018 Annual Communications and Stakeholder Engagement Plan by early 4th quarter 2017. - Review the effectiveness of 2017 efforts. - Create communications and marketing budget for 2018 to complement program communication and marketing priorities.	City of Rochester in partnership with DMC; breakdown of roles and responsibilities for each organization TBD in 2017	$42,240.00 total communications budget for 2018. Includes funding for new outreach and signage implementation costs. Also includes funds for outreach efforts related to possible selection of new smart meter technology.
Metrics	- Use data benchmarks and make adjustments to build 2018 Annual Marketing Plan and budget priorities, i.e., media impressions and Google Analytics. - Administer patron and partner survey.	City of Rochester in partnership with DMC; breakdown of roles and responsibilities for each organization TBD in 2017	$500 - $700 for in-house execution; $5,000 - $7,500 for outsourced survey execution

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LONGER-TERM STRATEGIES (24 – 36 MONTHS)			
MARKETING STRATEGY RECOMMENDATION:		**RESPONSIBLE:**	**BUDGET CONSIDERATIONS:**
Identity	Continue brand implementation activities as outlined in the 2018 organizational budget.	City of Rochester in partnership with DMC; breakdown of roles and responsibilities for each organization TBD in 2017	This amount depends on what was accomplished in 2017; however, a reasonable budget estimate is $10,000 - $20,000.
Social	• Continue actively curating all social media sites • Monitor patron and partner engagement with sites to ensure ROI for staff time and effectiveness of tool	City of Rochester in partnership with DMC; breakdown of roles and responsibilities for each organization TBD in 2017	No cost beyond staff time
Tools	Produce the 2017 Annual Report.	City of Rochester in partnership with DMC; breakdown of roles and responsibilities for each organization TBD in 2017	Assuming a similar look and feel from 2017 and an outsourced vendor, cost should be around $7,500; $3,000 for a more traditional written report.
	Implement no/low-cost smart phone apps that increase customer service offerings. • Include an educational campaign, marketing, and signage.	City of Rochester in partnership with DMC; breakdown of roles and responsibilities for each organization TBD in 2017	$2,000-$3,000 for public education, marketing, and signage, if applicable
Media	Continue active relationship building with local media, including annual meetings with news directors.	City of Rochester in partnership with DMC; breakdown of roles and responsibilities for each organization TBD in 2017	No cost beyond staff time
Staffing	Continue staff development and training, including a review of staffing levels to support communications and stakeholder outreach activities. Consider developing a permanent intern program to support this position	City of Rochester in partnership with DMC; breakdown of roles and responsibilities for each organization TBD in 2017	$300-$500/week for staff training and possible paid intern
PR	Revisit the Crisis Communication Plan for accuracy and update as needed.	City of Rochester	No cost beyond staff time
Engage	Create 2019 Annual Communications and Stakeholder Engagement Plan by early 4th quarter 2018. • Review effectiveness of 2017 efforts (see Metrics section for additional detail). • Create communications and marketing budget for 2018 to complement program communication and marketing priorities.	City of Rochester in partnership with DMC; breakdown of roles and responsibilities for each organization TBD in 2017	$46,464.00 total communications budget for 2018 (estimated – could vary based on increase in total spaces)
Metrics	• Use data benchmarks and make adjustments to build 2019 Annual Marketing Plan and budget priorities, i.e., media impressions and Google Analytics. • Administer a patron and partner survey. By the third year, there should be enough data to complete a trend analysis and make adjustments to budgeting per survey results.	City of Rochester in partnership with DMC; breakdown of roles and responsibilities for each organization TBD in 2017	$500 - $700 for in-house execution; $5,000 - $7,500 for outsourced execution

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Metrics to Measure Success

Metrics and benchmarks are an important aspect of instituting any program and for each initiative embarked upon, specific metrics should be established. A strategic and proactive communications and stakeholder engagement plan can lead to tremendous progress, but how does an organization truly know which tactics and campaigns are making the difference and when they have achieved success? Rochester's public parking program should consider investing in one or several of the following tools and strategies for measuring both the success of outreach campaigns and customer satisfaction:

SURVEYS

Surveys are the most commonly used tool for organizations to track consumer and investor perceptions towards an organization and its initiatives. Surveys should probe how well the organization is serving its constituents and identify what improvements and/or additional services they'd like to see. The prevalence of online survey tools like SurveyMonkey or Survey Gizmo make it easy to implement evaluation processes in-house at significant cost savings for the parking program. However, when the program has a significant campaign, is looking to introduce a new technology, and/or would like to ensure statistical significance for survey results, outsourcing survey distribution and analysis to an established market research firm is recommended. Several types of surveys can be conducted, including but not limited to:

- **Business Owner/Operator:** Determines perceptions, attitudes, and preferences related to parking, mobility, and its impacts on business operations and viability

- **Customer Survey:** Determines the parking needs and concerns of a consumer or visitor

- **Resident Survey:** Determines specific neighborhood and overflow parking concerns within the community

ESTABLISH DATA BENCHMARKS

Data benchmarks are an excellent way to measure the success of annual and project-specific strategic planning efforts. We recommend the following data and indicators be benchmarked and tracked as the communications and stakeholder outreach strategy is implemented.

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- **Media Impressions:** This is the number of news clips in newspaper, magazine, television, and radio. Using advertising costs, average the value of free mentions from public relations efforts.

- **Social Media Metrics:** Tracking social media analytics can be time-consuming, expensive, and can seem like an exercise in futility but there are a few free tools that can be used to track your growing social media presence.

  1. **Hootsuite:** Hootsuite is often used by organizations to manage all their social media accounts on one platform; however, its recent partnership with Brandwatch has added the extra benefit of analytics.

  2. **Twitter Analytics:** Twitter Analytics allows users to track impressions, retweets, profile visits, mentions, and increases or decreases in followers. Best of all, it is completely free.

  3. **Facebook Page Insights:** This free tool allows page managers to view the page's performance, learn which posts have the most engagement, and see data about when your target audiences are on Facebook.

  4. **Google Analytics:** Google Analytics is a free tool provided by Google that is constantly being updated and improved. It will not only show you valuable data about your website visitors, how they got there (Google search keywords, referral, or direct entry), and their location, but also you can monitor and view reports on their experience on the site (where they stayed the longest, what they were looking for, where they left, etc.). This tool allows you to produce a variety of reports that can be used for specific online campaigns, overall usage over periods of time, to help provide a basis for further improvements, and to fix functions that may not be working as intended for the end users.

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Final Note: Identifying a Champion

Probably the most important element of creating a successful organizational identity is designation of a dedicated program champion or point person responsible for sharing the good news about parking program enhancements. The Kimley-Horn team believes that DMC, a well-respected community partner of the City of Rochester, has the political savvy and organizational expertise to successfully step into the role of parking program champion. It was very clear throughout the creation of this Parking Strategic Plan that DMC and the City share a common goal: to transform the public parking system in the DMC area into a world-class service that supports a world class medical campus. While improving public perception is an important piece of this effort, both the City and DMC rightly realize that it is going to take a coordinated and professional effort to not only improve parking operations, but also share news about system enhancements in a way that tells the story of how investment in improving the parking experience can support the larger downtown as well.

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Appendix A. Example Annual Report Template

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Appendix B. Sample Annual Report – Missoula Parking Commission

Appendix C. Example Crisis Communication Plan

Appendix D. Example Crisis Communication Plan

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CIRQUE DU SOLEIL.

Key Concept:
Release the Parking Brake!

Everyone has a parking story and few are positive.

For years parking was viewed as a potential drag on business. Parking conjured memories of strange smells, creepy corners, arbitrary rules, and aggressive enforcement.

"The conversation has turned to parking."

Our goal was to remove negative cues and make parking invisible.

Negative -> Neutral -> Positive

Parking Guidance

TDM

Lighting

Placemaking

Automation

Wayfinding

Valet

Loyalty Programs

AMENITIES

We need to make smart investments.

Which strategies will my customers or client reward me for?

What strategies will provide a ***competitive advantage***?

Key Concept:
Create Competitive Advantage

Resources for continued learning:

- *Competitive Advantage: Creating and Sustaining Superior Performance,* Porter

- *Creating Competitive Advantage*, Smith

- "Blue Ocean Strategy," *Harvard Business Review,* Kim & Mauborgne

How do businesses gain competitive advantage?

Competitive Advantage is achieved when a business differentiates itself from the competition by creating a favorable impression regarding:

- Quality
- Cost
- Delivery (service)

The competitive advantage process

1. Identify the purchase decision-makers

2. Identify one or more of their needs/priorities that you can address, typically in the quality, cost, or delivery dimensions

3. Focus on consistently and uniquely meeting the need(s)
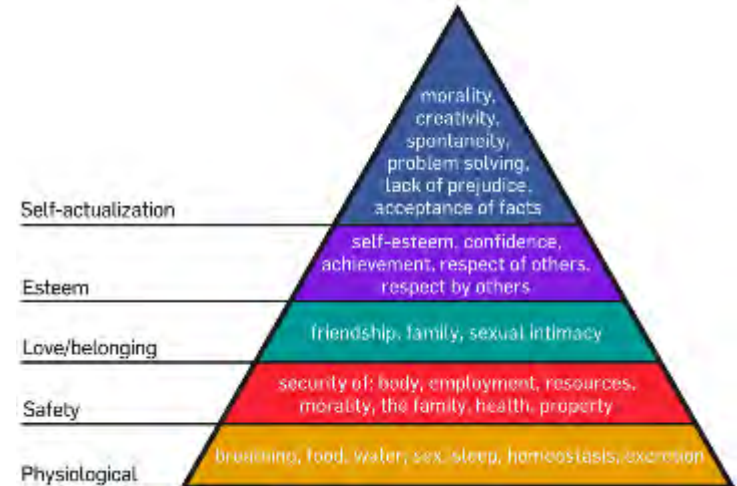
Customers Reward Need-based Differentiation

Differentiated

Relevant to

***Competitive
Position***

***Needs of
Customers***

Undifferentiated

Irrelevant to

Market

Pricing

Premium
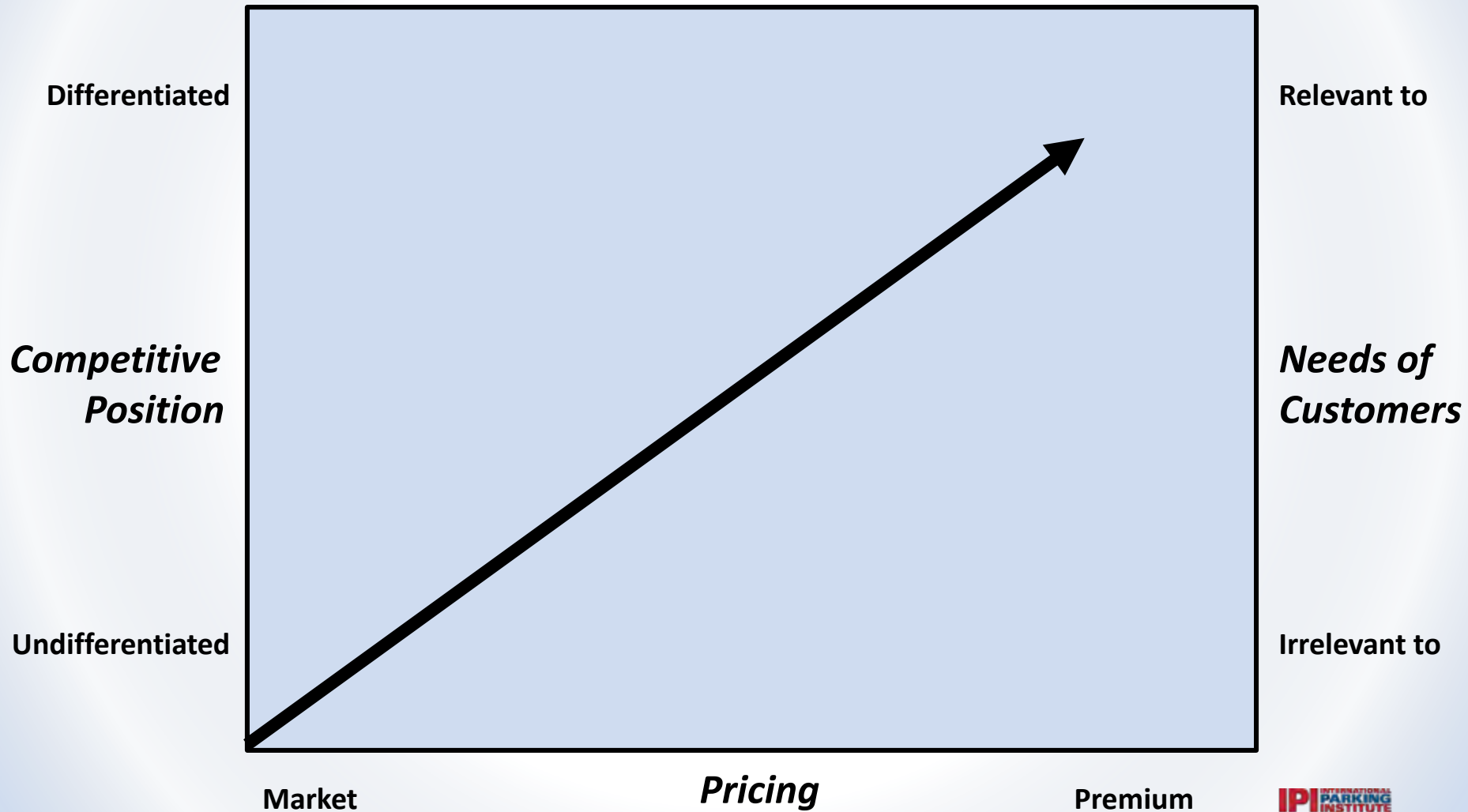
Maslow's Hierarchy of [Parking] Needs
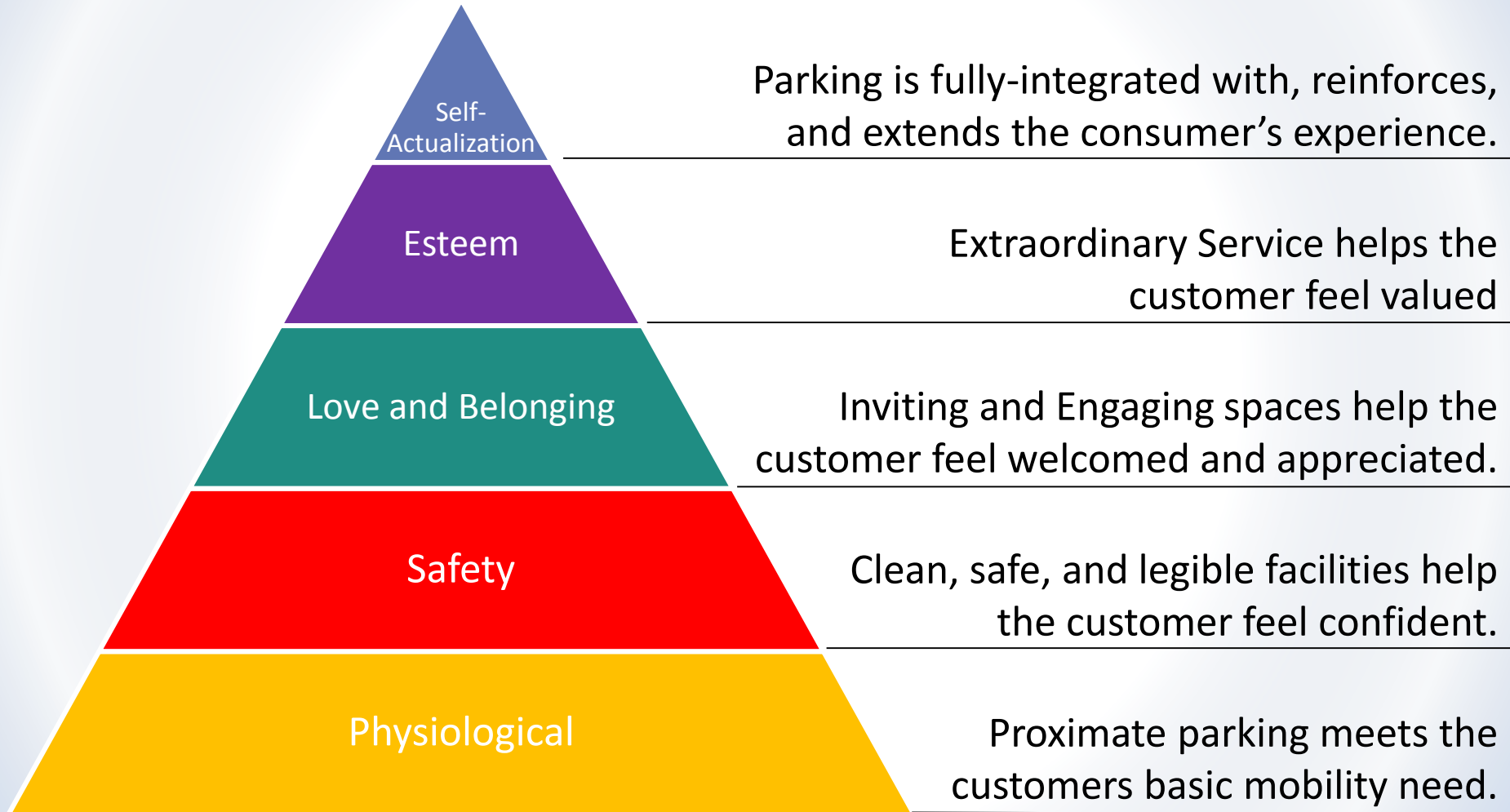
Parking is fully-integrated with, reinforces, and extends the consumer's experience.

Self-Actualization

Esteem — Extraordinary Service helps the customer feel valued

Love and Belonging — Inviting and Engaging spaces help the customer feel welcomed and appreciated.

Safety — Clean, safe, and legible facilities help the customer feel confident.

Physiological — Proximate parking meets the customers basic mobility need.

Because most consumers view parking as a commodity, competitive advantage is often based solely on:

- Price (diminishes profits)
- Location (inflexible and typically diminishes profits)
- Avoidance of negative cues (limited opportunity)

We provide competitive advantage for the businesses and communities we support.

- Consumers' primary interest is in the business, event, or other attractor that they are parking to attend.

- Enhancing that experience creates a rising tide that means more opportunity for the parking operator.

- Parking's greatest power is not in seeking competitive advantage vs. other parking operators, rather it is in providing competitive advantage to the businesses we support.

- Fully-integrated parking represents a way to add to the value of the consumer's experience by leveraging existing resources rather than adding new ones.

The Blue Oceans Strategy

Competing in overcrowded industries is no way to sustain high performance. The real opportunity is to create blue oceans of uncontested market space.

Red Ocean Versus Blue Ocean Strategy

The imperatives for red ocean and blue ocean strategies are starkly different.

Red ocean strategy	Blue ocean strategy
Compete in existing market space.	Create uncontested market space.
Beat the competition.	Make the competition irrelevant.
Exploit existing demand.	Create and capture new demand.
Make the value/cost trade-off.	Break the value/cost trade-off.
Align the whole system of a company's activities with its strategic choice of differentiation *or* low cost.	Align the whole system of a company's activities in pursuit of differentiation *and* low cost.

Harvard Business Review
www.hbrreprints.org

Competing in overcrowded industries is no way to sustain high performance. The real opportunity is to create blue oceans of uncontested market space.

Blue Ocean Strategy

by W. Chan Kim and Renée Mauborgne

Included with this full-text *Harvard Business Review* article:

1 **Article Summary**
The Idea in Brief—the core idea
The Idea in Practice—putting the idea to work

2 **Blue Ocean Strategy**

11 **Further Reading**
A list of related materials, with annotations to guide further exploration of the article's ideas and applications

We're not advocating leaving the parking marketplace, rather we propose transcending it by integrating with the businesses that we support.

Key Concept:
It's An Experience Economy

Resources for continued learning:

- *The Experience Economy,* Pine & Gilmore
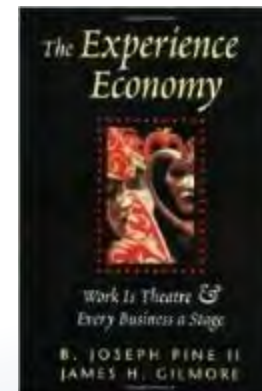
Consumer Preferences Have Changed

Goods to possess → Experiences to share

The Experience Pyramid

Remember Maslow?
Our potential business reward grows as we move beyond being a commodity to addressing higher level consumer needs.

Experiences typically target needs for love, belonging, and esteem.

Opportunity

Business Strategy

$$$$$	Determine and Guide **Transformations**
$$$$	Depict and Stage **Experiences**
$$$	Devise and Deliver **Services**
$$	Develop and Make **Goods**
$	Discover and Extract **Commodities**

Experientializing Goods & Services

Three Opportunities

- ## Embedding

  How do we make parking an extension of the broader experience the customer has come to enjoy?

- ## Sensorializing

  How do we use sight, sounds, and smells to create a positive and memorable experience?

- ## Goods Clubs

  How do we leverage parking to provide a sense of exclusivity that feeds the need for belonging or esteem?

Experientializing Goods & Services

Five Key Experience-Design Principles

- Theme the Experience

- Harmonize Impressions with Positive Cues

- Eliminate Negative Cues

- Mix In Memorabilia

- Engage All Five Senses

Key Concept:
Embedding Parking as Preshow

Resources for continued learning:

- *Service Design: From Insight to Implementation*, Polaine, Lovlie, & Reason
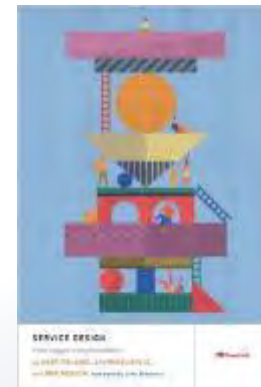
- Pine and Gilmore argue that "Work is Theatre & Every Business a Stage"

- Think of parking as the "House Management" we own the Pre-show and the Post-show or everything that happens before the curtain rises and after it falls.
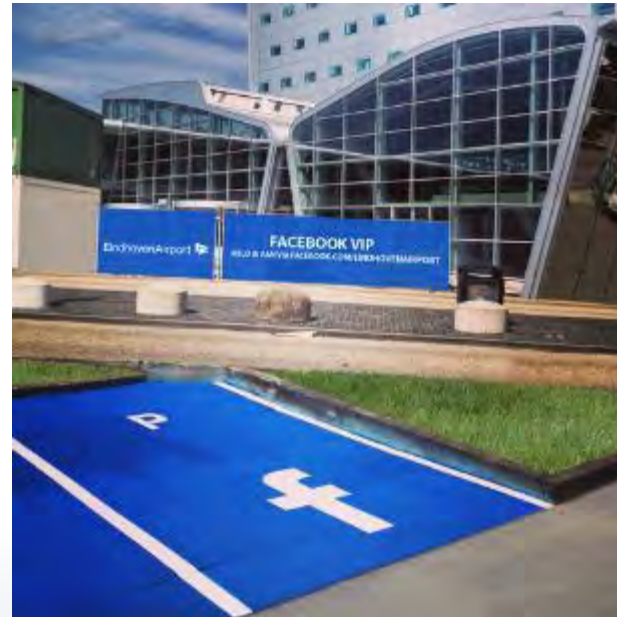
Key Concept:
Know the Main Stage Show

Know the Main Stage Show

WE NOW LIVE IN AN
EXPERIENCE ECONOMY
WHERE PEOPLE HAVE SHIFTED FROM **PASSIVE CONSUMPTION** TO **ACTIVE PARTICIPATION.**

-Pine & Gilmore

What kind of experience are you designing the preshow and post-show for?

Planning your preshow starts with understanding what you're warming up the audience for.

Entertainment

Dining

Retail

Travel

Sporting
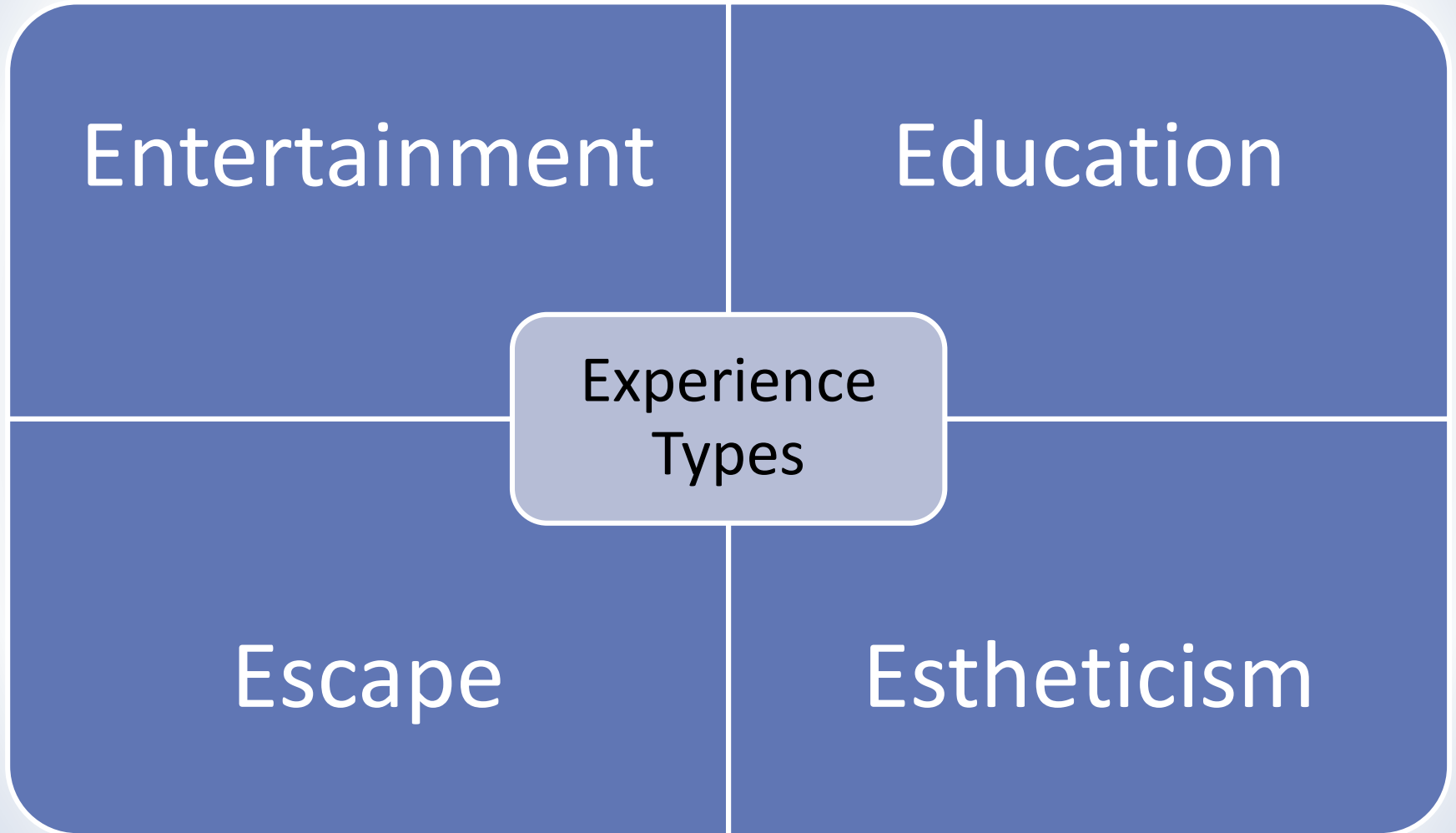
Key Concept:
Know Your Audience

Resources for continued learning:

- *Buyer Personas*, Revella
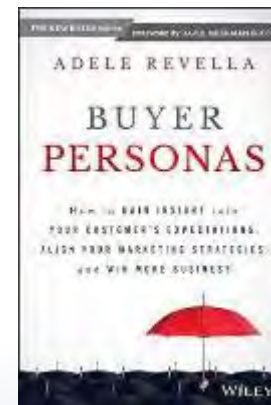
Conduct an Audience Analysis

- Who is the decider?

- What need are they trying to fulfill?

- Are their age, experience, socioeconomic, or other demographic factors to consider?

- Develop personas to test experiences

The business or community you are supporting has likely done this work as part of a market analysis.

Developing Your Staging Plan

Develop Customer Profiles

- Info to match parker needs to services provided

- Understand the wants and desires of your customers

- What role do they play in the market?

Visitors
- One-time or frequent
- Hourly / Transient
  - Short-term
  - All day
  - Multi-day
  - Week or more
- Individuals with disabilities

- Male or female
- Length of stay
- VIPs

Internal Customers
- Boards
- Principals
- Senior management
- Middle management
- Staff
- Clerical
- Front-line

Key Concept:
Set the Stage

Resources for continued learning:

- *Making Business Districts Work*, Feit & Feehan

We have all the tools of the theatre.
Use them to set your stage.

SETS
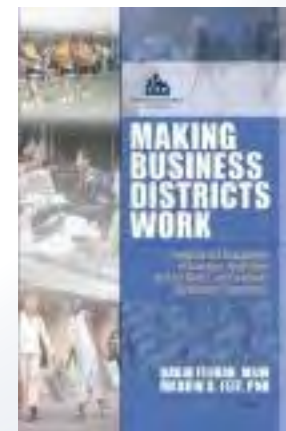
Test your Set Design

- Different characteristics are attractive to different parker groups
- Develop a profile for each facility
- List the characteristics of each facility
- Test your facilities using your customer personas
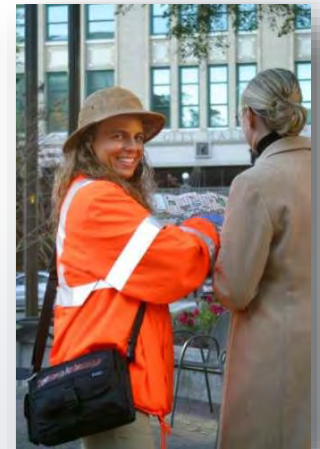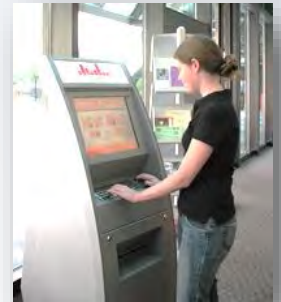
We have all the tools of the theatre.
Use them to set your stage.

STAGE CREWS

We have all the tools of the theatre.
Use them to set your stage.

PROPS

We have all the tools of the theatre.
Use them to set your stage.

COSTUMES

Key Concept:
Script the Preshow

Resources for continued learning:

- *The Disney Way*, Capodagli & Jackson
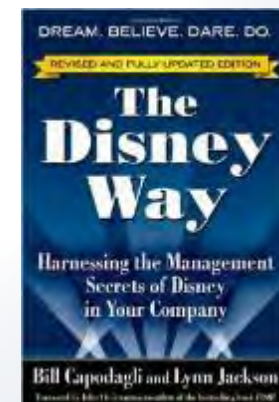
Script the Preshow

- Use storyboarding or flowcharting to script the user experience.

- Test experience with using consumer personas

- Integrate into training

- Improvisation within a framework

Key Concept:
Casting is Critical

Resources for continued learning:

- *Hiring for Attitude*, Murphy

- *Disney U*, Lipp

- *The Talent Management Handbook*, Berger & Berger

- *Talent: Making People Your Competitive Advantage*, Lawler & Ulrich

Directors don't cast from resumes

- Does the body language match the words?

- Ask that candidates "show, don't tell."

- What happens when the consumer goes off script? Test critical thinking and the ability to co-create the experience.

- Experience at the job tasks matters little when the job is in service versus production.

Key Concept:
Stage the Encore

Stage the Encore

- Use sensory cues to extend the experience

- Cobranded memorabilia

- Extend an invitation to return

  - Thank you with verbal invitation

  - Incentive to return

Translating Ideas to Action

Overview of the Planning Process

Situation Analysis and Profile of the Parking Product

Identification of Target Markets

Establish Marketing Objectives

Establish Key Strategies and Tactical Plan

Brand and Image Development

Budget and Timeline Development

Concepts in Action

Example application in Parking, Business Districts, and other Service Industries.

Key Concepts

The following slides provide examples of real-life applications that illustrate the key concepts we just discussed.

- An Experience Economy
- Work as Theatre, Business as a Stage
- Competitive Advantage
- Parking as Preshow
- Know the Main Stage Show
- Know your Audience
- Set the Stage
- Script the Preshow
- Casting is Critical
- Stage the Encore

Get Engaged!

Why just observe a local event when you can immerse yourself in it!

New Delhi India - "The Festival of Colors"

Customer Satisfaction & Training Go Hand-In-Hand

American Valet

IPI Online Courses&Training

Welcome to IPI's Online Courses and Training Center

Taking an IPI online course is the easiest and best way to enter, advance, and excel in the rapidly-evolving parking profession. These affordable, self-paced courses are designed to accommodate the schedules and budgets of today's parking professionals, providing essential information in an easily-digested format. These courses also earn you professional development points towards your CAPP application minimum requirements.

The best parking companies have excellent training programs.

Mission & Philosophy Matter!

Example:

CCDC Boise implemented a "First Hour Free" program to give Downtown a positive parking message to promote.

"Dual Mission Philosophy"

Some of the most effective and progressive parking programs in operation today are those being managed by Business Improvement Districts, Downtown Development Authorities, Urban Renewal Agencies, etc.

» One of characteristics that helps make these organizations so successful is what we refer to as the "Dual Mission Philosophy".

» The primary goal of the agency is to create a revitalized downtown. Because of this, parking is managed as a tool to support this primary goal.

» The result is that different decisions are made relative to parking than those made in traditional city parking departments.

ex. **Examples of high quality parking programs that fit into this category include:**

» The City of Boulder, Boulder, CO
» The Capital City Development Corporation – Boise, ID
» The Ann Arbor Downtown Development Authority – Ann Arbor, MI
» The Anchorage Community Development Authority – Anchorage, AK
» Downtown Tempe Community, Inc. – Tempe, AZ
» The Cedar Rapids Downtown District – Cedar Rapids, IA
» Charlotte CENTER CITY Partners, - Charlotte, NC
» Missoula Parking Commission – Missoula, MT

Celebrating Accomplishments

The IPI Parking Matters program has done a great job of changing the image of our industry.

Each program should be its own best promoter too!

Celebrating Program Accomplishments

The University of Washington created the piece below as part of a "strategic communications initiative". They were facing great financial pressure and had an urgent need to raise parking rates to be able to pay for dramatic fare increases from the local transit agency.

The summary of program successes and accomplishments helped garner needed administrative support for an unpopular, but essential rate increase.

"U-PASS: 17 Years of Success - Almost 80% of the campus population -approximately 52,000 people - commutes to campus using a greener transportation mode than driving alone. One third chooses biking or walking - emissions-free commute options."

W COMMUTER SERVICES
a Transportation Services Program

UNIVERSITY OF WASHINGTON TRANSPORTATION SERVICES

» **U-PASS: 17 Years of Success**
  ‣ Creating Value for UW Commuters
  ‣ Creating Value for the Institution
  ‣ Reducing Carbon Emissions
  ‣ Improving Neighborhood Relations
  ‣ Serving as a Model
» A component of a larger "Strategic Communications Plan"

Establishing Industry Standards

At this conference IPI is launching its new "Accredited Parking Organization" program.

This program will help define industry standards and best practices.

ACCREDITED PARKING ORGANIZATION

ACCREDITED PARKING ORGANIZATION PROGRAM

MANUAL FOR APPLICANTS

IPI INTERNATIONAL PARKING INSTITUTE

ex. Customer amenities provided by the Winnipeg Parking Authority.

P Customer Auto Care Centre

Air

Is your program Accredited?

Branding and Image Management

Creating and maintaining a positive and brand image for your parking program creates a confidence in your program and promotes an image of quality and professionalism.
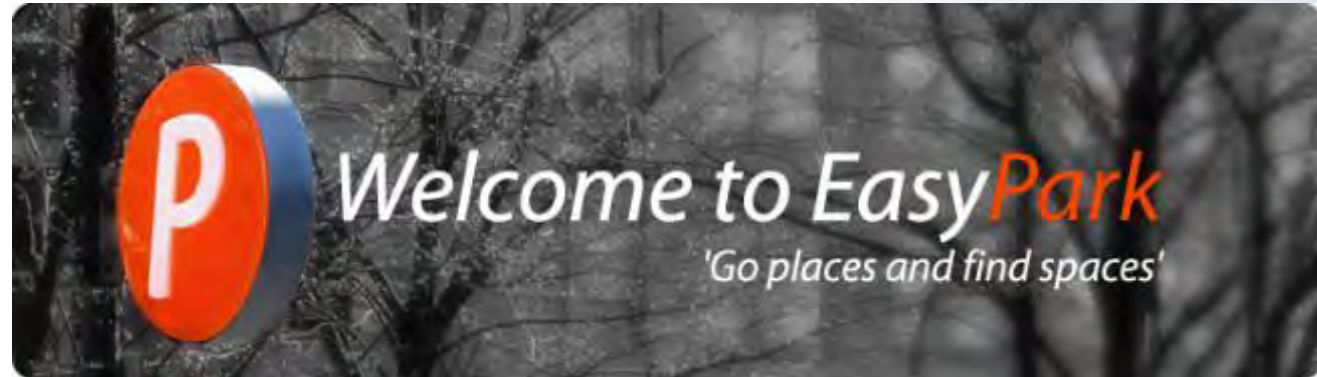
Know Your Customers – Offer them Perks!

Sometimes it's the little things that customers remember.

Expectant mothers have plenty on their minds... finding a premium parking space reserved for them can leave a lasting impression.

Specialized Reserve Spaces for Retail Customers

Understanding the special needs of your customers and providing for their special needs can boost sales of specialty programs.

ex.

at your table
15 MINUTE PARKING

MATERNITY PATIENT PARKING ONLY

For Your Convenience 15 min. Parking For Coffee Customers

» Examples include:
  ‣ Short-term spaces for quick turn-over customers such as "Coffee Customers"
  ‣ Quick and convenient "run–in / run-out" spaces for pre-prepared meal customers.
  ‣ Close-in, convenient spaces (generally next to accessible spaces) reserved for "Expectant Mothers".

Retail Support Strategies

Downtown retail is under extreme pressure from on-line entities such as Amazon.com.

Progressive parking programs find ways to improve the odds for retailers.

Lincoln's "Shopper Zones"

ex.

Reserving the most convenient off-street parking spaces for retail customers, Lincoln's new "Shopper Zones", takes this best practice to a new level!

Shopper Zone

8 am – 5 pm

3 Hour Parking

Park & Go

Park & Go   **Shopper Zone**   Park & Go

Holiday Specials & Customer Appreciation Days

Programs that focus on customer appreciation such as the "Your Lucky Day" promotion can help support downtown retailers during peak sales period.

On-Street Parking Holiday Shopping Program

Holiday parking ticket amnesties and other forgiveness programs are tools to balance the need for parking enforcement with business encouragement through customer appreciation.

» The Downtown Association paid over $6,000 in customer's parking tickets over the Christmas holidays in Boulder last year.

» In other communities, the parking system simply suspends parking enforcement or replaces citations with holiday notices.

ex.

Your Lucky Day!

This note **WAS** a parking ticket...

but Downtown Boulder has paid it for you.*

We know the Holidays are hectic and we really appreciate your business. Take this gesture as a thank you for your patronage.

DOWNTOWN Boulder

*Valid 12/18/04 only; Downtown Boulder has paid the ticket, recipient is not required to do anything and no record of the ticket will be kept.   Contact us: 303.449.3774, info@dfb.org

Happy Holidays from Downtown Boulder!

Thanks for Shopping Downtown!

Creative and collaborative programs between parking and downtown management districts can make customers feel valued and appreciated.

Public Relations – "Meter Angels"

Sometimes called the "Meter Angels" program, the Business Improvement District in Boulder will add 15 minutes of time to customer's meters and leave the note below on the vehicle's windshield.

Thanks for your business!

We saw that your meter was close to expiring. The Downtown Boulder Business Community appreciates your patronage so we gave you an extra 15 minutes. We hope it helped!

DOWNTOWN Boulder
boulderdowntown.com
info@dbi.org

Free parking every Saturday & Sunday in the Downtown city parking garages.

ex.

» On one hand local businesses directly benefit from the parking space turn-over that an effective enforcement program helps provide.

» On the other hand no one likes to receive a parking ticket.

» This program aims at taking the edge off by providing a cushion for those who may be running just a little late.

» Even it the patron still receives a ticket, the effort by the BID is still appreciated.

How Easy Can We Make Parking?

Encourage Your Downtown Customers to wander!

Drop you car at a variety of locations and have delivered to wherever they end up!

Embrace Technology - Improve Customer Experiences

From "Hands Free Access" via AVI Technology to parking guidance systems to mobile apps, today we have many opportunities to overcome common parking frustrations
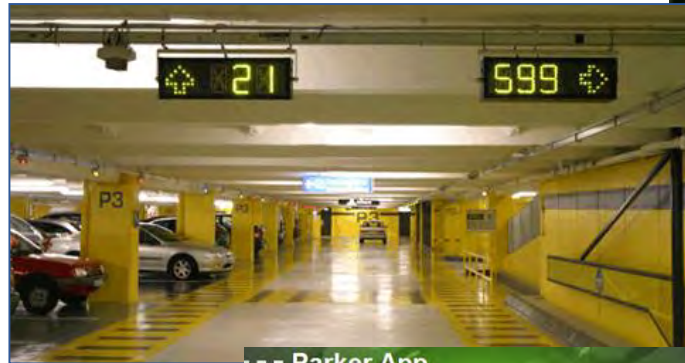
TagMaster
North America, Inc.

-- Parker App

Parker

Free!

Available on the App Store

P for Android™

Stop driving in circles—get Parker™!

Streetline's Parker app saves you the frustration of circling the block by guiding you directly to available parking—even in congested neighborhoods and tourist destinations. Just start it up to see how many spaces are available on nearby blocks. Parker's got your back from start to finish—from finding a space, to the steps in-between, to finding your car.

With Parker, you'll be able to:

- Pay directly from your phone in 84 U.S. cities
- Use convenient reminders – set a timer that alerts when your meter is about to expire
- Set parking filters based on your preferences
- Find your car – drop Google Maps pins, take pictures & add comments
- Save parking history for easy access later
- Save gas & reduce frustration

Carrier 10:22 AM

Parker

2+

P

Powered by
STREETLINE

Don't Forget Your Manners!

Again, back to basics!

Saying "Welcome and Thank You" never goes out of fashion.

Knowing Your Customer's Changing Preferences

Ripped straight from the headlines...

Why Millennials Are Ditching Cars And Redefining Ownership

As Tastes Shift, Food Giant General Mills Gets A Makeover

Alignment with Community Goals

Example:

Strategic Plans are one tool to better align your operation with your community's larger goals.

Alignment with Community Transportation and Strategic Plans

"Best in Class" programs typically have developed parking specific strategic or community access strategic plans that are aligned with larger community transportation planning initiatives.

ex.

» **Strategic plan action items include:**

- Exploration of alternative management methodologies to enhance customer service
- Evaluation of new parking technologies
- Forming of partnerships with community organizations
- Generating facilities development plans
- Evaluating the impact of related transportation resources
- Undertaking survey research to identify customers perceptions regarding parking availability and pricing

Alignment with Community Goals

Example:

Boulder, CO has embarked on an aggressive "Access Management and Parking Strategies" (AMPS) project to align their program with larger community goals.

Specific Guiding Principles

Provide for All Transportation Modes: Support a balance of all modes of access in our transportation system: pedestrian, bicycle, transit, and multiple forms of motorized vehicles—with the pedestrian at the center.

Support a Diversity of People: Address the transportation needs of different people at all ages and stages of life and with different levels of mobility – residents, employees, employers, seniors, business owners, students and visitors.

Customize Tools by Area: Use of a toolbox with a variety of programs, policies, and initiatives customized for the unique needs and character of the city's diverse neighborhoods both residential and commercial.

Seek Solutions with Co-Benefits: Find common ground and address trade offs between community character, economic vitality, and community well-being with elegant solutions—those that achieve multiple objectives and have co-benefits.

Plan for the Present and Future: While focusing on today's needs, develop solutions that address future demographic, economic, travel, and community design needs.

Cultivate Partnerships: Be open to collaboration and public and private partnerships to achieve desired outcomes.

AMPS

Alignment with Community Goals

Example:

- *"Walking Audits"*
- *Coffee Shop Talks*
- *Interactive Social Media Platforms*

Customer Service as a Program Priority

Focusing on the experience of our customers and providing the services and products that they need and value is changing how parking is perceived.

Quality Customer Service Programs

"Best in Class" parking programs have well defined customer service programs that typically include vehicle lock out assistance, dead battery assistance and vehicle location assistance at a minimum.

ex.

» Other key customer service areas include:

‣ Focus on employee training and hiring practices.

‣ Develop friendly, attentive, outgoing knowledgeable attendants.

‣ Increase personal contact between parking system manager, stake holders & customers.

‣ Institute performance measurements and utilize for company and employee incentives.

‣ Develop customer friendly payment options.

Another Type of "Accessibility"

How accessible and attentive are you to your patrons?

Listening and offering flexible and creative solutions can change perception of your program in a dramatic way.

"Coffee with the Parking Guy"

The Winnipeg Downtown BIZ sponsored "Coffee with the Parking Guy"!

As a service to it's membership the BIZ would host monthly meetings connecting retailers, restaurateurs and other downtown business owners at a local coffee shop to the Winnipeg Parking Authority's chief administrator (& IPI's Parking Professional of the Year in 2010!).

ex.

» This simple, but effective outreach strategy worked well in Winnipeg because of their smart and savvy parking administrator.
» Discussion were lively and sometimes a little intense. People can get passionate over parking.
» But in the end, it was a valuable learning experience and the educational benefits went in both directions.

Mr. David Hill, CAPP
IPI's 2010 "Parking Professional of the Year"

What's Your Program's "Personality"

While we don't often think in these terms, it is interesting to consider how your customers would characterize the "Personality" of your program?

Creating a Friendly "On-Street Personality"

If we think beyond the job of monitoring on-street parking and issuing citations to vehicles that are in violation of the rules, what else comes to mind?

» Many communities, in an attempt to create an enhanced sense of place and to make downtown a more desirable destination, are transforming "parking enforcement officers" into "Downtown Ambassadors".

» This expanded (and more positive role) can be very successful when a focus on creating a friendlier "On-Street Personality" is prioritized.

» This goes beyond the attitude of the ambassadors; it includes streetscape design, retail enhancements, pedestrian amenities, etc.

ex.

Paying to Cook Our Own Meals?

A new trend has us paying to cook our own meals, but in the process we learn new skills, make new friends and get a great meal to boot!

Paying for Memorable Experiences

When is a hotel room more than a hotel room?

When it is an experience in an of itself!

Making Experiences Personal

Look for ways to personalize your day-to-day customer interactions.

ABOUT US

Thank you for parking with us.

CUSTOMER APPRECIATION DAY

One of the ways we say thank you to our monthly and daily customers is to hold Customer Appreciation Days each spring.

Here is the schedule for our parkades in 2015:

- **Lot 54 (Centennial Parkade)** - Tuesday, June 2 from 3:30-5:00pm
- **Lot 36 (City Hall Parkade)** - Wednesday, June 3 from 3:30-5:00pm
- **Lot 40 (James Short Parkade)** - Thursday, June 4 from 3:30-5:00pm
- **Lot 28 (McDougall Parkade)** - Tuesday, June 9 from 3:30-5:00pm
- **Lot 25 (City Centre Parkade)** - Thursday, June 11 from 3:30-5:00pm

CPA staff are on-site giving away free drinks and snacks and can help answer your questions or concerns. Customers also have a chance to win some great prizes with our "spin-and-win" game. Monthly customers can also enter to win a free month of parking by visiting us at a Customer Appreciation event.

Have further questions about Customer Appreciation Days? Please contact us at **improveservice@calgaryparking.com** or (403) 537-7000 .

Thank you for parking with us.

Parking Retail Storefronts

Changing the perception of parking operations begins with how we interact with our customers. *Adopting a "retail approach" is a growing trend.*

Parking Offices as a Retail Storefront?

As the parking industry matures, our interface with our customers is evolving.

Most parking offices had a distinctly "back office" feel to them in the past.

But some programs are beginning to change everything!

ex.

» The examples to the right are:
A. The Winnipeg Parking Authority
B. The Calgary Parking Authority

Strategic Communications Plans

More and more parking and transportation organizations are creating specific "Strategic Communications Plans".

Strategic Communications

A Strategic Communications Plan has the power to transform an organization:

» Both in terms of your credibility and status in your community

» And in terms of the way you work together as a team to achieve your mission and vision

ex.

The Communications Plan Pyramid

✧ Assess your communications infrastructure
✧ Establish your goals
✧ Who is your target?
✧ Who is your audience?
✧ How to frame your issues?
✧ What is your message?

Media Options & Tactics

Discipline the Message

Frame the Issue

Target your Audience

Establish your Goals

Communications Infrastructure

Dark, Dull & Dangerous or Bright, Clean & Welcoming

The parking industry is in the midst of a radical transformation.

Positive first impressions and improved patron safety are becoming paramount.

Integrated Access and Downtown Marketing

Linking access strategies to dining, shopping, events and other attractions highlights the importance of a positive access experience.

Parking Promotions

Parking marketing and collaborative promotions help shape a more positive image for parking programs.

Collaborative Promotions

Marketing dollars can go further when parking programs collaborate and co-market with other downtown organizations.

» Examples include: adding parking system info to downtown maps & brochures, banners, wayfinding kiosks, print ads, etc.

Come on down... The parking's great!

Downtown Merchants Invite You to Explore... Shops, Boutiques, Eateries

ex.

Design and Placemaking Matters!
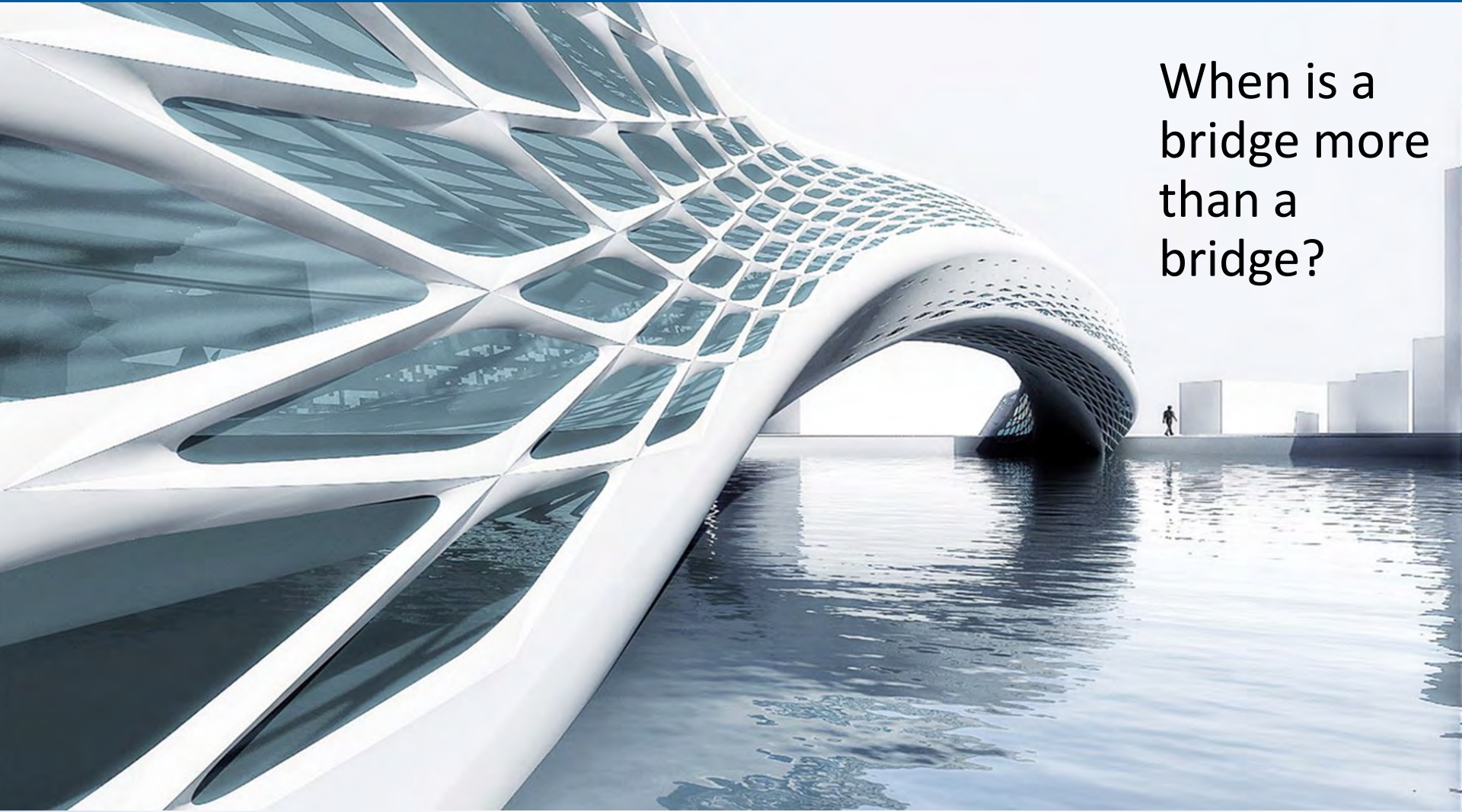
When is a bridge more than a bridge?

Design and Placemaking Matters!

Or a parking garage more than a place for temporary vehicle storage?

Incorporating Art as a Defined Program Element

There are hundreds of opportunities to turn the functional into the inspiring or memorable.

Examples include:
- *Creative Bike Racks*
- *Bus Shelters*
- *Utility Boxes*

Bike Parking As Public Art!

Bike racks have become a favorite medium for creating practical and engaging community public art.

ex.

Incorporating Art as a Defined Program Element

The Missoula Parking Commission incorporated a significant and interactive public art element into their award winning parking structure project.

First Impressions Matter!

Adopting the "30' Rule" regarding facility entrances is an effective strategy to keep a focus on how your program is perceived.

The 30' Rule for Garage Entry Points

First impressions mean a lot and you never get a second chance to make one! So, what you see within the first 30' of a facility entrance sets the tone.

Make sure the first 30' creates a positive experience!

» Typical issues at facility entrances include:

   » Too much or poor quality signage

   » Signage and equipment in poor condition

   » Inadequate lighting

   » Dirty walls and curbs

   » Trash and debris

"Where would you rather park?"

Attention Grabbers!

Rock Star Parking!

Creative attention grabbing ads can highlight special program offerings.

Attention Grabbers

OK, now really, who wouldn't want to park in the "Rockstar Parking Lot"?

ex.

"Cityplace" is located in downtown Winnipeg near the new MTA Center which hosts a variety of events including hockey, concerts, etc.

"Rockstar Parking" is a creative, attention getting marketing strategy for their closest surface parking lot.

ROCKSTAR PARKING

Normally, you'd have to be a VIP to park this close.

cityplace
parking

Infographics!

Infographics can be an effective tool to tell your program's complex story in a simple understandable format.

Simple Things Matter

Attention to detail is a large part of "Setting the Stage".

Small things like rusting bollards and ruin the image you are trying to create.

Bollard Sleeves

Question: What is at the entrance to almost every parking area?

Answer: Bollards!
Why not turn these ubiquitous elements into an opportunity for advertising or facility promotion?

ex.

» Eliminating unsightly rusted bollards used to require regular maintenance and even then was often unsuccessful.

» Bollard sleeves are an inexpensive and easy solution to the problem of rusted bollards. Low-density polyethylene thermoplastic sleeves slide over existing guard posts for quick and easy installation.

» A new product (pictured above) includes solar powered lights.

Stage the Encore

Most Fortune 500 companies produce Annual Reports.

Parking Programs are beginning to do the same!

Annual Parking Reports

Developing an Annual Parking Report is an effective tool for communicating with both internal and external customer groups.

Annual Parking Report Benefits:
- Identifies key departmental issues and challenges
- Promotes departmental achievements
- Documents the "state of parking"
- Builds confidence in the department
- Creates a historical record

Keep Your Customers Informed

Avoiding negative cues such as unexpected closures or changes in rates is important.

Becoming a trusted resource brings customers back!

Lighten Up and Brighten UP!

Parking garages don't have to be dull and gray!

In addition to enhancing the interior environments of our facilities these graphics provide valuable orientation and wayfinding benefits.

Super Graphics

Using "Super Graphics" to indicate garage level, elevator and stair locations, etc. is a fairly common, but very effective best practice.

» Using these graphics to orient parkers to surrounding streets is another recommended practice.

ex.

west Fifth street

west Trade street

Level 1 Garage Elevators
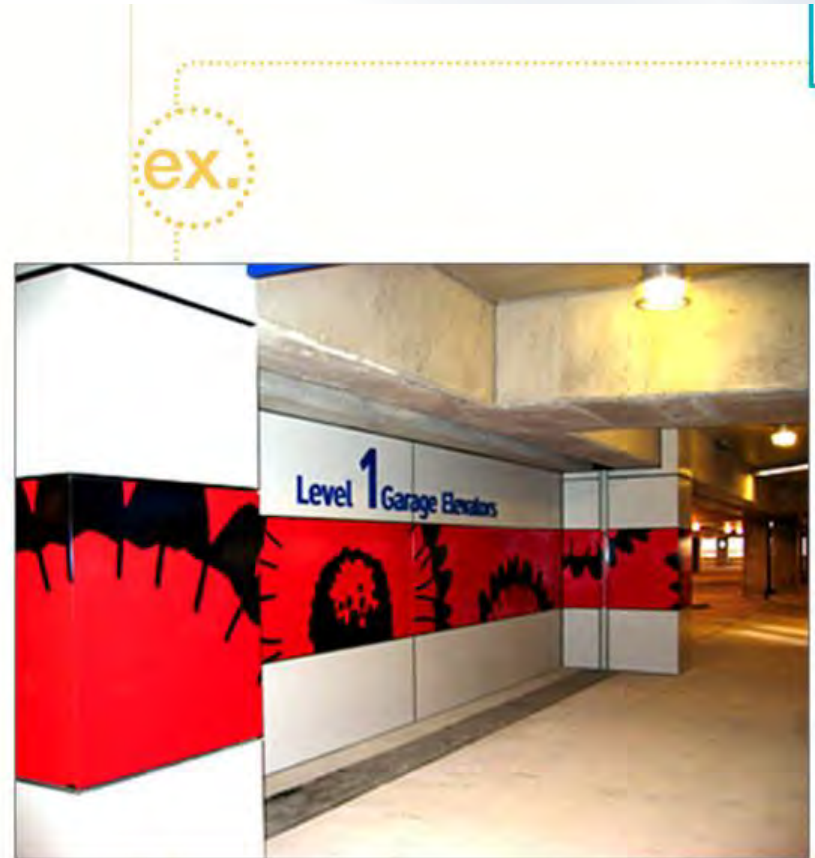
Memorable!

Creative signage and graphics stick in the mind and help promote memorable experiences.

While not all of us have the rich set of memorable resources as Universal Studios, we can all spice up our facilities in creative ways.

Garage Signage Principle # 1: I am parked on_____.

Fundamental parking signage principle # 1 is simple: When you step out of your vehicle in any space, You should be able to look around and be able to identify where you are parked (i.e., Level 4, Row A).

ex.

» This applies to parking lots as well as garages.
» The more creative and memorable the signage clues provided, the better.

Safety is a Serious, But We Can Still Have Fun With It

While there are some aspects of parking that are more challenging than others (such as safety and enforcement) that doesn't mean we can't have a little fun with them.

Parking Signage

Can't get anyone to take your "No Parking" signage seriously?

Try a modest exaggeration.

ex.

» This sign caught my attention? (And no, I didn't park there.)

NO PARKING Fire Lane
Violators Will Be Fined
$10,000.00

When the Mundane is Memorable!

Unique touches can make the functional, memorable!

A simple hand rail in a parking garage stair tower can become the conversation at the water cooler the next day!

Unique Touches!

Reminiscent of Luke Stairwalker, I mean Skywalker, here's a futuristic staircase handrail for the Jedi Master in all of us.

ex.

» The super cool LED-lit handrail by Croatia-based Zoran Sunjic is **perfect** for modern homes, restaurants and hot night clubs – even parking garages!

» Multifunctional, the rail lights the way, makes the passage safe, and adds a touch of fantasy.

» You can even color code to match your floors (OK, maybe not.)

Who says Parking can't be Green (Literally)

Its amazing what an impact adding a little "Greenscape" to a parking environment can do!

Green It Up!

Add a planter or two. It's amazing the difference adding plants can make in the look and feel of a parking structure, especially around elevator lobbies and entry/exit plazas.

Green the whole roof if you really want to make an impact!

ex.

» At the Queensway Garage in Long Beach, planters are located at both entrance and exit plazas improving the look and feel of the parking environment. (Top left)

» Attention to little details at a City Parking Garage in Ottawa. (Top)

» If you do add significant landscaping above parking, be sure to hire a parking consultant to engineer it properly!

"Sensorializing"

How we use sight, sounds, and smells to create a positive and memorable experience directly relates to the key concept of "experientializing" goods & services.

Music In Your Parking Lots?

Some upscale shopping centers are keeping shoppers dancing all the way into the stores by providing music in the parking lots.

ex.

» Mall owners site a desire to "set a certain mood for their shoppers" and to put them in a positive state of mind.

Parking Garage as a Canvas for Creativity

Level theming & wayfinding are important functional elements of parking, but they can also be an opportunity to engage local artists and change the perception of your facilities.

Engaging Local Artists

Charlotte, NC (and Bank of America in particular) has been a leader in investing in creative level theming and wayfinding as well as well as engaging local artists.

ex.
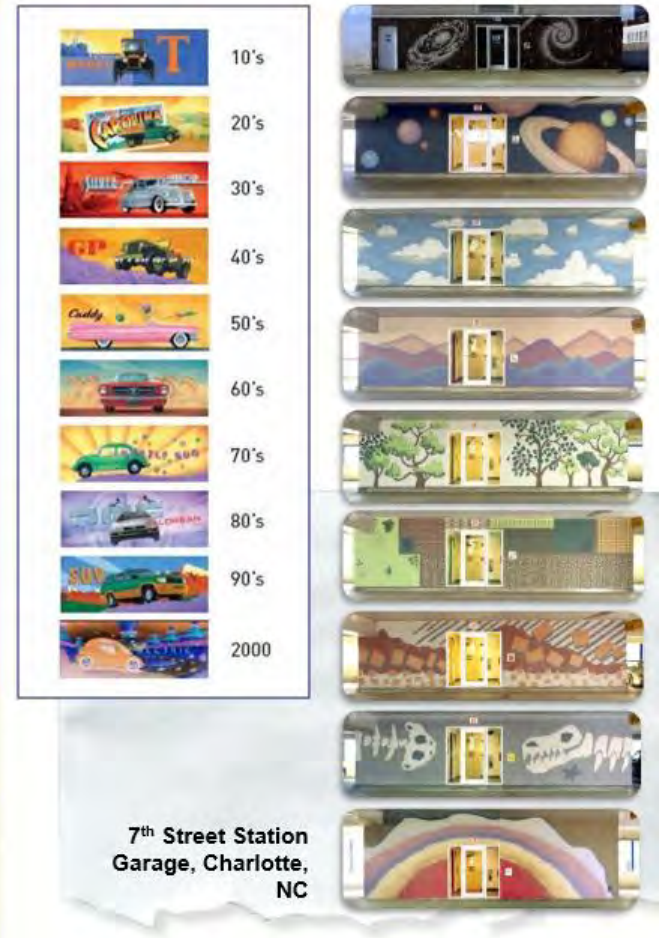
7th Street Station Garage, Charlotte, NC

10's
20's
30's
40's
50's
60's
70's
80's
90's
2000

Jazzed Up Pedestrian Pathways

Providing connectors from one point to another can be purely functional OR it can me truly memorable!

"Jazzed up" Pedestrian Pathways

Sometimes we have long corridors or tunnels connecting parking to it's primary demand generators. Problem? No, an Opportunity!

The New Indianapolis Airport

O'Hare Airport

Detroit Wayne County Airport

» Tunnels and connectors need not be dull or dark.

» These airport examples use dramatic and changing lighting, people movers, art, music or interesting "soundscapes" to create an interesting and positive experience.

Dramatic Lighting

The creative use of lighting can be both a dramatic and cost effective tool for "setting the stage" in your facilities!

Dramatic Lighting – Now that makes a statement!

Lighting can set your facility apart from the background and create dramatic affects.
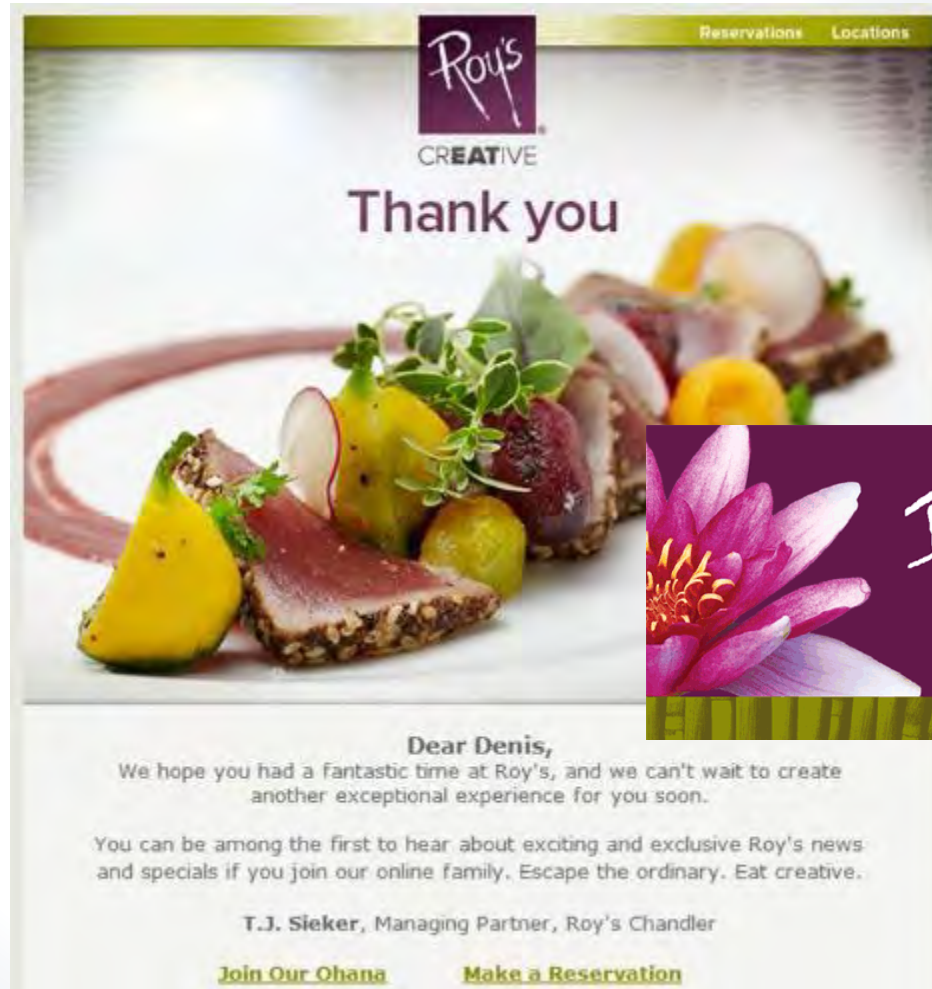
ex.

» Indirect lighting in parking facilities and be very effective and attractive. (Right – Parking Garage at the Museum of Art in Milwaukee, WI.)

Post Show Follow-up

Beyond quality food and great service, Roy's Hawaiian Fusion restaurant has become a favorite because of their special promotions and "encore follow-up".

In Summary

Parking is uniquely positioned to provide competitive advantage to the businesses and communities we support.

Understanding parking as preshow and postshow – extensions of a primary experience – will help maximize effectiveness.

Script a performance that is tailored to your audience.

Use the tools of theatre – sets, props, costumes, and performers.