City of Burlington, NC

FINAL REPORT

DOWNTOWN PARKING PLAN

November 19, 2012

Carl Walker

in conjunction with

MARTIN ALEXIOU BRYSON

Martin / Alexiou / Bryson, PC
Transportation Planning
Traffic Engineering

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EXECUTIVE SUMMARY

Carl Walker, Inc., (Carl Walker) working in conjunction with Martin, Alexiou, Bryson (MAB) was engaged by the City of Burlington to conduct an assessment of current parking conditions in Downtown Burlington, North Carolina and to develop a Parking Plan that would effectively meet current parking needs and support ongoing downtown business and residential development. The Carl Walker team conducted field data collection, on-site observations and staff interviews in October that, along with direct input from the community, form the basis for the analysis and recommendations.

BACKGROUND

Downtown Burlington is considered a healthy business environment with a concentration of area governmental offices, the central location of area banking institutions and the headquarters of LabCorp, a national medical testing services company founded in Burlington. Retail businesses in Downtown Burlington are an eclectic mix of specialty shops and eating establishments. A significant portion of downtown shops are antique stores, general consignment shops, and antique furniture stores that are concentrated along Front Street, with some extension into the Main Street and Spring Street corridors. Those businesses draw customers from the greater Burlington area and other nearby communities. Although there is a significant amount of vacant or underutilized retail and office space in the downtown core, recent development activity such as the renovated Paramount Theater and the Company Shops specialty food store have generated new interest in bringing additional businesses and residential housing Downtown.

PROCESS

In conducting the analysis and developing the parking plan, the Carl Walker team, consisting of Carl Walker, Inc. a specialty parking consulting firm and Martin Alexiou Bryson (MAB), a North Carolina transportation firm, conducted field observations, measurements of parking facility occupancy, measurements of turnover in on-street parking spaces, interviewed City staff, met with the public in an open public forum, and solicited feedback from the broader community via a web-based survey.

PARKING CAPACITY

In addition to on-street parking, the City provides off-street parking in several surface lots distributed across the Downtown area. There is no charge for the use of either on-street spaces or spaces in the surface lot that are not rented to specific individuals. The parking system within the analysis area

consists of 495 on-street spaces and 2,746 off-street spaces (public and private). These totals include 906 spaces that are provided in the City's Municipal Parking Lots. Parking is well-distributed across the downtown area, including well positioned City lots.

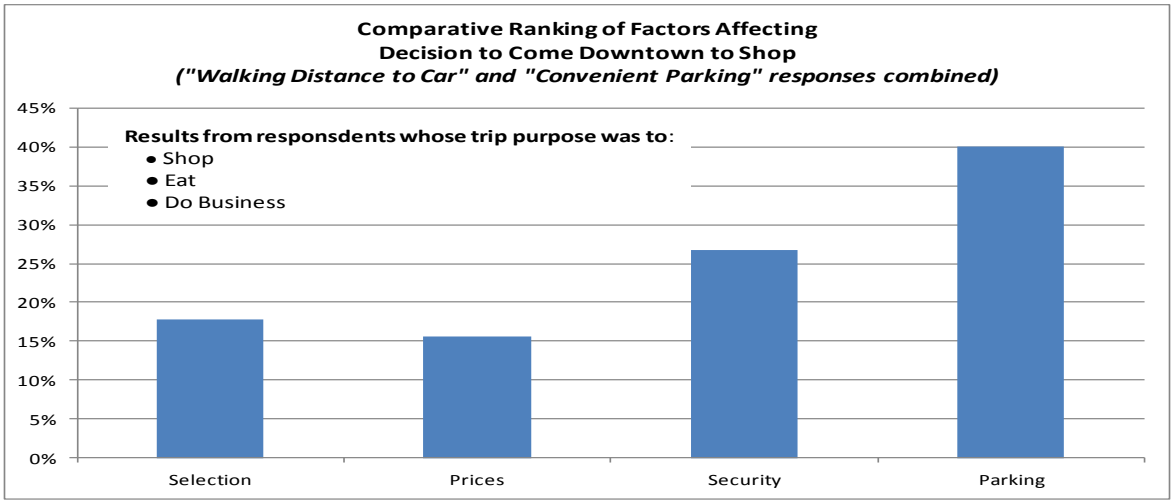
PARKING UTILIZATION

A survey of parking occupancy in both public and private parking facilities was conducted on Thursday, October 13, 2011. A peak of 1,686 vehicles were found within the survey area for an overall occupancy of 52% of available capacity. Occupancy in off-street parking facilities was 51% and 56% in on-street spaces. Applying a standard "Search Margin" of 15%, the effective occupancy level was 61%, with a surplus of 1,257 spaces. Much of this surplus was located in City lots, but a significant amount was found in company parking lots that appeared to be underutilized.

An initial turnover survey was conducted of on-street occupancy and length-of-stay patterns but the results were flawed by the fact that the survey process did not capture relocating parkers (to avoid ticketing) that may have moved just around the corner - considered a valid move under current enforcement policy. A supplemental survey was conducted in August and included in this report.

Key Concerns

The most consistent concern was voiced by Downtown business owners who are concerned that downtown employees take up valuable on-street parking that is needed for customers and it is generally agreed that a large number of employees use on-street parking all day, moving their vehicles periodically to avoid ticketing. Responses received from the web survey indicated that the availability of close, convenient parking was a major factor in decisions to shop or do business Downtown.



Another frequently expressed concern was safety, citing discomfort in using remote portions of parking lots, particularly after dark. The plan recommends a CEPTED review of parking areas to identify physical modifications that can improve security and the perception of safety.

Enforcement

Enforcement of on-street parking is the responsibility of the Burlington Police Department and field enforcement is performed by two non-sworn enforcement staff. Parking enforcement is the full-time responsibility of one of those staff members. The other has additional administrative duties and is not in the field full-time. The system currently has 1-Hour and 2-Hour time limits and the posted hours for time-limit enforcement are 9 A.M. to 6 P.M. It was concluded during the analysis that beginning enforcement at 9 A.M. allowed employees to parking for the morning without having to move their cars more than once. The plan recommends that enforcement begin at 8 A.M. to increase the likelihood that some employees will be forced to move their vehicles twice each morning to avoid ticketing and be less inclined to take that additional time and risk. The plan also recommends consideration of future upgrade of the City's enforcement equipment to include electronic hand-held devices that provide additional route flexibility and can communicate to a central database of previous violations.

ADA Parking

Based on the City's current interpretation of North Carolina law, vehicles displaying valid ADA placard are allowed to park in any on-street or off-street City parking space without time limitation. A substantial number of downtown on-street spaces are currently occupied all day by vehicles displaying ADA placards, making these spaces unavailable for other parkers, including parkers or passengers with disabilities who need close, convenient short-term parking to do business downtown. It is recommended that ADA spaces not be exempted from parking fees if paid on-street parking is implemented in the future. That will not place ADA parkers at any kind of disadvantage and will, in fact, help ensure that close convenient parking remove the financial incentive for illegitimate use of ADA placards.

Future Parking Needs & Financing Options

- The potential new parking demand that would be generated by reactivation of vacant space in the downtown core can be accommodated within current available parking surpluses. No new capacity is needed to accommodate this redevelopment activity.
- Development on the sites identified in the City's Downtown Master Plan would cause the immediate loss of existing parking. Strategies for replacing that parking as part of developments

taking place on each site are problematic and likely to have a negative effect on the financial viability of those projects.

- The City can provide support for future development activity by providing parking for new developments in exchange for long-term parking space lease commitments that will allow developers to defer costs through lease-up periods.
- Several strategies for the provision and funding of new parking capacity, including "replacement" capacity were presented.
- Because there is a very limited base of paid parking in Downtown Burlington, limited to rented spaces on municipal lots and some reported monthly parking arrangements on private lots, development of a municipal parking structure would require significant subsidies in the early years of operation.
    - The City can use the proceeds from the sale of development sites (municipal parking lots) to developers to make up-front capital reduction payments, reducing the amount of debt, annual debt service required, and subsidy levels.
    - A general operating pro forma is provided in the APPENDIX showing the impact on annual operating costs and break even points (20-year analysis period) based on $1,000,000 and $2,000,000 capital reduction payments.

System Management and Operations

Although a great deal of concern was expressed by downtown business owners about employees taking up on-street spaces needed for their customers, the survey of on-street utilization showed that there is still a reasonable margin of space available on most blocks at peak. As retail activity in Downtown Burlington continues to grow, the additional parking demand generated by that activity will, at some point, consume the current margin of space and "scarce on-street parking" will become a problem that will demand more aggressive action - implementation of paid on-street parking.

Near-Term Solution

As already mentioned under "Enforcement", expansion of enforcement hours for on-street parking time limits is recommended as a means to reduce the level of employee parking in on-street spaces and delay the need for paid on-street parking. It is recommended that parking ordinance be modified to begin enforcement hours at 8 A.M. vs. 9 A.M. This change will make it more difficult for employees work an 8 A.M. to noon schedule without moving their vehicles more than once. Presently, employees reporting for work at 8 A.M. can park until 1 P.M. by moving their cars only once.

Long-Term Solution

As the Downtown Burlington continues to grow and new businesses generate additional Downtown business activity, the City will need to position itself to manage its parking resources in a will sustain that activity. Eventually, a framework of parking revenue will need to be established as part of the Downtown market. Paid parking provides an incentive for private parking to be made available for public use. It also provides an income stream that makes development of parking capacity, both public and private, more feasible. The first step in creating a platform of paid parking is charging for on-street parking, the most valuable parking asset in the Downtown area. Despite enforcement efforts, employees will continue to parking in on-street spaces as long as it is "free" because of its convenience. As long as free parking is available in on-street spaces, it undermines any financial incentive for owners of private parking facilities to make them available for public parking (for a fee).

The long-term plan recommends implementation of paid on-street parking and paid hourly parking in all municipal parking lots. The Plan recommends:

- Use of a combination of modern single-space meters and multi-space meters based on the number of spaces controlled. Multi-space meters can be used in conjunction with large concentrations of on-street parking and in parking lots.
- Both the single-space meters and the multi-space meters should accept credit cards to avoid nearly all concerns about not having coins for meters.
- Parking rates would be set very low at $0.60 per hour for on-street spaces and $0.50 per hour rate proposed for the municipal lots. On-street rates must always remain higher than off-street rates to encourage parkers planning to stay for longer than 1-2 hours to use off-street parking. The initial rate differential may have to be increased to achieve this system management objective, but the proposed $3.00 daily maximum for the municipal lots will be only 60% of the cost for 8 hours of parking in an on-street metered space – a significant difference.
- The plan proposes two phases for implementation and provides a general pro forma of expected expenses and revenues associated with each phase. (See Appendix)

Implementation of paid on-street parking will free up convenient curbside space that is important to the health and growth of downtown businesses. It will accomplish that objective more effectively than changes in time enforcement policies and practices. Because the cost discourages all day parking, it allows time limits on meters to be relaxed without compromising the objective of generally protecting on-street parking for short stays. Most legitimate stays will be short, but patrons doing business Downtown can remain parked for a longer period if needed - without risking a citation.

Minimum Parking Requirements

The City should consider imposition of minimum parking requirements on new construction in the Downtown area in order to avoid future parking shortages or being put in a position of having to provide parking in order to meet downtown parking needs.

- Minimum parking requirements should be tailored to actual needs and conditions. Standard suburban rates are not applicable. Downtown requirements should be lower.
- Minimum parking requirements are particularly important for new residential construction.
- Housing created by adaptive re-use of existing buildings can be allowed to secure off-site parking to meet its needs.
- Small projects (as determined by square footage) can be exempt to avoid discouraging small project infill development.
- Exemptions can be made for targeted development categories such as first floor retail in mixed-use projects.
- A formal shared-parking formula should be part of the zoning ordinance to allow developers to take advantage of legitimate shared parking reductions.

The City of Burlington is in a position to begin implementing parking strategies that will prepare the way for supporting future development and the continued health of existing downtown businesses. A large part of the long-term strategy involves creating the revenue base to fund parking improvements that must necessarily take place over time to support those downtown community objectives.

INTRODUCTION

Carl Walker, Inc., (Carl Walker) working in conjunction with Martin, Alexiou, Bryson (MAB) was engaged by the City of Burlington to conduct an assessment of current parking conditions in Downtown Burlington, North Carolina and to develop a Parking Plan that would effectively meet current parking needs and support ongoing downtown business and residential development. The Carl Walker team conducted field data collection, on-site observations and staff interviews in October that, along with direct input from the community, form the basis for the analysis and recommendations.

BACKGROUND

Downtown Burlington is considered a healthy business environment with a concentration of area governmental offices, the central location of area banking institutions and the headquarters of LabCorp, a national medical testing services company founded in Burlington. LabCorp is the principal generator of Downtown employment and occupies the largest amount of downtown commercial space. Labcorp has a long history of committed support for Downtown Burlington and is widely respected as an exemplary downtown corporate citizen.

Retail businesses in Downtown Burlington are an eclectic mix of specialty shops and eating establishments. A significant portion of downtown shops consists of antique stores, general consignment shops, and antique furniture stores that are concentrated along Front Street, with some extension into the Main Street and Spring Street corridors. Those businesses draw customers from the greater Burlington area and other nearby communities. Eating establishments cater primarily to downtown employees with moderately priced menus and staple food choices. The Downtown area has seen a net addition of twenty two businesses over the past two year period and, although there is still vacant or underutilized space available, the level of such space has been shrinking. Significant evening destination restaurant business activity has not yet developed in the Downtown area and most dinner choices are found near area suburban shopping areas and the principal corridors that lie between Downtown Burlington and I-85. Downtown Burlington, similar to many downtowns across the country, has focused on unique retail that cannot be found in area malls. Building on the current base of unique entrepreneurial shops, the City is interested in continuing to build a downtown retail component that sets Burlington apart from its chain retail competition.

Recent opening of The Company Shops, a very well appointed and stocked specialty food store had spurred new interest in expanding the range of retail offerings in Downtown Burlington, while retaining

the "unique" character of those offerings. The Company Shops store provides a wide variety of fresh produce and "natural" food products similar to the approach of the "Whole Foods" chain that has become so successful in other cities. Product presentation in The Company Shops sets a new standard for retail in Downtown Burlington.

One of the stated challenges in attracting and accommodating new retail and residential development Downtown is the provision or commitment of adequate parking to support those developments. Although the CBD is exempt from minimum off-street parking requirements applied by the Zoning Ordinance to other areas, the practical needs for identifiable and dependable parking support remains an important factor in determining the viability of prospective development projects. This is particularly true with respect to opportunities for adaptive re-use of existing buildings which offer more cost effective start-up options for small businesses than new construction. Attracting new businesses to existing commercial space is also a preferred strategy as a means to active entire block faces, without the gaps that can often work against ongoing development efforts.

PLANNING PROCESS OVERVIEW

The process for developing this Parking Plan consisted of discussions with City Staff, stakeholder interviews, field observations, field data collection and public input.

MEETINGS & DISCUSSIONS

Discussions with City Staff and stakeholders involved overlapping discussions of current conditions, parking needs, development prospects, and issues related to management of the City's parking resources. An announced, open public forum was held Monday evening, October 17th to provide anyone in the community an opportunity for direct dialogue with the study team concerning parking issues from their perspective.

A summary of meetings held during on-site work conducted October 17-19 is provided in **Figure 1**.

FIGURE 1 – Stakeholder & Public Input Meetings

Meeting	Group & Purpose	Participants
1	City Manager's Perspective	Harold Owen - City Manager
2	Project Team Project Kick-Off	Nolan Kirkman - Director of Public Works Robert Harkrader - Director, Planning & Economic Development Anne Morris - Executive Director, Downtown Burlington, Inc. Stephen Black - Assistant Chief of Police Eric Kerns – Captain, Burlington Police Department
3	Downtown Master Plan Review	Nolan Kirkman - Director of Public Works Robert Harkrader - Director, Planning & Economic Development Anne Morris - Executive Director, Downtown Burlington, Inc.
4	Development Issues Land Use & Downtown Vacancies Inventory	Anne Morris - Executive Director, Downtown Burlington, Inc.
5	Corporation Perspective	Gerald Coombs – Facilities Manager – LabCorp
6	Public Forum	Approximately 30 citizens representing the Burlington community and, representing the City: Nolan Kirkman - Director of Public Works Robert Harkrader - Director, Planning & Economic Development Anne Morris - Executive Director, Downtown Burlington, Inc. Stephen Black - Assistant Chief of Police Eric Kerns – Captain, Burlington Police Department
7	Data & GIS	Chris Clow – City Traffic Engineer Andrew Shore – GIS Administrator

FIELDWORK AND ANALYSIS

INVENTORY OF CURRENT PARKING CAPACITY

The study team conducted a verification of parking capacity, a survey of parking occupancy and a dwell time (length-of-stay) survey on Thursday, October 13, 2011.

A highly detailed, space-by-space inventory of current parking spaces within the Downtown area was provided by the City's GIS Department as a platform from the inventory verification and occupancy survey process. It should be noted that the level of detail and accuracy was superior to any similar information provided by a municipality in the experience of the study team. The City's GIS Department is to be commended for its diligence and effort.

Using Webb Avenue as a virtual "North", the study area includes all blocks between S. Fisher Street on the west, Webb Avenue on the north, Broad Street on the east, and E. Fifth Street on the south. Exceptions are (1) exclusion of east of Lexington and south of E. Moreland Street, (2) inclusion of the Train Depot property north of Webb Avenue, and (3) inclusion of the block identified as Block #31 south of E. Fifth Street.

The framework for the inventory and occupancy survey process was a grid of 31 numbered blocks as shown in **Figure 3.** This numbering system was held constant throughout the study process as a frame of reference. Lot and space designations used by the City's GIS Department in developing its Downtown parking maps was also retained as much as possible in order to provide continuity between work already done by that department and the current study process. That system included identification if spaces

The inventory process and occupancy surveys included both on-street and off-street parking capacity for both public and privately owned parking. The inventory and surveys consisted of the following individual categories to aid in the analysis:

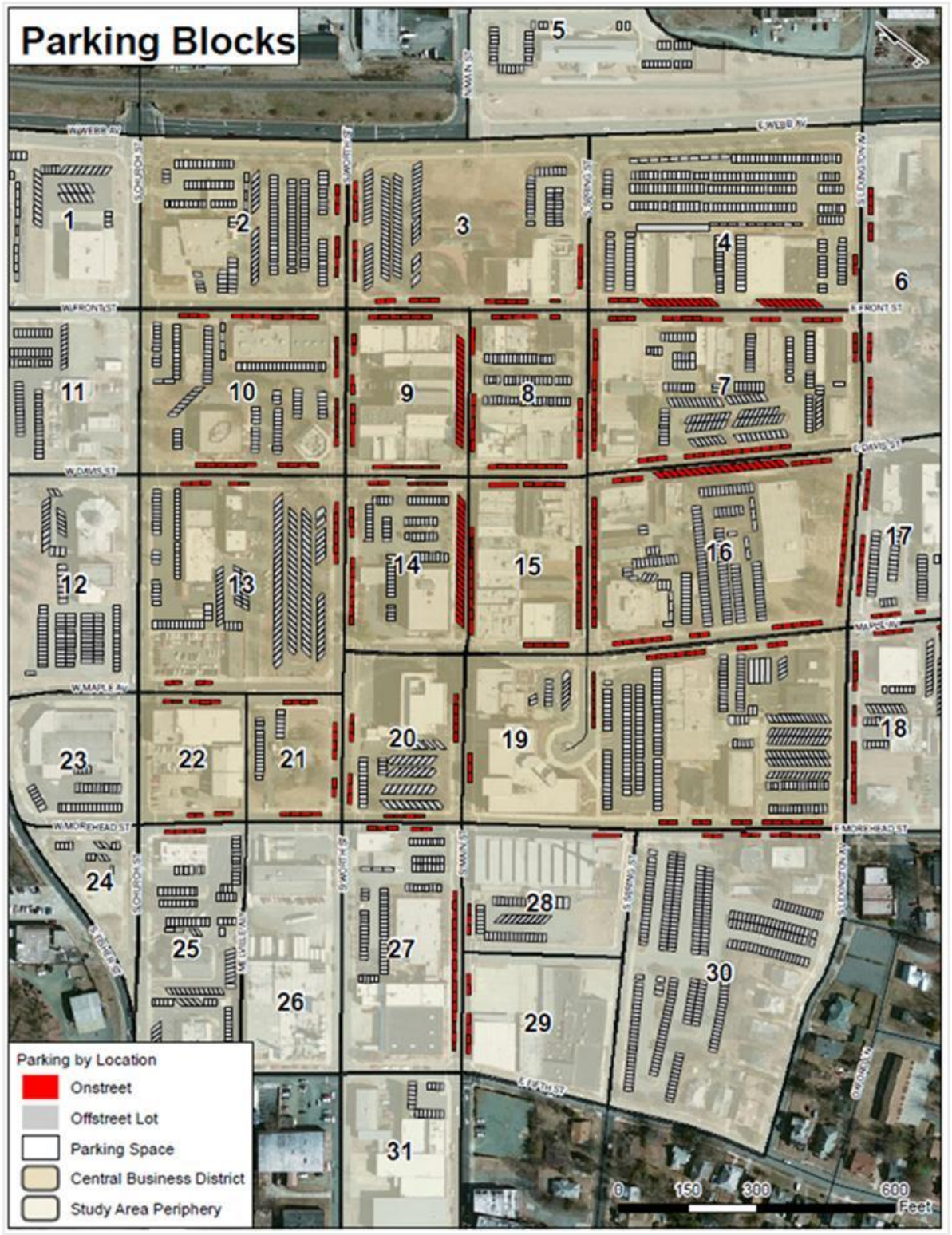
- Regular
- Employee
- Visitor
- Rental
- Reserved
- Handicapped
- Loading Zone

The table that follows clarifies the definition applied to each category.

FIGURE 2 - Definitions for Parking Space Categories

Category	Identification
Regular	Available parking spaces not reserved or designated for any specific use. This includes spaces located with municipal lots
Employee Parking	Specific lots or spaces identified by signage on the parking lot or on individual parking spaces as EMPLOYEE parking.
Visitor Parking	Specific spaces within lots (no entire lots found) identified by signage on the parking lot or on individual parking spaces as dedicated to VISITOR parking.
Rental Parking	Spaces and areas within municipal parking lots Identified by signage on the parking lot or on individual parking spaces as dedicated to permit parkers who pay for those spaces on a monthly basis.
Reserved Parking	Any of a number of sub-categories of reserved spaces identified by signage on the parking lot or on individual parking spaces as RESERVED parking.
Handicapped Parking	Any spaces marked as HANDICAPPED Parking spaces in a way that reasonably conformed to ADA requirements for identification of those spaces.
Loading Zones	Spaces, both on-street and off-street marked as LOADING ZONES.

FIGURE 3 - Block Numbering System



The inventory identified **3,241** on-street and off-street parking spaces in the 31-block area, consisting of **495 on-street** spaces and **2,746 off-street** spaces. The inventory is further distributed across the defined categories as follows:

FIGURE 4

SUMMARY OF SPACE DISTRIBUTION BY TYPE
(On-Street vs. Off-Street)

Category	ON	OFF	Total
Regular (not restricted as to use):	472	438	910
Employee Parking:	0	951	951
Visitor Parking:	0	932	932
Rental Parking (City)	0	190	190
Reserved Spaces:	0	102	102
ADA Spaces:	6	96	102
Loading Spaces:	17	37	54
TOTALS:	**495**	**2,746**	**3,241**

CITY OF BURLINGTON LOTS:

Regular (not restricted as to use):	427
Employee Parking:	188
Visitor Parking:	52
Rental Parking (City)	175
Reserved Spaces:	31
ADA Spaces:	29
Loading Spaces:	4
TOTAL:	**906**

Parking Distribution

There is an identifiable concentration of parking capacity in the 5 blocks between Spring Street and Lexington Avenue, comprised largely of parking owned or controlled by the City or LabCorp, but parking capacity is otherwise well distributed across the Downtown area. Those blocks provide a total of 1,288 spaces which represents nearly 40% of the total Downtown parking supply.

The Front Street corridor is well-supported by municipally owned public parking lots, primarily on the north side of Front Street. By contrast, there is weaker support for retail and service businesses located along Spring Street. Consequently, businesses along Spring Street are more dependent on available on-street parking to serve their customers and visitors.

Municipal parking lots are well-placed in terms of distributing off-street public parking capacity to the four quadrants of the Downtown area between Fisher Street, Webb Avenue, Broad Street and Sixth Street. These lots provide a combination of 2-hour short-term parking and monthly contract (or "rental") parking designed to serve both downtown employees and visitors to downtown businesses.

Two of the core blocks are completely devoid of off-street parking, which is not unusual for the 100% center of the downtown area. This does, however, put pressure on nearby blocks to supply the "missing" parking capacity to serve those core blocks.

FIGURE 5 - Inventory of Parking Capacity (On-Street and Off-Street)

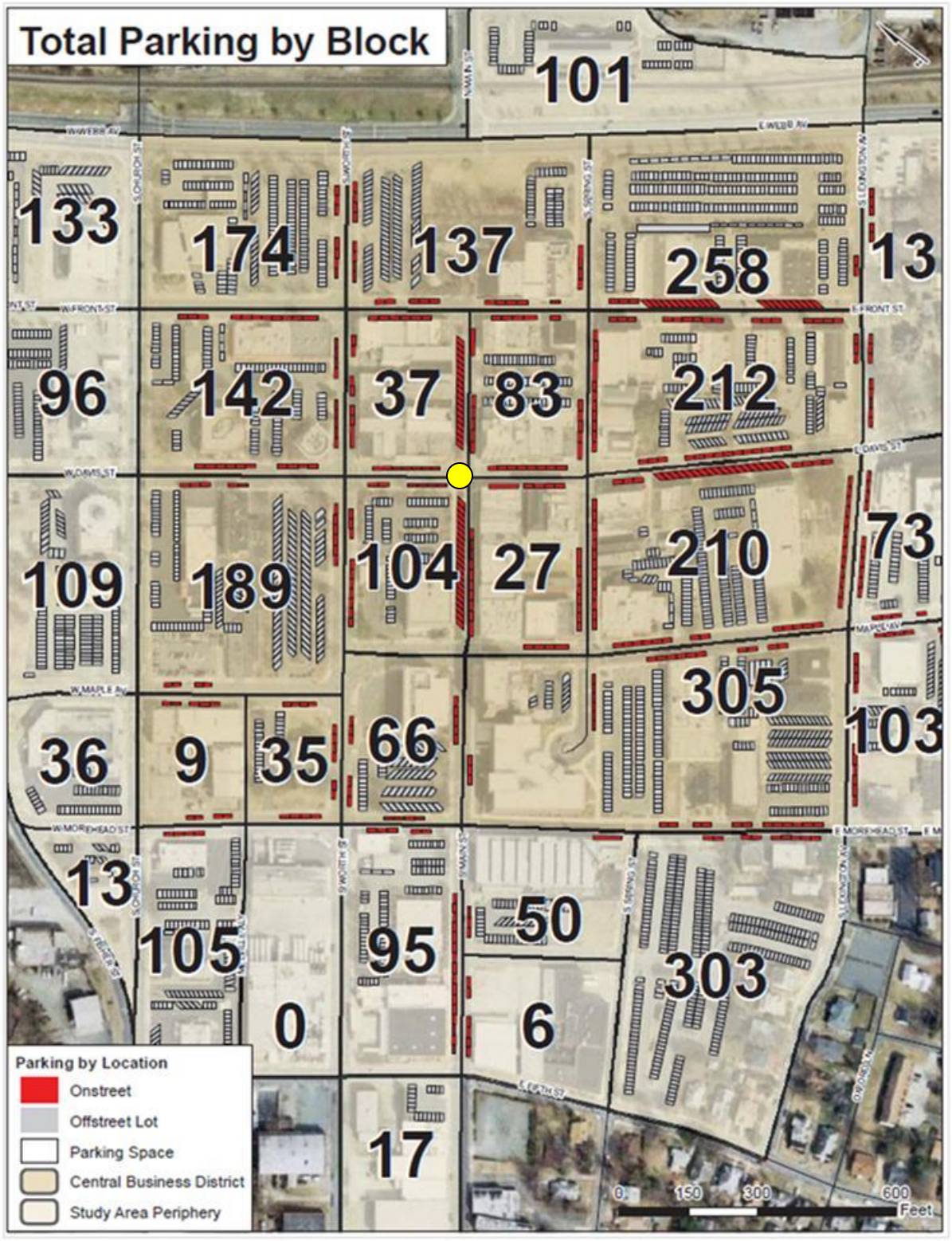


FIGURE 6 - On-Street Parking Capacity by Block

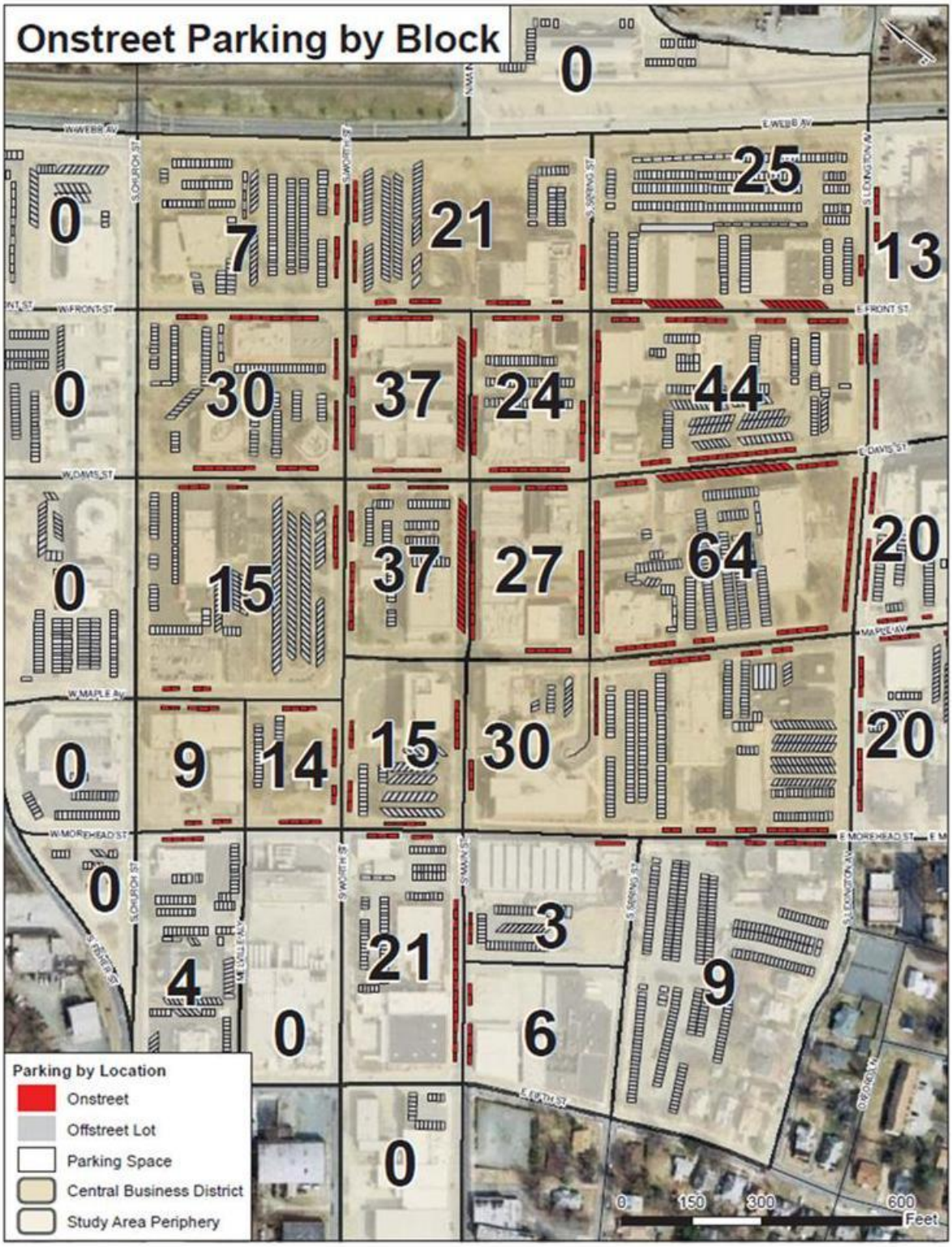
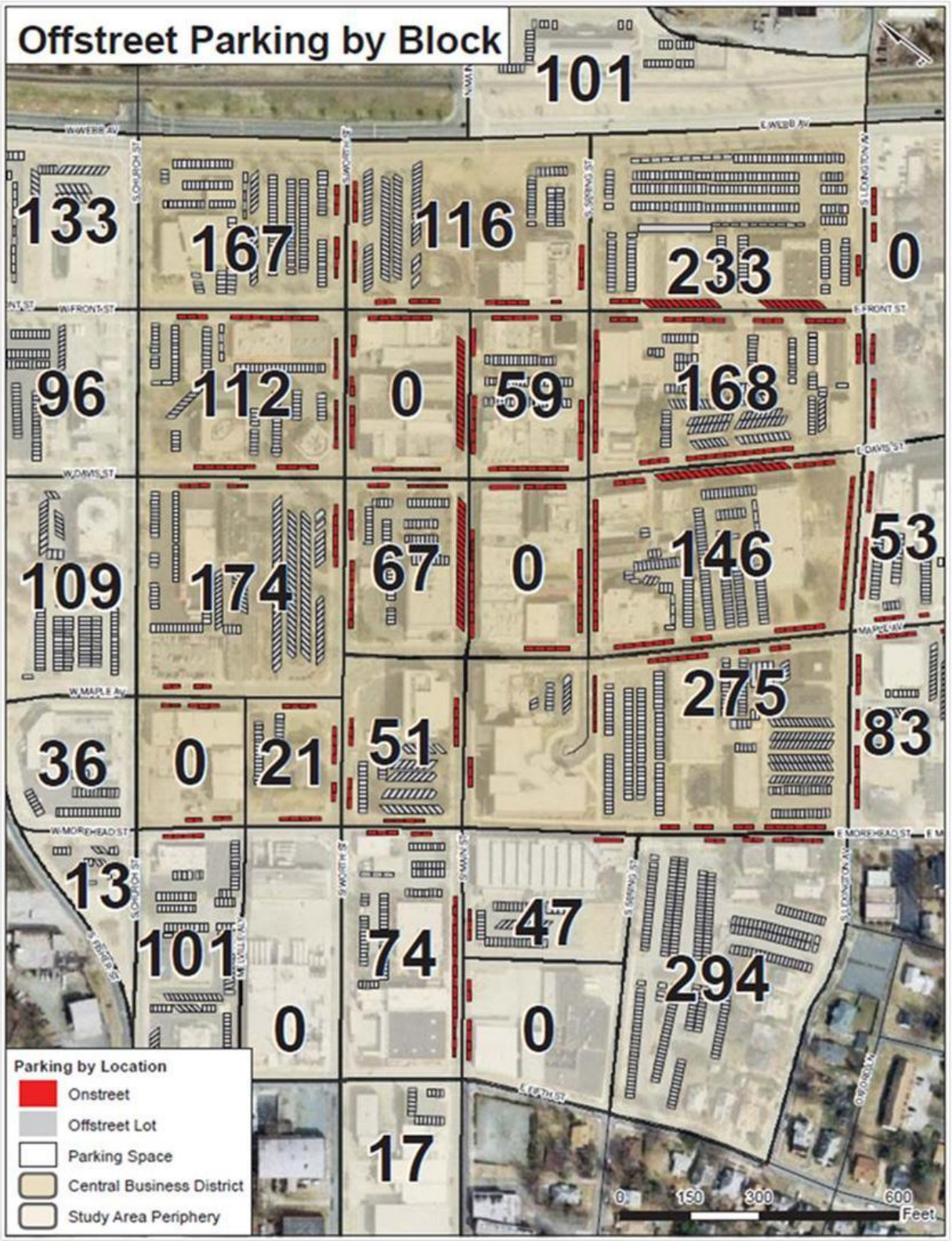


FIGURE 7 - Off-Street Parking Capacity by Block



PARKING OCCUPANCY

Surveys of occupancy in both on-street and off-street parking spaces were conducted on Thursday, October 13, 2011. The first survey was taken during late morning, beginning at 10:30 and overlapping into the lunch hour to capture lunchtime traffic that often coincides with the daytime peak. A second survey was conducted between 1:30 P.M., ending at approximately 3:00 P.M. to test for an unexpected afternoon peak.

As is the case with most downtowns, the highest accumulation of vehicles was found during the late morning and early part of the lunch hour. The survey found a total of 1,686 vehicles during that survey period compared to 1,503 during the afternoon survey. The peak of **1,686 vehicles** represents an **overall occupancy of 52% of all parking within the study area.**

Off-street occupancy in the various surface parking lots was **51%** at peak, with occupancy in the **on-street** parking spaces slightly higher at **56%.**

FIGURE 8

CAPACITY and OCCUPANCY SUMMARY

Reg	Emp	Visit	Rent	Rsv	HC	LZ	Total
Capacity by Parking Class							
910	951	932	190	102	102	54	3,241
28%	29%	29%	6%	3%	3%	2%	
Occupancy - 10:30 AM to 1 PM							
540	478	487	102	46	31	2	1,686
59%	50%	52%	54%	45%	30%	4%	52%
Empty Space Available - 10:30 AM to 1 PM							
370	473	445	88	56	71	52	1,555
41%	50%	48%	46%	55%	70%	96%	48%

Occupancy in Off-Street Parking Lots

A substantial margin of empty off-street spaces was found in nearly all of the blocks surveyed. Only the core block northeast of the Main-Davis intersection reached what is considered a high level of occupancy with 98% of its off-street spaces filled. This conclusion does not distinguish between public and privately owned space because it is a general conclusion about the ability of current Downtown parking capacity to support the land uses that are active in the Downtown study area.

Occupancy in On-Street Parking Spaces

The pattern of on-street occupancy is similar to that of the off-street parking in that the highest occupancy rates were found in the four core blocks (with the exception of 100% filling of the 7 on-street spaces located along South Worth in the Police Department block). On-street occupancy around these four core blocks ranged between 63% and 86%. It should be noted that these percentages included all on-street parking spaces on all four sides of each block. Occupancy along some curb faces was higher.

Available Space and Parking Sufficiency

A total of 1,555 empty spaces were found within the survey area during the field surveys. Disregarding any difference between what is considered public and private parking, these empty spaces represent 48% of the total parking capacity in the study area.

Application of a Search Margin

In order to assess "real" parking sufficiency, the industry consistently applies a "Search Margin" of empty space that is needed within the system to help avoid unnecessary search times to find a parking space during peak activity periods. It also helps to compensate for poorly parked vehicles that take up more than one space and for spaces that may be out of service for some reason. Typically 15% of the overall capacity is considered a healthy Search Margin for a medium size city and for many other environments. The results of applying this Search Margin can be expressed in terms of either "effective demand" or "effective capacity". Our team prefers to use "effective demand" because it simplifies analysis of additional capacity that may be needed. For example, a 100 space lot would satisfy an "effective demand" of 100 spaces that results from a base parking demand of 85 vehicles plus a Search Margin of 15% (15 spaces).

Resulting Parking Sufficiency Computation

The surveyed base demand of 1,686 vehicles measured during the field surveys translates into an Effective Demand of 1,984 spaces or 61% of total parking capacity within the study area. Using the Effective Demand, there is a **current parking surplus of 1,257 spaces or 39% of current system capacity**. Note that this includes all parking, public and privately owned. Parking sufficiency in terms of capacity owned or controlled by the City will be presented later in the analysis.

Highest Occupancy Levels (On-Street & Off-Street)

Typical of downtown parking patterns, the four blocks surrounding to the Downtown center, identified as the intersection of Davis and Main Streets, experienced the highest level of overall parking occupancy with levels ranging from 73% to 88%. Parking on the Library block also reached 73% and one block associated with the auto center on W. Moreland reached 86% largely due to the limited amount of actual parking available on that block.

Concentrations of Empty Spaces (On-Street & Off-Street)

The highest number of **empty spaces (160)** were found in the block south of E. Morehead Street between Spring Street and Lexington Avenue that is dominated by a large LabCorp employee lot. The second largest concentration of **empty spaces (149)** was found in the block along the north side of Front Street between Spring Street and Lexington Avenue.

FIGURE 9 - Total Parking Occupancy %

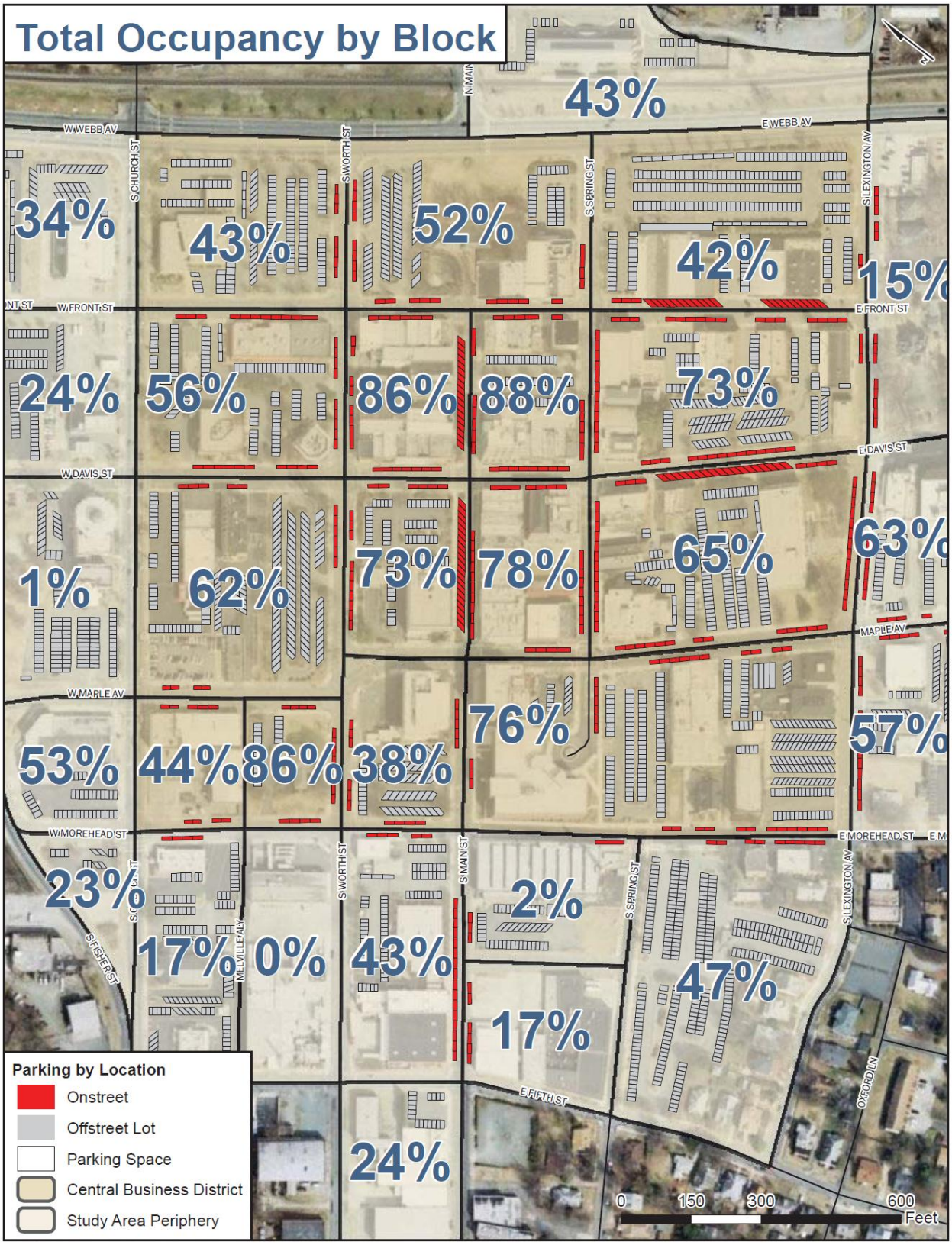


FIGURE 10 - On-Street Parking Occupancy %

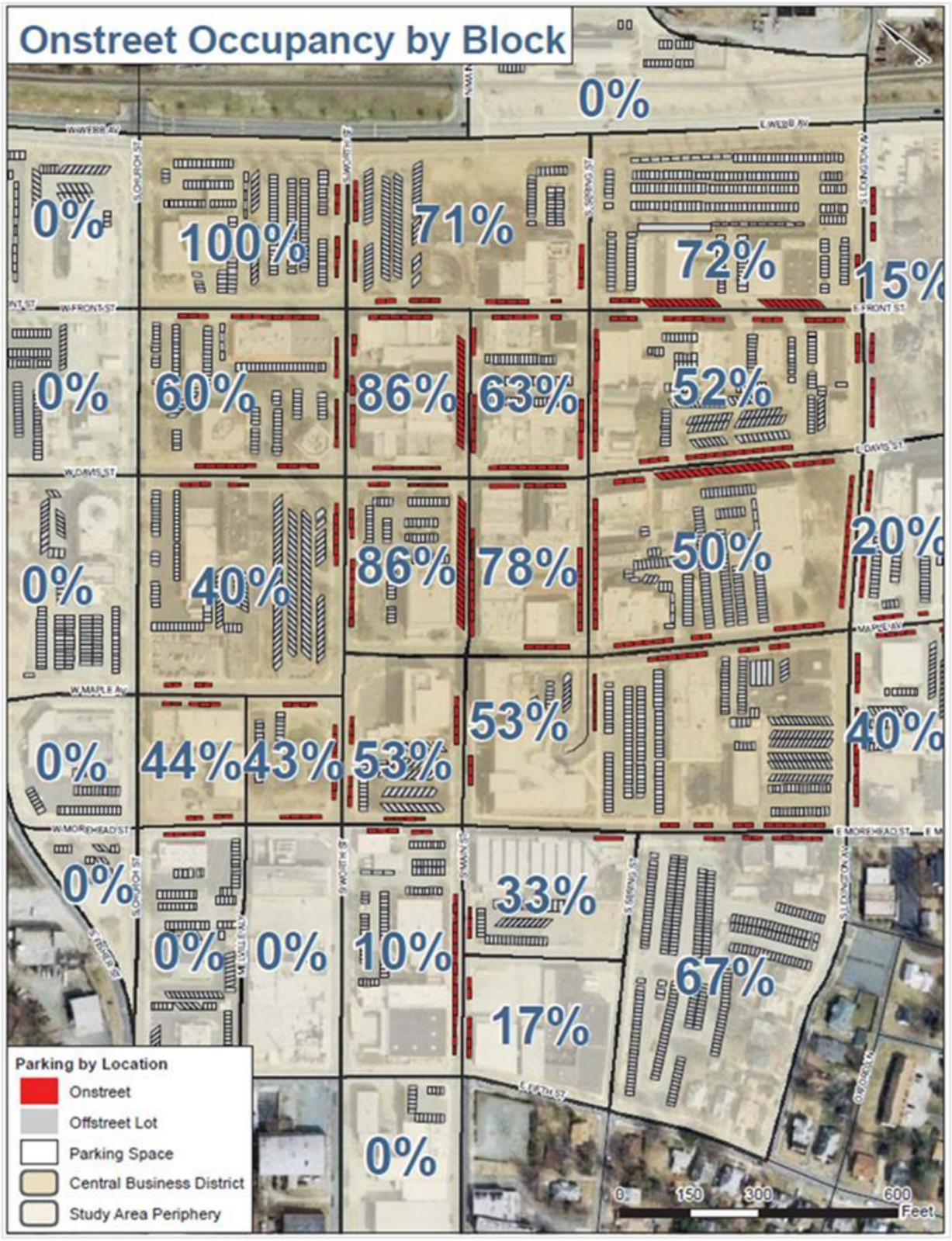


FIGURE 11 - Off-Street Occupancy %

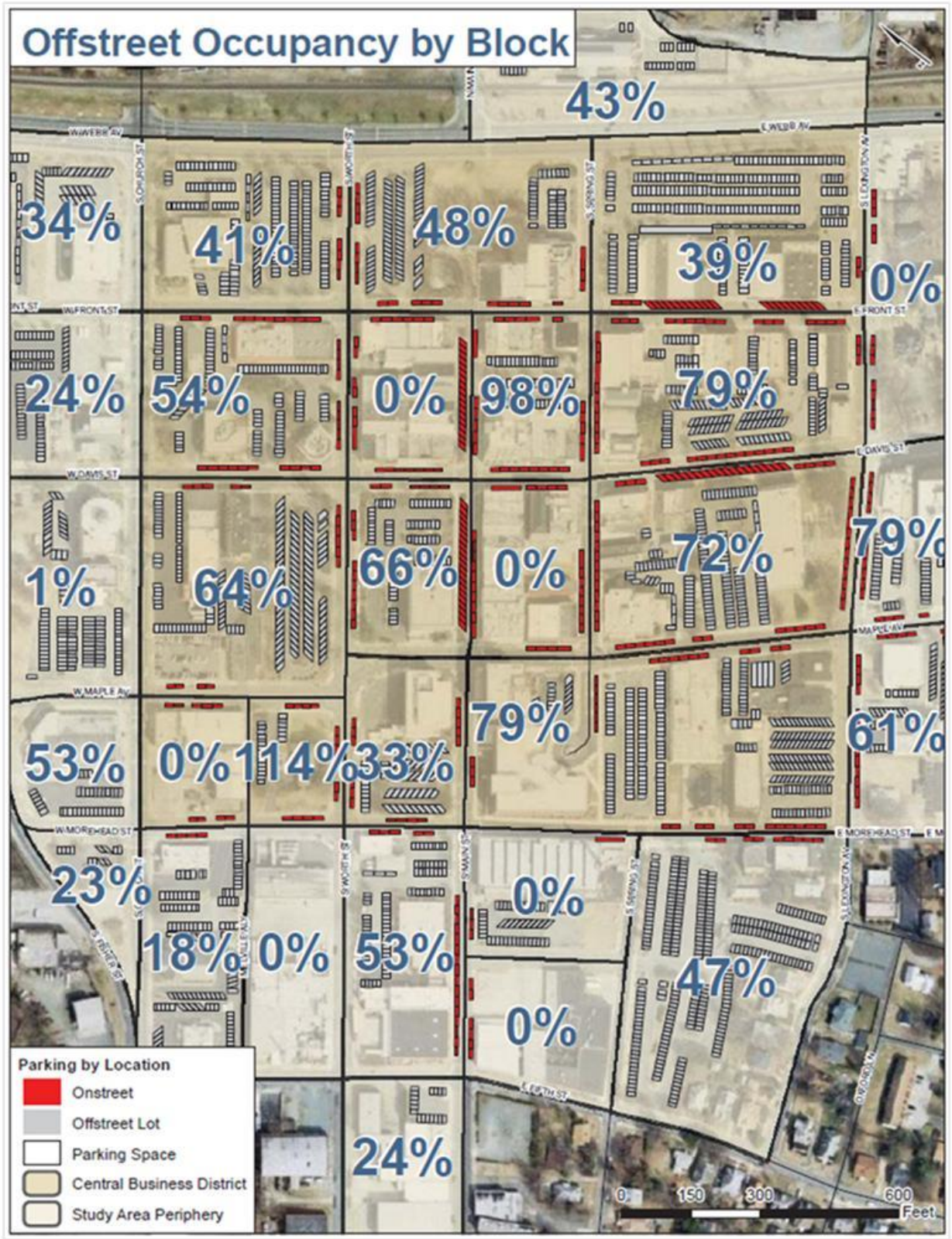


FIGURE 12 - Total Available (Empty) Spaces

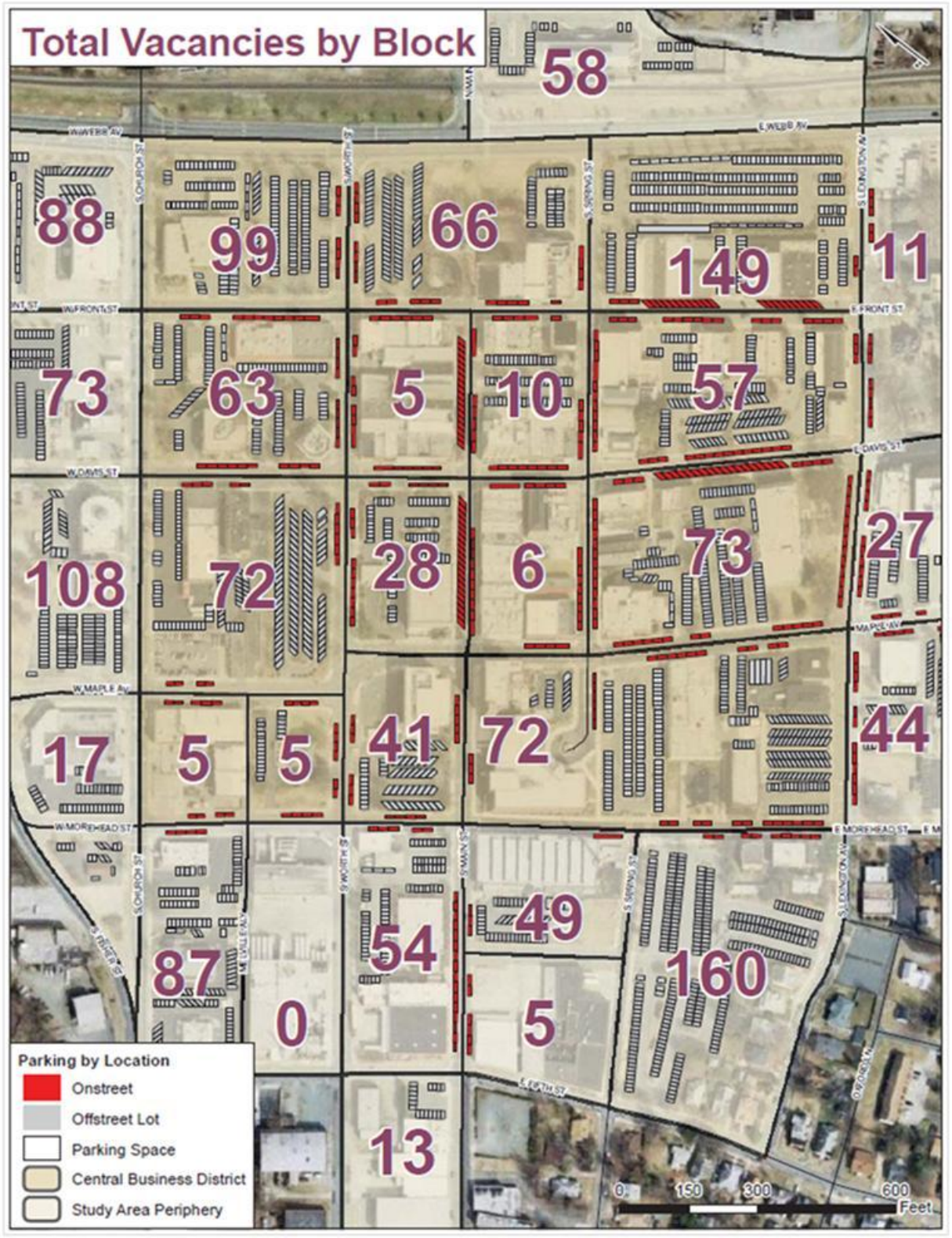


FIGURE 13 - Available (Empty) On-Street Spaces

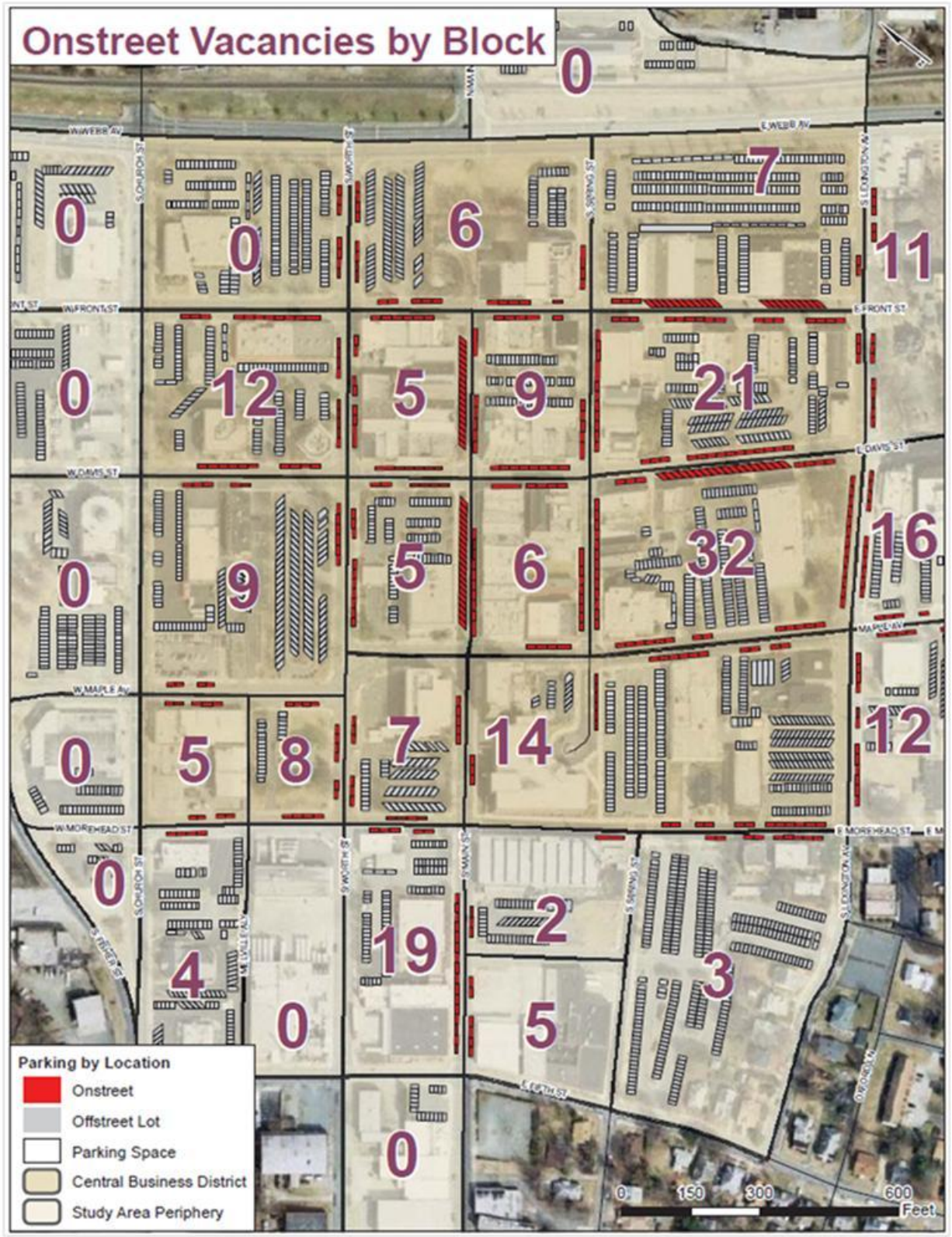
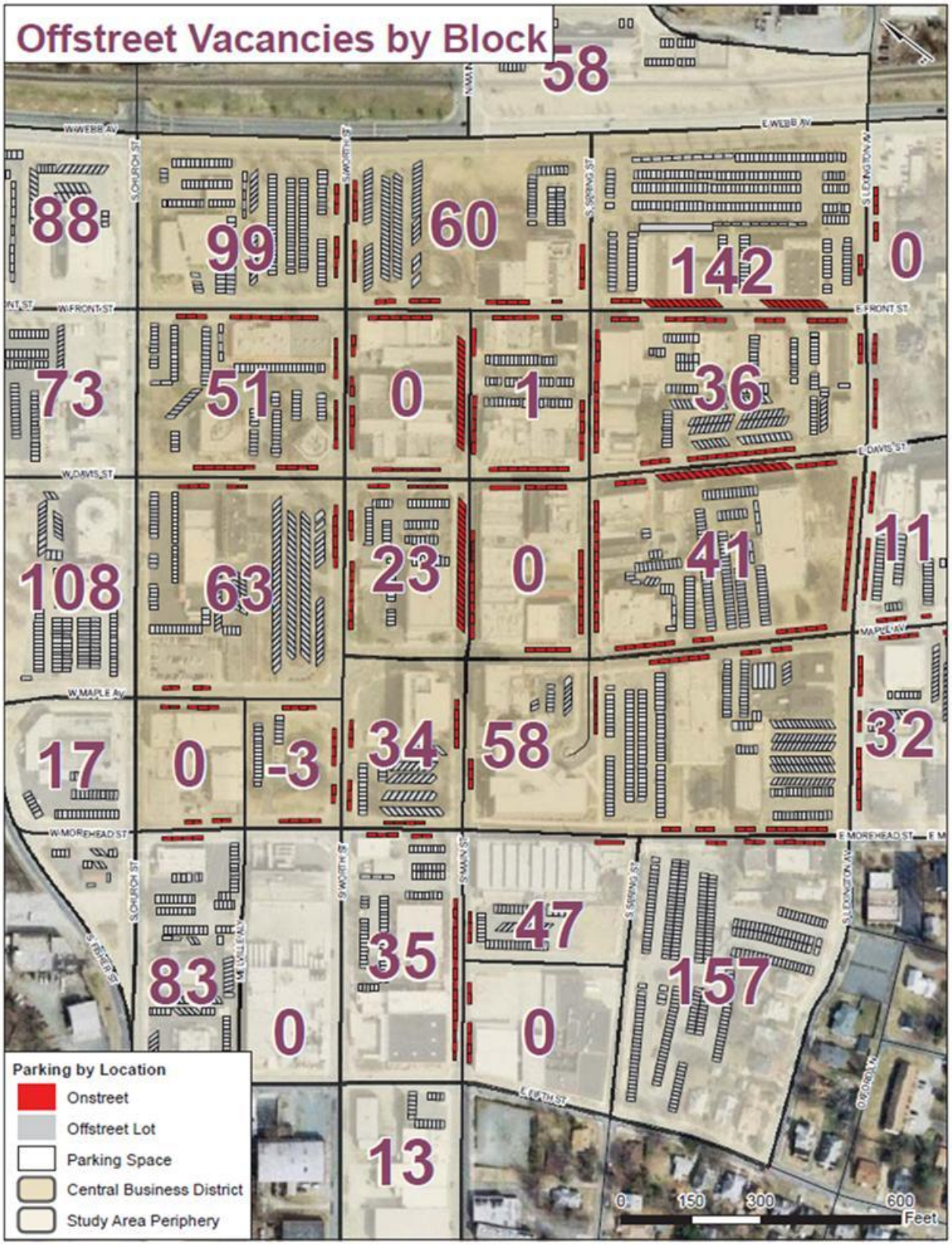


FIGURE 14 - Available (Empty) Off-Street Spaces



ON-STREET TURNOVER (Length-of-Stay) SURVEY

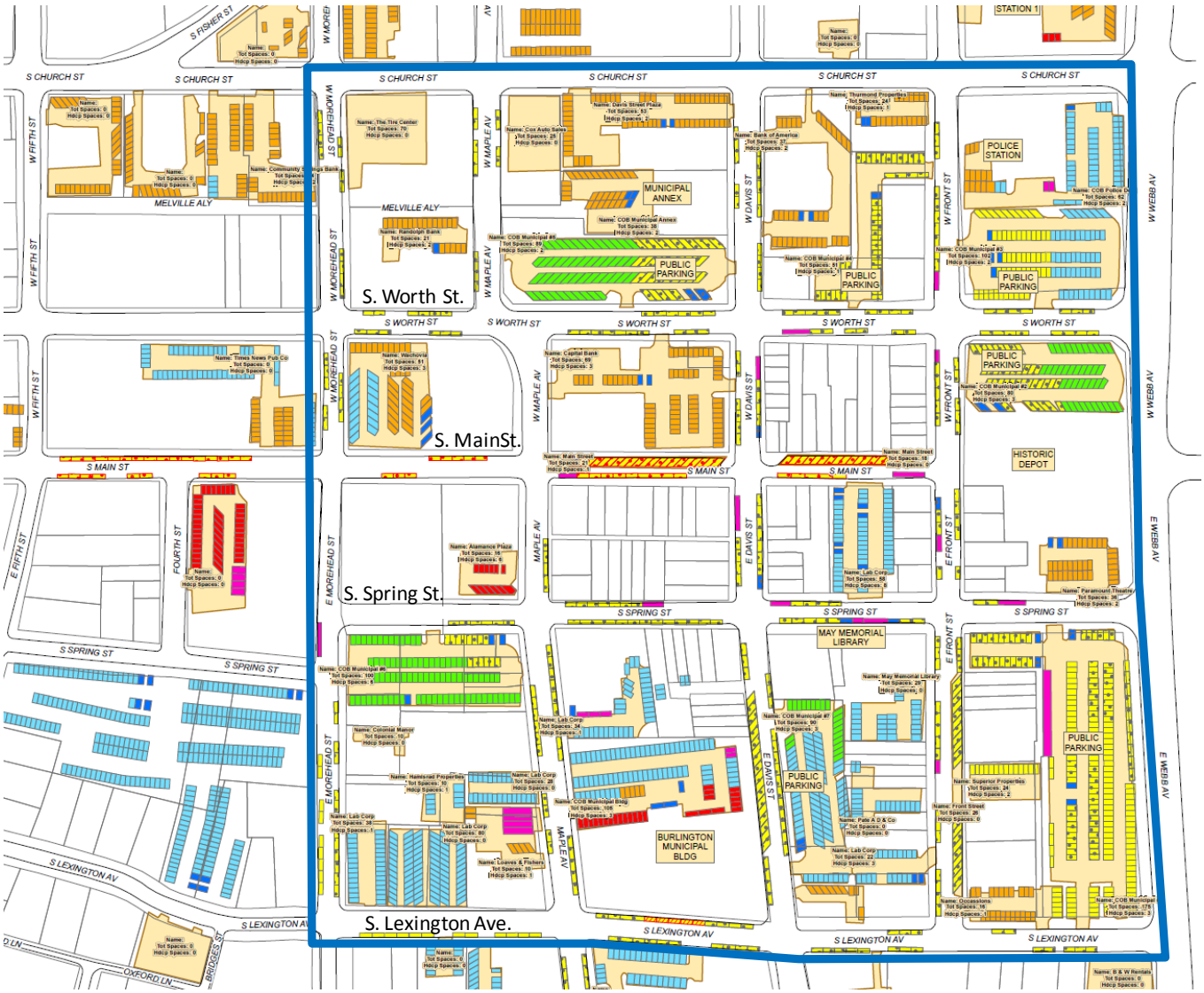
As a part of the initial field work for the study, a turnover survey of on-street parking spaces was conducted along Main Street and Front Street to assess utilization of those spaces.

The intention of the turnover survey was to measure the degree to which all day parkers are using on-street spaces. This was the principal complaint voiced by participants in the Public Forum on parking issues that was held on Monday, October 17, 2011. The complaints were familiar. Retail business owners were concerned about the number of downtown employees who routinely parked in on-street spaces that they viewed as an important parking resource for their customers. There was little disagreement among the participants that a large number of employees routinely return to their vehicles every two hours to move them in order to avoid a parking ticket for overstaying the posted 1-hour or 2-hour time limit. Much of the concern was directed at LabCorp employees but, based on our past experience with similar concerns in other cities and comments from employees of other downtown Burlington businesses, it is evident that the "2-hour shuffle" problem is certainly not limited to LabCorp employees. It may be that those employees tend to be more visible, particularly when they arrive at the curbside parking areas at the same time in what appears to be a coordinated space swap exercise. However, owners and employees of other Downtown businesses have complained that the on-street parking habits of LabCorp employees makes it difficult for them (the other employees and business owners) to park on the street in front of their businesses. Complaints from business owners about "others" parking in spaces needed for customers, when they routinely park in those same spaces themselves is common. One of the challenges in addressing the proper management of valuable on-street parking is to secure uniform cooperation and compliance from all downtown business owners and employees in leaving on-street parking spaces open for business customers and visitors. Those spaces are not intended for their personal use, even when located directly in front of their businesses.

Subsequent to the field work, the study team learned that enforcement of the City's parking ordinance considered the relocation of vehicles to a different curb face in the same block was considered a valid re-park and not subject to ticketing. The study team felt that the results of the survey were compromised by this enforcement policy because the survey routes did not include adjacent cross streets. As a result, a second turnover survey was conducted on Thursday 8/30/12 in a broader coverage area designed to capture more of the actual movements of vehicles in the downtown area to determine actual length of stay patterns in on-street parking spaces regardless of re-park activity. This is an appropriate measure in addressing the concern about downtown employees parking in on-street spaces for long periods on a routine basis, moving their vehicles periodically to avoid ticketing.

On the day of the occupancy survey the survey team recorded the last six digits of the license plate of each vehicle parked in curbside spaces along the surveyed corridors during hourly survey tours between 8:00 A.M. and 5 P.M. The coverage area is shown in FIGURE 15.

FIGURE 15 Turnover Survey Coverage Area



The results of the Turnover Survey are shown on in **FIGURE 16.** The analysis addresses 1-Hour and 2-Hour spaces separately.

1-Hour Spaces

A total of 70 1-Hour spaces were included in the survey area. These 70 spaces represent **700 "system hours" or system "capacity"** for a survey that covered 10 hours in the survey day. This is one of the baselines for measuring occupancy patterns - as a percentage of available "system hours".

The total of **156 parkers** consumed 497 hours or **71% of available 1-Hour system capacity**. This represents the overall utilization level of all 1-Hour spaces and is another baseline for measuring utilization.

Overstay Parkers

- Approximately half (52%) of vehicles parked in spaces posted with a 1-Hour time limit were recorded on only tour of the survey. The other half **(48%)** were found on two or more consecutive tours indicating a **stay beyond the one hour limit**. This is consistent with the results of the initial field surveys done earlier in the study in a more limited area. It includes parkers who moved to another space within the 1-Hour parking zone during the course of the survey day, but does not capture those who may have also moved to a 2-Hour space. We feel that significant "shuffling" in the 1-Hour zone is unlikely because of the inconvenience of doing so.
- Those staying **beyond the 1-Hour limit**
  - **consumed 54% of available system capacity.**
  - **consumed 84% of the total time consumed by all parkers the 1-Hour zone.**
- Those parking for more than **5 hours**

  = 25% of total parkers

  = 64% of consumed parking hours

  = 45% of the 1-Hour zone capacity.
- Those parking for more than **6 hours**

  = 22% of total parkers

  = 59% of consumed parking hours

  = 42% of the 1-Hour zone capacity.

In a nutshell, most parkers in the 1-Hour area stayed beyond the 1-Hour limit. Many of them, we know, stayed all day with ADA placards that exempted them from ticketing.

2-Hour Spaces

A total of 395 2-Hour spaces were included in the survey area. These 395 spaces represent **3,950 "system hours" or system "capacity"** for a survey that covered 10 hours in the survey day.

A total of 849 parkers occupied 1,778 hours or **45% of available capacity in the spaces surveyed**. This represents the overall utilization level of all 2-Hour spaces within the survey area.

Overstay Parkers

- Approximately **77%** of vehicles parked in spaces posted with a 2-Hour time limit were recorded on less than three consecutive survey tours. The remaining **23%** were found on three or more consecutive tours indicating a stay **beyond the 2-Hour limit**. It includes parkers who moved to another space within the 2-Hour parking zone during the course of the survey day, but does not capture those who may have also moved to a 1-Hour space.
- Those staying **beyond the 2-Hour limit**
  - **consumed 25% of available system capacity.**
  - **consumed 56% of the total time consumed by all parkers the 2-Hour zone.**
- Those parking for more than **5 hours**

  = 10% of total parkers

  = 35% of consumed parking hours

  = 16% of the 2-Hour zone capacity.
- Those parking for more than **6 hours**

  = 7% of total parkers

  = 28% of consumed parking hours

  = 13% of the 2-Hour zone capacity.

FIGURE 16 - Analysis of Turnover Survey Results

Total 1-Hr. System Hours: 700

	Distribution of Stays			Consumption of System Hrs.		% of Time Consumed			Total Hrs. Consumed		% of System Hours		All Day Parkers					
Length of Stay	Number of Parkers	% of Parkers	% of Compliant Parkers	Consumed Hours	% of Total System Hours Consumed	% of Consumed Tiime By LOS	by Compliant Parkers	by Overstay Parkers	by Compliant Parkers	by Overstay Parkers	by Compliant Parkers	by Overstay Parkers	**5+ Hours**			**6+ Hours**		
1-Hr.	81	52%	52%	81	12%	16%	16%		81									
2-Hr.	18	12%		36	5%	7%					17%		Number of Parkers	% of Consumed Hours	% of System Hours	Number of Parkers	% of Consumed Hours	% of System Hours
3-Hr.	10	6%		30	4%	6%												
4-Hr.	8	5%		32	5%	6%												
5-Hr.	5	3%		25	4%	5%												
6-Hr.	2	1%	48%	12	2%	2%		84%		416		54%						
7-Hr.	2	1%		14	2%	3%												
8-Hr.	10	6%		80	11%	16%							**39**	64%	45%	**34**	59%	42%
9-Hr.	13	8%		117	17%	24%												
10-Hr.	7	4%		70	10%	14%												
Parkers:	**156**	**100%**				**100%**												
Hours:				**497**	**71%**			**416**	**Hrs. Consumed by overstay parkers**									
					of system hours		**=**	**416**	**Potential Additional 1-Hour Parkers**									

CONCLUSION

416 additional 1-Hour parkers could be accommodated in the capacity consumed by overstay parkers.

Total 2-Hr. System Hours: 3,950

	Distribution of Stays			Consumption of System Hrs.		% of Time Consumed			Total Hrs. Consumed		% of System Hours		All Day Parkers					
Length of Stay	Number of Parkers	% of Parkers	% of Compliant Parkers	Consumed Hours	% of Total System Hours Consumed	% of Consumed Tiime By LOS	by Compliant Parkers	by Overstay Parkers	by Compliant Parkers	by Overstay Parkers	by Compliant Parkers	by Overstay Parkers	**5+ Hours**			**6+ Hours**		
1-Hr.	529	62%		529	13%	30%												
2-Hr.	124	15%	77%	248	6%	14%	44%		777		20%		Number of Parkers	% of Consumed Hours	% of System Hours	Number of Parkers	% of Consumed Hours	% of System Hours
3-Hr.	55	6%		165	4%	9%												
4-Hr.	54	6%		216	5%	12%												
5-Hr.	24	3%		120	3%	7%												
6-Hr.	12	1%	23%	72	2%	4%		56%		1,001		25%						
7-Hr.	9	1%		63	2%	4%												
8-Hr.	20	2%		160	4%	9%							**87**	35%	16%	**63**	28%	13%
9-Hr.	15	2%		135	3%	8%												
10-Hr.	7	1%		70	2%	4%												
Parkers:	**849**	**100%**				**100%**												
Hours:				**1,778**	**45%**			**1,001**	**Hrs. Consumed by overstay parkers**									
					of system hours		**=**	**501**	**Potential Additional 2-Hour Parkers**									

CONCLUSION

501 additional 2-Hour parkers could be accommodated in the capacity consumed by overstay parkers.

Impact on Parking Availability

The key question in evaluating the analysis is how current parking patterns, particularly the impact of overstays and "space shuffling", are having on the availability of convenient on-street parking for downtown visitors and business customers. The objective in managing on-street parking in an active downtown is to ensure that convenient on-street parking is available for that priority group because it supports the health and growth of downtown business.

Consumption of 54% of capacity in the 1-Hour zone is clearly a problem. The shorter 1-Hour time limit (vs. the 2-Hour limit applied to the balance of downtown spaces) is specifically intended to produce turnover. That is not happening at this time in Burlington's 1-Hour spaces but it appears that much of the "disruption" of that management effort is the result of the number of vehicles with ADA placards that park in that area for extended periods - durations of stay that clearly indicate that they are employees working in the area.

Consumption of 25% of the 2-Hour system capacity by overstay parkers is higher than what would be a normal goal but is not excessively high. It must be noted that the consumption percentage is most certainly higher in areas close to the downtown core and reduced mathematically by vacant spaces found at the periphery. This can be seen by the pattern of higher peak occupancy near the core that can be seen in the map in FIGURE 17-A. At the same time, **high occupancy levels only have a direct impact when the scarcity of space prevents a potential visitor or customer from finding a convenient space quickly or when it gives the general impression that convenient parking is not available.**

The table in FIGURE 17-B is also useful in understanding the concentration of "problem" areas in specific areas. The BLOCK FACE codes at the left side of the table refer to the labels given specific block faces for the purposes of the survey. A map with the coded block faces is included in the APPENDIX.

Comparison to Other Cities

In a similar situation in Augusta, Georgia, overstay parkers consumed more than 30% of available meter time on half of the surveyed block faces, with consumption as high as 70% of available meter time. In Lynchburg, Virginia, another similar city with a uniform 2-Hour parking time limit, 67% of available meter time was consumed by parkers staying more than the 2-Hour limit and 46% by parkers staying more than 5 hours.

FIGURE 17-A Percentage Occupancy of On-Street Spaces During License Plate Survey

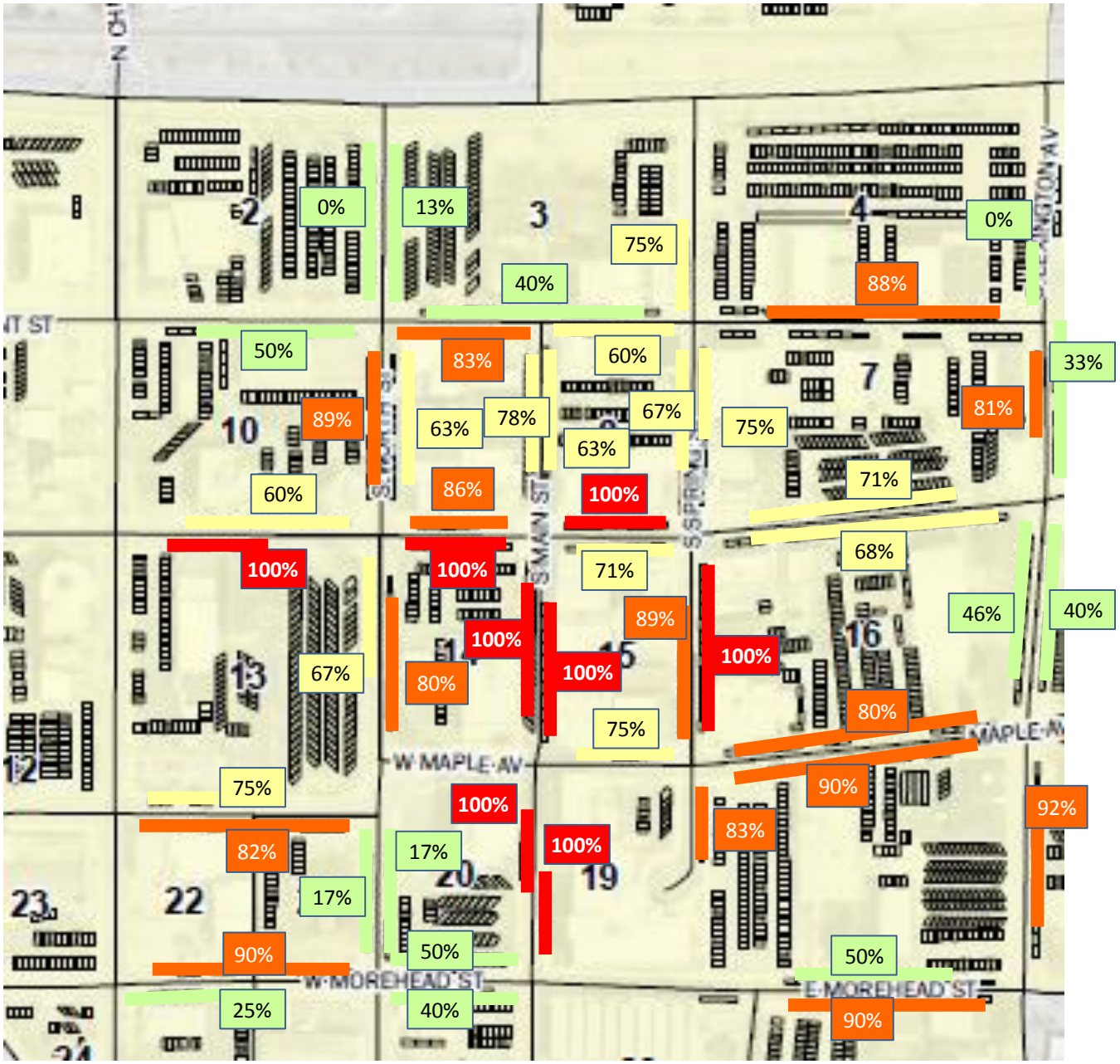


FIGURE 17-B Percentage Occupancy of On-Street Spaces During License Plate Survey

Peak Hour Occupancy by Block Face (Occupancy at the Peak Hour for that block face)

Block Face	8:00	9:00	10:00	11:00	12:00	1:00	2:00	3:00	4:00	5:00	% Occ.	Spaces	
A-1	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	7	
A-2	17%	8%	0%	50%	42%	50%	17%	25%	25%	33%	50%	11	
A-3	11%	11%	33%	56%	89%	56%	67%	22%	44%	56%	89%	9	
A-4	20%	20%	20%	30%	60%	60%	30%	40%	0%	40%	60%	10	
A-5	0%	0%	20%	40%	100%	40%	0%	20%	40%	0%	100%	5	
A-6	50%	17%	17%	50%	50%	33%	67%	33%	50%	33%	67%	4	
A-7	38%	63%	63%	50%	50%	63%	75%	75%	63%	50%	75%	4	
A-8	18%	73%	73%	82%	64%	55%	55%	64%	55%	73%	82%	9	
A-9	0%	0%	0%	0%	0%	0%	17%	17%	0%	0%	17%	6	
A-10	60%	50%	60%	70%	70%	90%	70%	70%	70%	20%	90%	8	
A-11	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	4	
A-12	20%	40%	40%	20%	0%	0%	20%	20%	20%	0%	40%	5	
A-13	25%	50%	50%	50%	25%	0%	0%	50%	50%	25%	50%	4	
A-14	0%	0%	0%	0%	0%	17%	0%	0%	0%	0%	17%	6	
A-15	60%	80%	50%	40%	40%	50%	60%	50%	50%	10%	80%	10	
A-16	13%	13%	13%	50%	13%	25%	13%	13%	50%	63%	63%	8	
A-17	0%	0%	0%	0%	0%	0%	0%	13%	13%	0%	13%	8	
B-1	83%	83%	67%	17%	50%	50%	50%	50%	67%	67%	83%	6	
B-2	78%	67%	78%	44%	78%	56%	56%	28%	61%	61%	78%	18	
B-3	57%	71%	43%	71%	86%	57%	57%	57%	43%	57%	86%	7	
B-4	67%	100%	100%	50%	83%	67%	83%	100%	83%	67%	100%	6	6
B-5	100%	100%	90%	90%	100%	100%	86%	95%	90%	67%	100%	21	21
B-6	100%	100%	80%	100%	40%	100%	100%	100%	100%	60%	100%	5	5
B-10	67%	67%	67%	100%	33%	100%	67%	100%	67%	0%	100%	3	3
B-11	90%	100%	100%	90%	70%	90%	80%	80%	80%	50%	100%	10	10
B-12	38%	63%	50%	50%	50%	38%	50%	38%	38%	13%	63%	8	
B-13	0%	20%	0%	0%	40%	40%	60%	40%	40%	20%	60%	5	
B-14	67%	67%	67%	67%	67%	50%	67%	67%	50%	50%	67%	6	
B-15	100%	100%	88%	50%	100%	100%	100%	88%	88%	88%	100%	8	8
B-16	71%	57%	57%	57%	29%	57%	57%	57%	71%	43%	71%	7	
B-17	56%	78%	67%	78%	44%	67%	89%	67%	67%	56%	89%	9	
B-18	75%	75%	75%	75%	75%	75%	50%	50%	25%	25%	75%	4	
B-19	67%	50%	67%	50%	50%	50%	67%	83%	67%	0%	83%	6	
B-20	85%	100%	100%	92%	54%	85%	77%	92%	92%	46%	100%	13	13
B-21	42%	67%	75%	58%	67%	25%	67%	67%	67%	58%	75%	12	
B-22	0%	75%	25%	75%	0%	50%	25%	0%	25%	50%	75%	4	
B-23	20%	20%	40%	30%	40%	40%	30%	40%	40%	0%	40%	10	
C-1	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	2	
C-2	17%	38%	38%	88%	67%	67%	71%	42%	67%	67%	88%	24	
C-3	19%	38%	75%	75%	81%	44%	63%	56%	63%	81%	81%	16	
C-4	0%	0%	33%	0%	0%	0%	0%	0%	0%	0%	33%	3	
C-5	14%	43%	71%	71%	43%	21%	29%	14%	36%	43%	71%	14	
C-6	28%	48%	68%	68%	32%	36%	44%	44%	60%	24%	68%	25	
C-7	8%	23%	38%	15%	31%	46%	38%	23%	23%	0%	46%	13	
C-8	67%	80%	67%	53%	40%	33%	40%	53%	60%	27%	80%	15	
C-9	70%	90%	90%	50%	10%	50%	40%	40%	60%	50%	90%	10	10
C-10	42%	50%	50%	42%	33%	33%	25%	42%	25%	25%	50%	12	
C-11	70%	80%	90%	70%	50%	50%	60%	50%	50%	60%	90%	10	
C-12	92%	92%	92%	92%	50%	50%	58%	50%	42%	8%	92%	12	12
C-15	0%	20%	40%	20%	20%	20%	10%	40%	0%	0%	40%	10	
C-16	17%	17%	17%	17%	17%	8%	33%	17%	17%	8%	33%	13	
												465	88
													19%

ANALYSIS CONCLUSIONS

1. Overstay parking and extended stay parking is a significant problem in the **1-Hour** parking zone.
2. Much of that problem is due to **ADA parkers** who are parking all day - likely area employees.
3. Some parking is generally available at point of peak occupancy in virtually all of the curb segments with 2-Hour spaces, even near the downtown core, despite the fact that more than half of the time consumed in 2-Hour spaces is due to parkers staying in the area for more than 2 hours, with 28%-35% clearly attributable to employees.
4. The level of "overstays" is less than found in other cities challenged by employees in on-street spaces.

ENFORCEMENT

Enforcement of on-street parking is the responsibility of the Burlington Police Department and field enforcement is performed by two non-sworn enforcement staff. Parking enforcement is the full-time responsibility of one of those staff members. The other has additional administrative duties and is not in the field full-time.

The primary responsibility of the enforcement staff, outside of enforcement of safety violations such as parking in front of a fire hydrant or too close to an intersection, is monitoring of on-street parking spaces that have posted time limits. Currently, the City has only 1-Hour and 2-Hour time limits in its system.

Posted enforcement hours are 9 A.M. to 6 P.M. This would allow employees to park before 9 A.M. in a 2-Hour on-street parking space and have to move their vehicles only once between arriving and lunchtime in order to avoided being ticketed.

In most areas with posted parking signs, no parking is allowed on the street between the hours of 3 A.M. and 6 A.M. There is no enforcement on weekends.

Enforcement of time limits is based on tire chalking. According to the governing section of the City Ordinance, Sec. 36-161, "A change of position of a vehicle from one (1) point directly to another point in the same block shall be deemed one (1) continuous parking period." As currently interpreted, moving a vehicle to a new space around the corner on the same block is not a violation.

The enforcement staff use a covered motor scooter designed for that specific use and clearly marked.

The Police Department uses a manual ticketing system for parking tickets. There is no live link to a database of previous violations or unpaid tickets that is available with electronic enforcement and citation systems that are in use today in other cities.

Based on comments offered during the Public Forum and conversations with various stakeholders, the parking enforcement staff has a well-established reputation for both thoroughness and consistent, even-handed application of enforcement policies. There was no hint of "favoritism" or inconsistency that sometimes undermines the effectiveness and public acceptance of enforcement programs.

PARKING FOR INDIVIDUALS WITH DISABILITIES

There are presently 54 parking spaces designate for ADA placard holders in the study area. Of these, only 17 spaces are located on the street. The remaining 37 spaces are located in off-street parking lots, public and private. These 54 spaces represent 1.67% of the total parking capacity (3,241 spaces) in the study area.

Parking for individuals with disabilities was a major point of discussion in both the Public Forum and stakeholder interviews. North Carolina law prohibits time restrictions on parkers displaying valid ADA placards as long as the person to whom the placard is issued is a driver or passenger of the vehicle at the time that it is parked or when it leaves the space (after pick-up). This allows vehicles displaying ADA placards to remain in time-limited 1-Hour and 2-Hour parking spaces without restriction. Although the City's enforcement staff has been diligent in verifying the validity and appropriate use of ADA placards, it is the general opinion of the Downtown community that:

- An excessive amount of valuable on-street parking capacity in the critical Downtown core is being occupied all day by vehicles displaying ADA placards.
- There is some level of abuse of the system by individuals who park all day using placards issued to someone who is not the driver or passenger on that trip.

The following is a summary of designated ADA parking spaces within the planning area:

FIGURE 18

Distribution of Designated ADA Spaces

SUMMARY OF DESIGNATED ADA SPACE AVAILABILITY:

Total City-Controlled Spaces:	1,401	
Total City-Controlled ADA Spaces:	35	2.5%
Total "Non-City" Spaces:	1,840	
Total "Non-City" ADA Spaces:	67	3.6%
Total Spaces:	**3,241**	
Total ADA Spaces:	**102**	**3.1%**

The percentage of spaces designated for ADA parking is 44% higher in "Non-City Controlled Lots" than in the system of City-controlled spaces, 3.6% vs. 2.5% in the City system. However, ADA designated spaces represent 3.2% of capacity in City controlled surface lots. The other consideration is the fact that all City controlled on-street parking is essentially available to vehicles displaying ADA placards without time restrictions, effectively increasing the percentage of ADA parking that is actually available for use – as long as it is not already occupied by other parkers.

The City is in somewhat of a "Catch 22" with respect to managing the availability and use of parking intended for use by persons with disabilities. Federal Law under the ADA legislation specifies the number of spaces that must be designated, marked and protected as ADA parking in each surface parking lot or parking structure, based on the total capacity of the facility. If the City meets that requirement in all of its parking lots, while North Carolina law still allows placarded vehicles to park without time restrictions in any available on-street spaces, it is very likely that placard-holders will gravitate toward to more convenient on-street spaces nearest their destinations rather than park in a City lot that is likely to be further from that person's destination. That is reasonable behavior. However, that is also likely to result in unused ADA spaces in the City's lots, which is a waste of valuable parking resources. The availability of unrestricted on-street parking to placard holders because of state law does not relieve the City from federal ADA requirements with respect to the provision and quantity of ADA spaces on its surface lots.

RECOMMENDATION

If paid on-street parking is implemented, spaces controlled by electronic multi-space meters should be programmed for payment with no time limit. This will discourage unnecessary all-day use of valuable on-street ADA parking that is needed to accommodate legitimate short-stay parkers with disabilities. This is the approach that will be effective in protecting those spaces for their intended use in a way that is consistent with current interpretations of applicable North Carolina law.

PUBLIC INPUT

As part of the study process, the Carl Walker study team used three principal vehicles to secure comments and ideas from the Downtown Burlington and broader community about issues related to parking in the Downtown area.

- a meeting with downtown merchants
- an Public Input Forum open to the public
- an online survey published on the City's website

MERCHANTS MEETING & PUBLIC INPUT FORUM

The study team met with a small group of merchants on Monday, October 17th which was the first day of on-site work. It was followed by a Public Input Forum held the same evening and open to the general public. In reality, the greatest participation by downtown merchants occurred during the Public Input Forum, which was held at 6:30 P.M. after normal business hours.

The Public Input forum was attended by approximately 30 interested citizens and a small group of City staff, including the Director of Public Works, Director of Planning & Economic Development, the Assistant Chief of Police, and Captain currently responsible for on-street enforcement operations. Although the Forum lasted a full two hours, including a 20-minute study overview presentation to open the session, the comments and concerns were narrowly focused on a very limited set of issues.

- Concern about security, particularly when going to peripheral parking lots after dark, citing a recent purse snatching that actually took place in late afternoon well before dark.
- Concern by downtown businesses about the number of employees parking all day in on-street spaces, moving their vehicles periodically to avoid ticketing. LabCorp employees were the focus of many of the comments, but it was recognized that the problem extended beyond just LabCorp employees.
- Some feeling of frustration in the apparent lack of response by LabCorp in addressing a legitimate concern of downtown small businesses that recognize the importance of convenient parking availability to the success of their businesses.
- A suggestion that time limits be shortened in order to make it more difficult for employees to effectively avoid ticketing if using on-street parking all day. This was accompanied by a concern that short time limits may discourage downtown shopping.

- A recognition of the substantial contribution to the overall health and vitality represented by the presence of LabCorp and a respect for its commitment to and considerable investment in Downtown Burlington when other options are available.
- Frustration by shoppers having difficulty finding convenient parking and, in at least one case, choosing to shop elsewhere because of a lack of convenient parking.
- Comments about weak wayfinding to identify available public parking.
- Frustration with the lack of Loading Zone support for legitimate business needs, including delivery and offloading of merchandise.
- Recognition of the limits, in terms of loading options, imposed by the lack of alleyways through most blocks.
- Concern about the need for a plan to address a potentially growing need for parking in support of downtown residents, particularly those moving into older buildings that have been converted to residential use and do not have on-site parking.
- General support for the idea of implementing paid on-street parking as a way to manage those spaces, particularly if newer multi-space meter technology is used to broaden payment options to include credit cards. This was countered by one merchant by a question of why customers of downtown businesses should have to pay in order to discourage "bad" behavior by downtown employees (parking in on-street spaces).
- Concern about the potential loss of on-street parking that might result from the discussed conversion of current one-way streets to two-way operation.

ON-LINE SURVEY

The on-line survey consisted of both multiple choice responses and an opportunity for respondents to make specific comments that were not addressed by the numbered questions.

Comments

The On-Line Surveys provided a field for general comments in addition to the specific questions that made up the bulk of the survey. The following is a recap of the different issues addressed without repeating comments. There is some minor editing for clarity.

Trolley

- What is the expected route of the proposed downtown trolley?
- I work a few blocks from downtown and would like a Trolley for convenience.

Lot Identification & Wayfinding

- Parking spaces/lots and times need to be clearly posted and enforced.
- In the past, the public lots have not been well marked and, since so much of the parking downtown is reserved for people who work downtown, I hesitated to use it. However, the last time I was there I noticed new signs that were very visible and helpful.

Employee Taking On-Street Spaces

- Employees use on-street parking in front of small businesses, which deters customers. (2 comments)
- Folks who work downtown for 8+ hours are moving their cars around on the street spots during breaks, which takes up those spots for shoppers, library patrons, etc; their businesses. (3 comments)

LabCorp Employees

- The City should address the problem of LabCorp employees parking in on-street spaces. (3 comments)
- LabCorp should provide sufficient off-street parking for their Downtown employees.
- LabCorp needs to build a parking deck for their employees.

Parking Availability & Convenience

- The public lots are full most days.
- Need more parking or some alternative.
- Courtesy parking is available in business lots 'after hours'
- Parking downtown is rarely a problem for me, but I normally do not stay for more than 2 hours. There is normally space in one of the City lots if the on-street spaces are full - and the walk is no longer than most big box store parking.
- Parking Downtown is very inconvenient if you want to shop at more than one store to have to worry about a ticket. I'd rather have a parking meter to feed.
- Parking is horrible throughout downtown, which is a deterrent to my visits. Often I shop elsewhere, because parking is cumbersome. The one way streets make it confusing, and I have to do a fair amount of circling if it is raining or if it is too cold to walk a longer distance with my young children (instances where I would need to find a spot on the street, as opposed to walking further from a parking lot). If there was more plentiful parking, closer to

the market or the establishments that I wish to visit, I would visit downtown more frequently, and thus spend more money with downtown merchants.

- Would take advantage and visit downtown more often for shopping, dining, and special events if there was convenient adequate parking. Parking blocks away from your destination is not convenient and security becomes an issue no matter what time of day.
- It's important to be able to visit library or shop without worrying about getting a ticket.
- Those of us who work Downtown know where most of the lots are that are provided for us as employees. Also, lots should be opened to everyone, not just employees or other specific groups. (except for the banks that have lots attached to their buildings.
- There just isn't enough parking for anyone down here. Maybe buildings that are no longer active businesses need to be torn down and made into parking lots or a site for a parking deck.
- Allow parking in municipal building parking lot on weekends.
- When there are public events in the downtown area, they take up the spaces available for customers and employees.
- I would not change current parking arrangements.

Library Parking & Volunteers

- The lot behind the Library ought to be free public parking.
- I work for the Friends of the Library and would like to be able to park for several hours at a time without having to move my car to avoid a ticket. A parking pass would be great!
- I would volunteer for longer periods of time if I could park longer than2 hr. This may be true for others.
- My husband and I are volunteers with the Friends of the Library and often go to May Memorial Library to shelve books for upcoming book sales. Finding a parking place in the area is sometime difficult. And we usually have to limit ourselves to volunteering for only 2 hours due to parking time limits.
- Parking needs to be easy to find for those coming to the library or to shop.
- I like the diagonal parking on Davis St. I volunteer with the Friends of the Library and the 2 hour limit on parking causes some of our volunteers to leave after working for two hours because you have to drive around the block to get rid of the marking on you tire. If you just move to a new spot in front of you, some people have gotten a ticket. Also, I am concerned about the elderly people who visit the library. The two hour limit and the

absence of convenient handicapped spaces certainly hampers their attendance to the library and compromises their safety. I realize this is a constant problem due to people daily working downtown. Could we have some spaces designated for library parking and issue permits from the library for those who qualify?

- I volunteer to give back to my community and hate that I have to stop what I'm doing to run back to my car and move it so that I don't get a ticket for my efforts. There should be some way that we could avoid this--I would be willing to purchase a parking pass that could be displayed in my car.
- The parking situation at May Memorial library is slim pickings I volunteer there a lot and as a woman I like to have convenient parking and safety is a big concern also.

Time Limits

- Two-hour parking is probably too long. 1-hour parking or less will eliminate many employees from parking on the street.
- There needs to be a place for people to park during the day for more than 2 hours.

Security & Lighting

- Better lighting is needed in the parking lots at night, more security too. (2 comments)
- There are many people who walk the streets Downtown, so the people who work Downtown have to pair up when leaving in the winter darker months due to the fact of poor lighting and parking so far away from the job site.

Traffic Safety

- My only concern is at the corner on Main and Davis. With the cars parked on Davis, it is very hard to see any cars coming and it is dangerous turning onto Davis. A stop light would be a help.

Employee Parking

- Employees should have free parking or a parking permit to release them from getting parking tickets.
- I am a business owner that brings revenue to downtown Burlington. I feel that I should a parking permit that allows me to park conveniently behind my store without fear of a parking ticket.
- There should be a place for people that work downtown everyday to park and not have to walk for blocks in all kinds of weather with laptops , portfolios, etc.

- Concentrating employee parking in a deck would free up surface parking for customers and downtown visitors. That is preferable to using a deck for customer and visitor parking.
- The best solution is for the city to build a decent sized parking deck for the downtown area, leaving the street parking spaces open for all and keeping current parking rules in place. Charge those who park in the lot or give employers the option to pay for their employees to park there. Maybe there could be a bus that moves people around the downtown area for those who use the parking deck to where they don't have to walk as far and subject themselves to security risks.

ADA Parking

- I am disabled and prefer closer parking places but the Labcorp employees seem to have dibs on parking places nearest to the library, stores and banks.
- My customers find it very difficult to find street parking. All of the spaces are taken up by vehicles displaying handicapped placards that park there all day. (2 comments)

Support for Alternate Travel Modes

- I don't mind walking if money was spent on making bus/bike lanes vs. a parking deck. Bring more paths, landscaping, & reasons for businesses like the Co-Op to open downtown to make it alive again!

Enforcement

- Is there a standard chalk mark for tires? Some days I have a small mark on my rear tire. Other days it's a mark from one end of the tire to the other on the outer blackwall of the tire. Also have noticed tire-marking damage to my inner/outer fender well.
- Need to provide enforcement of rental parking spaces in municipal lots, ticketing unauthorized vehicles parked in those rental spaces!
- Employees come out and move their cars or even use erasers to clean marks off their tires.
- Given vacation times, you need more than 10 days to pay a parking ticket.

Other On-Line Survey Results (Formatted Questions)

A total of 114 online responses were received as of the writing of this report. The largest category of respondents by trip purpose came from people coming Downtown to work (38). The next largest group (29) was shoppers as shown in the table below. If those coming Downtown to shop or eat are combined (41), they form the largest group of respondents.

Respondents	Trip Purpose	How frequently do you come Downtown?				
		Daily	2X Wk	1X Wk	2X Mon	1X Mon
9	Business	1	3	1	3	1
2	Business owner	2	0	0	0	0
10	Eat	1	3	1	1	0
11	Library	0	1	5	3	1
4	Library Volunteer	0	1	2	1	0
3	Resident	1	0	0	1	0
31	Shopping	2	4	13	6	4
4	Volunteer	0	3	0	1	0
1	Work and live	1	0	0	0	0
38	Work downtown	10	1	8	4	11

FIGURE 19

A series of 12 questions were asked in a multiple choice format. These related primarily to the respondent's trips Downtown and experience with parking availability and convenience. The series also included questions about current or potential use of transportation modes other than single occupancy vehicle: bicycle, bus, trolley, carpool or rideshare, and walking.

The formatted survey questions are included in the **APPENDIX**.

This group of respondents is far too small and the survey method too limited to represent a valid statistical sample. It CANNOT be relied upon to reflect the overall experience or attitudes of everyone in the community who comes to Downtown Burlington. However, the information received does provide some insight into the habits and preferences of this fairly narrow sample, particularly as strong trends are shown within particular trip categories.

The results of the scored survey are provided in the following pages along with comments about those results.

- **FIGURE 20** shows that 96% of respondents listed "Car" as their typical mode of transportation to Downtown. Both respondents that indicated "Walk" also indicated that they live Downtown.

FIGURE 20

Trip Purpose	Total	Typical Travel Mode		
		Car	Bicycle	Walk
Business	**9**	9	0	0
Business Owner	**2**	2	0	0
Eat	**10**	10	0	0
Fun	**1**	1	0	0
Library	**11**	11	0	0
Library Volunteer	**4**	4	0	0
Resident	**3**	1	0	2
Shopping	**31**	31	0	0
Volunteer	**4**	4	0	0
Work and live	**1**	0	0	1
Work downtown	**38**	37	1	0
Total:	**114**	**110**	**1**	**3**

- Of the 110 respondents who drove a car, 55% answered that they parked on the street. It is interesting that of the 31 respondents who categorized themselves as "shoppers", 22 (71%)

parked on the street rather than in either a City or business lot. Both Library visitors and volunteers responding to the survey parked almost exclusively on the street. Downtown workers appeared to be more prone to park in either a City Lot or Business Lot based on their responses.

FIGURE 21

	Parking Location				
Trip Purpose	**Total**	**On Street**	**City Lot**	**Business Lot**	**Other**
Business	**9**	6	2	1	
Business Owner	**2**	0	2	0	
Eat	**10**	9	1	0	
Fun	**1**	0	0	0	1
Library	**11**	10	1	0	
Library Volunteer	**4**	3	1	0	
Resident	**1**	1	0	0	
Shopping	**31**	22	5	2	2
Volunteer	**4**	3	1	0	
Work and live	**0**	0	0	0	
Work downtown	**37**	7	16	12	2
Total:	**110**	**61**	**29**	**15**	**5**
		55%	26%	14%	5%

- The typical length of stay for shoppers was concentrated in the 30 min. to 1 hour range.

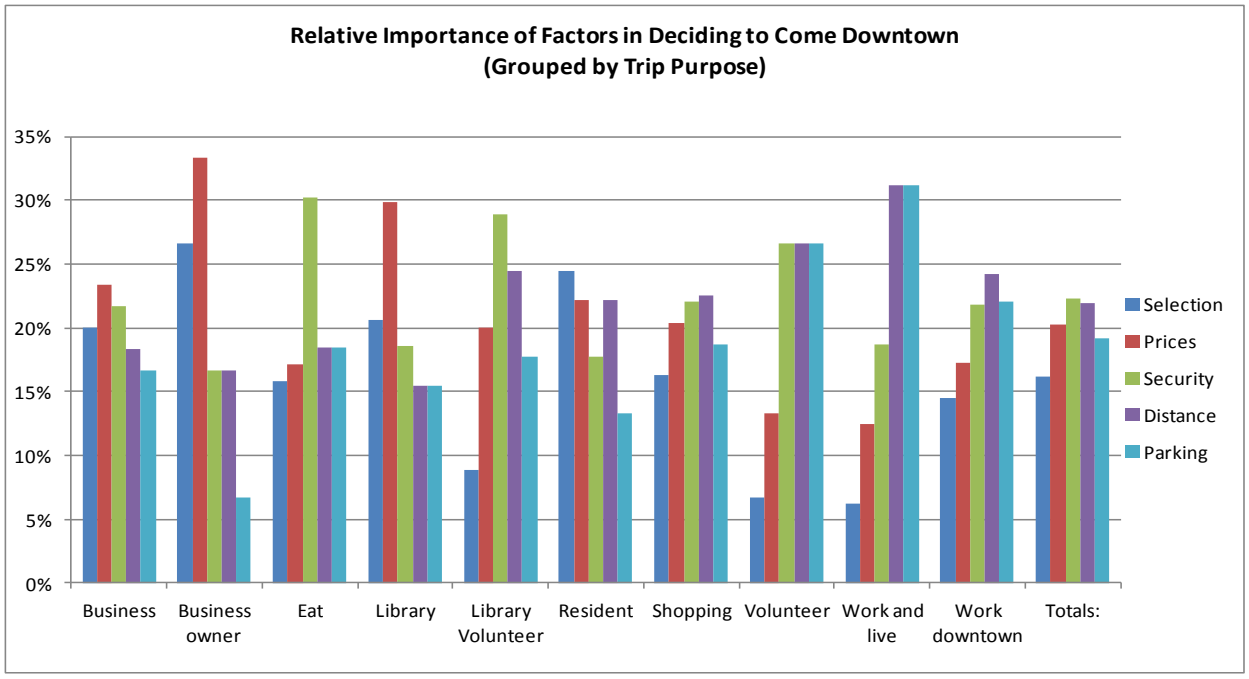
FIGURE 22

	Length of Stay in Parking Space				
Trip Purpose	0-30 Min.	30-1 Hr.	1-2 Hrs.	3-4 Hrs.	4+ Hrs.
Business	3	2	2	2	0
Business Owner	0	0	0	0	2
Eat	0	3	6	1	0
Fun	1	0	0	0	0
Library	3	2	6	0	0
Library Volunteer	0	0	3	0	0
Resident	0	0	0	0	0
Shopping	5	21	4	0	0
Volunteer	0	0	3	1	0
Work and live	0	0	0	0	0
Work downtown	1	1	3	4	27
Total:	**13**	**29**	**27**	**8**	**29**
	12%	27%	25%	8%	27%

- The graph in **FIGURE 23** illustrates the spread of answers to the question that asked respondents to rank various factors in order of importance in how they affect the respondent's decision to "come downtown to shop or to shop elsewhere." The graph groups the responses by trip purpose and it is interesting that "price" was considered the strongest motivation by business

owners (very small sample), but those whose primary trip purpose was shopping ranked both "walking distance from car" and "security" as more important factors.

FIGURE 23



- Among respondents whose trip purpose was to do business, eat, or shop, "Security" ranked as the highest individual factor affecting their decision to shop downtown or go elsewhere. This strong perception that security is a concern downtown is significant whether or not the facts line up with that perception.

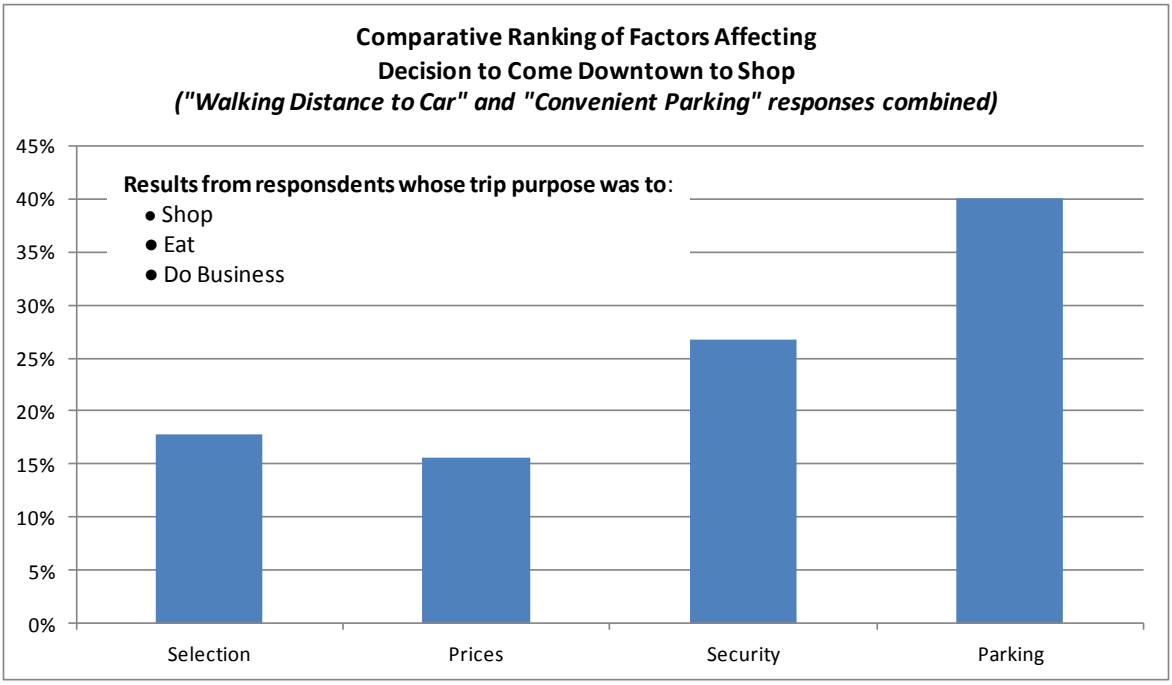
FIGURE 24

	Most important criteria for shopping downtown?				
Trip Purpose	**Selection**	**Prices**	**Security**	**Walking Distance**	**Convenient Parking**
Business	3	3	4	2	3
Eat	1	2	3	4	5
Shopping	4	2	5	1	3
Combined:	**8**	**7**	**12**	**7**	**11**
	18%	16%	27%	16%	24%

- Another significant conclusion comes from the fact that "Walking Distance from Car" is directly related to convenient parking. It is one of the elements of convenient parking. In fact, the ranking scores of both "Walking Distance from Car" and "Convenient Parking" should be combined in order to fully evaluate the impact of close, convenient parking. In this case, those

two factors captured 40% of the score, making close and convenient parking the most influential consideration by a substantial margin as shown below in **FIGURE 25**.

FIGURE 25



- The prospect of a Downtown Trolley was clearly attractive to a large number of respondents, with more than double the number of positive responses as the next highest option as shown in **FIGURE 26**. Bicycle and Bus ranked the same, with Carpool (or rideshare) and Walking falling well behind.

FIGURE 26

	What Alternative Mode Would You Use?				
	Bicycle	**Bus**	**Carpool**	**Trolley**	**Walk**
Business	3	2	0	4	0
Business owner	0	0	0	1	0
Eat	3	0	0	6	0
Library	0	2	1	2	0
Library Volunteer	0	3	0	1	0
Resident	0	0	0	3	0
Shopping	6	5	1	11	3
Volunteer	1	1	0	1	1
Work and live	1	0	0	0	0
Work downtown	7	8	2	15	0
	21	**21**	**4**	**44**	**4**

PREPARING FOR FUTURE PARKING NEEDS

A normal part of developing parking strategies is to examine prospective development activity on both a near-term and long-term basis. The study team reviewed the May, 2008 Burlington Downtown Master Plan and discussed development goals and prospects with City staff members and the Downtown Burlington Corporation that is tasked with promoting downtown health and development.

FUTURE VISION & DEVELOPMENT ACTIVITY

Growth by Land Use Sector

Most development prospects, including those outlined in the Downtown Burlington Master Plan, are expected to take the form of new retail activity, creation of new residential units or development of new mixed-use projects that include an office space component.

Office Sector

The Master Plan did not anticipate any large speculative office buildings in the Downtown area. That vision seems consistent with observed conditions and trends that area developing around a base of downtown commercial office population anchored by LabCorp. Prospective developers may view speculative office projects as more viable when economic conditions improve, but office development may follow the strengthening of retail and residential sectors that would create more momentum for expanding Downtown activity beyond work hours.

Retail Sector

Downtown retail, to this point, has been primarily daytime oriented, supported by the daytime population of the Downtown workforce, with some weekend attraction created by the various specialty shops. The recent addition of the Company Store Co-op market marks a significant change in terms of attracting shoppers from outside the Downtown area on a recurring basis. The Co-op is likely to become a "staple" for many in the broader Burlington area. It also provides an important element to seed the growth of the downtown residential component, as a convenient source of daily staples for those living Downtown. That significant step within the overall pattern of Downtown development should not be overlooked and the City should do what it can to support the expansion of Downtown retail that can attract and support new Downtown residents.

Residential Sector

The Downtown Burlington Master Plan recognized the potential for expanding Downtown residential options, particularly in light of recent trends among younger adults in showing a stronger preference for urban living than the preceding generation. Once children become part of the picture, young married couples may move to the suburbs to provide some of the backyard freedom and security that are typically associated with suburban neighborhoods and, in some cases, to access better schools. But, there is clearly a period when singles and young married couples find the convenience of a "live-work" environment and access to nighttime dining or entertainment very attractive. In many cases quality Downtown dining that offers a variety of dining options and is able to draw customers from outside of the Downtown area is the first step in creating the active living environment that attracts new residents. The presence of such a large number of LabCorp employees in the Downtown core represents an opportunity to market a "live-work" environment.

Activation of Existing Vacant Buildings

One of the recognized principal avenues for continued downtown development is reactivation of vacant space in existing downtown buildings. A list of seventeen (17) current vacancies in the office/retail portions of the study area was prepared through discussions with the Burlington Downtown Corporation. The list is not comprehensive but represents the bulk of buildings that are candidates for future occupancy or conversion to a new use. That list will be provided separately to the City for reasons of confidentiality, but most of the buildings were formerly the location of retail businesses. Three buildings included in the list are existing office buildings with large areas of vacant space or buildings that were formerly used as office space.

The purpose of this exercise is to determine the amount of existing parking capacity that would be absorbed if existing building space was fully activated under the same land use category. The table in **FIGURE 27** summarizes the amount of space in the Retail and Office categories, applying prospective parking demand ratios to estimate the parking demand that would be generated if this building space was again fully active. These two categories represent virtually all of the vacant space identified. One major exception is the 38,523 square foot May Hosiery building that will be addressed in the next section (Downtown Burlington Master Plan)

General assumptions were made in the table as to the portion of available retail space that is likely to be put into use as restaurant space, retail/service space, and office space. These are pure assumptions not based on any specific additional information. The analysis shows that reactivation of

this empty building space would generate an additional parking demand of **142 vehicles** that would have to be met out of the existing parking supply. This represents 38% of the 371 spaces in City of Burlington Lots (public parking) that were found to be empty during the field surveys conducted for this study. The 371 empty spaces include all spaces in City lots with the exception of those designated as Loading Zones. Empty reserved spaces, rental spaces and designated employee spaces were INCLUDED because they could be made available to new users by changes in policy that would accommodate the existing parkers as well as new parkers. **The "raw" surplus in City lots would be reduced to 229 spaces** if all of the vacant building space is reactivated.

Application of Search Margin

As explained earlier, during the discussion of overall parking sufficiency found during the field surveys, a Search Margin of empty space must be present in order for the parking system to function properly. No system can provide a reasonable level of service to the public when operating at or near 100% occupancy during periods of peak activity and parking demand. Applying a standard 15% Search margin to this analysis of reactivating vacant building space increases the Effective Parking Demand to 168 spaces that would be required in order to meet the actual demand created by returning all of this building space to full use. Taking this Effective Demand of 167 spaces out of the 371 available in the City lots would leave a **surplus of 203 spaces** in parking facilities controlled by the City – capacity that the City can choose to make available to the public without restriction.

FIGURE 27 - Estimate of New Parking Demand Created by Reactivating Unused Building Space

		Land Use:	Retail	Restaurant	Office	
Retail	**34,362**		70%	20%	10%	
Office	**17,108**		0%	0%	100%	
TOTAL:	**51,470**					
		Computed Distribution:	**24,053**	**6,872**	**20,544**	
		Parking Ratio:	2.50	6.00	2.00	TOTAL
		Parking Demand (vehicles):	**60**	**41**	**41**	**142**
		Additional Space for Search Margin of 15%				25
		Total Effective Demand with Search Margin:				**168**

FIGURE 28

Capacity & Occupancy - CITY LOTS

Reg	Emp	Visit	Rent	Rsv	HC	LZ	
Capacity by Parking Class							
427	188	52	175	31	29	4	906
12%	19%	10%	3%	1%	1%	0%	
Occupancy - 10:30 AM to 1 PM							
263	104	30	102	23	9	0	531
0%	0%	1%	1%	0%	322%	0%	
Empty Space Available - 10:30 AM to 1 PM							
164	84	22	73	8	20	4	375
38%	45%	42%	42%	26%	69%	100%	

	Cap.	Occ.	Empty
Regular	427	263	164
Visitor	52	30	22
Rental	175	102	73
Reserved	31	23	8
Employee	188	104	84
HC	29	9	20
SUB-TOTAL:	902	531	371
LZ	4	0	4
TOTAL:	906	531	375

Downtown Burlington Master Plan (May 2008)

The Downtown Burlington Master Plan proposed a number of initiatives that the City should consider in more actively pursuing the expansion of the Downtown retail mix and attracting more Downtown residents. Conclusions drawn in that document are consistent with observations by the Carl Walker study team as described in the earlier paragraphs of this section.

In addition to recommendations relating to wayfinding and infrastructure improvements, including new street profiles, the Master Plan focused on four "target" sites for new infill development. These are identified as sites #2, #5, #8 and #9 in the Master Plan document. Sites #2, #5 and #8 are currently municipal parking lots owned and operated by the City of Burlington. Site #9 is private parking for the Capital Bank building. In all cases, development of those sites will consume existing parking capacity that currently provides important parking capacity for Downtown Burlington.

The prospective uses of new buildings are described by the Master Plan in fairly general terms:

- Site #2 - museum or entrepreneurial center with possible residential on the upper floors and/or retail or office uses on the ground floor. The development would be supported in part by on-site surface parking with the balance of parking provided by the municipal lot across Worth Street to the west.

- Site #5 – no specific land use cited, but residential not considered as viable as other uses because of the proximity of the railroad. Development would be a "bookends" concept on either end of a large parking structure.
- Site #8 - primarily residential with some commercial space on portions of the ground floor.
- Site #9 – 3-4 story building with ground floor commercial and residential on the upper floors.
- Site #14 – This site was identified as a future development prospect but the Master Plan provided no specific recommendations as to use. Based on discussions with the City, conversion of the building on that site is likely to involve the creation of residential units or a combination of residential, loft offices and small retail uses. Approximately 22 residential units are anticipated for the site if dedicated exclusively to residential use.

Each of these developments would consume existing parking and create new parking demand. In order to arrive at a more specific projection of potential new parking demand, the study team met with a representative of the Burlington Downtown Corporation to develop a set of planning assumptions about the most likely use of the buildings on those sites. The assumptions in the following table are the result of that exercise. It is understood that these assumptions remain very general as the exact footprint, configuration and use of the prospective buildings could vary.

FIGURE 29 - Principal Development Sites – Downtown Burlington Master Plan

FIGURE 30 - Summary of Downtown Burlington Master Plan Principal Development Sites

Site #	Description	Office	Retail	1 BR	2 BR	Hotel Rooms	Meeting Space
Site #2	3 or 4 levels at 15,000 SF per level L1: Retail / Service Retail L2: Office L3-4: Residential	15,000	15,000	10	15		
Site #5	55,000 SF Mixed-Use Development - Bookends at East and West ends of parking structure East End L1: Retail L2: Office L3: Residential West End L1: Retail L2-3: Residential	18,300	18,300 18,300	3 4	5 8		
Site #8	3 Levels at 18,900 per level L1: 50% Office / 50% Retail Mix L2: 50% Residential (8) / 50% Office Mix L3: Residential Units (16)	18,900	9,450	14	10		
Site #9	Hotel & Retail with Meeting Space 12,000 SF per level 1st Level: 1/3 Hotel Lobby & Offices, 2/3 Retail 9,000 usable meeting space		8,000			60	9,000
Site #14	22 Residential Units		8,000	14	8		

Figure 30 provides a calculation of the net result, in terms of net changes in parking requirements, expected as the result of development on each site. The projects would:

- Generate new parking demand of 585 vehicles, or 688 spaces with a 15% Search Margin
- Consume 369 existing parking spaces
- Require the creation of 1,057 new parking spaces in order to preserve present parking sufficiency

FIGURE 31

Projected New Parking Demand & Capacity Requirements
From Primary Development Sites Identified in Burlington Downtown Master Plan

Use Category:	Office	Retail	Residential		Hotel Rooms	Meeting Space	TOTAL NEW	Existing Spaces Taken	NET IMPACT
			1 BR	2 BR					
Parking Demand Ratios:	2.50 per 1,000 SF	2.5 per 1,000 SF	1.0 per Unit	1.5 per Unit	1.0 per Room	12.0 per 1,000 SF			(+) Spaces Required
Site #2	38	38	10	23	0	0	**108**	50	**+ 158**
Site #5 East	46	46	3	8	0	0	**102**	194	**+ 296**
Site #5 West	0	46	4	12	0	0	**62**		**+ 62**
Site #8	47	24	14	15	0	0	**100**	90	**+ 190**
Site #9	0	20	0	0	60	108	**188**	35	**+ 223**
Site #14	0	0	14	12			**26**	0	**+ 26**
Totals:	**131**	**173**	**45**	**69**	**60**	**108**	**585**	**369**	**+ 954**
15% Search Margin applied to New Demand:							**103**		
New Parking Capacity Needed (based on Effective Demand):							**688**	**369**	**+ 1,057**

In each case the table shows the parking capacity that will be required ("Net Impact") to support the new development and maintain the same level of parking support for the surrounding area that is currently provided by the parking capacity on those sites. The estimated requirement for new and replacement parking associated with these four sites is 884 spaces.

As stated in the table notes, the parking demand ratios applied to this table may be higher than the actual drive ratios currently experienced for each land use category. It is typical that new construction and many conversions to new uses generate more parking demand than the existing building use generates. New construction tends to be more efficient space, allowing a higher population per 1,000 SF of building floor area. The default ratio for suburban office space is 3.0 spaces per 1,000 SF. The 2.5 spaces per 1,000 SF ratio used in the model considers both the lower ratio that is typical on a downtown environment (vs. suburban location) and the higher population per 1,000 SF that can be expected with the new construction.

SUMMARY OF FUTURE PARKING SUFFICIENCY

- There is a current surplus in the overall Downtown Burlington parking system of **1,257 spaces** distributed across the full study area, but that includes all on-street and off-street parking, both public and private.

- There is a much smaller surplus of **371 spaces** that are located in the **City's lots** – spaces that can be made available to the public as the City chooses.

- **Reactivation of existing building space** that is currently not active could potentially generate new parking demand of **168 spaces** that includes a Search Margin of 15%.

- Development of the sites identified as priority opportunities in the **Burlington Downtown Master Plan** would potentially result in a requirement for **new parking capacity of 1,057 spaces** (including a 15% search margin) to meet the new demand associated with the identified projects and replace existing parking capacity taken for the development sites.

- In purely mathematical terms, the net result of full realization of both reacting existing building space and development of the Master Plan projects is that the surplus of 1,257 spaces currently in the system could absorb the additional demand created by those changes and replace the existing capacity that is lost to new development. This assumes, however, that all public and privately owned parking capacity is fully engaged to meet all demand and functioning at a peak 85% occupancy. That is not a likely scenario, particularly since paid parking is not currently a significant dynamic in the market to bring all privately owned capacity into the system. Until that happens, the City can only depend on the parking capacity that it controls to meet public parking needs and that would not be possible out of the current 371 space surplus controlled by the City on its City lots. That surplus would marginally replace the 325 spaces that would be lost to Master Plan projects, but those projects would have to develop sufficient new parking capacity to meet their on-site project needs.

The following addresses the ability of current parking surpluses in the City's parking lots to:

1. absorb the loss of existing City parking capacity as City lots are taken for development sites, and

2. absorb new parking demand created by the reactivation of existing building space.

- If the City's 371 space surplus capacity is used to replace the 369 parking spaces taken for development sites, no surplus in City lots would remain to meet the 168 space demand expected from reactivation of inactive building space. A surplus of 218 on-street spaces found at the time of the field surveys could numerically absorb that 168 demand, but much of that surplus was located in low activity areas away from the core. Some additional on-street capacity could be "created" near the core where it is needed if recommended policies related to management of the City's on-street parking resources are implemented. These policy changes would open up more on-street space for general public use by moving additional employees into private parking lots.

- If the development identified in the Master Plan does not move forward, the current 371 space surplus in the City lots is sufficient to absorb the 168 space expected from reactivation of existing building space, with a 203 space surplus remaining.

LOCATING NEW PARKING CAPACITY - ZONE ANALYSIS of FRONT STREET CORRIDOR

The overall analysis of parking sufficiency within the full study area is important, but it is equally important to consider whether available surpluses are located where they can actually serve new demand or the loss of existing capacity. This warrants an analysis of one or more specific sub-areas or "zones", particularly if a zone is expected to be the focus of future changes in land use or parking capacity.

This zone analysis is complicated by the fact that employees are currently parking in on-street spaces and in City lots despite the fact that free parking is provided in employer-owned lots. If the City implements the paid parking program being recommended for both on-street spaces and the City's lots, the migration of employees to their "free" lots will help in meeting demand being generated by customers and visitors. It will also reveal the actual surplus of parking capacity that exists in each sub-area, a number that is obscured at this point by the presence of employees "who shouldn't be there".

Front Street Corridor

The Front Street Corridor is the focus of recent development and, based on both the Master Plan, the availability of existing vacant buildings, and redevelopment projects under consideration, it is the most important area for consideration of new parking capacity. For the purposes of this analysis, the Front Street Corridor, or Zone A, is defined as the area bounded by Webb Avenue, Davis Street, S. Church Street and S. Lexington Avenue.

At the time of the field surveys, there were a total of 449 empty spaces available in this zone. Of these, 275 were located in City lots and 60 were on-street spaces for a total of 335 spaces controlled by the City.

FIGURE 32

NOTE:

There was anecdotal evidence that some of the City lots in this area are occasionally more heavily utilized than the survey day would indicate. For consistency, the results of the field surveys will be used for the analysis, but the fact that the surplus in some of these lots may be overstated should be considered in the final analysis.

CAPACITY and OCCUPANCY SUMMARY
ZONE A - Front Street Corridor

Reg	Emp	Visit	Rent	Rsv	HC	LZ	Total
Capacity by Parking Class							
565	217	142	60	3	37	19	1,043
54%	21%	14%	6%	0%	4%	2%	
Occupancy - 10:30 AM to 1 PM							
350	148	53	27	3	12	1	594
59%	25%	9%	5%	1%	2%	0%	
Empty Space Available - 10:30 AM to 1 PM							
215	69	89	33	0	25	18	449
48%	15%	20%	7%	0%	6%	4%	

CAPACITY and OCCUPANCY SUMMARY
ZONE A - Front Street Corridor
CITY-OWNED LOTS ONLY

Reg	Emp	Visit	Rent	Rsv	HC	LZ	Total
Capacity by Parking Class							
383	103	14	60	3	16	2	581
66%	18%	2%	10%	1%	3%	0%	
Occupancy - 10:30 AM to 1 PM							
221	49	4	27	3	2	0	306
72%	16%	1%	9%	1%	1%	0%	
Empty Space Available - 10:30 AM to 1 PM							
162	54	10	33	0	14	2	275
59%	20%	4%	12%	0%	5%	1%	

CAPACITY and OCCUPANCY SUMMARY
ZONE A - Front Street Corridor
ON-STREET PARKING

Reg	Emp	Visit	Rent	Rsv	HC	LZ	Total
Capacity by Parking Class							
171	0	0	0	0	5	12	188
91%	0%	0%	0%	0%	3%	6%	
Occupancy - 10:30 AM to 1 PM							
125	0	0	0	0	2	1	128
73%					40%	8%	68%
Empty Space Available - 10:30 AM to 1 PM							
46	0	0	0	0	3	11	60
27%					60%	92%	32%

TOTAL - CITY LOTS & ON-STREET SPACES	769
Total Occupied:	434
Total Available (empty):	335
% Available (empty):	44%

This surplus parking capacity can support a significant increase in business activity in the Front Street Corridor without resulting parking shortfalls.

FIGURE 33 summarizes the additional parking demand that can be expected from reactivation of existing buildings in this corridor. Total new demand is estimated at **90 spaces** including a 15% Search Margin. The existing surplus, even if overstated to some extent, is more than sufficient to absorb this additional demand.

FIGURE 33 – New Parking Demand from Reactivation of Existing Buildings – Front Street Corridor

		Land Use:	Retail	Restaurant	Office	
Retail	**23,222**		70%	20%	10%	
Office	**1,614**		0%	0%	100%	
TOTAL:	**24,836**					
		Computed Distribution:	**16,255**	**4,644**	**3,936**	
		Parking Ratio:	2.50	6.00	2.00	TOTAL
		Parking Demand (vehicles):	**41**	**28**	**8**	**76**
		Additional Space for Search Margin of 15%				13
		Total Effective Demand with Search Margin:				**90**

FIGURE 34 shows the net effect of the proposed development on Sites #2 and #5 which are located in Zone A (Front Street Corridor). Those developments will consume 238 existing parking spaces and create a new 319 space parking demand. Development of **557 new parking spaces will be required** to have a net -0- impact on current parking sufficiency.

FIGURE 34

Parking Demand and Capacity Requirements - FRONT STREET CORRIDOR (ZONE A)
From Primary Development Sites Identified in Burlington Downtown Master Plan

Use Category:	Office	Retail	Residential		Hotel Rooms	Meeting Space	TOTAL NEW	Existing Spaces Taken	NET IMPACT
			1 BR	2 BR					
Parking Demand Ratios	2.50 per 1,000 SF	2.5 per 1,000 SF	1.0 per Unit	1.5 per Unit	1.0 per Room	12.0 per 1,000 SF			(+) Spaces Required
Site #2	38	38	10	23	0	0	**108**	50	**+ 158**
Site #5 East	46	46	3	8	0	0	**102**	188	**+ 290**
Site #5 West	0	46	4	12	0	0	**62**		**+ 62**
Totals:	**83**	**129**	**17**	**42**	**0**	**0**	**271**	**238**	**+ 509**
15% Search Margin applied to New Demand:							**48**		
New Parking Capacity Needed (based on Effective Demand):							**319**	**238**	**+ 557**

Develop Site #2 (site of City Lot M2)

The mixed use residential/office/retail uses for the 3-4 story building anticipated for this site are expected to generate a new parking demand of 108 spaces while taking up 50 of the existing 80 parking spaces on that lot. The Master Plan suggests that the additional parking needed to support this new building be provided in the City Lot (M3) located on the other side of Worth Street.

FIGURE 35 - Site #2 Development Area (Site of City Lot M2)

At the time of the field surveys, 47 of the 80 parking spaces on this lot were occupied with current parkers. The prospective new building will add 108 parkers for a total demand, with existing and new total demand, of 155 parkers. The existing lot on the development site would be reduced to approximately 30 spaces, leaving 125 parkers having to be accommodated elsewhere.

At the time of the survey the M3 lot across Worth Street to the west had 58 empty spaces. If this is typical vacancy on this lot, it could absorb 58 parkers from the new development still leaving 67 parkers to be accommodated at another location.

		Cap.	Occ.	Empty
City Lot M3	Block 2	104	46	58
City Lot M2	Block 3	80	47	33

It does not appear feasible to provide the additional parking needed for the Site #2 development under the proposed building. The scale of the resulting building would likely be considered inconsistent with the character of the other buildings on that block, particularly the low profile Depot building.

As an alternative approach we would propose that the site of City Lot M3 be added to the list of priority development sites and that this site be sequenced ahead of the development on Site #2. Parking

provided as part of a project on the M3 Lot could be used to satisfy the excess demand (37 spaces) generated by the Site #2 project. Ideally, both sites would be developed jointly, but the City could require that the developer provided the needed spaces as a condition of the City offering the M3 Lot as a development site.

A development on the M3 site would necessarily have to have a high profile in order to provide sufficient parking to meet its on-site needs, replace the existing M3 parking, and accommodate the overflow demand from Site #2. This will not be economically feasible without a substantial level of subsidy from the City. All of cost of the replacement parking and Site #2 overflow parking represents a cost that would fall outside the normal pro forma for a development. Until parking rates in Downtown Burlington reach levels that will offset the cost of building structured parking, a developer cannot afford to fund this amount of parking capacity that is beyond the needs of the project itself.

PARKING DEVELOPMENT & FUNDING STRATEGIES

The Role of Paid Parking

The following is a logical overview of the role of paid parking in providing for long-term parking needs. At some point in a city's growth, paid parking becomes a necessary element in supporting the health of downtown businesses and capturing growth opportunities. It is important for a city to recognize when paid parking is a core dynamic for both the provision and management of essential parking infrastructure.

- There is no such thing as free parking. If parking is provided for employees, customers or visitors, someone bears the cost of providing that parking.
- In order to provide the parking necessary to support future Downtown growth, there must be a means to fund the creation of additional parking capacity.
- Funding for the creation and maintenance of parking can be either public or private. In most cases it is a mix of both.
- If the City is going to play a major role in providing for future public parking needs, and that parking is provided for public use without charge, its cost will be borne by the tax base, primarily through property taxes.
- If the parking generates revenue, it can be applied to offset the cost – in part or in whole. This shifts some or all of the cost from the taxpayer to those who are actually using the parking that is provided.
- If any element of the "public" portion of the parking system provides free parking, it undermines the economics of the other elements.
    - Example 1 – If on-street parking is provided without charge, it undermines the City's ability and any private owner's ability to charge for off-street parking. The funding source for the development of off-street parking is crippled by the availability of free on-street parking. This is clearly reflected in the very low monthly rates that the City offers in its parking lots.
    - Example 2 - If the City provides on-street or off-street parking for the public without charge, it undermines the ability of private property owners to fund their own parking

needs. The free City parking sets a low threshold for revenue generation, making it difficult for private property owners or developers to generate sufficient revenue from new parking to pay for itself. Parking then makes it more difficult for new projects reach the financial breakeven point.

- Example 3 - If the City provides free parking on the street or in its facilities, it inhibits the creation of privately owned parking that can be used by the public - parking that can supplement the City's efforts to provide sufficient parking capacity to support downtown businesses and growth objectives.

Development & Funding Strategies

In considering potential future growth through new development and adaptive reuse of existing buildings, there are four basic approaches to meeting future parking needs. The discussion will focus on four of the priority development sites identified in the Master Plan, all of which are currently in use as parking lots and will result in the lost of existing parking. That parking will need to be replaced if current levels of parking sufficiency are to be maintained.

The outline of approaches assumes that the City can and would impose parking requirements on new development that are not currently in place. For those sites owned by the City, the parking requirements could be a term of the negotiated property sale/exchange. For developments on private property, the requirements would have to be incorporated into the Zoning ordinance. The current exemption for Downtown would have to be discontinued.

The first is to leave developers free to provide only the amount of parking on-site that is needed to support the new development itself.

- The result is a reduction in area parking sufficiency as existing parking spaces are lost.
- The loss of existing parking can have a negative impact on other area parking generators (businesses) that are currently supported by that parking capacity.

The second is to incorporate enough new parking in the development to satisfy both the new parking demand generated by the development and replace the existing parking that is lost when the site is taken for development.

- The result is a net -0- impact on area parking sufficiency.

- This approach is likely to require City participation in providing funding for the replacement parking or offsetting that cost in some other way. In the case of Burlington, most of the sites identified as prime development opportunities in the Master Plan are owned by the City. In offering one of these sites to a developer (at minimal cost), the City may require that replacement parking be included in the project. Depending on the actual value of the land being offered and the level of incentive that the City believes would be appropriate in attracting the prospective development, the result could be a net financial gain for the City. If land values are too low, the City may end up providing additional funding, above the value of the land, for replacement parking within the development. At a fairly low construction estimate cost of $16,000 per space for structured parking and a design efficiency of 320 SF per space, a land value of approximately $50 per square foot or $2.18 Million per acre would be needed in order for the provision of the land to equal the cost of replacing existing surface lot parking with a structure. When the parking is part of a larger building frame, the per-space cost is normally higher than $16,000 because the structure is not designed specifically for parking and is less efficient. In that case, the value of the land would have to exceed the $50 per square foot in order to offset the cost of providing the replacement parking.
- It is not likely, in the near-term, that a developer will provide the replacement parking as a revenue generator for the project. Paid parking is in its infancy in Downtown Burlington and it will take years of successful Downtown growth for parking rates to reach the level that they will generate a profit on structured parking. At a fairly low construction cost of $16,000 per space, soft costs at 20%, annual operating costs of $300 per space, and an interest rate of 5% over a 30 year amortization period, as shown in **FIGURE 36** ,the revenue required per constructed space to reach the breakeven point is just over $129 per month or $5.95 per day based on 260 weekdays/workdays in a year. Considering that the facility is not 100% full on all of those 260 days, the actual parking fees per space for "daily" parking must be higher in order to reach the breakeven point. In the above example, an average daily occupancy of 80% translates into a required daily rate of $7.45 to reach the breakeven point.

  Although sufficient turnover of spaces with a front-loaded (higher first hour fee) hourly parking rate might yield some opportunity to approach the required $5.95 per day effective yield, that is not a likely scenario in Downtown Burlington until paid parking becomes the norm and rates move upward over time.

Monthly parking rates operate in the reverse as long as there is sufficient demand to fill the facility. It is rare for all monthly parkers to be in a facility at the same time. Vacations, out of town trips, meetings off-premises, illness, sales activity and other factors affect the percentage of permit parkers who are actually present on a typical day. As a result, the garage owner can oversell space that is set aside for contract parkers. Typically, the oversell percentage is at least 10% and can be as high as 25% or more with certain types of building tenants that have employees who are out of the office much of the time. The ability to oversell reduces the monthly contract rate that is needed to reach the breakeven point. For example, a monthly contract rate of $112.25 with an oversell margin of 15% will yield an effective monthly income of $129 per space, which is the breakeven point in the $16,000 per space facility used as an example.

The bottom line is that provision of parking capacity that is beyond the needs of the development itself is a losing proposition for the developer under present circumstances and not a likely scenario unless the City is subsidizing the cost to protect the developer.

FIGURE 36

BASIC PRO FORMA FOR STRUCTURED PARKING		
$	16,000	Construction Cost per Space
	20%	Soft Cost %
$	3,200	Soft Costs
$	**19,200**	**Cost per space with Soft Costs**
	30	Year Amortization Period
	5.0%	Annual interest Rate
$	1,249	Annual Debt Service
$	300	Annual Operating Cost per Space
$	1,549	Total Annual Cost per Space
$	**129.08**	**Monthly Cost / Revenue Requirement per Space**
$	5.96	Average Daily Revenue Required per Built Space
Monthly Contract Rates Required for Breakeven at Typical Occupancy Level		
	85%	Average Daily Occupancy - Monthly Contract Area
$	**112.25**	Resulting Monthly Contract Rate Required for Breakeven
Rates Required for Breakeven at Typical Average Occupancy Level		
	80%	Average Daily Occupancy - Transient Parkers
$	**7.45**	Resulting Daily Rate Required for Breakeven

- If the City subsidizes creation of the replacement parking through supplemental up-front capital funding or tax incentives, with no arrangements for receiving a share of future parking revenues, the City gives up an opportunity to recoup some of its investment. It does, however, improve the breakeven prospects for the developer and that subsidy can act as an incentive. The City can also negotiate a limited (partial) subsidy of the replacement parking, allowing the developer to combine both a front-end subsidy and ongoing income stream to cover the cost. There is a sliding scale of opportunities for the City to become involved in the process and either use parking revenues as an incentive for the developer or to use those future revenues to help offset the City's up-front capital cost. There is no "standard" position for a City. The City's funding participation and revenue sharing is a function of the extent to which the City wants to use parking as a development incentive through either front-end funding or a sharing the future revenue stream.

The <u>third</u> is to provide for the replacement of existing parking on the site (lost with the start of construction) on a nearby site and allow the developer to provide only the amount of on-site parking that is required to satisfy the needs of the development itself.

- The result is a net -0- impact on area parking sufficiency, but the City or some other entity will have to develop the new parking that replaces parking that was lost in creating the development site.

- The City of Burlington may choose to continue providing public parking as it does now, recognizing that as downtown parcels are taken for development, new parking is likely to be in the form of parking structures at a higher per space cost than currently invested in the City's surface lots. At the same time, that investment provides two clear long-term benefits:

    - It reduces the amount of land area dedicated to parking and, as a result, increases the amount of land available for other development. More development can take place in a defined area, taking advantage of synergies that are created when a mix of complimentary land uses are concentrated in close proximity to each other. Concentrations of complimentary land uses in a "walkable" environment is a generally accepted strategy for downtown

development. Continuing to rely on surface parking to meet parking needs will eventually diminish development opportunities.

  - It increases the convenience of parking over the long-term by allowing more parking to be strategically situated close the land uses generating the parking demand. In other words, the distance between parking and shopping destinations or other businesses is reduced. That is in contrast to continued expansion of surface parking that necessarily moves further and further from the businesses it served - because it is spread over a larger land area.

- Under this approach the City bears the financial burden of continuing to provide general use public parking. Currently, because paid parking is not a part of the downtown market, that investment would take the form of infrastructure investment, with an opportunity to generate revenue in the future when paid parking becomes a part of the downtown landscape.

- By investing in parking as infrastructure, the City is using parking as an economic development tool, with the City able to control how that parking is allocated and used. In contrast, parking that is provided and controlled solely by private entities is subject to the willingness of the owner to make parking available to the public beyond the needs of the property it was designed to serve. In some cases we have seen a strong reluctance to offer parking to the general public in privately owned facilities that were not initially designed to provide public parking beyond the needs of the property itself. Private owners are not willing to accept the liability and the perceived operational "headaches" that are associated with offering parking to the general public. That is particularly true when there is an insufficient financial incentive to do so. That is the case in Burlington under current conditions.

The <u>fourth</u> is to create enough parking as part of new developments that it will replace existing parking, provide for the new land uses, and add to the general parking supply. This can be a financial decision by the developer to take advantage of an existing or developing parking shortage in the area that will provide an ongoing source of revenue for the project.

- This approach, by definition, results in a net increase in area parking sufficiency by adding new parking capacity that is beyond that needed to meet the needs of the development and replace the loss of existing parking.

- As already pointed out, paid parking is not yet part of the Burlington market, so there is no basis for expecting that a new parking facility will generate parking revenues or that those revenues will be sufficient over the next few years to offset the initial cost of building the additional parking.

Suggested Strategies

Based on the analysis of current parking sufficiency and the ability of existing parking surpluses to accommodate a significant level of additional development activity in Downtown Burlington, there appears to be little need in the near term to go beyond meeting the needs of new projects and replacing parking that is taken for development sites.

Approach #1

If the City can legally offer City-owned land as an incentive for new downtown development, the City could negotiate replacement parking as part of the package, using contribution of the land to offset part of the cost of constructing the parking. Unfortunately, as pointed out earlier, the cost of providing structured parking, based on an efficiency of 320 sq. ft. per space and a per-space construction cost of $16,000 is $50 per square foot. Based on land valuations in Downtown Burlington in the area of $10 per square foot, the land would offset only a part of the cost of the replacement parking. The balance of the capital cost for the replacement parking, if imposed on the developer, would almost certainly undermine the financial feasibility of the project.

Until rates reach $130 for monthly contracts or $5.95 per day for hourly/daily parking, revenues will not cover the cost of providing structured parking. Any shortfall will have to be covered by the City or become a negative element of the developer's pro forma.

If the City is willing to invest in parking infrastructure as an investment in the health and growth of Downtown Burlington, a possible approach would be for the City to develop the parking portion of new projects, selling the air rights to the developer to build office and/or residential space above the parking. There should also be a legal mechanism for granting development rights to first floor portions of the parking structure to house new retail space on the street exposures.

- The City could lease to the developer a portion of the parking structure that is needed to support the new development. This may be an appropriate option with a residential development because residential parking is typically separated from the balance of parking in a structure.

- As a more workable and flexible option, the City could lease the number of spaces in the parking facility needed to provide parking for the new development, particularly if that development is predominantly office or retail space that does not require a segregated parking area. It is also a more efficient use of space than leasing a physical portion of the deck that could not be used by other parkers when not needed by the developer's tenants.

- The City could implement hourly and/or daily parking charges for use of the balance of the parking capacity so that it could continue to support nearby businesses. By providing the up-front capital for the portion of the parking structure that supports the new building space, the amount of capital needed by the developer is reduced - exchanged for an expense commitment (parking space lease) that can be spread out over time.

- Financing the parking structure portion of a project through tax-free municipal bonds would also reduce the overall cost of developing that parking. However, that may not be applicable because use of tax-free bonds normally requires that only a small portion of the structure be dedicated to uses other than parking. The parking structure would have to be accepted as a separate structure from any large building above or attached in order to qualify.

Approach #2

The City can develop needed replacement and growth parking capacity as an infrastructure investment, using proceeds from sale of the development sites to reduce the initial capital outlay and reduce the ongoing revenue required to cover debt service and operating costs. The City will still have to subsidize parking for a period of time, probably several years, until parking rates rise to the level that they can cover those costs.

The spreadsheets in APPENDIX G provide a series of general financial pro forma for development of a 500 space parking facility under three scenarios that differ by the size of a front-end capital reduction payment. The first assumes no payment. The second assumes a payment of $1,000,000 and the third assumes a payment of $2,000,000. In each scenario moderate parking fees of $40 for monthly contract parking and an average ticket of $3.00 for transient parkers are applied to the first year of operation and escalated at a gradual pace through a 20-year projection period that approximates increases of 3% per year. A similar 3% inflation rate is applied to operating expenses and a maintenance reserve (for major periodic repairs) of $150,000 is included each year.

- With no front-end capital reduction, annual operations become profitable in YR-11 but the cumulative deficit is not erased until YR-26, with an $800,000 cumulative fund balance at the end of the **30-year** amortization period.

- With a $1,000,000 front-end capital reduction payment, the cumulative deficit is reduced to **-$140,000** by the end of **YR-20** and moves to a positive **+$189,000 in YR-26**.

- With a $2,000,000 front-end capital reduction payment, the annual operations become profitable in YR-11 and the cumulative **deficit is erased by YR-18**. A positive cumulative fund balance of **+$1.16 Million** is reached by the end of the **20-year** forecast period.

The pro forma include parking fees as the only revenue source. Under all three scenarios, the City and/or County should be able to accelerate the recoupment of its investment through income increased collection of taxes related to the positive impact of the new facility in attracting new business and stimulating existing businesses.

- New sales taxes (local 2% portion)
- Increased property taxes

MANAGEMENT OF THE PARKING SYSTEM

PARKING SYSTEM COMPONENTS

There are seven (7) major components that make up the typical downtown parking system. With the exception of "Monthly Contract Parking" which, by definition, is paid parking, these seven components are part of a normal parking system regardless of whether paid parking is a significant factor in the market:

1)	**Short-term on-street parking**	**(available to the general public)**
2)	**Short-term off-street parking**	**(available to the general public)**
3)	**All Day off-street parking**	**(available to the general public)**
4)	**Monthly contract parking**	**(available to the general public)**
5)	Reserved employee parking	(for employees of a specific business)
6)	Reserved customer parking	(for customers of a specific business)
7)	Residential parking	

These seven components, whether paid or unpaid, publicly or privately controlled, satisfy most parking needs for those living, working, shopping or doing business downtown. The more important point, however, is the fact that **the first three are necessary elements of a successful downtown parking system**. The last four, monthly contract parking, privately reserved employee parking, reserved customer parking, and residential parking, are typical components but the first three are essential components. Once a city has grown to the point where on-street parking is not sufficient to satisfy all short-term (short-stay) parking needs, the parking system cannot properly support the health and growth of its downtown without either the municipality or private interests providing parking that meets those first three universal needs.

The general public needs access to **short-term** (0-2 hours) parking, but they also need access to parking for dining, shopping or business stops that take **longer than 2 hours**.

Downtown employees need access to affordable **all-day** parking without having to move their cars in and out of on-street spaces to avoid ticketing. The parking system should normally provide a mix of both daily (purchased by the day) and monthly contract parking for downtown employees in facilities not owned or controlled by a specific employer.

On-Street Parking – The Most Valuable Asset

On-Street (curbside) parking is the most valuable asset in the City's parking system. It is the most convenient parking for nearly everyone working or doing business downtown.

The availability of ample on-street parking in small to mid-size downtown areas is critical to downtown businesses. In order to compete with suburban businesses, the Downtown must make sure that potential customers can consistently find convenient on-street parking. The consistent availability of on-street parking can make a substantial difference in the time needed for trips downtown to shop, eat or do other business. It is particularly important in drawing people from outside the Downtown area who have limited time for their trip and have alternatives elsewhere. Downtown restaurants and cafes, for example, can attract more lunchtime business from outside Downtown or from across Downtown if convenient parking is consistently available nearby. In most cases, particularly for those restaurants located in the core, that means on-street parking. Restaurants that have the potential for drawing from outside Downtown can do so if those potential customers are able to travel downtown, park quickly in an on-street space, eat, and return to their workplace within a reasonable time. If the search for parking and the walking distance between the parking space and the restaurant adds too much time to the process, those potential customers are more likely to find somewhere else to eat. If sufficient on-street parking is not available, convenient and visible off-street surface lots can meet the same needs. However, unless a surface lot is located adjacent to the restaurant, on-street parking is generally preferred.

The same principle holds true for other types of businesses that compete with suburban locations for customers. Whether the business is a law firm, accounting firm, or retail business, the ability of clients and customers to make short trips can have a dramatic impact on the success of those businesses by expanding their market reach beyond the daytime population of downtown residents and workers.

In summary form, here are the basic principles governing the proper management of **on-street** parking:

1) On-street parking must be dedicated to downtown visitors, clients and customers during the hours those businesses are open and active.

2) Employees and Downtown residents must not park in on-street spaces during normal business hours. Streets that are predominantly residential streets, typically at the periphery of the downtown core, are the exception.

3) On-street spaces should be managed with time limits or pricing (parking meters) to ensure that they are used only for short-term stays.

4) The goal in managing on-street parking is to provide convenient parking for the greatest number of potential parkers while applying time limits that reasonably accommodate the needs of the actual mix of downtown customers and visitors.

Current Enforcement Strategy - Time Limited Parking

Currently, the City of Burlington uses enforcement of time limits as the primary method of controlling the use of its on-street parking. It was abundantly clear from discussions with City staff and from comments provided by the community during the Forum, that there is a general perception that this approach is not effective as employed. The most frequent concern expressed during the forum was that employees were taking up on-street parking needed for customers. In some cases the complaint was that Labcorp employees were taking up on-street spaces that made it difficult for business employees and owners to find their "own" convenient on-street parking spaces. Both groups, of course, are elements of the same problem - a lack of protection of on-street spaces for business customers and visitors. Owners and employees of all downtown businesses, including retail businesses, should refrain from taking up on-street parking space.

The current enforcement hours of 9 A.M. to 6 P.M. allows employees to arrive anytime before 9 A.M. and have to move their cars only once before lunchtime in order to avoid being ticketed. The Burlington Police Department recognizes this shortfall in the enforcement structure and supports a change in enforcement hours that would allow enforcement to start earlier. Although an 8 A.M. start time would make it more difficult for employees to make it to lunchtime without having to move their vehicles more than once, authorization of an earlier start time of 7 A.M. would be more effective even if actual enforcement did not always start that early. Regardless of the authorized enforcement start time, the fact is that most employees arriving at 8 A.M. would still have to move their vehicles only once before lunchtime because the enforcement officers cannot get all tires in the enforcement area chalked simultaneously at 8 A.M. It would be closer to 9 A.M. before that process is completed each morning.

Marking tires is the simplest and most efficient method of time enforcement from the standpoint of the number of vehicles that can be covered during a single enforcement tour. However, the current regulation that allows drivers to restart their time by simply moving their cars around the corner undermines the enforcement effort. It even facilitates coordinated "mass moves" by multiple employees who swap spaces at the same time as a matter of routine. Physical tire chalking is also susceptible to removal of the chalk marks and, based on comments during the Forum, is a practice that has been observed often in Burlington.

POTENTIAL SOLUTIONS – For Improved Parking System Management

The following are potential solutions for addressing existing and anticipated shortcomings of the existing parking system, including some specific RECOMMENDATIONS.

1) **The most important change that must take place in Burlington is the change in both policy and culture related to on-street parking in the central business district. (RECOMMENDED - Immediate)**

   Presently, much of that parking is taken up by employees and, as existing building space is converted to residential use in the future, there will also be increasing competition from downtown residents. Although most parking in the Downtown area is subject to time limits, it is common knowledge that Downtown workers park in curbside spaces. Most complaints about parking from those Downtown workers are that they have to move their cars once or twice during the day in order to avoid a parking ticket. Likewise, employers complain about the fact that they have to allow their employees to leave work to move their cars.

   In order for Downtown Burlington to continue its revitalization momentum, **on-street parking must be reserved for short-term visitors and business customers. Employees must find parking in off-street parking facilities. Downtown residents must also find off-street parking during normal business hours.** Although on-street parking privileges for Downtown residents is an accepted practice in many cities, those privileges are normally limited to downtown districts that are predominantly residential (sometimes with first-floor retail) or to areas on the periphery of the active business core.

   Although some communities have achieved some degree of success in moving employees and business owners out of on-street parking through an ongoing campaign of information and organized cooperative efforts by downtown business organizations, the record of sustaining such a change in the downtown culture is very poor. When the community's attention turns to other things, people tend to return to their old habits. Although an educational campaign is

recommended, the only effective means of sustaining any real level of compliance is through strict enforcement of time-limits or converting on-street spaces to paid parking.

2) Expansion of Enforcement Hours (RECOMMENDED - Immediate):

The City should revise the parking ordinance to begin enforcement at 8:00 A.M.

By doing so, drivers who are parked by 8 A.M. will have to move their vehicles twice before a noon lunch break to avoid ticketing. Although very "skilled" parkers with the flexibility to leave their work places at times of their own choosing will still be able to avoid ticketing with only one move during the morning if they are diligent and careful, it will require more precise timing under a normal 8 A.M. to 12 noon work period.

3) Implementation of Electronic Enforcement System (POTENTIAL MANAGEMENT ENHANCEMENT)

Beyond the proposed expansion of enforcement hours and increased enforcement tour frequencies previously discussed, the City could add "electronic" chalking to its system. This involves electronic hand-held enforcement devices that are used by enforcement officers to record the license numbers of parked vehicles and track the length stay electronically.

The advantage of electronic chalking is that each tour is electronically timed so that enforcement officers are not held to a specific tour schedule of even increments. The same thing can be achieved with physical chalking but it requires meticulous recordkeeping by the officers during their tours. Electronic chalking keeps an accurate record of "chalking" times automatically. As each plate number is entered (first parked) or confirmed (subsequent tour), the time of that action is recorded automatically. This broadens the freedom of the enforcement officers to focus on specific problem areas but it also helps the officer cope more effectively with disruptions on the route because it makes the officer less dependent on following specific tour times.

An electronic system would also enable the City to impose "zone" enforcement which would require parkers who are trying to use on-street spaces for all day parking to find a space some distance from their original parking space (different zone), in order to avoid ticketing. "Shuttling" is much more difficult under this kind of system, but it is challenging from the standpoint of defining the zones in a way that will work and can be effectively communicated to the public.

4) Conversion to Uniform 1-Hour Time Limit (Not Recommended)

The prospect of applying a 1-Hour time limit to all downtown spaces was discussed during the study process but is not recommended as a viable solution given the specific circumstances in Burlington.

The idea behind this strategy is to make it more difficult for employees to park in on-street spaces by increasing the number of times employees would be required to move their cars through the day in order to avoid ticketing. It would certainly be an effective way to move more employees into off-street parking locations, but the overall effect on downtown businesses is likely to be counterproductive. The objective in managing on-street parking is to make it convenient for customers and visitors to come downtown.

A 1-Hour limit assumes that the typical stay for customers and visitors is less than one hour. That may be true for some businesses, but is not likely to be the case overall. Short time limits can be used to protect and "open up" spaces for legitimate short stays in specific locations where most stays are less than the established time limit and there is a high volume of that short-stay activity. When electric companies, telephone companies and water authorities had active downtown payment offices, there was a real need for very short-term parking - and that parking space turned over many times through the day. Today, that kind of activity is more typical near municipal buildings where people still come in for short business stops at various municipal offices.

Where downtown businesses provide predominantly staple items (grocery and drug stores), short parking stays are common. However, in downtowns that have a mix of retail that encourages shoppers to visit more than one shop during their visit, stays of more than one hour are also encouraged. Uniform 1-Hour time limits would artificially shorten stays and the impact is significantly greater than the impact of having to pay more to stay the extra time (in a paid parking system).

Here is a logical comparison to the paid parking alternative (meters):

- If parkers intend to stay for more than one hour in a paid system (meters), they simply pay for the additional time when they first park.
- If they find that they need or want to stay longer, and only paid for one hour, they do have to return to their parking space and extend time on the meter. But, they do not have to get into their car and find another parking space before continuing their shopping.

- If shoppers have to move their cars because they have reached a 1-Hour time limit, they are much more likely to simply leave downtown once they are back in their cars. If they want to re-park and continue shopping, but cannot find another space nearby, they are likely to leave.

- Under current North Carolina law governing Handicapped parking spaces, the length of stay cannot be limited. Imposition of a uniform 1-Hour time limit would not address the current problem of vehicles with ADA placards occupying on-street spaces all day. Drivers with ADA placards are simply immune to the time limits. By contrast, creating marked handicap on-street parking spaces in a paid parking system provides and protects convenient, short-term, on-street parking for those who need it to make short downtown trips. Placard holders who work downtown will have a financial incentive to find off-street parking, leaving the marked short-term handicapped spaces open for short-term ADA parkers. Drivers with legitimate mobility challenges have generally been supportive of this type of policy change because they have found it difficult to locate convenient on-street parking when they come downtown. Paying for parking is normally not an issue within the ADA community. The availability of convenient parking is.

- The last issue is the ticketing itself. In order for the 1-Hour system to work as intended in keeping employees out of on-street spaces, it will be more likely that shoppers or visitors will receive tickets: (1) because the time limit is shorter and shoppers are more likely to run out of meter time, and (2) because strict enforcement is essential in order for the 1-Hour policy to have its intended effect on employee behavior. <u>The bottom line is that there is no way to distinguish between shopper, visitor and employee vehicles and time limit policies designed to address employee use of on-street space have unintended negative consequences for the shoppers and visitors that it is intended to benefit.</u> The consequence for the shopper or visitor is a very expensive parking stay (ticket and fine) because the time limit is not sufficient for legitimate shopping or business trips.

<u>Layered Time Limits</u>

Time limits can be layered, with shorter time limits in the core area and longer limits further from the core. That is frequently done to provide on-street parking for employees away from the core where there is less demand for customer and visitor parking. This is particularly true when there is a scarcity of off-street parking available for employee parking. That is not the case in Burlington, where large

employers provide ample free parking for employees in off-street surface lots, but may help with employees working at smaller downtown businesses.

Layered time limits require careful attention to actual needs in terms of length-of-stay. Unfortunately, those legitimate needs may be quite different for the different businesses that are served by specific segments of the on-street parking inventory. A coffee shop would benefit from 1-Hour parking, but the professional offices upstairs may not. Visitors to attorneys, CPAs and physicians need more time. In a dynamic and healthy downtown, those lands uses are often mixed in close proximity and that makes layered time limits more difficult to apply. As tenants change, needs also change. Policies put into place under one mix of land uses may not be appropriate for a prospective new business and may affect that prospect's decision about where to locate. Ongoing changes in building occupancy also means that the "correct" mix of time limits and the contours of each time-limit area are subject to continuous change. With each change comes the prospect of trying to accommodate legitimate competing interests.

A "paid" system (on-street meters), solves some of this conflict. Time limits can be more flexible because the accumulating cost for employees parking in metered spaces is the primary deterrent that keeps them out of those on-street spaces. A 3-hour time limit in metered spaces can be workable in allowing for longer legitimate customer/visitor stays, while remaining effective in protecting on-street parking for those users.

5) The City of Burlington should plan for future implementation of paid on-street (metered) parking in the Downtown area to provide a more effective means of preserving valuable on-street parking for business customers and other Downtown visitors. (FUTURE RECOMMENDATION)

Implementation of paid on-street parking is a big step and involves considerable investment in capital and labor. But, it will become necessary at some point if the Downtown is going to continue to grow and Downtown business are going to continue to prosper. The effectiveness of paid on-street parking cannot be matched by any variation of systems that rely solely on some form of time enforcement. Addition of the element of cost adds a management tool that simply is not available in time enforcement systems.

The following describes the type and benefits of a paid system that would be proposed for Burlington.

a) The proposed meter system should utilize multi-space meters to provide maximum flexibility in terms of offering multiple modes of payment. It also provides flexibility in setting rates, rate patterns, and enforcement periods. Multi-space meters have the less of an impact on sidewalk space and appearance than traditional pole-mounted meters.

b) The meter system should include a credit card payment option to reduce the incidence of non-payment and provide an important level of convenience for parkers. Every driver with a credit card would be able to park in any available metered space without having to carry cash. It is NOT recommended that a remote payment feature be included that would allow parkers to extend their time via cell phone without returning to the parking space. With the low on-street parking rates proposed, that convenience would work against efforts to remove employees from on-street spaces, particularly if time limits are actually increased to provide more flexibility for customers and visitors.

c) Spaces controlled by meters should be phased in first along the principal retail corridors of Main Street, Spring Street and Front Street, including the block faces identified in **FIGURE 37.**

d) Based on current conditions, the proposed rate would be $0.60 per hour, or $0.05 for each 5-minute time segment (penny a minute).

e) This will involve a significant capital outlay to acquire the meters. It will also require the addition of staff to service and repair the meters. Estimates of that cost are included in **APPENDIX E.**

Implementation Strategy

A multi-space meter program would actually consist of at least two types of meters. One is the multi-space meter that controls a group of spaces. The other is some form of single space meter that can control from one (traditional meter) to three spaces. These smaller and less expensive devices would be used when the number of spaces to be controlled does not justify the higher cost of a multi-space meter.

In the past, this mix was problematic because the program ended up with a mix of capabilities in terms of payment modes. The multi-space meters could process credit cards but the traditional single-space meters could not. In the past few years at least one manufacturer, IPS Group, Inc.,a

company headquartered in California, has developed a single-space meter that can accept credit cards. Those meters have been installed in a number of cities across the country with good r. Initially, the IPS meter was designed as a retrofit for existing meters manufactured by the principal suppliers of traditional meters. Since then, IPS has been marketing its product as a complete meter, using the basic meter housing of one of the major manufacturers as a platform.

The anticipated implementation strategy would move forward in at least 2 phases as shown in **FIGURE 37**. The initial thought when laying out the phasing strategy was to focus only on Front Street, Main Street and Spring Street as the initial installation corridors. When actually examining the concentrations of meters, the logical boundary for the first phase seemed to fall north of Maple Avenue, with all meters on Maple Avenue (both sides) included in Phase II.

FIGURE 38 provides a summary of meter locations and estimated costs associated with equipment acquisition and installation. The unit costs are general estimates based on typical costs for equipment anticipated for the Burlington application, including multi-space meters and single-space meters, both with credit card capability. Only the multi-space meters, however, have the ability to accept bills.

The phased implementation strategy should be considered only a guideline. An actual plan would require additional analysis of specific locations and coverage range. In at least one instance, along the south side of Front Street between Church and Worth Streets, a multi-space meter installed at the street to control Municipal Lot #4 would also be used to control the on-street spaces along the Front Street curb face. Close examination of that location may prove that a second multi-space meter or single-space meters may be needed to control that curb face.

FIGURE 37 - Phased Implementation of Metered Parking System

FIGURE 38

METER PHASING PLAN

Block	Street Face	Lot Code	TOTAL	Lot Type: Public	Lot Type: Private	Restriction: No Parking	Restriction: No Restrict.	Restriction: Res'vd	Restriction: Timed	Time Limit: 15-min	Time Limit: 1-Hr.	Time Limit: 2-Hr.	Time Limit: All Day	Time Limit: None	Single Meter	MSM	Phase	PHASE I: Total Spaces	PHASE I: Single Meter	PHASE I: MSM	PHASE II: Total Spaces	PHASE II: Single Meter	PHASE II: MSM
3	Front St.	FR	**10**	10					10			10			10		1	10	10		0		
4	Front St.	FR	**23**	23					23			23				2	1	23		2	0		
7	Front St.	FR	**16**	16				1	15			15	1		16		1	16	16		0		
8	Front St.	FR	**5**	5		1		1	3			4		1	5		1	5	5		0		
9	Front St.	FR	**6**	6		1		5				5		1	6		1	6	6		0		
10	Front St.	FR	**11**	11		1			10			10		1	0		1	11			0		
4	Lexington	LX	**2**	2					2			2			2		1	2	2		0		
6	Lexington	LX	**13**	13					13			13			13		1	13	13		0		
7	Lexington	LX	**3**	3					3			3			3		1	3	3		0		
16	Lexington	LX	**13**		13				13	5		8				1	1	13		1	0		
17	Lexington	LX	**10**	10					10			10				1	1	10		1	0		
18	Lexington	LX	**12**	12			12						12			1	2	0			12		1
8	Main	MN	**6**	6		1			5		5			1	6		1	6	6		0		
9	Main	MN	**18**	18					18		18					1	1	18		1	0		
14	Main	MN	**21**	21				1	20		21					1	1	21		1	0		
15	Main	MN	**10**	10		1			9		9			1		1	1	10		1	0		
19	Main	MN	**3**	3					3		3				3		2	0			3	3	
20	Main	MN	**5**	5					5		5				5		2	0			5	5	
27	Main	MN	**16**	16					16		16					1	2	0			16		1
28	Main	MN	**3**	3					3		3				3		2	0			3	3	
29	Main	MN	**6**	6					6		6				6		2	0			6	6	
13	Maple	MP	**4**	4					4			4			4		2	0			4	4	
15	Maple	MP	**4**	4					4			4			4		2	0			4	4	
16	Maple	MP	**13**	13					13			13			5	1	2	0			13	5	1
17	Maple	MP	**10**	10				1	9			9		1	9		2	0			10	9	
18	Maple	MP	**8**	8					8			8			8		2	0			8	8	
19	Maple	MP	**10**	10					10			10				1	2	0			10		1
21	Maple	MP	**4**	4					4			4			4		2	0			4	4	
22	Maple	MP	**5**	5					5			5			5		2	0			5	5	
19	Morehead	MH	**11**	12					12			12				1	2	0			11		1
20	Morehead	MH	**4**	4					4			4			4		2	0			4	4	
21	Morehead	MH	**4**	4					4			4			4		2	0			4	4	
22	Morehead	MH	**4**	4					4			4			4		2	0			4	4	
25	Morehead	MH	**4**	4					4			4			4		2	0			4	4	
27	Morehead	MH	**5**	5					5			5			5		2	0			5	5	
30	Morehead	MH	**9**	9			9						9			1	2	0			9		1
3	Spring	SP	**3**	3		1			2			2		1	3		1	3	3		0		
7	Spring	SP	**11**	11		2		2	7			9		2		1	1	11		1	0		
8	Spring	SP	**5**	5		1			4			4		1	5		1	5	5		0		
15	Spring	SP	**8**	8		1			7			7		1	5		1	8	5		0		
16	Spring	SP	**13**	13					13			13				1	1	13		1	0		
19	Spring	SP	**6**	6					6			6			6		1	6	6		0		
7	W Davis	DA	**14**	14					14			14				1	1	14		1	0		
8	W Davis	DA	**8**	8				1	7			8			8		1	8	8		0		
9	W Davis	DA	**6**	6		1		1	4			5		1	6		1	6	6		0		
10	W Davis	DA	**10**	10					10			10				1	1	10		1	0		
13	W Davis	DA	**5**	5					5			5			5		1	5	5		0		
14	W Davis	DA	**6**	6					6			6			6		1	6	6		0		
15	W Davis	DA	**5**	5		1			4			4		1	8		1	5	8		0		
16	W Davis	DA	**25**	25					25			25				1	1	25		1	0		
2	Worth	WO	**7**	7					7			7			7		1	7	7		0		
3	Worth	WO	**8**	8					8			8			8		1	8	8		0		
9	Worth	WO	**7**	7		1			6			6		1	7		1	7	7		0		
10	Worth	WO	**9**	9					9			9			0		1	9			0		
13	Worth	WO	**6**	6					6			6			6		1	6	6		0		
14	Worth	WO	**10**	10					10			10			10		1	10	10		0		
20	Worth	WO	**6**	6					6			6			6		2	0			6	6	
21	Worth	WO	**6**	6					6			6			6		2	0			6	6	
4	LOT #1		**175**													2	1	175		2	0		
3	LOT #2		**80**													1	1	80		1	0		
2	LOT #3		**102**													1	1	102		1	0		
10	LOT #4		**51**													1	1	51		1	0		
19	LOT #6		**100**													1	2	0			100		1
															Equipment Quantities - On-Street Meters Only:				**151**	**12**		**89**	**6**
															Equipment Quantities - Including Off-Street Lots:				**151**	**17**		**89**	**7**

Equipment Quantity Totals: 240 24

Total On-Street Metered Spaces by Phase: 339 156

Total Surface Lot Metered Spaces by Phase: 408

Unit Cost for Meters: $600 $10,000

	Phase I	Phase II	Total
Phase Totals (On-Street Spaces Only):	$210,600	$113,400	$324,000
Phase Totals (Including Off-Street Lots):	$260,600	$123,400	$384,000

Implementation of a system for paid on-street parking will require additional on-going costs for servicing (collections and replenishment) and maintaining the equipment. It is assumed that this will require the addition of at least one full-time person to the City staff to handle both functions although the collection process should be performed by a two-person team. If no one is available within the existing staff to serve as a second collection team member, a part-time position would be needed to fulfill this task.

A maintenance facility will be needed for maintaining the meters. This can be a room with attached storage located within existing City facilities. Typically an area of 250-300 sq. ft. with a separate, lockable storage area, workbench, storage cabinets, power and tools would be adequate for the number of meters anticipated in the Burlington system.

Tables are provided in the **APPENDIX** that summarize estimated revenues and expenses associated with implementation of the meter system.

Implications of Paid Parking for Downtown Growth

In looking to the future, it is important to understand the evolving elements of the parking system and how that affects revenue streams and the ability to fund future parking needs. Each element of the parking system is associated with a cost to provide that parking and a revenue stream, from some source, that is needed to fund it. In some cases, parking becomes a source of net income to a city, but Burlington is not at that point in the evolution of its system and the parking rates needed to support yield sufficient revenues to make that happen.

Although there is normally some resistance to implementation of metered parking by downtown merchants who do not fully understand parking dynamics, metered parking offers distinct benefits over simple enforcement of time limits. In the case of Burlington, the fact that ample "free" parking is already provided for most downtown employees makes paid on-street parking even more feasible as a solution to the City's on-street enforcement challenge.

Paid on-street parking offers much more flexibility for intended on-street parkers by allowing more variation in the permitted length of stay. At the same time, it adds a very strong financial disincentive for employees to park in on-street spaces when free parking is provided elsewhere within a reasonable walking distance. Paid on-street parking provides both benefits simultaneously in a way that simple time limit enforcement cannot.

When employees are required to pay for on-street parking, they tend to move back into the free parking that is provided for them. The on-street spaces may be more convenient to their workplace, but the moderate inconvenience of walking to a free employee parking lot does not justify the cost of paying for an on-street parking space – a cost that is more important to a downtown worker employee because it is incurred on a daily basis. In cities where paid parking is the norm, a basic principle of effective parking system management is to price on-street parking higher than the cost of parking in available off-street parking facilities. That application of that principle is designed to encourage employees to use off-street parking and keep the on-street parking clear for others to use. In Burlington, with most employers providing parking at no cost to their employees, a low fee for on-street parking would have a significant effect in moving employees out of on-street spaces. The fee could be low enough that it would not be considered an issue for downtown customers and visitors. The availability of a convenient on-street parking space has consistently been ranked as more important to shoppers than having to pay for that space if it is reasonably priced. Based on the results of the survey done as part of this study, the same is true in Burlington if the two questions related to "convenient parking" and "distance to car" are combined.

Convenience Added by New Technology

Some of the drawbacks of traditional mechanical parking meters have been overcome with the advent of electronic meters and multi-space meters, particularly the ability of those meters to accept credit cards. One of the classic complaints about mechanical meters is that they require shoppers and visitors to carry change that the meters accept. It can be very inconvenient and frustrating when shoppers find that they do not have the appropriate change after they have parked. Multi-space meters or even single-space meters equipped to accept credit cards have virtually eliminated that problem, allowing parkers to purchase parking with a credit card and keep their cash. When a credit card payment option is a part of the system, concerns about having to pay for parking Downtown drop significantly. The convenience of finding a convenient, close space is supported by a convenient means of payment regardless of whether the parker has the correct coins to make that payment. Some multi-space meters accept bills as a payment mode. These units are more expensive to purchase and service, but they do round out the three principal payment options – coins, bills and credit card. Some high-end units can also provide bills for change but, because of their high cost and service requirements, they are not normally used as part of an on-street parking program.

There are specific advantages to metered parking over simple time-enforcement:

First, is should be clarified that "time limits" are different from paid meter time. A time-limit can be imposed on metered spaces, restricting the length of a paid parking stay. A time limit in a metered system is normally the maximum amount of time that can be paid at one time on the controlling meter. Parkers can issued a citation for overstaying their paid time, although they are still within the time-limit set for that space. However, the fine for overstaying paid time is generally much lower than overstaying the posted time limit.

- **There is a basic financial disincentive for employees to park in on-street spaces for <u>any</u> duration of time when reasonably convenient free off-street parking is available to them.** That incentive can be significant for employees who park all day when the cost to a customer or visitor who parks for only a short time can be relatively small in comparison. That makes the system work.
- Because metered on-street parking provides a financial incentive for employees to relocate to their free off-street parking lots, **there is less need to impose strict time limits on shoppers and other downtown visitors.** This provides important flexibility and convenience for legitimate shoppers and visitors, allowing them to stay longer by simply extending the paid time on their meters. In fact, some systems allow time to be extended and paid via cell phone without requiring the parker to return to the parking space or meter. Remote extension of time is not feasible in cities that have severe problems with employees parking in on-street spaces because it provides a means for employees to extend their time without leaving work. But, in the case of Burlington, it would be feasible because the primary influence on employees would be paying for on-street parking vs. parking for free in an employer lot.
- Although there must be a penalty for overstaying paid meter time, that fine is normally smaller than the fine for overstaying a time limit in a "time limit only" system. This reduces the size of the unwanted penalty on customers and visitors who inadvertently overstay their paid time and receive a citation. Because the smaller overstay fine is combined with the cost of paying the meter in the first place, the system still provides an effective deterrent against employees routinely parking on the street. However, because metered parking can still be effective with longer time-limits, there is less chance that a customer or visitor will receive the higher cost citation for overstaying a time limit.
- If time limits are imposed on metered spaces and "meter feeding" is not allowed, the fine for overstaying the time limit can still be lower than it would need to be in a system without

metered parking. Again, the combination of paying the meter and risking an overstay ticket is a very effective deterrent against on-street employee parking without having to be so high that it discourages customers and visitors.

- The revenue from metered parking can offset the cost of expanded enforcement and, with the additional real-time scofflaw information provided by an electronic ticketing system, collection of fines is more effective and efficient. The number of unpaid tickets will drop.
- The revenue from metered parking can also be used to provide ongoing funding for streetscape improvements and maintenance that will continue to benefit Downtown and the businesses located there.

6) If the City implements Paid On-Street Parking

a) Extend Time Limits in Metered Spaces (RECOMMENDED)

Time limits for the majority of metered spaces can be extended to **3 hours**. 1-hour time limits can be retained on a limited number of spaces along block faces where a pattern of short stays is expected to be the norm and where high turnover is needed in order to support the activity patterns of nearby businesses.

b) Implement Paid Hourly Parking in City Lots (RECOMMENDED AS SECOND PHASE OF PAID PARKING IMPLEMENTATION)

In the initial implementation of paid on-street parking, the City can continue to offer free parking in its off-street lots as an incentive for employees to move to those lots and out of on-street parking. The next phase in moving toward a broader system of paid parking that will begin a financial framework for supporting future parking needs would be to extend paid parking into the City's off-street parking lots.

Pay-by-Space meters would be installed on all City parking lots. The rates for off-street parking in the City's lots must be held below the cost of parking in on-street spaces so that there is an incentive for parkers to use the off-street lots when it is convenient or when they are staying for long periods. This will help free up more on-street parking for short stays.

With a proposed rate of $0.60 per hour for on-street parking, a rate of **$0.50 per hour** is recommended for the off-street lots with an initial **all-day maximum rate of $3.00**.

7) Convert Individually Reserved Parking Spaces in City Lots to a Shared Reserved Area (RECOMMENDED)

The City should discontinue the practice of offering individually reserved parking spaces in its parking lots. Reserved parking spaces are generally considered a waste of parking resources because those spaces cannot be shared by multiple parkers. Because of the "diversity factor" described earlier in this report, shared monthly parking areas can be oversold by some percentage without the risk of creating "full" conditions. A 10% to 15% oversell is typical because that number of authorized parkers are normally not present at any given time. One result is that more parkers can be accommodated on a lot that is shared than on a lot that has individually reserved spaces. Another result is that the monthly parking rates can be lower because the oversell generates more revenue. The fee for monthly parking on a lot with a 15% oversell is roughly 15% lower than it would be for individually reserved spaces. In fact, the method of calculating the "correct" fee for an individually reserved space is to monitor the actual Diversity Factor or "absentee rate" over time and increase the rate for a reserved space by the oversell percentage that the absentee rate would allow. In other words, if the non-reserved rate is $100 and the lot can be successful operated with a 15% oversell without filling all of the spaces, the minimum rate for a reserved parking space should be $115. In reality, professional parking system operators charge that premium to break even on the reserved space and add an additional premium of 10% to 25% for the added convenience of a reserved space.

A "Monthly Parking Only" area controlled only by signage can operate reasonably well in some environments, typically small to medium size cities where many downtown parkers know each other. There certainly is a higher risk of unauthorized parkers using a shared permit area. People are more reluctant to park in a space that they know is reserved for a specific individual who is more likely to have the violator towed. They feel that the risk is somewhat lower when they are likely to be towed only if the entire area fills or as the result of enforcement patrols.

If hourly/daily parking fees are charge on the lots as proposed, monthly contract parkers can simply be issued hanging permits that are hung from the rear view mirror. Monthly parkers could park anywhere on the lot or in a special area signed for monthly parkers only. They would not have to pay the hourly/daily parking fee.

8) Increase the Rate for Monthly Parking in City Lots (RECOMMENDED IN CONJUNCTION WITH IMPLEMENTING PAID HOURLY OR DAILY PARKING IN CITY LOTS)

In lots where there is a waiting list for monthly parking, the City should increase the rate because demand exceeds the supply. The current rate for contract parking on City lots is $10 per month and, based on the website permit application, has been $10 since at least 2004. The rate should be increased to **$15** as current 6-month contracts expire with a minimum of 60 days notice to existing customers. The rate should be increase in $5 increments each 6 months until there is a significant drop in contracts to indicate that the cost has been properly matched with actual demand.

SUMMARY CONCLUSIONS & RECOMMENDATIONS

1. CONCLUSIONS

a. The consistent, visible availability of parking stimulates downtown business.

b. A city in growth mode needs to manage its convenient on-street parking in a way that gives clear priority to downtown customers and visitors.

c. Downtown customers and visitors prefer the convenience of on-street parking over most other parking options.

d. The consistent availability of convenient parking is more important to customers than paying a reasonable cost for that convenience.

e. Although there is a recognizable problem with employees parking in valuable on-street parking spaces, convenient on-street parking is generally available in Downtown Burlington with the exception of a limited number of core area curb faces that reach full capacity.

f. A significant part of the high occupancy problem along Main Street is due to ADA parkers who stay parked all day – obviously employees. Under current North Carolina law, this problem will not be resolved until paid on-street parking is implemented.

g. There is no such thing as "free parking". The creation and maintenance of parking must be funded from some source and, as new businesses are added to Downtown Burlington, and existing businesses expand, the City must prepare to fund proper parking support. The two primary sources are property owners (providing it physically or through taxes), and users who pay for its use.

h. The City must take steps toward more effective management of its existing parking resources to maximize the effectiveness of its current parking resources and reduce the amount of capital and operating expenses that need to be allocated to parking capacity expansion.

i. The most effective and flexible means of managing on-street parking, encouraging employees to park elsewhere, is implementation of paid (metered) parking and that should be recognized as an essential step as business strengthens and grows in Downtown.

j. Implementation of paid on-street parking represents a critical economic baseline that allows for the introduction of paid off-street parking, which is important to the economic feasibility of meeting long-term parking capacity needs - for both private entities and the City.

k. Once paid on-street parking is implemented, the City can begin generating material revenues from its off-street parking facilities.

2. RECOMMENDATIONS

a. Based on the most recent field research in Downtown Burlington, the City should expand enforcement hours for on-street parking (8 A.M. start) to make it more difficult for downtown employees to use on-street parking without being ticketed. This is a first step toward improved parking system management.

b. Electronic chalking (electronic hand-held license plate tracking) may be added to strengthen the enforcement effort.

c. Implementation of "parking zones", which is a secondary capability of electronic chalking, may not be a good fit for the foreseeable future due to the size of the Downtown area. It is more appropriate for larger downtowns.

d. It is more likely that Burlington will make a direct transition from increased enforcement to paid on-street parking when occupancy levels in its on-street spaces is clearly affecting downtown businesses in a significant way.

e. Occupancy and turnover surveys should be conducted annually to measure changes in occupancy levels, assessing the impact of enforcement efforts in changing behaviors, and determining whether occupancy levels are becoming a serious deterrent to business growth.

f. The City should initiate an educational campaign with downtown merchants and other business owners to emphasize the importance of preserving on-street spaces for downtown customers and visitors. That includes a strong emphasis on store owners and store employees who feel they are entitled to park in on-street spaces near their stores. That is a practice that must be discouraged with education and continued re-emphasis.

g. The campaign should include downtown employers with significant workforces, asking them to discourage employees from taking time from work to move their vehicles because they

are parked in on-street spaces. A simple change in policy that creates gaps of more than 2 hours between scheduled break times would make it far more difficult for employees to circumvent parking enforcement.

h. **The current space rental system in the City's off-street parking lots should be modified. Individually reserved spaces should be replaced with "shared" Reserved areas to achieve more efficient use of the City's off-street parking capacity.**

i. **Designation of portions of the City's lots as 2-Hour parking should be eliminated or severely limited at this point. The City's parking lots, particularly those located outside the core, should be the haven of free parking that is ready to receive employees who are being encouraged to change their on-street parking habits. As enforcement is strengthened and a reasonably convenient, the no cost alternative is expanded.**

IMPACTS OF A GROWING RESIDENTIAL SECTOR

Increasing the number of downtown residents is a stated goal of the City and that goal is reflected in the Burlington Downtown Master Plan. There is a natural conflict between the needs of Downtown businesses and residents in terms of the use of on-street parking. Residents of buildings without on-site parking sometimes feel entitled to on-street parking because they see it as the only parking available to them. Businesses object to critical on-street customer parking being taken up by residents during business hours. This is a conflict that will increase in intensity if intended growth in both the retail and residential sectors is realized. It will become even more intense to the extent that residential growth involves the conversion of existing buildings where no on-site parking is available. Competition for parking will also grow if downtown businesses are able to attract more customers from outside the Downtown area.

In some communities, new residential developments are not required to provide sufficient parking to meet expected needs. Current codes in Burlington exempt the Downtown core from minimum parking requirements. Developers are free to determine how much parking to provide based on their own parking needs as dictated by their funding sources. Lenders normally consider parking as an important element in evaluating the feasibility of any new development. In some cases, their requirements exceed what might have been mandated by zoning.

Smaller cities often exempt the CBD from minimum parking requirements because on-street and surface parking is plentiful. Larger cities with well-developed public transportation systems that include subways, downtown trolleys or extensive bus networks are also able to waive parking requirements because the availability of alternate transportation modes. High parking rates and a scarcity of convenient parking has forced many residents in those cities to forego automobile ownership – not by choice, but by necessity. Another important factor is that those cities, over time, have created an urban living environment that satisfies most basic living and leisure needs. Groceries and other staples are available Downtown. Residents remain Downtown to shop and have fun. Well-developed neighborhood parks and open spaces help satisfy their leisure needs. All of these conditions reduce the need for automobile ownership and travel.

Growing medium size cities such as Burlington fall in the middle. Parking is becoming an issue and the City recognizes that it could become a greater issue as new development comes to Downtown. It doesn't have the luxury of parking surpluses into the foreseeable future nor does it have the transit infrastructure in place to absorb the expected growth in future parking demand.

At this point, Burlington does not need to create a reason for people not to live in the Downtown area by making it difficult for them to access and enjoy the attractions outside of the city, or to limit their access to the variety of staple items available in nearby suburban shopping areas. Provisions for parking will be an assumed part of residential development for some time to come.

"Live-Work" Effect

Another issue to consider is the impact of a growing "live-work" environment where downtown residents live within walking distance of their place of employment. A true live-work environment clearly reduces overall parking demand, but the fact is that the reduction is reflected in a reduction of parking demand at the workplace rather than the place of residence. Residents leave their vehicles at their residence and walk or take some other form of transportation to their workplace. It is revealing to logically consider the potential parking demand impact of downtown workers moving to downtown residences from the suburbs. Of the eight scenarios shown below, only one results in a reduction of downtown parking demand. Only one other has a neutral impact and the rest result in an increase in downtown parking demand.

FIGURE 37 - Impact of Growth in Downtown Residents on Parking Sufficiency

	CHANGE in Number of Parking Spaces Needed >>>>	Downtown Residence Spaces	Downtown Workplace Spaces	Total Downtown Spaces
	Worker lives in suburbs and drives to downtown workplace		**1**	**baseline**
1	Worker moves downtown and gives up car, getting to work by some other means	0	-1	-1
2	Worker moves downtown and brings 1 car but walks to work or takes public transportation	+1	-1	0
3	Worker brings 1 car but still drives across downtown to work	+1	0	+1
4	Worker family has 2 cars but worker walks	+2	-1	+1
5	Worker family has 2 cars and worker still drives to work	+2	0	+2
6	Worker moves downtown but works outside downtown	+1	0	+1
7	Worker family has 2 cars but work outside downtown	+2	0	+2
8	Family has 2 workers who drive across downtown to work	+2	0	+2

ZONING REQUIREMENTS

Currently, the Downtown area is exempt from zoning requirements related to the provision of on-site parking for all land use categories. Although the current surplus of downtown parking can support continuation of this policy for a period of time, a parking shortage will eventually develop if the City's downtown development goals area realized. New buildings and activation of existing buildings that are not presently in use will create new parking demand. In some cases, particularly where the City's parking lots are used as development sites, existing parking will be lost as new projects come online.

Larger projects that require significant outside funding from commercial sources are likely to include sufficient parking to meet the needs of the project because it will be required by the funding sources as an element of marketability that is important to the financial success of the project. However, unless required to do so, those projects would not be expected to provide replacement parking for existing parking that is taken for the development sites.

Smaller projects, particularly re-use of existing buildings are less likely to include support parking. Many existing buildings in the areas of Downtown most likely to see adaptive re-use activity do not have on-site parking. Re-activation of those buildings will create new parking demand without creating new parking capacity. Each such development will reduce area parking sufficiency based on the level of parking demand they create. Additional antique stores will add little demand except on the weekends. Popular restaurants, however, can have a major impact on parking sufficiency. An accumulation of popular restaurants in an active "Food & Beverage District" in the Front Street area could create significant parking shortages at lunchtime and during the evening if the existing parking lots along that corridor are taken for development. That level of activity would certainly be welcome, but the parking impacts must be addressed.

Mimimum Parking Requirements

There are several considerations related to implementation of minimum parking requirements for Downtown Burlington.

- Minimum parking requirements should be tailored to Downtown Burlington. Application of "industry standard" parking ratios that are typically based on suburban demand models is NOT appropriate and could be very detrimental to downtown growth efforts. Ratios applied to land uses in the CBD will be significantly lower than those applied to suburban land uses.

- The requirements must recognize actual conditions, particularly special conditions related to the re-use of existing buildings, a development sector that represent a significant portion of future opportunities in the CBD.

- The requirements must be consistent with overall development goals. If mixed-use projects with first floor retail are a priority development form for the City, special consideration for parking requirements associated with the first floor retail should be included in the parking requirements to avoid a conflicting disincentive.

- Some subsidy of parking costs by the City is appropriate if it will result in increased business activity, increased property taxes and increased sales tax revenues. A restaurant averaging $5,000 in sales per week will generate $5,200 in local sales taxes per year (at 2%). That income stream will cover the debt service and operating cost for 3.36 spaces in a parking structure that costs $19,200 to build ($16,000 construction cost plus 20% soft costs) and has annual operating costs of $300 per space. If the City is going to require the restaurant to provide parking, that requirement could be legitimately reduced by 3.36 spaces based on the expected increase in local sales tax revenue. This is similar to the basis for Tax Increment Financing (TIF), but generates a direct and immediate increase in local tax revenues without waiting for the periodic reassessment of property values that would be the basis for additional tax collections under a TIF. Since the County receives the 2% local sales tax, the City of Burlington would have to work with the County to secure funding support for creating additional parking or to get credit for the additional tax receipts collected as the result of increased sales.

- Smaller projects can be exempted from minimum parking requirements based on a threshold of square footage. For example, all new commercial space (retail or other businesses) can be exempted if the total active area is less than 2,500 SF. Storage areas and other non-populated space can be excluded from the square footage on which parking requirements are based. This facilitates the purchase or reactivation of a two or three story building when only the first floor will be active retail space. Over time, this exemption can produce a parking shortage if the City's development efforts are successful - particularly if development is concentrated in specific areas of the Downtown. The City would have to monitor parking sufficiency and be ready to modify the exemption if that occurs - or, it could become more aggressively involved in providing additional parking to meet the developing shortfall.

There are two categories of residential development that must be examined separately in terms of parking requirements - new structures and conversions.

- New Residential Buildings - The City should consider requiring new residential developments (new buildings) to provide sufficient on-site parking to meet the needs of its residents. Mixed-use developments should be required to meet at least the needs of its residential component with dedicated parking. The average demand ratio for new projects is likely to be between 1.25 and 1.75 spaces per unit depending on the number of bedrooms and price category of the units.

  The demand is also affected by the specific arrangements for parking. If parking is included in the purchase price or monthly rent, the demand higher than if it is "unbundled" and purchased by residents separately from the unit itself.

  The following could be considered as default requirements for "undefined" residential projects:

1 Bedroom "Efficiency" apartment:	0.8	per unit
1 Bedroom Standard (separate bedroom)	1.0	per unit
2 Bedroom	1.5	per unit
3 Bedroom	1.75	per unit

  "Shared Parking" should not be considered for condominium or high-end rental units because those residents normally demand a dedicated parking area that is separated from parking areas used by other building tenants or the public. This is a security issue that is not often compromised.

- Residential Conversions - The larger challenge is providing parking for residents living in conversion properties that may have no parking on-site. These residents cannot expect to be accommodated on the street during normal business hours or during evening dining hours in areas where significant nightlife may develop. The City should consider requirements that these conversion properties secure sufficient parking for their residents either on-site, at nearby private parking facilities, or by contributing to the development of public parking facilities where their residents can have parking privileges. Contribution to a shared parking facility can be accomplished through an In-Lieu Fees program or purchase of condominium shares of parking facilities. The parking ratio for conversions can be slightly lower than for new residential buildings because "loft" type units tend to average fewer adult residents per unit and a lower parking demand.

The following can be considered as default ratios for residential conversion projects:

1 Bedroom	0.8	per unit
2 Bedroom	1.25	per unit
3 Bedroom	1.5	per unit

These new requirements will certainly affect the financial feasibility of prospective conversion projects that do not have sufficient space for on-site parking. But, unless the City is willing to subsidize this sector with publicly funded residential parking, the cumulative long-range effect can be to choke future growth by allowing residential parking shortages and, more importantly, parking use conflicts, to develop. Issuing on-street residential permits that allow a limited number of current downtown residents to use on-street parking during the day may be tempting as a short-term solution, but it is not a policy that can be sustained if downtown growth continues.

EMPLOYEE PARKING

It is evident from the information obtained for this study that employers in Downtown Burlington generally provide parking for their employers. LabCorp provides parking for all of its employees and, according to LabCorp representatives, the capacity provided is sufficient to meet their legitimate needs. The principal reason why employees are currently parking in on-street spaces is convenience combined with some concern about after-hours security.

If the City implements the recommendations of this Parking Plan related to implementation of paid on-street parking and paid hourly parking in City lots, it is expected that most employees will quickly migrate back to the free parking provided by their employers. Many employees who do not have free parking will certainly take advantage of the exceptionally low cost permit parking currently offered on City lots. The demand for that parking will increase significantly. Others may relocate to on-street spaces that are beyond the area controlled by meters.

Looking to the future, parking for Downtown employees who do not have employer-provided parking will always be an important element of the parking system. Policies intended to free-up on-street parking space for customers and visitors cannot be implemented without considering parking alternatives that are available to the displaced employee parkers. As downtown's grow, a range of employee parking alternatives normally develop, with the most convenient parking priced higher than parking that us further from the core.

APPENDIX

A - Parking Capacity

B - Total Parking Occupancy at Peak by Category

C - Parking Occupancy & Availability at Peak - On-Street

D - Parking Occupancy & Availability at Peak - Off-Street

E - Key to Curb Face Location Identification for Turnover Survey

F - Pro Forma Estimate of Revenue and Expenses for Metered Parking System

G - Garage Development Pro Forma

Appendix A – Parking Capacity

							Lot Type 1		Capacity by Parking Class						
Block		Lot Name	Lot Code		TOTAL		Lot	Street	Reg	Emp	Visit	Rent	Rsv	HC	LZ
1		Burlington Fire Dept	FD		37	L	37				29		2	1	5
1		Front St. United Methodist Church	FM		96	L	96				90			4	2
2	A	City of Burlington	M3	Public	104	L	104		53	47				4	
2	A	City of Burlington	PD	Public	63	L	63			46	14			2	1
2	A	Worth	WO	Street	7	S		7	7						
3	A	City of Burlington	M2	Public	80	L	80		38			40		2	
3	A	Front St.	FR	Street	10	S		10	9						1
3	A	Paramount Theatre	PT		36	L	36				34			2	
3	A	Spring	SP	Street	3	S		3	2						1
3	A	Worth	WO	Street	8	S		8	8						
4	A	Burlington Co-op	BC		12	L	12		11					1	
4	A	City of Burlington	M1	Public	194	L	194		188					5	1
4	A	Front St.	FR	Street	23	S		23	23						
4	A	Lexington	LX	Street	2	S		2	2						
4	A	Occasions	OC		27	L	27				26			1	
5		Amtrak Train Station	AS		101	L	101				95			6	
6		Lexington	LX	Street	13	S		13	13						
7	A	Alamance Dental Associates	AD		10	L	10				10				
7	A	City of Burlington	M7	Public	89	L	89		54	10		20	3	2	
7	A	Front St.	FR	Street	16	S		16	15						1
7	A	Lab Corp.	LC10		22	L	22			20				1	1
7	A	Lexington	LX	Street	3	S		3	3						
7	A	May Memorial Library	ML		29	L	29			25					4
7	A	Office Bldgs.	OB		18	L	18			18					
7	A	Spring	SP	Street	11	S		11	7					2	2
7	A	W Davis	DA	Street	14	S		14	14						
8	A	Front St.	FR	Street	5	S		5	3					1	1
8	A	Lab Corp.	LC5		59	L	59			51				8	
8	A	Main	MN	Street	6	S		6	5						1
8	A	Spring	SP	Street	5	S		5	4						1
8	A	W Davis	DA	Street	8	S		8	7					1	
9	A	Front St.	FR	Street	6	S		6	5						1
9	A	Main	MN	Street	18	S		18	18						
9	A	W Davis	DA	Street	6	S		6	4					1	1
9	A	Worth	WO	Street	7	S		7	6						1
10	A	City of Burlington	M4	Public	51	L	51		50					1	
10	A	First State Bank	FS		36	L	36				34			2	
10	A	Front St.	FR	Street	11	S		11	10						1
10	A	Thurmond Eye Associates	TE		25	L	25				24			1	
10	A	W Davis	DA	Street	10	S		10	10						
10	A	Worth	WO	Street	9	S		9	9						
11		Front St. United Methodist Church	FM1		21	L	21				21				
11		Front St. United Methodist Church	FM2		75	L	75				75				
12		First Christian United Church	FC		109	L	109				99		2	8	
13		City of Burlington	M5	Public	87	L	87		28			51	6	2	
13		City of Burlington	MA	Public	31	L	31				28		1	2	
13		Goodwill Shopping Center	GS		56	L	56				54			2	
13		Maple	MP	Street	4	S		4	4						
13		W Davis	DA	Street	5	S		5	5						
13		Worth	WO	Street	6	S		6	6						
14		Capitol Bank	CB		67	L	67				65			2	
14		Main	MN	Street	21	S		21	20					1	
14		W Davis	DA	Street	6	S		6	6						
14		Worth	WO	Street	10	S		10	10						
15		Main	MN	Street	10	S		10	9						1
15		Maple	MP	Street	4	S		4	3						1
15		Spring	SP	Street	8	S		8	7						1
15		W Davis	DA	Street	5	S		5	4						1

SUMMARY OF PARKING CAPACITY							Lot Type 1			Capacity by Parking Class						
Block		Lot Name	Lot Code		TOTAL		Lot	Street		Reg	Emp	Visit	Rent	Rsv	HC	LZ
16		City of Burlington	M	Public	106	L	106				85	2		14	3	2
16		Lab Corp.	LC1		35	L	35				27	3			2	3
16		Lexington	LX	Street	13	S		13		13						
16		Maple	MP	Street	13	S		13		13						
16		Spring	SP	Street	13	S		13		13						
16		W Davis	DA	Street	25	S		25		25						
16		AL	AL		5	L	5				5					
17		AT & T	AT		24	L	24				20					4
17		Lab Corp.	LC9		29	L	29				28					1
17		Lexington	LX	Street	10	S		10		10						
17		Maple	MP	Street	10	S		10		9						1
18		Lab Corp.	LC6		26	L	26				25				1	
18		Lab Corp.	LC7		45	L	45				36			9		
18		Lexington	LX	Street	12	S		12		12						
18		Maple	MP	Street	8	S		8		8						
18		OB2	OB2		12	L	12				12					
19		Alamance Plaza Hotel	AP		14	L	14							7	7	
19		City of Burlington	M6	Public	101	L	101			16		8	64	7	6	
19		Lab Corp.	LC2		28	L	28				28					
19		Lab Corp.	LC3		113	L	113				109			3	1	
19		LabCorp	LC8		9	L	9				4			3	2	
19		Loaves & Fishes	LF		10	L	10					4				6
19		Main	MN	Street	3	S		3		3						
19		Maple	MP	Street	10	S		10		10						
19		Morehead	MH	Street	11	S		11		11						
19		Spring	SP	Street	6	S		6		6						
20		Main	MN	Street	5	S		5		5						
20		Morehead	MH	Street	4	S		4		4						
20		Wachovia Bank	WB		51	L	51				17	31			3	
20		Worth	WO	Street	6	S		6		6						
21		Maple	MP	Street	4	S		4		4						
21		Morehead	MH	Street	4	S		4		4						
21		Morris Trust Bank	MT		21	L	21					20			1	
21		Worth	WO	Street	6	S		6		6						
22		Maple	MP	Street	5	S		5		5						
22		Morehead	MH	Street	4	S		4		4						
23		Sumner Automotive	SU		36	L	36					30		3	1	2
24		SU2	SU2		13	L	13					12			1	
25		Mexican Restaurant	R1		29	L	29					28			1	
25		Morehead	MH	Street	4	S		4		4						
25		Naylor Chiropractic Clinic	NC		30	L	30					14	15		1	
25		Vantage South Bank	VS		42	L	42					41			1	
27		Main	MN	Street	16	S		16		16						
27		Morehead	MH	Street	5	S		5		5						
27		Times-News	TN		74	L	74				47	24			2	1
28		Fenced lot	FL		47	L	47							42	1	4
28		Main	MN	Street	3	S		3		3						
29		Main	MN	Street	6	S		6		6						
30		Lab Corp.	LC4		294	L	294				291				3	
30		Morehead	MH	Street	9	S		9		9						
31		PIP Printing	PI		17	L	17					17				
109		TOTAL	109		3,241		2,746	495		910	951	932	190	102	102	54
							3,241			28%	29%	29%	6%	3%	3%	2%

Appendix B - Total Parking Occupancy at Peak by Category

							Lot Type 1		Occupancy - 10:30 AM to 1 PM						
Block		Lot Name	Lot Code		TOTAL		Lot	Street	Reg	Emp	Visit	Rent	Rsv	HC	LZ
1		Burlington Fire Dept	FD		37	L	37				14		2	0	0
1		Front St. United Methodist Church	FM		96	L	96				29			0	0
2	A	City of Burlington	M3	Public	104	L	104		24	22				0	
2	A	City of Burlington	PD	Public	63	L	63			17	4			1	0
2	A	Worth	WO	Street	7	S		7	7						
3	A	City of Burlington	M2	Public	80	L	80		36			11		0	
3	A	Front St.	FR	Street	10	S		10	7						
3	A	Paramount Theatre	PT		36	L	36				9			0	
3	A	Spring	SP	Street	3	S		3	0						0
3	A	Worth	WO	Street	8	S		8	8						
4	A	Burlington Co-op	BC		12	L	12		4					0	
4	A	City of Burlington	M1	Public	194	L	194		79					1	0
4	A	Front St.	FR	Street	23	S		23	18						
4	A	Lexington	LX	Street	2	S		2	0						
4	A	Occasions	OC		27	L	27				7			0	
5		Amtrak Train Station	AS		101	L	101				42			1	
6		Lexington	LX	Street	13	S		13	2						
7	A	Alamance Dental Associates	AD		10	L	10				9				
7	A	City of Burlington	M7	Public	89	L	89		45	10		16	3	0	
7	A	Front St.	FR	Street	16	S		16	11						
7	A	Lab Corp.	LC10		22	L	22			19				0	0
7	A	Lexington	LX	Street	3	S		3	0						
7	A	May Memorial Library	ML		29	L	29			22					0
7	A	Office Bldgs.	OB		18	L	18			8					
7	A	Spring	SP	Street	11	S		11	6					1	0
7	A	W Davis	DA	Street	14	S		14	5						
8	A	Front St.	FR	Street	5	S		5	3						
8	A	Lab Corp.	LC5		59	L	59			50				8	
8	A	Main	MN	Street	6	S		6	3						
8	A	Spring	SP	Street	5	S		5	2						0
8	A	W Davis	DA	Street	8	S		8	7					0	
9	A	Front St.	FR	Street	6	S		6	5						
9	A	Main	MN	Street	18	S		18	18						
9	A	W Davis	DA	Street	6	S		6	4					1	1
9	A	Worth	WO	Street	7	S		7	3						
10	A	City of Burlington	M4	Public	51	L	51		37					0	
10	A	First State Bank	FS		36	L	36				14			0	
10	A	Front St.	FR	Street	11	S		11	7						
10	A	Thurmond Eye Associates	TE		25	L	25				10			0	
10	A	W Davis	DA	Street	10	S		10	4						
10	A	Worth	WO	Street	9	S		9	7						
11		Front St. United Methodist Church	FM1		21	L	21				7				
11		Front St. United Methodist Church	FM2		75	L	75				16				
12		First Christian United Church	FC		109	L	109				1		0	0	
13		City of Burlington	M5	Public	87	L	87		27			45	1	1	
13		City of Burlington	MA	Public	31	L	31				16		1		
13		Goodwill Shopping Center	GS		56	L	56				19			1	
13		Maple	MP	Street	4	S		4	4						
13		W Davis	DA	Street	5	S		5	0						
13		Worth	WO	Street	6	S		6	2						
14		Capitol Bank	CB		67	L	67				44			0	
14		Main	MN	Street	21	S		21	20					1	
14		W Davis	DA	Street	6	S		6	6						
14		Worth	WO	Street	10	S		10	5						
15		Main	MN	Street	10	S		10	9						
15		Maple	MP	Street	4	S		4	2						0
15		Spring	SP	Street	8	S		8	6						0
15		W Davis	DA	Street	5	S		5	4						0

							Lot Type 1		Occupancy - 10:30 AM to 1 PM						
Block		Lot Name	Lot Code		TOTAL		Lot	Street	Reg	Emp	Visit	Rent	Rsv	HC	LZ
16		City of Burlington	M	Public	106	L	106			55	2		9		
16		Lab Corp.	LC1		35	L	35			30	3			1	0
16		Lexington	LX	Street	13	S		13	2						
16		Maple	MP	Street	13	S		13	10						
16		Spring	SP	Street	13	S		13	11						
16		W Davis	DA	Street	25	S		25	9						
16		AL	AL		5	L	5			5					
17		AT & T	AT		24	L	24			13					0
17		Lab Corp.	LC9		29	L	29			28					1
17		Lexington	LX	Street	10	S		10	3						
17		Maple	MP	Street	10	S		10	1						0
18		Lab Corp.	LC6		26	L	26			18				1	
18		Lab Corp.	LC7		45	L	45			24			6		
18		Lexington	LX	Street	12	S		12	8						
18		Maple	MP	Street	8	S		8	0						
18		OB2	OB2		12	L	12			2					
19		Alamance Plaza Hotel	AP		14	L	14						11	5	
19		City of Burlington	M6	Public	101	L	101		15		8	30	9	6	
19		Lab Corp.	LC2		28	L	28			23					
19		Lab Corp.	LC3		113	L	113			90			3	1	
19		LabCorp	LC8		9	L	9			3			1		
19		Loaves & Fishes	LF		10	L	10				12				
19		Main	MN	Street	3	S		3	3						
19		Maple	MP	Street	10	S		10	5						
19		Morehead	MH	Street	11	S		11	5						
19		Spring	SP	Street	6	S		6	3						
20		Main	MN	Street	5	S		5	4						
20		Morehead	MH	Street	4	S		4	4						
20		Wachovia Bank	WB		51	L	51			17				0	
20		Worth	WO	Street	6	S		6	0						
21		Maple	MP	Street	4	S		4	4						
21		Morehead	MH	Street	4	S		4	2						
21		Morris Trust Bank	MT		21	L	21				23			1	
21		Worth	WO	Street	6	S		6	0						
22		Maple	MP	Street	5	S		5	4						
22		Morehead	MH	Street	4	S		4	0						
23		Sumner Automotive	SU		36	L	36				19				
24		SU2	SU2		13	L	13				3				
25		Mexican Restaurant	R1		29	L	29				0			0	
25		Morehead	MH	Street	4	S		4	0						
25		Naylor Chiropractic Clinic	NC		30	L	30				1				
25		Vantage South Bank	VS		42	L	42				17				
27		Main	MN	Street	16	S		16	0						
27		Morehead	MH	Street	5	S		5	2						
27		Times-News	TN		74	L	74			22	17				
28		Fenced lot	FL		47	L	47						0	0	0
28		Main	MN	Street	3	S		3	1						
29		Main	MN	Street	6	S		6	1						
30		Lab Corp.	LC4		294	L	294				137			0	
30		Morehead	MH	Street	9	S		9	6						
31		PIP Printing	PI		17	L	17				4				
109		TOTAL	109		3,241		2,746	495	540	478	487	102	46	31	2
							3,241		59%	50%	52%	54%	45%	30%	4%
									1,686		TOTAL OCCUPIED SPACES				

Appendix C - Parking Occupancy & Availability at Peak - On-Street

							Lot Type 1		OnStreet Occu - 10:30 AM to 1 PM			
Block		Lot Name	Lot Code		TOTAL		Lot	Street	Spaces	Vehicles	%	Available
1		Burlington Fire Dept	FD		37	L	37					
1		Front St. United Methodist Church	FM		96	L	96					
2	A	City of Burlington	M3	Public	104	L	104					
2	A	City of Burlington	PD	Public	63	L	63					
2	A	Worth	WO	Street	7	S		7	7	7	100%	0
3	A	City of Burlington	M2	Public	80	L	80					
3	A	Front St.	FR	Street	10	S		10	10	7	70%	3
3	A	Paramount Theatre	PT		36	L	36					
3	A	Spring	SP	Street	3	S		3	3	0	0%	3
3	A	Worth	WO	Street	8	S		8	8	8	100%	0
4	A	Burlington Co-op	BC		12	L	12					
4	A	City of Burlington	M1	Public	194	L	194					
4	A	Front St.	FR	Street	23	S		23	23	18	78%	5
4	A	Lexington	LX	Street	2	S		2	2	0	0%	2
4	A	Occasions	OC		27	L	27					
5		Amtrak Train Station	AS		101	L	101					
6		Lexington	LX	Street	13	S		13	13	2	15%	11
7	A	Alamance Dental Associates	AD		10	L	10					
7	A	City of Burlington	M7	Public	89	L	89					
7	A	Front St.	FR	Street	16	S		16	16	11	69%	5
7	A	Lab Corp.	LC10		22	L	22					
7	A	Lexington	LX	Street	3	S		3	3	0	0%	3
7	A	May Memorial Library	ML		29	L	29					
7	A	Office Bldgs.	OB		18	L	18					
7	A	Spring	SP	Street	11	S		11	11	7	64%	4
7	A	W Davis	DA	Street	14	S		14	14	5	36%	9
8	A	Front St.	FR	Street	5	S		5	5	3	60%	2
8	A	Lab Corp.	LC5		59	L	59					
8	A	Main	MN	Street	6	S		6	6	3	50%	3
8	A	Spring	SP	Street	5	S		5	5	2	40%	3
8	A	W Davis	DA	Street	8	S		8	8	7	88%	1
9	A	Front St.	FR	Street	6	S		6	6	5	83%	1
9	A	Main	MN	Street	18	S		18	18	18	100%	0
9	A	W Davis	DA	Street	6	S		6	6	6	100%	0
9	A	Worth	WO	Street	7	S		7	7	3	43%	4
10	A	City of Burlington	M4	Public	51	L	51					
10	A	First State Bank	FS		36	L	36					
10	A	Front St.	FR	Street	11	S		11	11	7	64%	4
10	A	Thurmond Eye Associates	TE		25	L	25					
10	A	W Davis	DA	Street	10	S		10	10	4	40%	6
10	A	Worth	WO	Street	9	S		9	9	7	78%	2
11		Front St. United Methodist Church	FM1		21	L	21					
11		Front St. United Methodist Church	FM2		75	L	75					
12		First Christian United Church	FC		109	L	109					
13		City of Burlington	M5	Public	87	L	87					
13		City of Burlington	MA	Public	31	L	31					
13		Goodwill Shopping Center	GS		56	L	56					
13		Maple	MP	Street	4	S		4	4	4	100%	0
13		W Davis	DA	Street	5	S		5	5	0	0%	5
13		Worth	WO	Street	6	S		6	6	2	33%	4
14		Capitol Bank	CB		67	L	67					
14		Main	MN	Street	21	S		21	21	21	100%	0
14		W Davis	DA	Street	6	S		6	6	6	100%	0
14		Worth	WO	Street	10	S		10	10	5	50%	5
15		Main	MN	Street	10	S		10	10	9	90%	1
15		Maple	MP	Street	4	S		4	4	2	50%	2
15		Spring	SP	Street	8	S		8	8	6	75%	2
15		W Davis	DA	Street	5	S		5	5	4	80%	1

							Lot Type 1		OnStreet Occu - 10:30 AM to 1 PM			
Block		Lot Name	Lot Code		TOTAL		Lot	Street	Spaces	Vehicles	%	Available
16		City of Burlington	M	Public	106	L	106					
16		Lab Corp.	LC1		35	L	35					
16		Lexington	LX	Street	13	S		13	13	2	15%	11
16		Maple	MP	Street	13	S		13	13	10	77%	3
16		Spring	SP	Street	13	S		13	13	11	85%	2
16		W Davis	DA	Street	25	S		25	25	9	36%	16
16		AL	AL		5	L	5					
17		AT & T	AT		24	L	24					
17		Lab Corp.	LC9		29	L	29					
17		Lexington	LX	Street	10	S		10	10	3	30%	7
17		Maple	MP	Street	10	S		10	10	1	10%	9
18		Lab Corp.	LC6		26	L	26					
18		Lab Corp.	LC7		45	L	45					
18		Lexington	LX	Street	12	S		12	12	8	67%	4
18		Maple	MP	Street	8	S		8	8	0	0%	8
18		OB2	OB2		12	L	12					
19		Alamance Plaza Hotel	AP		14	L	14					
19		City of Burlington	M6	Public	101	L	101					
19		Lab Corp.	LC2		28	L	28					
19		Lab Corp.	LC3		113	L	113					
19		LabCorp	LC8		9	L	9					
19		Loaves & Fishes	LF		10	L	10					
19		Main	MN	Street	3	S		3	3	3	100%	0
19		Maple	MP	Street	10	S		10	10	5	50%	5
19		Morehead	MH	Street	11	S		11	11	5	45%	6
19		Spring	SP	Street	6	S		6	6	3	50%	3
20		Main	MN	Street	5	S		5	5	4	80%	1
20		Morehead	MH	Street	4	S		4	4	4	100%	0
20		Wachovia Bank	WB		51	L	51					
20		Worth	WO	Street	6	S		6	6	0	0%	6
21		Maple	MP	Street	4	S		4	4	4	100%	0
21		Morehead	MH	Street	4	S		4	4	2	50%	2
21		Morris Trust Bank	MT		21	L	21					
21		Worth	WO	Street	6	S		6	6	0	0%	6
22		Maple	MP	Street	5	S		5	5	4	80%	1
22		Morehead	MH	Street	4	S		4	4	0	0%	4
23		Sumner Automotive	SU		36	L	36					
24		SU2	SU2		13	L	13					
25		Mexican Restaurant	R1		29	L	29					
25		Morehead	MH	Street	4	S		4	4	0	0%	4
25		Naylor Chiropractic Clinic	NC		30	L	30					
25		Vantage South Bank	VS		42	L	42					
27		Main	MN	Street	16	S		16	16	0	0%	16
27		Morehead	MH	Street	5	S		5	5	2	40%	3
27		Times-News	TN		74	L	74					
28		Fenced lot	FL		47	L	47					
28		Main	MN	Street	3	S		3	3	1	33%	2
29		Main	MN	Street	6	S		6	6	1	17%	5
30		Lab Corp.	LC4		294	L	294					
30		Morehead	MH	Street	9	S		9	9	6	67%	3
31		PIP Printing	PI		17	L	17					
109		**TOTAL**	**109**		**3,241**		**2,746**	**495**	**495**	**277**	**56%**	**218**

Appendix D - Parking Occupancy & Availability at Peak - Off-Street

							Lot Type 1		OffStreet Occu - 10:30 AM to 1 PM			
Block		Lot Name	Lot Code		TOTAL		Lot	Street	Spaces	Vehicles	%	Available
1		Burlington Fire Dept	FD		37	L	37		37	16	43%	21
1		Front St. United Methodist Church	FM		96	L	96		96	29	30%	67
2	A	City of Burlington	M3	Public	104	L	104		104	46	44%	58
2	A	City of Burlington	PD	Public	63	L	63		63	22	35%	41
2	A	Worth	WO	Street	7	S		7				
3	A	City of Burlington	M2	Public	80	L	80		80	47	59%	33
3	A	Front St.	FR	Street	10	S		10				
3	A	Paramount Theatre	PT		36	L	36		36	9	25%	27
3	A	Spring	SP	Street	3	S		3				
3	A	Worth	WO	Street	8	S		8				
4	A	Burlington Co-op	BC		12	L	12		12	4	33%	8
4	A	City of Burlington	M1	Public	194	L	194		194	80	41%	114
4	A	Front St.	FR	Street	23	S		23				
4	A	Lexington	LX	Street	2	S		2				
4	A	Occasions	OC		27	L	27		27	7	26%	20
5		Amtrak Train Station	AS		101	L	101		101	43	43%	58
6		Lexington	LX	Street	13	S		13				
7	A	Alamance Dental Associates	AD		10	L	10		10	9	90%	1
7	A	City of Burlington	M7	Public	89	L	89		89	74	83%	15
7	A	Front St.	FR	Street	16	S		16				
7	A	Lab Corp.	LC10		22	L	22		22	19	86%	3
7	A	Lexington	LX	Street	3	S		3				
7	A	May Memorial Library	ML		29	L	29		29	22	76%	7
7	A	Office Bldgs.	OB		18	L	18		18	8	44%	10
7	A	Spring	SP	Street	11	S		11				
7	A	W Davis	DA	Street	14	S		14				
8	A	Front St.	FR	Street	5	S		5				
8	A	Lab Corp.	LC5		59	L	59		59	58	98%	1
8	A	Main	MN	Street	6	S		6				
8	A	Spring	SP	Street	5	S		5				
8	A	W Davis	DA	Street	8	S		8				
9	A	Front St.	FR	Street	6	S		6				
9	A	Main	MN	Street	18	S		18				
9	A	W Davis	DA	Street	6	S		6				
9	A	Worth	WO	Street	7	S		7				
10	A	City of Burlington	M4	Public	51	L	51		51	37	73%	14
10	A	First State Bank	FS		36	L	36		36	14	39%	22
10	A	Front St.	FR	Street	11	S		11				
10	A	Thurmond Eye Associates	TE		25	L	25		25	10	40%	15
10	A	W Davis	DA	Street	10	S		10				
10	A	Worth	WO	Street	9	S		9				
11		Front St. United Methodist Church	FM1		21	L	21		21	7	33%	14
11		Front St. United Methodist Church	FM2		75	L	75		75	16	21%	59
12		First Christian United Church	FC		109	L	109		109	1	1%	108
13		City of Burlington	M5	Public	87	L	87		87	74	85%	13
13		City of Burlington	MA	Public	31	L	31		31	17	55%	14
13		Goodwill Shopping Center	GS		56	L	56		56	20	36%	36
13		Maple	MP	Street	4	S		4				
13		W Davis	DA	Street	5	S		5				
13		Worth	WO	Street	6	S		6				
14		Capitol Bank	CB		67	L	67		67	44	66%	23
14		Main	MN	Street	21	S		21				
14		W Davis	DA	Street	6	S		6				
14		Worth	WO	Street	10	S		10				
15		Main	MN	Street	10	S		10				
15		Maple	MP	Street	4	S		4				
15		Spring	SP	Street	8	S		8				
15		W Davis	DA	Street	5	S		5				

							Lot Type 1		OffStreet Occu - 10:30 AM to 1 PM			
Block		Lot Name	Lot Code		TOTAL		Lot	Street	Spaces	Vehicles	%	Available
16		City of Burlington	M	Public	106	L	106		106	66	62%	40
16		Lab Corp.	LC1		35	L	35		35	34	97%	1
16		Lexington	LX	Street	13	S		13				
16		Maple	MP	Street	13	S		13				
16		Spring	SP	Street	13	S		13				
16		W Davis	DA	Street	25	S		25				
16		AL	AL		5	L	5		5	5	100%	0
17		AT & T	AT		24	L	24		24	13	54%	11
17		Lab Corp.	LC9		29	L	29		29	29	100%	0
17		Lexington	LX	Street	10	S		10				
17		Maple	MP	Street	10	S		10				
18		Lab Corp.	LC6		26	L	26		26	19	73%	7
18		Lab Corp.	LC7		45	L	45		45	30	67%	15
18		Lexington	LX	Street	12	S		12				
18		Maple	MP	Street	8	S		8				
18		OB2	OB2		12	L	12		12	2	17%	10
19		Alamance Plaza Hotel	AP		14	L	14		14	16	114%	-2
19		City of Burlington	M6	Public	101	L	101		101	68	67%	33
19		Lab Corp.	LC2		28	L	28		28	23	82%	5
19		Lab Corp.	LC3		113	L	113		113	94	83%	19
19		LabCorp	LC8		9	L	9		9	4	44%	5
19		Loaves & Fishes	LF		10	L	10		10	12	120%	-2
19		Main	MN	Street	3	S		3				
19		Maple	MP	Street	10	S		10				
19		Morehead	MH	Street	11	S		11				
19		Spring	SP	Street	6	S		6				
20		Main	MN	Street	5	S		5				
20		Morehead	MH	Street	4	S		4				
20		Wachovia Bank	WB		51	L	51		51	17	33%	34
20		Worth	WO	Street	6	S		6				
21		Maple	MP	Street	4	S		4				
21		Morehead	MH	Street	4	S		4				
21		Morris Trust Bank	MT		21	L	21		21	24	114%	-3
21		Worth	WO	Street	6	S		6				
22		Maple	MP	Street	5	S		5				
22		Morehead	MH	Street	4	S		4				
23		Sumner Automotive	SU		36	L	36		36	19	53%	17
24		SU2	SU2		13	L	13		13	3	23%	10
25		Mexican Restaurant	R1		29	L	29		29	0	0%	29
25		Morehead	MH	Street	4	S		4				
25		Naylor Chiropractic Clinic	NC		30	L	30		30	1	3%	29
25		Vantage South Bank	VS		42	L	42		42	17	40%	25
27		Main	MN	Street	16	S		16				
27		Morehead	MH	Street	5	S		5				
27		Times-News	TN		74	L	74		74	39	53%	35
28		Fenced lot	FL		47	L	47		47	0	0%	47
28		Main	MN	Street	3	S		3				
29		Main	MN	Street	6	S		6				
30		Lab Corp.	LC4		294	L	294		294	137	47%	157
30		Morehead	MH	Street	9	S		9				
31		PIP Printing	PI		17	L	17		17	4	24%	13
109		TOTAL	109		3,241		2,746	495	2,746	1,409	51%	1,337

APPENDIX E - Key to Curb Face Location Identification for Turnover Survey

APPENDIX F - Pro Forma Estimate of Revenue & Expenses for Metered Parking System

PART 1 - Model for Estimating Meter System Occupancy

METER OCCUPANCY MODEL

	1	2	3	4	5	6	7	8	9	10	
FROM:	**8:00**	**9:00**	**10:00**	**11:00**	**12:00**	**1:00**	**2:00**	**3:00**	**4:00**	**5:00**	
TO:	**9:00**	**10:00**	**11:00**	**12:00**	**1:00**	**2:00**	**3:00**	**4:00**	**5:00**	**6:00**	
100%											**TIER 1 METERS**
90%											
80%					1	1					100 Total Time Segments
70%				1	1	1	1				50 Total Occupied Segments
60%			1	1	1	1	1	1			50% Occupancy
50%			1	1	1	1	1	1			
40%			1	1	1	1	1	1			10 Total Available Hours
30%		1	1	1	1	1	1	1	1		**5 Total Occupied Hours**
20%		1	1	1	1	1	1	1	1		
10%	1	1	1	1	1	1	1	1	1	1	

100%											**TIER 2 METERS**
90%											
80%											100 Total Time Segments
70%											39 Total Occupied Segments
60%				1	1	1					39% Occupancy
50%			1	1	1	1	1				
40%		1	1	1	1	1	1	1			10 Total Available Hours
30%		1	1	1	1	1	1	1			**3.9 Total Occupied Hours**
20%		1	1	1	1	1	1	1	1		
10%	1	1	1	1	1	1	1	1	1		

100%											**TIER 3 METERS**
90%											
80%											100 Total Time Segments
70%											20 Total Occupied Segments
60%											20% Occupancy
50%											
40%					1	1					10 Total Available Hours
30%				1	1	1	1				**2 Total Occupied Hours**
20%			1	1	1	1	1	1			
10%		1	1	1	1	1	1	1	1		

PART 2 – Application of Tiered Occupancy Estimates to Estimate Revenue by Phase

Application of average occupancy from Part 1 model to three "Tiers" of metered areas based on estimated demand for on-street parking within those Tier areas. Phase I and Phase II installations.

Estimate of Annual Revenue - On-Street Spaces - PHASE I

	Tier 1	Tier 2	Tier 3	
Percentage of On-Street Meter System - Phase I	**50%**	**30%**	**20%**	
Number of Metered On-Street Spaces - Phase I	339	339	339	
Number of Spaces in Each Tier Group:	169	102	68	
Daily Hours per Meter:	10	10	10	
Total Meter Hours Available in Each Tier Group:	1,690	1,017	678	
Estimated % of Occupied Hours for Each Tier (from model):	50%	39%	20%	
Estimated Occupied Hours:	845	397	136	
Hourly Fee:	$ 0.60	$ 0.60	$ 0.60	
Base Estimate of Potential Daily Revenues:	$ 507	$ 238	$ 81	**Daily**
Estimated Payment Rate (compliance):	80%	80%	80%	**Total**
Estimated Daily Revenue - Normal Business Weekdays:	**$ 406**	**$ 190**	**$ 65**	**$ 661**

Annual Weekdays:	260
less Holidays falling on weekdays:	6
Annual Revenue Days:	254

Estimated Annual Revenue for PHASE I On-Street Meters **$ 167,912**

Estimate of Annual Revenue - On-Street Spaces - PHASE II

	Tier 1	Tier 2	Tier 3	
Percentage of On-Street Meter System - Phase II Area	**0%**	**50%**	**50%**	
Number of Metered On-Street Spaces - Phase II Area	156	156	156	
Number of Spaces in Each Tier Group:	0	78	78	
Daily Hours per Meter:	10	10	10	
Total Meter Hours Available in Each Phase II Tier Group:	0	780	780	
Estimated % of Occupied Hours for Each Tier (from model):	50%	39%	20%	
Estimated Occupied Hours:	0	304	156	
Hourly Fee:	$ 0.60	$ 0.60	$ 0.60	
Base Estimate of Potential Daily Revenues:	$ -	$ 183	$ 94	**Daily**
Estimated Payment Rate (compliance):	80%	80%	80%	**Total**
Estimated Daily Revenue - Normal Business Weekdays:	**$ -**	**$ 146**	**$ 75**	**$ 221**

Annual Weekdays:	260
less Holidays falling on weekdays:	6
Annual Revenue Days:	254

Estimated Annual Revenue for PHASE II On-Street Meters **$ 56,108**

TOTAL Annual Revenue (Phase I & Phase II Areas): **$ 224,019**

Part 3 - Pro Forma Set - With and Without Inclusion of Surface Lots

No existing Rental Revenue Included. Pro Forma estimates of additional revenue.

METER SYSTEM PRO FORMA			**SCENARIO A - On-Street Meters Only**				**SCENARIO B - With Metered Surface Lots**			
			PHASE I Period		**PHASE II Period**		**PHASE I Period**		**PHASE II Period**	
Multi-Space Meter Purchase Price (installed)			$10,000		$10,000		$10,000		$10,000	
Number of Units ***(Includes Surface Lots)***			12		6		17		7	
Total Cost			**$120,000**		**$60,000**		**$170,000**		**$70,000**	
Single-Space Meter Purchase (installed)			$700		$700		$700		$700	
Number of Units			151		89		151		89	
Total Cost			**$105,700**		**$62,300**		**$105,700**		**$62,300**	
Enforcement Vehicle			**$13,000**		**$13,000**		**$13,000**		**$13,000**	
Total Equipment Cost:			**$238,700**		**$135,300**		**$288,700**		**$145,300**	
Estimated Equipment Service Life:			8 Yrs.		8 Yrs.		8 Yrs.		8 Yrs.	
Annual Amortization @ Interest Rate of:		**5%**	**$36,932**	**$36,932**	**$20,934**	**$57,866**	**$44,668**	**$44,668**	**$22,481**	**$67,149**
2nd Meter Enforcement Staff Person										
Loaded Wage Rate	$15	30%	$ 19.50				$ 19.50			
Annual Hours			2,080				2,080			
Annual Wage Cost			**$40,560**	**$40,560**		**$40,560**	**$40,560**	**$40,560**		**$40,560**
Meter Collections & Maintenance Agent:										
Loaded Wage Rate	$15	30%	$ 19.50				$ 19.50			
Annual Hours			2,080				2,080			
Annual Wage Cost			**$40,560**	**$40,560**		**$40,560**	**$40,560**	**$40,560**		**$40,560**
Non-Labor Maintenance & Operating Costs:			**$20,000**	**$20,000**		**$25,000**	**$20,000**	**$20,000**		**$25,000**
Fuel & Vehicle Maintenance										
Parts & Other Misc. Costs										
TOTAL OPERATING COSTS & DEBT SERVICE:				**$138,052**		**$163,986**		**$145,788**		**$173,269**
ESTIMATED ANNUAL REVENUE (On-Street Meters):				**$167,912**		**$224,019**		**$167,912**		**$224,019**
ESTIMATED OPERATING SURPLUS/DEFICIT: (On-Street Parking Only)				**$29,860**		**$60,034**		**$29,860**		**$60,034**

SURFACE LOTS

		Not Employee or Rental	Avg. % Occ.	Avg. Occ.	Period	Hrly. Rate	Daily $$	Days	
LOT #1	175	**197**	30%	59	6 Hrs.	$ 0.50	$ 177	254	$ 45,034
LOT #2	80	**38**	50%	19	6 Hrs.	$ 0.50	$ 57	254	$ 14,478
LOT #3	102	**53**	60%	32	6 Hrs.	$ 0.50	$ 95	254	$ 24,232
LOT #4	51	**50**	40%	20	6 Hrs.	$ 0.50	$ 60	254	$ 15,240
LOT #6	100	**14**	60%	8	6 Hrs.	$ 0.50	$ 25	254	$ 6,401
									$ 105,385

TOTAL ESTIMATED NON-RENTAL SURFACE LOT REVENUE:	**$ 105,385**		**$ 105,385**
TOTAL ESTIMATED NON-RENTAL REVENUE (On-Street & Surface Lots):	**$ 273,296**	**$ -**	**$ 329,404**
OPERATING EXPENSES (Including Debt Amortization & 5% For Adding Surface Lots):	$153,078		$181,933
NET ANNUAL SURPLUS WITH SURFACE LOTS:	**$120,219**		**$147,471**

APPENDIX G - Garage Development Pro Forma - PART 1

ESTIMATE OF ANNUAL DEBT SERVICE - 500 Space Garage		
	500	spaces
$	15,000	Construction Cost per Space
$	7,500,000	
	18%	Soft Cost %
$	1,350,000	Soft Costs
$	8,850,000	Total Development Cost
$	6,253,195	Capital Reduction Payment
$	**2,596,805**	**NET DEBT AMOUNT**
	5.0%	Interest Rate
	30	Amort. Period
	$129,840	**Annual Debt Service**
	$300	Annual Operating Cost per Space
	$150,000	**Annual Operating Cost**
	2%	**Annual Maintenance Reserve (% of construction cost)**
	$150,000	**Annual Maintenance Reserve**
	$429,840	**TOTAL ANNUAL COST**

APPENDIX G - Garage Development Pro Forma - PART 2

PRO FORMA CRITERIA

500	spaces
$ 15,000	Construction Cost per Space
$ 7,500,000	Construction Cost
18%	Soft Cost %
$ 1,350,000	Soft Costs
$ 8,850,000	**Total Development Cost**
$ -	**Capital Reduction Payment**
$ 8,850,000	**NET DEBT AMOUNT**
5.0%	Interest Rate
30	Amort. Period
$575,705	**Annual Debt Service**
$300	Annual Operating Cost per Space
$150,000	**Annual Operating Cost**
2%	Annual Maintenance Reserve (% of construction cost)
$150,000	**Annual Maintenance Reserve**
$875,705	**TOTAL ANNUAL COST**

SAMPLE GENERAL PRO FORMA

500	**Space Parking Structure**
$ -	**Capital Reduction Payment at Time of Construction**
3.0%	Annual Inflation Rate on Operating Cost
$150,000	Annual Maintenance Reserve
$300	Annual Operating Cost per Space
5.0%	Interest
$40	**Initial Rate for Monthly Contract Parking**
$3.00	**Initial Average Ticket for Transient Parking**

	YR-1	YR-2	YR-3	YR-4	YR-5	YR-6	YR-7	YR-8	YR-9	YR-10	YR-11	YR-12	YR-13	YR-14	YR-15	YR-16	YR-17	YR-18	YR-19	YR-20
Monthly Rate	$40	$40	$45	$45	$50	$50	$55	$55	$60	$60	$65	$65	$70	$70	$75	$75	$80	$80	$85	$85
Contract Parkers	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200
Oversell Rate	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Spaces Consumed	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174
REVENUE	**$96,000**	**$96,000**	**$108,000**	**$108,000**	**$120,000**	**$120,000**	**$132,000**	**$132,000**	**$144,000**	**$144,000**	**$156,000**	**$156,000**	**$168,000**	**$168,000**	**$180,000**	**$180,000**	**$192,000**	**$192,000**	**$204,000**	**$204,000**
Transient Spaces	326	326	326	326	326	326	326	326	326	326	326	326	326	326	326	326	326	326	326	326
Average Occupancy	70%	72%	74%	76%	78%	80%	82%	84%	86%	88%	90%	92%	94%	95%	95%	95%	95%	95%	95%	95%
Average Occupancy	228	235	241	248	254	261	267	274	280	287	293	300	307	310	310	310	310	310	310	310
Average Turns	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
Average Daily Parkers	297	305	314	322	331	339	348	356	365	373	382	390	398	403	403	403	403	403	403	403
Average Transient Tkt	$3.00	$3.00	$4.00	$4.00	$5.00	$5.00	$5.00	$6.00	$6.00	$6.00	$7.00	$7.00	$7.00	$8.00	$8.00	$8.00	$9.00	$9.00	$9.00	$9.00
	$890	$916	$1,255	$1,289	$1,653	$1,696	$1,738	$2,137	$2,187	$2,238	$2,671	$2,730	$2,789	$3,222	$3,222	$3,222	$3,624	$3,624	$3,624	$3,624
Revenue Weekdays	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260
kday Transient Revenue	**$231,457**	**$238,070**	**$326,243**	**$335,061**	**$429,848**	**$440,870**	**$451,891**	**$555,496**	**$568,722**	**$581,948**	**$694,370**	**$709,800**	**$725,230**	**$837,652**	**$837,652**	**$837,652**	**$942,359**	**$942,359**	**$942,359**	**$942,359**
Revenue Weekend Days	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96
Revenue % of Weekday	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%
Average Daily Revenue	$294	$302	$414	$425	$546	$560	$574	$705	$722	$739	$881	$901	$920	$1,063	$1,063	$1,063	$1,196	$1,196	$1,196	$1,196
nual Weekend Revenue	**$28,202**	**$29,008**	**$39,752**	**$40,826**	**$52,375**	**$53,718**	**$55,061**	**$67,685**	**$69,297**	**$70,908**	**$84,606**	**$86,486**	**$88,367**	**$102,065**	**$102,065**	**$102,065**	**$114,823**	**$114,823**	**$114,823**	**$114,823**
ANNUAL REVENUE:	**$355,659**	**$363,077**	**$473,995**	**$483,887**	**$602,223**	**$614,588**	**$638,953**	**$755,181**	**$782,018**	**$796,856**	**$934,976**	**$952,286**	**$981,597**	**$1,107,717**	**$1,119,717**	**$1,119,717**	**$1,249,181**	**$1,249,181**	**$1,261,181**	**$1,261,181**
Annual Debt Service	**$575,705**	**$575,705**	**$575,705**	**$575,705**	**$575,705**	**$575,705**	**$575,705**	**$575,705**	**$575,705**	**$575,705**	**$575,705**	**$575,705**	**$575,705**	**$575,705**	**$575,705**	**$575,705**	**$575,705**	**$575,705**	**$575,705**	**$575,705**
Annual Operating Cots	$150,000	$154,500	$159,135	$163,909	$168,826	$173,891	$179,108	$184,481	$190,016	$195,716	$201,587	$207,635	$213,864	$220,280	$226,888	$233,695	$240,706	$247,927	$255,365	$263,026
lation Factor (Op. Costs)		3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Annual Maint. Reserve	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000
TOTAL COSTS:	**$875,705**	**$880,205**	**$884,840**	**$889,614**	**$894,532**	**$899,596**	**$904,813**	**$910,186**	**$915,721**	**$921,421**	**$927,293**	**$933,340**	**$939,569**	**$945,985**	**$952,594**	**$959,400**	**$966,411**	**$973,632**	**$981,070**	**$988,731**
NUAL SURPLUS/DEFICIT:	**($520,047)**	**($517,128)**	**($410,845)**	**($405,728)**	**($292,308)**	**($285,009)**	**($265,861)**	**($155,006)**	**($133,702)**	**($124,565)**	**$7,683**	**$18,946**	**$42,028**	**$161,732**	**$167,123**	**$160,317**	**$282,770**	**$275,549**	**$280,111**	**$272,450**
ILATIVE FUND BALANCE:	**($520,047)**	**($1,037,174)**	**($1,448,020)**	**($1,853,747)**	**($2,146,056)**	**($2,431,064)**	**($2,696,925)**	**($2,851,930)**	**($2,985,633)**	**($3,110,198)**	**($3,102,515)**	**($3,083,569)**	**($3,041,541)**	**($2,879,810)**	**($2,712,686)**	**($2,552,370)**	**($2,269,600)**	**($1,994,051)**	**($1,713,939)**	**($1,441,489)**

APPENDIX G - Garage Development Pro Forma - PART 3

PRO FORMA CRITERIA

	500	spaces
$	15,000	Construction Cost per Space
$	7,500,000	Construction Cost
	18%	Soft Cost %
$	1,350,000	Soft Costs
$	**8,850,000**	**Total Development Cost**
$	**1,000,000**	**Capital Reduction Payment**
$	**7,850,000**	**NET DEBT AMOUNT**
	5.0%	Interest Rate
	30	Amort. Period
	$510,654	**Annual Debt Service**
	$300	Annual Operating Cost per Space
	$150,000	**Annual Operating Cost**
	2%	Annual Maintenance Reserve (% of construction cost)
	$150,000	**Annual Maintenance Reserve**
	$810,654	**TOTAL ANNUAL COST**

SAMPLE GENERAL PRO FORMA

	500	**Space Parking Structure**
$	**1,000,000**	**Capital Reduction Payment at Time of Construction**
	3.0%	Annual Inflation Rate on Operating Cost
	$150,000	Annual Maintenance Reserve
	$300	Annual Operating Cost per Space
	5.0%	Interest
	$40	**Initial Rate for Monthly Contract Parking**
	$3.00	**Initial Average Ticket for Transient Parking**

	YR-1	YR-2	YR-3	YR-4	YR-5	YR-6	YR-7	YR-8	YR-9	YR-10	YR-11	YR-12	YR-13	YR-14	YR-15	YR-16	YR-17	YR-18	YR-19	YR-20	YR-20	YR-20
Monthly Rate	$40	$40	$45	$45	$50	$50	$55	$55	$60	$60	$65	$65	$70	$70	$75	$75	$80	$80	$85	$85	$85	$85
Contract Parkers	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200
Oversell Rate	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Spaces Consumed	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174
REVENUE	**$96,000**	**$96,000**	**$108,000**	**$108,000**	**$120,000**	**$120,000**	**$132,000**	**$132,000**	**$144,000**	**$144,000**	**$156,000**	**$156,000**	**$168,000**	**$168,000**	**$180,000**	**$180,000**	**$192,000**	**$192,000**	**$204,000**	**$204,000**	**$204,000**	**$204,000**
Transient Spaces	326	326	326	326	326	326	326	326	326	326	326	326	326	326	326	326	326	326	326	326	326	326
Average Occupancy	70%	72%	74%	76%	78%	80%	82%	84%	86%	88%	90%	92%	94%	95%	95%	95%	95%	95%	95%	95%	95%	95%
Average Occupancy	228	235	241	248	254	261	267	274	280	287	293	300	307	310	310	310	310	310	310	310	310	310
Average Turns	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
Average Daily Parkers	297	305	314	322	331	339	348	356	365	373	382	390	398	403	403	403	403	403	403	403	403	403
Average Transient Tkt	$3.00	$3.00	$4.00	$4.00	$5.00	$5.00	$5.00	$6.00	$6.00	$6.00	$7.00	$7.00	$7.00	$8.00	$8.00	$8.00	$9.00	$9.00	$9.00	$9.00	$9.00	$9.00
	$890.22	$915.65	$1,254.78	$1,288.70	$1,653.26	$1,695.65	$1,738.04	$2,136.52	$2,187.39	$2,238.26	$2,670.65	$2,730.00	$2,789.35	$3,221.74	$3,221.74	$3,221.74	$3,624.46	$3,624.46	$3,624.46	$3,624.46	$3,624.46	$3,624.46
Revenue Weekdays	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260
kday Transient Revenue	**$231,457**	**$238,070**	**$326,243**	**$335,061**	**$429,848**	**$440,870**	**$451,891**	**$555,496**	**$568,722**	**$581,948**	**$694,370**	**$709,800**	**$725,230**	**$837,652**	**$837,652**	**$837,652**	**$942,359**	**$942,359**	**$942,359**	**$942,359**	**$942,359**	**$942,359**
Revenue Weekend Days	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96
Revenue % of Weekday	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%
Average Daily Revenue	$294	$302	$414	$425	$546	$560	$574	$705	$722	$739	$881	$901	$920	$1,063	$1,063	$1,063	$1,196	$1,196	$1,196	$1,196	$1,196	$1,196
nual Weekend Revenue	**$28,202**	**$29,008**	**$39,752**	**$40,826**	**$52,375**	**$53,718**	**$55,061**	**$67,685**	**$69,297**	**$70,908**	**$84,606**	**$86,486**	**$88,367**	**$102,065**	**$102,065**	**$102,065**	**$114,823**	**$114,823**	**$114,823**	**$114,823**	**$114,823**	**$114,823**
ANNUAL REVENUE:	**$355,659**	**$363,077**	**$473,995**	**$483,887**	**$602,223**	**$614,588**	**$638,953**	**$755,181**	**$782,018**	**$796,856**	**$934,976**	**$952,286**	**$981,597**	**$1,107,717**	**$1,119,717**	**$1,119,717**	**$1,249,181**	**$1,249,181**	**$1,261,181**	**$1,261,181**	**$1,261,181**	**$1,261,181**
Annual Debt Service	**$510,654**	**$510,654**	**$510,654**	**$510,654**	**$510,654**	**$510,654**	**$510,654**	**$510,654**	**$510,654**	**$510,654**	**$510,654**	**$510,654**	**$510,654**	**$510,654**	**$510,654**	**$510,654**	**$510,654**	**$510,654**	**$510,654**	**$510,654**	**$510,654**	**$510,654**
Annual Operating Cots	$150,000	$154,500	$159,135	$163,909	$168,826	$173,891	$179,108	$184,481	$190,016	$195,716	$201,587	$207,635	$213,864	$220,280	$226,888	$233,695	$240,706	$247,927	$255,365	$263,026	$270,917	$279,044
lation Factor (Op. Costs)		3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Annual Maint. Reserve	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000
TOTAL COSTS:	**$810,654**	**$815,154**	**$819,789**	**$824,563**	**$829,480**	**$834,545**	**$839,762**	**$845,135**	**$850,669**	**$856,370**	**$862,241**	**$868,289**	**$874,518**	**$880,934**	**$887,542**	**$894,349**	**$901,360**	**$908,581**	**$916,019**	**$923,680**	**$931,570**	**$939,698**
NUAL SURPLUS/DEFICIT:	**($454,995)**	**($452,076)**	**($345,794)**	**($340,676)**	**($227,257)**	**($219,957)**	**($200,809)**	**($89,954)**	**($68,651)**	**($59,514)**	**$72,735**	**$83,998**	**$107,079**	**$226,783**	**$232,175**	**$225,368**	**$347,822**	**$340,601**	**$345,163**	**$337,502**	**$329,611**	**$321,483**
JLATIVE FUND BALANCE:	**($454,995)**	**($907,072)**	**($1,252,865)**	**($1,593,541)**	**($1,820,798)**	**($2,040,755)**	**($2,241,565)**	**($2,331,519)**	**($2,400,170)**	**($2,459,684)**	**($2,386,949)**	**($2,302,952)**	**($2,195,873)**	**($1,969,090)**	**($1,736,915)**	**($1,511,547)**	**($1,163,725)**	**($823,125)**	**($477,962)**	**($140,460)**	**$189,151**	**$510,634**

APPENDIX G - Garage Development Pro Forma - PART 4

PRO FORMA CRITERIA

	500	spaces
$	15,000	Construction Cost per Space
$	7,500,000	Construction Cost
	18%	Soft Cost %
$	1,350,000	Soft Costs
$	**8,850,000**	**Total Development Cost**
$	**2,000,000**	**Capital Reduction Payment**
$	**6,850,000**	**NET DEBT AMOUNT**
	5.0%	Interest Rate
	30	Amort. Period
	$445,602	**Annual Debt Service**
	$300	Annual Operating Cost per Space
	$150,000	**Annual Operating Cost**
	2%	Annual Maintenance Reserve (% of construction cost)
	$150,000	**Annual Maintenance Reserve**
	$745,602	**TOTAL ANNUAL COST**

SAMPLE GENERAL PRO FORMA

	500	**Space Parking Structure**
$	**2,000,000**	**Capital Reduction Payment at Time of Construction**
	3.0%	Annual Inflation Rate on Operating Cost
	$150,000	Annual Maintenance Reserve
	$300	Annual Operating Cost per Space
	5.0%	Interest
	$40	**Initial Rate for Monthly Contract Parking**
	$3.00	**Initial Average Ticket for Transient Parking**

	YR-1	YR-2	YR-3	YR-4	YR-5	YR-6	YR-7	YR-8	YR-9	YR-10	YR-11	YR-12	YR-13	YR-14	YR-15	YR-16	YR-17	YR-18	YR-19	YR-20
Monthly Rate	$40	$40	$45	$45	$50	$50	$55	$55	$60	$60	$65	$65	$70	$70	$75	$75	$80	$80	$85	$85
Contract Parkers	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200
Oversell Rate	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Spaces Consumed	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174	174
REVENUE	**$96,000**	**$96,000**	**$108,000**	**$108,000**	**$120,000**	**$120,000**	**$132,000**	**$132,000**	**$144,000**	**$144,000**	**$156,000**	**$156,000**	**$168,000**	**$168,000**	**$180,000**	**$180,000**	**$192,000**	**$192,000**	**$204,000**	**$204,000**
Transient Spaces	326	326	326	326	326	326	326	326	326	326	326	326	326	326	326	326	326	326	326	326
Average Occupancy	70%	72%	74%	76%	78%	80%	82%	84%	86%	88%	90%	92%	94%	95%	95%	95%	95%	95%	95%	95%
Average Occupancy	228	235	241	248	254	261	267	274	280	287	293	300	307	310	310	310	310	310	310	310
Average Turns	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
Average Daily Parkers	297	305	314	322	331	339	348	356	365	373	382	390	398	403	403	403	403	403	403	403
Average Transient Tkt	$3.00	$3.00	$4.00	$4.00	$5.00	$5.00	$5.00	$6.00	$6.00	$6.00	$7.00	$7.00	$7.00	$8.00	$8.00	$8.00	$9.00	$9.00	$9.00	$9.00
	$890.22	$915.65	$1,254.78	$1,288.70	$1,653.26	$1,695.65	$1,738.04	$2,136.52	$2,187.39	$2,238.26	$2,670.65	$2,730.00	$2,789.35	$3,221.74	$3,221.74	$3,221.74	$3,624.46	$3,624.46	$3,624.46	$3,624.46
Revenue Weekdays	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260	260
kday Transient Revenue	**$231,457**	**$238,070**	**$326,243**	**$335,061**	**$429,848**	**$440,870**	**$451,891**	**$555,496**	**$568,722**	**$581,948**	**$694,370**	**$709,800**	**$725,230**	**$837,652**	**$837,652**	**$837,652**	**$942,359**	**$942,359**	**$942,359**	**$942,359**
Revenue Weekend Days	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96
Revenue % of Weekday	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%	33%
Average Daily Revenue	$294	$302	$414	$425	$546	$560	$574	$705	$722	$739	$881	$901	$920	$1,063	$1,063	$1,063	$1,196	$1,196	$1,196	$1,196
nual Weekend Revenue	**$28,202**	**$29,008**	**$39,752**	**$40,826**	**$52,375**	**$53,718**	**$55,061**	**$67,685**	**$69,297**	**$70,908**	**$84,606**	**$86,486**	**$88,367**	**$102,065**	**$102,065**	**$102,065**	**$114,823**	**$114,823**	**$114,823**	**$114,823**
ANNUAL REVENUE:	**$355,659**	**$363,077**	**$473,995**	**$483,887**	**$602,223**	**$614,588**	**$638,953**	**$755,181**	**$782,018**	**$796,856**	**$934,976**	**$952,286**	**$981,597**	**$1,107,717**	**$1,119,717**	**$1,119,717**	**$1,249,181**	**$1,249,181**	**$1,261,181**	**$1,261,181**
Annual Debt Service	**$445,602**	**$445,602**	**$445,602**	**$445,602**	**$445,602**	**$445,602**	**$445,602**	**$445,602**	**$445,602**	**$445,602**	**$445,602**	**$445,602**	**$445,602**	**$445,602**	**$445,602**	**$445,602**	**$445,602**	**$445,602**	**$445,602**	**$445,602**
Annual Operating Cots	$150,000	$154,500	$159,135	$163,909	$168,826	$173,891	$179,108	$184,481	$190,016	$195,716	$201,587	$207,635	$213,864	$220,280	$226,888	$233,695	$240,706	$247,927	$255,365	$263,026
lation Factor (Op. Costs)		3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Annual Maint. Reserve	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000	$150,000
TOTAL COSTS:	**$745,602**	**$750,102**	**$754,737**	**$759,511**	**$764,429**	**$769,493**	**$774,710**	**$780,083**	**$785,618**	**$791,318**	**$797,190**	**$803,237**	**$809,466**	**$815,882**	**$822,491**	**$829,297**	**$836,308**	**$843,530**	**$850,967**	**$858,628**
NUAL SURPLUS/DEFICIT:	**($389,944)**	**($387,025)**	**($280,742)**	**($275,625)**	**($162,206)**	**($154,906)**	**($135,758)**	**($24,903)**	**($3,600)**	**$5,538**	**$137,786**	**$149,049**	**$172,130**	**$291,834**	**$297,226**	**$290,419**	**$412,873**	**$405,652**	**$410,214**	**$402,553**
JLATIVE FUND BALANCE:	**($389,944)**	**($776,969)**	**($1,057,711)**	**($1,333,336)**	**($1,495,541)**	**($1,650,447)**	**($1,786,205)**	**($1,811,107)**	**($1,814,707)**	**($1,809,169)**	**($1,671,383)**	**($1,522,334)**	**($1,350,204)**	**($1,058,369)**	**($761,143)**	**($470,724)**	**($57,851)**	**$347,801**	**$758,015**	**$1,160,569**

APPENDIX H - Parking Map

APPENDIX I - Public Comment on Draft Plan

Key Comments from Public Meeting #2 - Burlington, NC 10/18/12.
(Includes Responses Given by Consultant During Meeting.)

Index	Subject	Comment	Response
1	ADA Parking	The presence of ADA parkers along Main Street is a very visible problem that affects businesses along Main. Even if the number of all day ADA parkers is reduced by 25%, that would be significant improvement.	All day parking by drivers with ADA placards will not be solved until paid on-street parking is impmented or NC statutes are changed. The current statutes do not prohibit charging parking fees to placard-holders, but they cannot be required to move and they cannot be required to return to their vehicle in order to extend parking time.
2	Campaign	Can't the City work with downtown employers to get the message to their employees?	Yes. It would be a very good idea for someone within the City to initiate and carry forward a campaign to educated employers and employees on the importance of leaving on-street spaces for customers and visitors. Ann would be the perfect person to head up such a campaign, but it would need to engage all Downtown businesses in order to be successful. Businesses willing to become involve in this effort need to know that it is a broadly supported effort and not focused on specific employers and their employees.
3	Campaign	You can't legally force employees out of parking spaces that are public parking.	That is true, but employers have wider latitude than the law can provide. Employers in some cities are very aggressive in enforcing employee compliance with City parking objectives. An insurance company located in Downtown Lynchburg, VA is a good example, using its own security to patrol nearby streets and spot the license numbers of employees who are parking in on-street spaces. Those employees are subject to progressive disciplinary action.
4	Customer parking	Downtown businesses have started but gone out of business due to the lack of parking.	
5	Employees	How will proposed changes in interpretation or enforcement of the parking ordinance help the situation?	By starting enforcement at 8 A.M., it will make it much more difficult for someone to make it to their lunch break by moving their vehicle only once.
6	Employees	Break times	It has been suggested that employers be encouraged to not allow breaks before 10:30 in order to make it very difficult for employees to avoid ticketing by moving their vehicles on their break. That is a very good idea and should be part of the proposed campaign to get employer cooperation in achieving parking system objectives.

7	Employees	People develop habits over time that have to be overcome.	The City may have to get creative in breaking some habits and introducing employees to the benefits of using their company parking lots - even to the point of taking some spaces out of service for a time.
8	Employees	Some employees park in on-street space because it is easier to get out when leaving for the day. Is there any way to make it easier for employees to get out of their lots?	In trying to solve the problem overall, it will be necessary to find out WHY employees are parking where they do now. There may be impediments that need to be removed in order to accomplish the objectives of better compliance. That should be a key element of the campaign with employers and employees.
9	Enforcement	Enforcement seems to be inconsistent. The enforcement officer is seen on some days and not on others.	The enforcement officer that is the subject of the discussion does not work 5 days a week. There is a second officer who works on those "off" days to provide coverage.
10	Fine Collection	How effective is the system for collection of fines? There is a general perception that the collection effort is not very aggressive and a person can accumulate multiple parking tickets without concern.	Examination of the collection process and effectiveness of the collection process does have a significant impact on the effectiveness of the overall enforcement effort. This issue came up during the study and is being reviewed by the City and the Police Department. Parking citations are processed as civil actions, which in the opinion of the consultant is better than a crimminal action. This is an open issue that is still under review by the City.
11	Impact of Growth		Paid parking is a certainty in the future of Downtown Burlington if the Downtown area is successful in attracting and growing businesses. The addition of businesses brings an increase in parking demand. As growth continues, parking demand and the need for paid on-street parking to protect that parking for customers and visitors will increase.
12	LabCorp	Labcorp employee parking lot near the HQ is very underutilized.	
13	LabCorp	Residents asked permission to park in the LabCorp employee lot but were refused.	
14	LabCorp	Labcorp employees come out and walk during lunch breaks, but don't seem to be able to walk to their employee parking lots.	
15	LabCorp	A letter from Mr. Ahearn of Labcorp might help in getting their employees to parking in the Labcorp lots.	Any effort to get employees out of on-street spaces needs to include all downtown businesses. Everyone must be onboard with that priority and effort.
16	LabCorp	The employees who are parking on the street near the speaker's resident arrive at 7:30 A.M., so they aren't parking there because they are late for work.	
17	LabCorp	The City and City Council are apparently not willing to address the issue with LabCorp.	

18	LabCorp	It would seem that Labcorp employees would be more willing to park in lots if there was security in those lots.	It will be important in addressing this issue to find out specifically why employees prefer to park in on-street spaces when there are employer-provided off-street spaces that are as close to the workplace destination.
19	Meter history	Why were meters removed in the first place?	In general across the country, many cities and towns removed meters in response to the significant loss of business to shopping centers.
20	Meter history	Does the City still have the meters what were removed?	They would be too old in terms of technology and repair parts.
21	Pedestrian Safety Crosswalks	Despite the investment in pedesrians. Drivers driving on Maple and Davis Streets between Main Street and Lexington do not heed the pedestrian crosswalks. It's worse on weekends when there are flashing yellow lights. It is dangerous for pedestrians to cross Maple or Davis. Is there a possibility of placing pedestrian crosswalk caution signs in the center of the street to be more effective in controlling that situation?	Nolan will talk with Chris Clow about his assessment and what might be done.
22	Private Parking Capacity		At some point, paid parking will cause owners of private parking lots to open those lots to public use as paid parking. That increases the usable "public parking" capacity of the Downtown area. However, the success and growth of paid off-street parking and the resulting expansion of available public parking, is limited if there is no paid on-street parking. Free on-street parking, even if subject to time limits, will discourage the development of the private parking system.
23	Residential parking	Residents aren't able to park in on-street spaces because they are occupied by downtown employees.	The City is discouraged from allowing residents to use on-street spaces as residential parking although some can be allowed in perihperal areas where parking is not needed yet for customer and visitor parking.
24	Residential parking	Residents parked in on-street spaces may not be able to find nearby on-street spaces when they return from the store and need to carry groceries to their residence.	
25	Residential parking	The 2-Hour time limit is on the wrong side of the street near the apartments where the speaker lives. As a result, employees park along the curb on the apartment side of the street where residents prefer to park.	
26	Security		The City and police department have already begun CPTED assessments of City parking facilities and taking steps to increase visibility and make other improvements that will enhance security.

Public Comment: via Email & Website

1

I really think this is a great idea. We have to look at surrounding areas and look at all of what's going on downtown around Graham and Mebane and all the shops opening up at night. My idea would be to have a parking deck across from Zack's hotdogs on the corner or have a parking deck beside company shops. Most of the parking is taken up by LabCorp employees. That's why all of the parking downtown is so congested.

Thank you very much!!

2

So you want to discourage people from frequenting the downtown by making them pay for parking even if it is "low cost" (which by the way is low cost for those who have money). I am very much opposed to paying for street parking and it will reduce the number of trips I make downtown.

3

You will lose businesses as people won't come down if have to pay t opark as 60 cents and hour is to high just like alot of us have quit going downtown due to the paid parking i choose to go to high point stores they have downtwon as they ahve free courtesy parking and i do run a critic website whihc wil be posting this about you and letting people know of downtowns with good shops that don't hcarge a fee to park in lots or on the street and we will see how much busines u lose when i a mdone posting this infomrtion and it's my legal righ t to do so u greedy people need to learn how to mange withou meteering or paid lots or face be removed next election as i do have contacts above the state level

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4

Downtown businesses have been shrinking for years due to limited parking.No company for public consumption of any size remains.
Labcorp should provide parking for it's employees ,even using shuttles to and from parking lots in order to facilitate this.
All of the businesses have gone to the malls because of "no hassle" parking.
It may be too late to bring many businesses back to downtown Burlington.
The study did identify many of the problems with parking downtown and this is a step in the right direction.
Question is: will anything really change?

5

Just as Burlington is finally starting to revive it's dreary downtown our "city leaders" are proposing paid parking to stifle this progress. Burlington has 3,241 available paking spots, plenty for a community of our size. If business owners enforced their own employee parking - private business to the 2,746 off street lots and LabCorp finally taking ownership of it's employee issue - then there would be no need to contract Carl Walker for this report. Employees should not be parking on the streets in front of businesses and limiting consumer space - it's common sense. LabCorp continues to have Burlington wrapped around it's finger and manipulates the city in fear of losing tax dollars. Build a LabCorp garage and the issue is over. Should our "leaders" choose to implement a paid parking program then they should also be held liable when consumers continue to drive to malls instead of downtown.

Referrer Page: http://www.burlingtonnc.gov/index.aspx?NID=1391

Form Address: http://www.burlingtonnc.gov/Forms.aspx?FID=84

6

As a life-long resident of Alamance County, I frequent local businesses in downtown Burlington as often as possible. I feel that "Paid Parking" would be very detrimental to the businesses who are struggling to stay afloat. We seem to lose businesses in the area virtually every month.

I fully support the efforts to revitalize downtown Burlington, and I feel that parking meters, or any form of paid parking, would be a death-knell for many of the businesses in the downtown area. I know that the study recommends paid parking, but I don't think that it takes into account the "pulse" of the area residents. I feel that many of the residents of our county would avoid the area out of inconvenience and the principle of paying for parking.

7

The report shows that there is ample parking in the downtown area. There is no need for changes. I, myself, never have any trouble finding a parking spot. This study is a waste of time and a waste of taxpayer money.

Furthermore, I am absolutely NOT In favor of parking meters or paid parking. If the city is trying to encourage people to venture downtown, why on earth would the city begin charging to park? This is nothing more that the city trying to pick the pockets of its citizens in a new way. You are fooling no one.

How about concentrating on the rising crime rate in the city and keeping us safe? Leave the parking situation alone!

8

I must first preface this comment by mentioning the fact that my husband and I purposely bought a home in the historic district 7 years ago to be near downtown Burlington. We had previously lived adjacent to thriving, vibrant downtown areas in New England, and it was our hope that Downtown Burlington would evolve into such. We walk and drive downtown almost on a daily basis, and make conscious efforts to utilise businesses there. With that said, I have 2 main comments/observations.

On any given weekday, when one drives by the municipal lots at 8 AM, they are allready quite full of cars, particularly the lot on the corner of W. Front and Spring, particularly next to the bicycle store which is prime parking for retail establishments on Front. As there are very few businesses open at that time, one can logically surmise that these cars are Lab Corp employees. My husband works in Carr Mill Mall in Carrboro NC. If you are unfamiliar with this establishment, it is a thriving, busy, popular, and hence very congested area. Downtwn Carrboro does NOT charge for any parking, and judging from the thriving retail presence there, it has not hurt development or business. The businesses instead police their own employees. Every employee (including owners and managers) must display a Carr Mill sticker on his or her vehicle. These employees are then made to park in the least desirable areas of the public lots, thus freeing up the better slots for paying customers. It is a win win, because the municipality need not overly monitor parking, and the businesses are not hampered by customers staying away due to paid parking or inconvenient parking issues. I would suggest that similar measures be considered here in Burlington before paid parking is implemented. There are plenty of more remotely located lots which could be utilised for Lab Corp employees.

My second comment is that my husband and I strongly disagree with the concept of paid parking. Your study clearly indicates that there is ample parking available downtown, and less clearly states that the problem is caused by employees of downtown businesses abusing parking spaces, both on and off street. It appears to us that this study proposes to fianancially peanalise honest customers making the attempt to frequent downtown retail establishments instead of penalising the employees/businesses who abuse them. For myself, I have small children, so when I frequent businesses I often need to park. I bank at Wachovia, am a frequent (3X per week) library patron, do my shopping at Company Shops, and often pop into a restaurant to grab a bite to eat. Often I have bags full of books and groceries to carry, strollers and 3 young children to manage. My choices would be to pay to park (translation: pay to shop) and then lug my purchases/books/ children around the downtown district. I can tell you now that I would quickly begin avoiding shopping/dining there as that would be too inconvenient and physically

demanding. Were I to simply move my car as I do now, I would need to pay for parking 3 times over. Again, I am making the effort to support my local downtown businesses despite other easier, cheaper options. Why would the city choose to penalise me more? Just dropping off a library book would probably cost me money, as very often the single book drop off slot is unavailable. And that $1 coffee I like to grab is now going to cost me $1.60. Guess where I would go for my coffee? And would I go browse Bella's or The Nest if I need pay? I think not, certainly not as often as I do right now. In fact,I am certain my visits downtown would decrese dramatically.

In conclusion, I strongly disagree with the idea of paid parking in downtown Burlington. By managing the employee parking, the parking issue would go away, retail customers would be happy, and retail and other small businesse would thrive.

9

There is plenty of parking downtown. People just need to stop being lazy and learn to walk more than 20 feet.

10

As a fairly regular visitor to downtown I see no problems with parking in downtown (other than over zealous meter maids who will attack a car for the heinous sins of pulling into a spot with their nose pointed in the wrong direction or parking an inch too far from curb to avoid flood waters while they run in to pay a water bill - ON COMPLETELY EMPTY STREETS!

Paying consultants to tell us to start charging for downtown parking was an absolute waste of TAXPAYERS MONEY! We need to do everything possible to be attracting people to downtown not deterring them with paid parking, especially when it is perfectly clear to anyone who lives/works in downtown that we have an abundance of parking.

We also have an abundance of CRIME (one of the highest rates in the state). Since the Burlington Police are completely impotent when it comes to lowering these rates how 'bout we get some consultants to advise them on how to reduce crime?

11

If there is a fee for parking, I will probably go to the mall or University Dr. LabCorp needs to build a parking deck for their employees.

12

I do not feel that if a valid ADA placard is displayed, additonal fees be required. maybe make all the side by side spaces on Davis street ADA only.

13

Paid parking on these streets? Seriously? Let's go ahead and just place the final straw on the proverbial camel's back of our downtown small businesses, which are already struggling to stay afloat. As a patron of Arts Alive Fine Arts Studio, I would fine it challenging to have to pay for parking two--three nights a week. In addition, we frequent the library at least twice a week, as well as other businesses including Company Shops, Bella's House, and Ariel's. One of the great things about coming to our newly revitalized downtown is the hassle of NOT having to pay for parking. If I have to pay for parking, I will NOT visit these places as often, which will cause the businesses to suffer. If the businesses suffer, there goes our newly revitalized downtown, and we'll be back to empty storefronts. Why not have LabCorp build a parking deck for their employees? That would open up a lot of spaces!

14

With all respect, I ask you not to charge for parking downtown Burlington. I contribute by paying Alamance County taxes and by doing business regularly with small businesses downtown.
The tax I pay is distributed per county budget. The money earned by the businesses is also taxed. The owners of the property pay tax on their buildings. We drop off & pick up our daughter 3 days each week at a business downtown.

With gas & grocery prices going up it would create even more financial burden on us if we had to pay to park 6 times every week. We do not stop in the street & hold up traffic. We park & go in with our daughter or to get her each time.

Thank you for your service. The Bible tells us to pray for all who are in places of authority over us. May God bless & guide you. May The Lord Jesus Christ be real & dear to your hearts.

15

Dear sirs, I emplore you not to employ paid parking in downtown Burlington. It would really be a deterrent for patrons of many already struggling small businesses. Those business owners dont deserve this type of punishment. I understand the city needs revenue, but please don't ruin downtown for those of us who enjoy going down there. It would be a serious deterrent to the city.

16

Paid parking is a bad idea. Downtown is dead enough without adding to it. I think it will hurt the business that are already down there. Lab Corp can afford to build their own parking deck since they are the ones that use downtown the most and take up most of the handicapped parking. I know it will definitely deter me from coming downtown for any reason.

17

It is bad business for the store patrons for paid parking. Down town burlington has alot of car shows, parades . With the type of clients that are catered to that area, paid parking would compromise those business.

18

There has been much discussion about revitalizing downtown Burlington. This plan seems to contradict that idea. This plan can only hurt downtown businesses! As someone who frequents one of those businesses often, this would impose a significant hardship on my family. I hope that you will reconsider this plan and not penalize customers who support downtown Burlington businesses.

19

I think having to pay to park in downtown Burlington will really hurt the small businesses that are left there. I am 55 years old and I grew up going to town with my mama to shop. At that time there were parking meters but there was no where else to go shopping unless you went to Graham (they only had a few small stores) or you had to take a Saturday and go to Greensboro. Once Cum-Park plaza was built in the early 60's, there was an alternative place to shop. One with free parking. Then Holly Hill Mall was built in the late 60's and downtown Burlington began to be hurt. Somewhere in there I think the parking meters were removed. Currently you have the old BMOC stores, the Tanger Outlets, Alamance Crossings and the Target area in which to shop. The installation of parking meters would only give folks another reason to go to those other places and do business. Please do NOT reinstate parking meters in downtown Burlington. There must be another plan that is better at producing extra revenue. Thank you for letting me express my opinion.

20

Build LabCorp employees a parking deck and that will clear the streets! It is very frustrating to go to the Credit Union or to a shop and not have anywhere to park.

21

I think revitalizing downtown is a great idea. However, charging for all parking is not going to entice shoppers or other patrons to come downtown when most of the other venues in the area have free parking.

22

I am EXTREMELY upset to here the City of Burlington is strongly considering patrons to pay for parking. This is a sure shot in the foot if you are looking to enhance and entice people to downtown Burlington! After years and years of rebuilding our downtown is finally starting to come alive. Asking patrons of downtown to pay to park would only destroy the businesses but also render the hard work of the City of Burlington a total waste. No other surrounding towns charge for parking and we should not either. I strongly urge you to please remove this from consideration for the benefit of those who visit downtown Burlington and for the good or our city.

23

Doing away with the current reserved parking spaces and creating a "pool" of spaces would be extremely detrimental to those currently with reserved spaces. If you want to raise the fee but keep the reserved spaces as they are now, I would have no problem with that. The rate we're paying now is low when compared to other cities. However, the majority of the downtown reserved parking is LabCorp employees. The problem with Burlington downtown parking is LACK OF SUFFICIENT NUMBER OF PARKING SPACES PERIOD. The only time we are not in our spaces is when we take a vacation - and I then notify someone to use "my" space while I'm gone. I do not have to worry about where to park every day nor concern myself with being late coming back from lunch because I can't find parking anywhere and have to walk several blocks to get back to my office. The "pool" of spaces would only benefit those LabCorp employees that work the early 6am or 7am shift. For the others reporting at 8am or later, there would be no parking left and we'd end up on the street having to move disrupt our work just to move our cars - otherwise get ticketed. I cannot leave a meeting or stop a conference call just to go move my car to avoid a ticket. The real issue the city needs to address is to provide MORE parking - not take it away from those that pay the privilege of having a reserved spot. Take one of the parking lots now and built a multi-level parking garage to provide more spaces. This is a much better plan than having everyone scrambling to find a parking space every morning, lunch or any other time you have to step away from downtown for less than an hour. LEAVE THE RESERVED SPACES ALONE!!

24

The downtown area is not that busy. It still has a long way to go before anyone could condone the massive spending required for a new parking area. It does not have a night life nor does it draw enough people during business hours of 9am-5pm to demand the undertaking of such a project. It would be a great economic burden on the budget at a time where the return would be very little to none.

25

It is my understanding that the Downtown Parking Plan calls for the installation of parking meters which means shoppers would have to pay to park in order to shop downtown. This seems ill-advised when shoppers can choose to go to a number of retail outlets in Alamance County where parking is plentiful and free.

If the problem is LabCorps employees using public parking downtown, then I would suggest that LabCorps be significantly involved with the solution.

26

1. The North Carolina law allowing cars with the "temporary" handicap tags (hang from the mirror, red or blue handicap tags - some renewable for 5 year increments) needs to be revoked. Only cars with the permanent, hard, handicap license plate - issued for a permanent disablity - should be allowed to park for an unlimited time on the streets. I know someone whose husband had a blue one (good for 5 years) and while he was in hospice, one month before he died, Duke Medical gave him a renewal form. The wife renewed it for 5 years and now parks all day on the street until April 2017 but the person it was issued for is deceased.

2. Put up parking meters on all downtown street parking spots. If anyone wishes to park on the street then they should have to pay for.

3. Have more paid monthly parking slots in the Municipal lots and have a better system for a person to rent one of those spots.
4. Set the Municipal lots up with a gate and issue a ticket. Person pays as they leave and the amount will depend on how long they were in the lot. Include a somewhat low fee for all day parking.

27

Since I am currently paying for parking, I want to have an assigned parking space. I drive 25 minutes from Greeensboro and 25 minutes back home ever day, which is 50 approx 50 miles. I do not want to have to search for a parking space. That was the reason I signed up to pay. So hopefully, you can make another decision on the Rental Lots. I'm sure others feel as I do. Thanks!

28

The parking issue downtown isn't with the parking lots where the individuals pay for the parking spaces. The issue is with the one hour and two hour parking spaces. As a person that pays for one of the spaces I do not want anything to change, I do not wish to have to share a space with anyone. I like the fact that I know where I will be parking when I arrive to work and when I return from lunch. The city needs to concentrate on the problem and that is the parking in one and two hour spaces.

29

I am a business owner in downtown. I have to pick up and deliver product every day. By 7:00 am, all of the parking spaces at the rear of my business are taken by Lab Corp employees. These people park there until 5:00 pm without moving. Several of them return to their vehicles at noon and eat their lunch in their vehicle. I have no access to the rear of my business for moving product into or out of it.

If the city is going to charge a parking fee for off street parking, I think business owners should have an opportunity to lease a reserved 24/7 space at their business location.

I have been at my location for almost 7 years and I constantly have complaints from customers about the lack of parking. Even nearby loading zone spaces are often used illegally.

I have no problem with metered parking on the street, and don't think most shoppers would, but the shoppers are not the real problem.

If the city is really interested in developing downtown, they should be considerate of the business owners.

30

I can't believe this is going on.....#1 the biggest mistake Burlington ever made was moving the Depot to block Main st..cutting packing down, when the lot next door could have been used. this has become a retirment town.. put meters back in, all over the town. people know they have to feed it, if not get a ticket, this is just money for the city..credit card LOL,lots of poeple don't have credit cards. since Lab Corp took over down town, I believe they should be the ones to build the parking deck for there people, and free up Main St. we have lost so many shops and cafe since this happened. you have taken a year to spoke to office and shop owners, but have you taken the time to talk to homeowers? we are the ones that will foot the bill, in paying MORE TAXES. this city needs a bus line... do you know how much a ride cost a retired peason.try 20 dollars....to get to a doctor. it is getting to the place that it dose not pay to own a home. Lab Corp could van there people from packing deck to Main St. and have there own guard. Our Police are under paid already.. when we had a dragging Main event last month,the city let them have 3 block, what a joke, do you realize how much money these people spend, think about the money going into meters,plus what they would spend in shops and cafes.... this not Raleigh, its Burlington,NC !!!!! Our sewers system is a joke in this town. Put the the money were its NEEDED, better yet let the people vote.....Its just like the City was going to do so much for the North side of town..Wow they got a Bar-B- Q place and Wal-_mart.. word on the street, that they

may close Wal-Mart due to losing to much money,wonder why? But as we all know the City thinks they are always right no matter what the people think.....

31

I think this is an awful plan and will hurt everyone that currently pays for and uses their rental spaces. The issue is lack of parking downtown. Instead of causing an uproar over everyone fight to find a random spot in a lot somewhere and making those people late for their jobs while they hunt for a space, why not build a multi-story parking garage that would benefit everyone else and leave the people with rental spaces now to keep them.

32

We run a small business, a fine arts studio called Arts Alive, on Main Street and have been there for 15 years. Our customers are complied of over 80 families who come specifically to the area for classes during the week and our theater attracts those who wish to see our productions several times a year. We also open up our studio for community events. Our traffic feeds into other businesses downtown, such as Zack's and Company Shops where parents go while they wait for their students. Most often, parents park, walk their kids in, and leave to go run an errand or two, then come back, park and pick up their kids. Our teachers, parents, and driving students will not pay for parking and we will not expect them to do so just do to business downtown. This area is just beginning to be revitalized, and this is a great way to kill the momentum that has happened here. If parking downtown becomes something our families have to pay for, we will be looking for another place to do business.

33

I understand that the day may come where paid parking downtown will be a necessity. However, at the present time, I feel that in order to encourage Burlington residents to patronize our developing downtown businesses, two hour parking without the addition of parking meters is the right choice. (Parking meters sound like costly and "vandalizable" additions.)

Is there a way we can encourage those who presently work downtown and abuse the present system by filling spots intended for those supporting downtown businesses, to leave those spaces available to those who come downtown to support the companies for which the abusers work?

34

There are some good ideas that were submitted in this proposal, but I don't see how you could even consider over selling a parking space. There are more people that be at work than there are that don't and by overselling a space and having people fighting over them is going to cause a lot of problems. This could hurt the city more than help because if people feel that they are going to pay for a spot and not be able to park there, then it's going to deter a lot of people from wanting to rent a space. Instead of doing things to hinder the situation, why don't you look in to building a parking deck on some of the land with buildings that is just going to waste down here. That's where you could make a lot of money.

35

Rental spaces should be provided on a 1 to 1 relationship with the renter when the renewal comes up. There are several businesses that have bought up rental spaces by the dozen over the last few years and often they are not used. Folks that need and would utilize these spaces daily are unable to do so because people have been allowed to buy up many vs. just for themselves.

36

Thank you for accepting public comments on the Downtown Parking Plan.

As a frequent downtown visitor (2-3 times/wk), paid parking would deter me from visiting as often. I understand the need for revenue to maintain the spaces, as well as the current issues with on-street parking. My suggestion is

to meter the on-street parking, but leave the municipal lots free. Once downtown Burlington is thriving to the point that municipal lots are consistently full, then the free parking in those lots should be reconsidered.

At this point, we need to be encouraging people to come downtown. We do not need any speed bumps towards downtown revitalization.

Thank you for your consideration.

37

What are the chances of getting a parking garage of at least 2 levels?

38

Build a parking deck in the lot directly in front of the main entrance of the May Memorial library. (it is currently being used by Labcorp) Labcorp should help to fund this and let it be for Labcorp employees - this will get the employees off the street and provide on street parking for all of "many" business that are "booming" downtown. And on the weekends when these businesses are really booming the deck can provide overflow parking for them as well.

39

I AM AGAINST PAID PARKING. THIS WOULD HURT OUR BUSINESS IN THAT CUSTOMERS WOULD NOT WANT TO COME AND DO BUSINESS WITH US IF THEY WOULD HAVE TO PAY TO COME SEE US.
ALSO, HAS LABCORP LOOKED INTO PARKING DECKS? THEY OWN SEVERAL LOTS DOWNTOWN THAT THEIR EMPLOYEES DO NOT USE. THEY SHOULD HAVE PARKING DECALS STATING THEY ARE EMPLOYEES AND SHOULD BE REQUIRED TO USE THEIR OWNED LOTS.

40

As the owner of a downtown business for over 16 years, I am very concerned that paid parking will be the last nail in the coffin that downtown has fought so hard to get out of over the past couple of years. I have talked to numerous business owners who feel the same way. We look back to the last time that paid parking existed downtown and people just did not come downtown anymore! It became a ghost town.
There is seldom a time that an individual cannot find several parking spots in most areas of downtown. The large municipal lot that runs from Spring St to Lexington has parking spaces open almost always. People feel like they should never have to walk a few yards, but that just isn't a reasonable expectation in a busy downtown.Wasn't it just a couple of years ago that everyone wondered what to do to revitalize downtown?
Well, now we are on our way! Please let us continue to become a vital downtown area again, after so many years of struggle. Paid parking will cause a lot of us to simply close our doors when customers quit coming (and they have already voiced that to many of us).We are unable to attend the meeting tonight. The Glass Angel

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41

We are an Insurance Agency. We have customers that come to our office for a number of reasons including dropping off payments, making changes to their policies, getting quotes, etc. Our agency would definitely lose business if our customers or potential customers have to put money into a parking meter in order to come into our office. For this reason, I am against the parking meters. If downtown was filled with only Department Stores, this idea may work but because we have Insurance Agencies, Loan Offices etc., I don't think this is a good idea for Downtown Burlington. I think that it would be a great idea if LabCorp had some kind of Parking Deck. I think it would also be a good idea to have some kind of Handicap Parking which would eliminate all the parking spaces being taken up. My suggestion would be to ask Capital Bank if they would rent spaces to Downtown Handicap employees (since alot of them park on Main St. in front of the bank)to open up parking spaces. Thank you for allowing the merchants in downtown Burlington to comment.

42

As a business owner, we do not agree with our patients being charged to have access to our business. Our patients have office visits ranging from 1-3 hours. Free parking is offered at other dental offices in Burlington! We do not agree with an additional charge for our patients.
We also do not believe it is safe for our mostly female staff to walk 2 blocks to a parking lot in the dark. Alamance Dental Associate

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43

I was hoping to attend the meeting tonight, but cannot. Following a review of the last meeting video, the one comment I would stress is regarding the paid (rental) spaces. The consultant discussed switching from individually rented spaces to a parking permit using the generic example of 150 people for 100 spaces. He went on to say that that it was not necessary at this time.

I would however suggest that there is more demand for the rentals spaces than available. I was in line at 7:45 in the morning on January 2nd this year and there was only one space available for the lots behind the library and at the corner of Maple and Spring. I was fortunate to get that one space, but would have purchased 3 if they were available. In my opinion, that is a low/no cost option the city could implement that would help with demand and raise some additional revenue.
If you would share that on my behalf I would be most appreciative.

44

I am unable to participate in the meeting tonight due to illness; therefore, I am submitting my comments via email.

I live on East Morehead Street in one of two buildings consisting of 15 apartments and approximately 20 residents. We who live in downtown Burlington would like for the city of Burlington to designate our side of the street, as well as the other side, for parking for us. We ask that you provide parking stickers so that we do not get a parking ticket since this is the only place we have to park. LabCorp should use their parking lot in order to provide parking for us since they have FREE PARKING and we are not allowed to park in their lots.

Also, by having LabCorp use the parking lots provided for their employees and visitors, it would free up spaces so that new businesses could come downtown and people would have spaces for their customers.

Parking Plan Public Comment Phone Calls

Names Deleted For Confidentiality

Gender Provided for Additional Perspective

Date	Name	Message	Key Points
09/19/12	Female Caller	Parking plan is a bad idea because they used to have meters back in the 70's and then took them out. The city doesn't need to extra revenue.	Paid parking – NO City doesn't need the money.
09/19/12	Lot 6 parker Female	Caller rents a spot downtown and would rather go up on the fees than the plan change. Safety is an issue. It's good to go right out to your space and know where you are parking. It's dark when you go out to your cars.	Rather increase rental rates than eliminate reserved spaces. Security concern.
09/20/12	Female Caller	Has been around since the parking meters were taken out of downtown. They are too expensive for people to pay for parking downtown. People aren't going to want to drive all the way downtown to pay for parking. Out of town people would find somewhere else to meet if they have to pay for their parking.	Meters too expensive for downtown shoppers.
09/23/12	Female Caller	Has a parking space that she pays for every month. Why is the City picking on Labcorp. She has to pay for a space each month and doesn't think that it should be fair to do this. Why is taking away the parking in lots going to help anything? Used to park at lot 6 and have to walk. They have to walk to the Depot at night and that is dangerous. For safety sake she moved where she parks. Should look at the overall picture to see what's going to happen.	Has to pay for monthly parking – not fair. Concerned about safety. Why pick on LabCorp?
09/23/2012	Lot 6 parker Female	Likes having a rental space and would like to keep her spot. She would gladly pay more to be able to have the assigned spot. She would gladly pay triple the amount to be able to keep it.	Willing to pay more to keep reserved spot.
09/23/2012	Lot 6 parker - Male	Same comment per Marianne	Willing to pay more to keep reserved spot.
09/23/2012	Lot 6 parker - Male	Same comment per Marianne	Willing to pay more to keep reserved spot.
09/23/2012	Lot 6 parker Female	Same comment per Marianne	Willing to pay more to keep reserved spot.
09/23/2012	Lot 6 parker	Same comment per Marianne	Willing to pay more to keep reserved spot.

09/23/2012	Lot 6 parker - Female	Same comment per Marianne	Willing to pay more to keep reserved spot.
09/27/2012	Female Caller	Parks in a paid spot and doesn't want to have the people on the street parking "wherever the heck they want".	Opposed to changes in reserved parking program.
10/04/2012	Female Caller	Upset that the parking will change because she has an apartment at Copeland Apartments and can never get a parking space. The Labcorp parking lot is never full and employees take parking from other citizens. She suggests that people get some sort of sticker that says Morehead street resident so that they can park there. She says that she spoke with Gary Ahern at Labcorp about asking the Labcorp employees to park in that lot off Morehead/Spring. It stays 2/3 empty because they would rather park on the street because it is closer. This is why no businesses downtown will make it because no one can find parking. 436-6586 is Mr. Ahern's number. Maybe he should be called about the parking lots.	Resident – Copeland Apartments. Frustrated with employees taking on-street spaces that they need. Suggests residential permit program. Businesses discouraged by employees taking up customer on-street spaces. Should contact Mr. Ahearn about the problem.
10/11/12	Lot 6 parker - Female	Works for Labcorp and it has been very nice for her to have her spot for safety matters and would not like to change the way things were done.	LabCorp employee. Provided parking. OK
10/18/2012	Maple Avenue property owner - Male	He has been a property owner since the mid 70's. The parking situation has gotten worse. Parking meters are the wrong way to go. His employees cannot afford to feed the meter every day. They are always able to get parking, but since LabCorp has moved in it is impossible. He has six parking spaces. The Labcorp employees rent spaces and don't use their rented lots. They have taken all of the spaces and everyone that has business is having a very difficult time finding parking. He recommends that Labcorp employees be able to their lot but not use the new rental spaces. The people in charge of assigning parking spaces need to make them available for everyone.	Parking situation has gotten worse since the 70's. Opposed to meters. His employees cannot afford to feed the meters each day. Employees were able to find on-street spaces until LabCorp moved in.

10/18/2012	Parking lot in from of Zacks, Nanette Turner Female	She would be more willing to pay more for rented parking space than to have the lots oversold. What will happen if she shows up and parks and someone gets there after her and tows her car? Who would be responsible for that?	Willing to pay more to keep reserved space. Concerned about not finding a space if shared.
10/18/2012	9 Business Owners	Business owners are against the parking meters. They are very frustrated with the parking lot situation every day. Their employees will not have the money to be able to put in the meters all day. They have to constantly move cars around if anyone has to go out for any reason at all.	Opposed to meters because employees cannot afford to feed the meters and take time to do that all day.
10/18/2012	Male Caller	Please keep it open where they can rent the space individually and not have to worry about where to park. Don't over subscribe these spaces. He wants to know where he will park if the spaces are full. He doesn't want to pay more for the lot. OK as long as space is available and doesn't have to be a specific spot. Please consider a handicapped parking space. They need a handicapped spot. They have quite a few people that are stopping to get prescriptions and they have no where to park. Just make this a handicapped spot for 15 min.	Wants to keep individual rental space. Worried about finding a space. Don't oversell. Opposed to rate increase. Doesn't have to be a specific spot. (change) Consider ADA space with 15-minute limite in the lot(s) for customers.