

ALASKAN WAY VIADUCT PROGRAM PARKING MITIGATION STRATEGIES UPDATED MAY 8, 2012

INTRODUCTION

Construction activities have commenced for the State Route (SR) 99 Alaskan Way Viaduct Replacement Program (AWVR Program) and will continue through 2018. The construction of these projects will result in the relocation and removal of on-street parking along the Central Waterfront and in Pioneer Square for SR 99 tunnel construction.

Businesses operating along the Central Waterfront and Pioneer Square areas will be impacted because workers, shoppers and tourists alike will not be able to park and access these areas to work, shop and play. The loss of short-term parking (spaces that are restricted to four hours or less) are most likely to affect those who make discretionary trips to these areas—trips that could go elsewhere or not occur at all if they are too difficult to make. Therefore, it is critical that loss of short-term paid parking be mitigated to minimize the impact to businesses.

The Final Environmental Impact Statement (EIS) for the AWVR Program was published in July 2011 and the Record of Decision was signed by the Federal Highway Administration (FHWA) in August 2011. There is a commitment in the Final EIS for the Washington State Department of Transportation (WSDOT) to provide up to \$30 million to mitigate the loss of parking during project construction. WSDOT and SDOT are working together to develop and implement mitigation strategies to off-set the loss of short-term parking in the Central Waterfront and Pioneer Square areas.

What is the goal of the Parking Mitigation Plan?

Retain customers of the Central Waterfront and Pioneer Square businesses by making sure that short-term parking is:

- *Available*
- *Proximate*
- *Safe, and*
- *Affordable*

What mitigation strategies were evaluated?

Parking mitigation strategies that meet the goals of the program—available, proximate, safe, and affordable—were evaluated and discussed with the Stakeholder Advisory Workgroup. The following lists the strategies that were evaluated; these are discussed later in this report.

AVAILABLE: Increase Parking for Customers

- Build a new parking garage
- Buy or lease an existing garage
- Use pricing strategies to encourage short-term parking and discourage long-term parking
- Shuttle employees and/or customers between key destinations and parking
- Implement “stacked” or “tandem” parking with valets
- Inform customers about available parking with technologies such as e-Park and smart phone applications
- Change policies related to on-street parking (e.g., longer duration, Sunday restrictions, disabled permit restrictions)
- Provide temporary metered parking on Alaskan Way where feasible after traffic is detoured under the Viaduct
- Create new permanent metered street parking

PROXIMATE: Reduce travel time to find parking facility and reach ultimate destination

- Provide motorist wayfinding signs to find parking facilities
- Provide tools to help customers research parking locations before leaving home
- Provide pedestrian wayfinding from parking facilities to key neighborhood destinations
- Use valet services that have a drop-off/pick-up location close to businesses

SAFE: Make customers feel safe within parking facilities and along routes between the facilities and key neighborhood destinations

- Improve walking routes to and from parking facilities
- Improve lighting in garage and along walking routes
- Increase security personnel and/or equipment at parking facilities and vicinity
- Increase activity at parking locations

AFFORDABLE: Make short-term parking affordable for customers

- City controls parking facility and can set desired rate
- Pay private garage operators to achieve desired rate
- Increase turnover through marketing to reduce cost of desired rate
- Implement validation program to reduce the cost to customers

1. Parking Garages

Strategy Objective: *Provide incentive to build new or acquire existing garages for short-term public parking.*

Description: This strategy would create a “parking mitigation bank” for the purpose of helping to fund the construction of, or acquisition of, garages for short-term public parking. Funding for up to three projects would be provided to spread the benefit among the North Waterfront, Central Waterfront, and Pioneer Square.

WSDOT will consider various types of projects for use of the parking mitigation bank funding. This could include public-private partnerships for a mixed-use development with publically-available parking, or partnerships with a non-profit or public entity to build or buy a garage.

Cost Estimate: A budget of \$15 million is proposed to be set aside for the parking mitigation bank. WSDOT will establish criteria for use of these funds including the expected number of stalls and operational requirements.

Implementation Steps:

1. Evaluate partnership opportunities and legal requirements
2. Perform additional feasibility studies including researching site opportunities.
3. Update garage pro forma analysis for potential sites
4. Develop Request for Proposal (RFP) for development partnerships or grants.

Tracking Measures:

- Number of net new parking spaces for public use
- Cost per space
- Proximity to Pioneer Square and Central Waterfront destinations
- Timing of garage construction and impact to existing parking spaces

2. Partner with private facilities to provide a lower, short-term parking rate and physical improvements

Strategy Objective: *Reduce the price to park short-term (less than four hours) in off-street parking facilities that are proximate to Pioneer Square and the Central Waterfront. Set a uniform hourly parking rate that is competitive with on-street parking. Improve lighting and aesthetics of garage facilities to enhance customer safety and experience.*

Description: This strategy would encourage short-term parkers to use off-street parking by offering a parking fee that is competitive with the price of on-street parking. Many customers may now avoid using off-site parking because of high short-term parking rates, uncertainty about rates when entering a garage, or confusion since each garage sets its own rates. This program is intended to create a uniform rate for stays of four hours or less to improve affordability and predictability—the target rate at program implementation is \$3 per hour (inclusive of parking taxes). The program can then be marketed to increase customer awareness of off-street parking opportunities.

Until short-term demand increases—through marketing and customers becoming familiar with off-site facilities—parking facility operators would likely lose money by reducing their current short-term parking rate to the preferred rate. Therefore, the operators will likely require an incentive to adopt a rate that is less than their current rate structure. Targeted facilities include:

Location	Spaces	Location	Spaces
1st & Columbia	70	Pioneer Square Garage	45
Watermark Tower	40	Occidental Square Lot	15
Pike Place Market	100	Bell Street Garage	70
Merrill Place	50	Total All	390

Garage improvements that may be needed to enhance customer safety and perception will be reviewed, and if needed, negotiated for each facility’s contract requirements. In addition, e-Park systems would be added to each participating facility, including equipment to track garage occupancy and e-Park signage (see discussion in Section 8 below).

Cost Estimate: Incentive payments for each garage will vary and depend on whether the facility has capacity available or if long-term parking would need to be displaced to accommodate short-term parking. The latter would likely require a higher incentive payment since garage operators would lose existing income associated with displacement and may need to re-market those spaces once the program ends.

Total **Annual** Cost for 390 spaces = \$700,000

Agreements will be negotiated annually with facility operators based on results (see performance measures below). Facilities can also be added or eliminated.

Implementation Steps:

1. Execute contracts with off-street parking facilities to secure short-term parking (4 hours or less) at a rate of \$3/hour inclusive of sales and commercial parking taxes.
2. Design internal and external sign programs and obtain permits and approval from Pioneer Square Preservation Board, as needed.
3. Add program garages to marketing campaign and maps.

Tracking Measures:

- Spaces in program, total cost of program, cost per space
- Distribution of spaces to serve the Pioneer Square and Central Waterfront neighborhoods
- In-person intercept surveys to determine if Pioneer Square and Central Waterfront customers use these facilities
- Net change in parking use for stays of 4 hours or less (measured quarterly)

3. Marketing

Strategy objective: Support “business as usual” by retaining existing customers and attracting new customers to the businesses and destinations in Pioneer Square, the sports stadiums, along the waterfront, and in the Pike Place Market during the construction period.

- Customers perceive they can visit Pioneer Square, the waterfront, and sports stadiums during construction, and there is affordable parking that is easy to find.
- Pedestrian counts in the target neighborhoods are at the same levels as before construction began.
- Utilization increases at parking facilities participating in the partnership parking facility program.

Description: The marketing program will be used to:

- Educate existing customers on how to get to Pioneer Square, the waterfront, Pike Place Market and sports stadiums during construction, including how to find affordable, safe, short-term parking in close proximity to the desired destination.
- Coordinate with and support existing neighborhood marketing efforts and events, and related projects; provide parking and travel information to individual businesses and major destinations.
- Entice existing and new customers by highlighting reasons to visit, including making SR 99 tunnel construction an event.

A number of additional parking mitigation strategies that are included in this plan are being developed as part of this program. These strategies may be part of or supported by the marketing effort.

Marketing strategies:

- Target marketing efforts to each neighborhood district, and support existing brand and marketing activities.
- Test marketing messages for effectiveness prior to implementation.
- Provide targeted information that can be easily integrated into existing communications (i.e., not stand alone messages or images).
- Show customers multiple routes to reach the neighborhood districts, and where to find safe and affordable parking.
- Travel routes and parking locations should be focused on the east side of Alaskan Way so customers are not driving through the major construction areas.
- Utilize businesses and destinations as a way to reach customers – at the counter, through existing communication channels, etc.
- Improve signs from major routes into the city identifying neighborhood destinations through the construction zones (See Wayfinding, Strategy 7).
- Provide one central website location for customers and businesses to find information about travel routes (multi-modal), parking availability, areas of construction, etc. Information should be accessible from a variety of platforms, including mobile devices.
- Utilize an integrated and balanced approach of both earned and purchased media.
- Take advantage of the marketing effort to attract parking garages to join the program to increase the availability of affordable parking for customers.(See Garage Partnerships, Strategy 2)

Cost estimate: There are different options when it comes to overall marketing. A breakdown of low, medium, and high amounts for the operating budget was put together. There are a number of items within the budget that address the various marketing plan objectives. A medium range budget is recommended, which covers all aspects of the plan with additional budget included to focus on Pioneer Square. Exact budget will not be known until the overall marketing plan is finalized. Total approximate amount = \$300,000 to \$600,000 per year; the higher range in earlier years.

Implementation steps:

1. Develop and finalize the overall communication and media plan that takes into account planned marketing activities over the next 12 months and can be utilized by the businesses and other stakeholders in the affected areas.
2. Test key messages, the brand concept and communication channels for reaching the target audiences.
3. Hold monthly marketing meetings with representatives from the Downtown Seattle Association, The Alliance for Pioneer Square, Waterfront Historic District Association, Pike Place Market, and the sports stadiums to report out and hear feedback on strategies.
4. Update marketing plan, communications plan and media plan quarterly to reflect lessons learned and schedule changes.

Tracking measures:

- Customer counts and revenue at major neighborhood destinations.
- Pedestrian counts in the target neighborhoods Customer perception, measured through existing surveys and questionnaires conducted by neighborhood businesses and destinations
- Parking utilization at parking facilities participating in the partnership parking facility program.
- Total impressions and earned media coverage.
- Number of businesses/websites that integrate the provided information into their media.

4. Improve key walking routes within public right-of-way

Strategy Objective: *Make physical improvements to walking paths that access facilities to enhance the customer experience.*

Description: This strategy would include improvements to walking routes along public right-of-ways. Elements could include the following:

- At the Pike Place Market Garage: Construct new and upgrade existing pedestrian walkway linking Alaskan Way to the garage elevator; add pedestrian and motorist wayfinding signage; add pedestrian-scale lighting.
- Along Alaskan Way Trail: Add pedestrian-scale lighting along path between Spring Street and Hill Climb.
- Add pedestrian-scale lighting at corners of intersections under Viaduct north of Madison Street (intersections south of Spring Street will be upgraded by AWV program)
- On University Street: Add pedestrian scale lighting along north sidewalk between Alaskan Way and Western Avenue. Improve crosswalk markings at the University Street/Western Avenue intersection. Add wayfinding elements and public art.
- On Columbia Street: add pedestrian-scale lighting along south side between Alaskan Way and 1st Avenue. Consider murals or other art in the section adjacent to the 1st & Columbia Garage.
- On Western Avenue at Columbia Street and Marion Street: add curb bulbs to corners to enhance pedestrian crossing of Western Avenue.
- Repaint crosswalks across Alaskan Way between Yesler Way and the Hill Climb.
- During holiday season, consider installing holiday-themed lighting along key walking routes.

Cost Estimate: Costs will not be known until detailed engineering design is performed, and different levels of improvements could be made. Therefore, for planning purposes, this strategy will start with a budget target of \$350,000.

Implementation Steps:

1. Form design team of WSDOT and SDOT staff to design improvements in public right-of-way
2. Coordinate with Pike Place Market public improvements and wayfinding program
3. Create or amend construction contracts to complete improvements.

Tracking Measures:

- Pedestrian counts along key walking routes
- Public perception through customer and intercept surveys

5. Create temporary on-street parking

Strategy Objective: *Temporarily increase parking supply within public right-of-way on Alaskan Way where possible during construction.*

Description: During construction, create temporary on-street parking in portions of the Alaskan Way right-of-way. It is estimated that between 50 and 150 parking spaces could be provided at different times throughout construction, mostly north of Colman Dock.

Approximately 66 spaces will be provided by removing former waterfront trolley tracks and paving the portion of the Alaskan Way right-of-way between Spring Street and Pike Street. These spaces would be either parallel or diagonal parking depending on the width of the remaining right-of-way between the travel lanes and the pedestrian-bicycle path. These metered, 4-hour-limit spaces would be in place until late 2013 when this part of the Alaskan Way right-of-way is expected to be needed for Elliott Bay Seawall construction activities.

The Elliott Bay Seawall project is still in the design and environmental review phase. Seawall construction may provide additional opportunities to provide short-term parking in the Alaskan Way right-of-way. As design progresses in 2012 these opportunities will be further defined.

Cost Estimate:

Removing the tracks and repaving Alaskan Way to create the first 66 spaces is estimated to cost \$350,000. Beyond that, a placeholder budget of \$400,000 is suggested for future parking changes.

Implementation Steps:

1. First project to add parking to Alaskan Way will be complete by mid-May 2012.
2. As Seawall design progresses, identify potential quantity and cost of additional temporary short-term parking.

Tracking Measures:

- Number of spaces provided
- Cost per space for time available
- Utilization

6. Create a Waterfront Shuttle

Strategy Objective: *Make it easier for visitors to park once and reach multiple destinations in Pioneer Square and the Central Waterfront. Also allows visitors to park further from these destinations, which increases available supply for visitors.*

Description: This strategy would connect key destinations in Pioneer Square and along the Waterfront via a shuttle, including underutilized parking facilities. It would allow customers to park once and then use a shuttle to reach multiple destinations.

Route and Operating Assumptions: Potential routes for the shuttle were discussed with the Stakeholder Advisory Workgroup. These included long routes that would extend from Safeco Field to the Space Needle, and loop routes that would use portions of both Alaskan Way and 1st Avenue. The Workgroup favored an initial route that was relatively short and directly connected Pioneer Square to the Sculpture Garden. This option is depicted below. Alternative routes or future extensions would be considered during detailed planning. The Workgroup also favored having very frequent service (10-minute headways between consecutive shuttles), and limiting the service to the peak Summer and holiday seasons. The operating assumptions are shown in the table below.

Figure 1. Initial Shuttle Route Concept



Operating Dates (beginning 2013)	Operating Hours	Headway
May 1 through September 30 *	10:00 A.M. to 10:00 P.M.	10 minutes
November 17 – January 1	12:00 P.M. to 7:00 P.M.	10 minutes

* For the inaugural year, it is recommended that the shuttle service begin in early to mid April to allow time to work out operational issues.

Cost Estimate: The annual operating cost for the shuttle is based on the above seasonal service days and headways. It is expected that the shuttle would operate 153 days during the summer plus 45 days during the holidays, for a total of about 2,150 hours of service. Three (3) shuttles would need to be in service simultaneously to achieve 10-minute headways. Private shuttle operations are estimated to cost roughly \$50 per operating hour. Therefore, the annual costs are estimated at about \$325,000 per year.

Capital costs may also be incurred for items such as pedestrian landings at stops, signage, fare collection equipment, a wrap on the shuttle to enhance visibility and market presence, and other items. The actual costs of these elements will not be known until further design and planning is performed; a placeholder capital budget of \$500,000 will be assumed.

Additional marketing would be needed for the shuttle. An estimated budget of \$150,000 per year is recommended.

Implementation Steps:

1. Determine operator and authority issues
2. June 2012 Workgroup Shuttle workshop to develop shuttle operations plan including route, stop locations, span of service, headway and layover locations, fare collection plan
3. Engage City Council and Metro in a discussion about shuttle intent and operations; initiate legislative process, if needed.
4. City (or other entity) to draft RFP bid documents for private shuttle vendor
5. Advertise RFP, review proposals, select vendor
6. Execute contract
7. Make physical improvements at stop locations (curb pullout, pedestrian landings, signage, etc.)

Tracking Measures:

- Ridership
- Cost per rider
- Public awareness and perception about the shuttle service via interviews at key destinations

7. Improve wayfinding to destinations and parking

Strategy Objective: *Improve ability for motorists and pedestrians to reach destinations and parking in Pioneer Square and along the Central Waterfront.*

Description: *Design a comprehensive wayfinding system that adds to, supplements and or replaces existing wayfinding efforts to connect visitors with neighborhood destinations and parking. Include e-Park as the parking wayfinding element for motorists. Inventory existing wayfinding elements, identify out-of-date or inaccurate signs for correction or removal, and develop new strategies and signs. Include sign maintenance and re-evaluation in implementation scope.*

Cost Estimate:

- Plan: \$70,000; three to four month effort for inventory, stakeholder involvement, planning, design, cost estimates
- Implementation and Maintenance Budget: \$300,000
 - Pedestrian wayfinding poles, signs and map updates
 - Sign removals
 - Annual evaluation for map content, sign accuracy

Implementation Steps:

1. Scope development (1 month)
2. Consultant selection (1-2 months)
3. Plan design and community process (3-4 months)
4. Implementation

Tracking Measures:

- Project milestones
 - Inventory completed
 - Plan developed
 - Signs installed
 - Signs removed
- Public perception regarding ease of use

8. Expand e-Park Program to Pioneer Square and Central Waterfront

Strategy Objective: *Help customers find available and proximate parking through City's e-Park program, which provides parking guidance and real-time information about spaces in off-street facilities. Reduce the time a visitor would spend circulating to find parking. Remove barriers to entry for Pioneer Square and Central Waterfront garages that would not typically enter the program. Install e-Park signs, upgrade software, and install counting systems as needed to incorporate facilities into the program.*

Description: The City's "e-Park" program monitors utilization at various parking facilities, and through variable message signs along key access routes into the downtown, guides customers to available parking. The system expects to promote better use of existing off-street parking in the Pioneer Square and Central Waterfront neighborhoods. By more quickly directing motorists to available off-street spaces, it will result in reduced congestion, lost time from circling for parking, and improved customer satisfaction. Parking availability data can be linked to smart phone and in-car navigation applications. The data can also be used to evaluate parking facility utilization for the AWV parking mitigation monitoring effort.

e-Park Program Details: A parking guidance system was identified in the 2008 Center City Parking Program as a key strategy to address on-street parking impacts from waterfront construction projects. An e-Park pilot was launched in September 2010 with over 4,500 spaces in six garages and five dynamic message signs (DMS). The project has so far validated the accuracy of the technology and overall ability of the program to operate in garages with different parking management software systems. System wide utilization is higher for the first three months of 2012 over 2011 and website hits have increased 150% for the same time period.

Expansion is occurring in 2012 and will incorporate approximately 10 additional parking garages (see Figure 2 below for expansion candidates). The build-out phase targets the Pioneer Square and Central Waterfront neighborhoods; approximately sixty percent of candidate garages targeted in the expansion are located within three blocks of parking removed for the AWVSR projects.

Cost Estimate: The cost to install e-Park monitoring equipment and dynamic message signs at garages is estimated at \$17,000 each, or \$170,000 for 10 garages. The City's annual cost to operate the e-Park system is estimated at \$200,000 per year, and funding has been requested through the City Council for 2013 and 2014. The operational budget for this strategy includes \$100,000 starting in 2015. This is an estimate of the proportional share of operating costs for garages in the Pioneer Square and waterfront neighborhoods.

Implementation Steps:

1. Continue negotiations to incorporate waterfront and Pioneer Square parking facilities
2. Execute task order through AWV Program to support related e-Park operational costs in 2013
3. Get approval for e-Park signs (or modified signs) in historic districts
4. Install e-Park signs

[A1]

Tracking Measures:

- Number of participating garages
- Change in parking utilization of e-Park program garages
- Public awareness of brand and program purpose

Figure 2. Candidate e-Park Locations



e-Park Existing and Proposed Facilities

Existing e-Park Garages

GARAGE	ADDRESS
1 Pacific Place	1612 6th Avenue
2 3rd and Stewart	1619 3rd Avenue
3 Pike Place Market	1531 Western Avenue
4 Washington State Convention Center	800 Convention Place/ 1300 Hubbell Place
5 Washington Athletic Club	1409 6th Avenue
6 PSP/Cobb	315 Union Street

Proposed Other Candidates

GARAGE	ADDRESS
O West Edge Garage	200 Pike Street
P 2nd and Union Garage	1400 2nd Avenue
Q Olympic Garage	415 Seneca Street
R Central Library	1000 4th Avenue
S Wells Fargo Building	310 Madison Street
T 4th and Madison Building	925 4th Avenue
U Seattle Municipal Tower	700 5th Avenue
V Union Station Garage	820 4th Avenue S

Proposed Waterfront & Pioneer Square Candidates

GARAGE	ADDRESS
A Bell St. Harbor Pier	2323 Elliott Ave
B Hillclimb Garage	1422 Western Ave
C Harbor Steps Garage	1200 Western Ave
D Watermark Tower Garage	1108 Western Ave
E Waterfront Place	1011 Western Ave
F Commuter Centre	809 Western Ave
G 1st and Columbia	723 1st Ave
H Millennium Tower	719 2nd Avenue
I Butler Garage	114 James
J Pioneer Square Garage	74 S Jackson
K Merrill Place Garage	76 S King
L 505 1st Avenue South	505 1st Ave S
M Stadium/Exhibition Center Garage	1000 Occidental Ave S
N Seattle Mariners Ballpark Garage	1250 1st Avenue South

9. Parking Application for Smart Phones

Strategy Objective: *Provide visitors with up-to-the-minute parking information by integrating off-street parking facility locations, rates, and hours of operations, with the real-time parking availability in the e-Park system in a smart phone application.*

Description: Commission development and maintenance of a smart phone application, in multiple formats, that integrates real-time parking availability and location data about off-street parking. Incorporate regular data verification into annual maintenance program.

Cost Estimate:

- \$100,000 for initial development plus \$10,000 per year for maintenance.

Implementation Steps:

1. Review Apps that have been developed for other cities, and determine desired features.
2. Prepare a RFP/RFQ for an App designer.
3. Contract with designer for development and implementation.

Tracking Measures:

- Number of Apps downloaded
- Customer awareness of application measured through existing business and destination surveys

10. Change on-street parking policies and practices

Strategy Objective: Increase on-street parking use through changes to policies and practices that optimize parking occupancy and turnover, and enhance customer service.

- Add time-limits or paid parking on Sundays or during events to generate turnover
- Limit disabled placard and plate parking to 4-hours to generate on-street parking turnover
- Extend on-street time limits to 4-hour in lower-demand areas to allow longer visitor stays
- Explore variable rates for events and different times of day to achieve target occupancy

Description: Changes to existing on-street parking policies could make parking more consistently available for short-term customers. For example, parking is currently free and unrestricted on Sundays, and is often occupied all day by downtown employees or event attendees. If paid or time-limited (but still free) parking were in effect on Sundays, those spaces could be available for customers who stay within the time limit.

Another policy change that may increase short-term parking availability is a time limit for disabled-permit parking. Also, the two-hour limit may not be sufficient for every visitor trip, and some meters could be extended to a four-hour limit to facilitate this need.

Another change would be to allow variable parking rates by time of day, to better match parking price with demand. For this to be possible, new technology would need to replace existing pay stations. New pay stations would allow parking rates to change by time of day and by day of week. For example, mornings, evenings and Sundays could have a lower per-hour rate than weekday peak parking demand hours. A special rate could be set for days on which there are events.

The City's 2012 implementation of pay-by-phone technology will allow on-street parking customers to pay for their parking, and extend parking time, through their smart phones. This will be an alternative to using the pay stations. Typically, pay-by-phone systems allow for the creation of user accounts that facilitate validation of on-street parking.

Cost Estimate:

- Central Waterfront Sunday time-limited parking costs: \$100,000. \$70,000 for signs and graphics; \$35,000 to \$45,000 to provide enforcement through the end of 2012. Four-hour time limit for DP parking: \$50,000 for signs in Pioneer Square
- Added four-time time limit: \$38,000 for signs in Pioneer Square edge area

Implementation Steps:

1. Changes to policies (e.g., Sunday restrictions and changes to disabled parking) require City Council approval, and may require additional analysis. SDOT has authority to charge up to \$4 per hour and to set rates by time of day. Event rates above \$4 per hour would require a change to the Seattle Municipal Code.
2. Sunday restrictions require enforcement, and will require changes to current enforcement deployment and may increase personnel needs.

Tracking Measures:

- On-street parking utilization for affected periods
- Visitor awareness of Sunday time-limits and perception of change as a customer improvement.

11. Implement programs for special events

Strategy Objective: *Improve customer service through special offerings such as a special event validation program to increase customer demand or valet service to increase parking supply during high demand periods.*

Description: Implement promotions such as validated parking or valet services during special events. For example, provide “Free Parking on Mother’s Day” to entice customers to visit the neighborhood businesses. There may also be events where valets could be used to increase parking supply since they can festival park a facility.

Cost Estimate: An annual budget of \$70,000 is recommended for special event promotions, which may cover costs associated with two to three special events per year.

Implementation Steps:

1. Work with Stakeholder Group to identify special event opportunities and the type of promotion that might attract customers.
2. Develop plan (including marketing and logistics) for each event individually.

Tracking Measures:

- Number of customers served
- Cost per customer served
- Increase in parking supply through valet
- Customer perception