

Ahead of the Curve
in creative parking solutions

CENTRAL BUSINESS DISTRICT PARKING
ANALYSIS AND LONG-TERM PLAN

CITY OF WAUSAU
WAUSAU, WISCONSIN

Prepared for:
CITY OF WAUSAU

DECEMBER 29, 2014

DRAFT REPORT



WALKER
PARKING CONSULTANTS



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EXECUTIVE SUMMARY

The City of Wausau, Wisconsin (the "City") retained Walker Parking Consultants ("Walker") to prepare a comprehensive parking strategy that addresses downtown parking issues in both the East and West Central Business Districts, which is bifurcated by the Wisconsin River. The parking strategy addresses current and future parking conditions, management and operational improvements, future parking ramp replacement, and approaches to improving the overall delivery of parking services to the community. The purpose of this study is to provide the City with an adaptive and evolving downtown parking management strategy that can continue to keep up with the inevitable growth and changes.

This report provides a long-term operating strategy that embodies the philosophy of managing public resources in a way that supports community well-being, community connection, and growing a sense of place. This document aims to address public parking in the context of the larger vision for downtown Wausau. The broader community goals for the downtown should be supported by any proposed parking strategy. The parking strategy should serve as a tool to help ensure downtown success and embody the following guiding principles:

- Support for a park once, walkable vision that improves connectivity for visitors, residents and employees.
- Maintain a responsibility to optimize public investment in parking infrastructure.
- Maintain the small town, walkable form that has evolved over two decades.
- Continue to facilitate and encourage a diverse economy.
- Provide a customer-friendly experience for visitors, residence and employees centered on convenience, access and fairness.

The following are key findings and recommendations:

TOTAL PARKING INVENTORY

- 7,700± parking spaces are located in the downtown study area
- 3,420± or 44% of the parking supply is private with limited access to the general public
- 3,375± or 44% of the parking supply is public and open to the general public
- 905± or 12% of the parking supply is located on-street



EAST RIVER DISTRICT

- 6,229± parking spaces are located in the East River District
- 2,228± or 36% of the East River District parking supply is private with limited access to the general public
- 3,375± or 54% of the East River District parking supply is public and open to the general public for daily, monthly and special event use
- 626± or 10% of the East River District parking supply is located on-street

WEST RIVER DISTRICT

- 1,471± parking spaces are located in the West River District
- 1,192± or 81% of the West River District parking supply is private with limited access to the general public
- There are no public surface lots or public ramps located in the West River District
- 279± or 19% of the West River District parking supply is located on-street

TOTAL PARKING OCCUPANCY

- *Peak weekday conditions occur near the hour of 10:00 AM on Wednesday*
- *A parking surplus exists during peak weekday conditions*
- *At peak, there are 3,809 ± vacant parking spaces. Conversely, at peak there are 3,891 ± parked cars resulting in a 51% peak occupancy rate*
- *While overall parking supply exceeds the current demand, there are localized areas that experience temporary parking challenges during a typical weekday*

EAST RIVER DISTRICT

Peak Weekday Conditions

- 3,157 ± vacant parking spaces during peak weekday conditions on a Wednesday near the hour of 10:00 AM
- 3,072 ± parked cars resulting in a 49% peak occupancy rate

WEST RIVER DISTRICT

Peak Weekday Conditions

- 652 ± vacant parking spaces during peak weekday conditions on a Wednesday near the hour of 10:00 AM
- 819 ± parked cars resulting in a 56% peak occupancy rate



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While a larger number of recommendations for consideration are included in this report, along with an essential collection of explanations and justifications, there are approximately twenty (20) specific short-term recommendations for immediate consideration as the City plans for parking improvements over the next one to two years. An additional eight (8) mid- and long-term recommendations are also provided to begin longer term planning discussions.

The recommendations presented herein address parking policy and physical improvements that the City can undertake to ensure that downtown parking works better and helps to make downtown more attractive, more convenient, and more successful. These areas of improvement include:

- Managing the use of downtown parking supply to accommodate more vehicles and make locating parking spaces more convenient;
- Value pricing downtown parking assets in order to reduce parking prices or restrictions on low demand spaces and increase restrictions or parking prices on selected high demand spaces to discourage employees' use of these spaces for all day parking;
- Refining the organizational structure of the public parking system to make it more responsive to the public and easier to manage for City staff;
- Implementing new technology to help improve the parking patron experience, operational efficiency, and the quality of data for parking management and financial recording purposes
- Reinvesting parking revenue in the very area where the revenue is raised to improve the financial and operational health of the parking system
- Planning for future capital improvements that support economic development

These ideas are addressed in the following recommendations.

RECOMMENDATIONS

As new office, retail and residential development enters the downtown market, the parking needs will change and the City should be prepared to address how best to accommodate this additional growth – spatially, operationally and financially. At present, most of the study area has adequate parking supply, on- and off-street, to support the economic vitality of downtown. Traditional parking planning has focused on providing a certain number of parking spaces to address overall demand. Our recommendations highlight how, with the growing popularity of Wausau's Central Business District, City policies must focus on not just "how many parking spaces," but "how parking spaces are managed."

To improve the overall parking operations of the City, Walker makes the following recommendations:



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1. Create one City staff position that is accountable for all City parking-related matters. The Parking Manager position would be the point of contact for parking for other city departments, governmental entities, downtown businesses and the public. We expect – and recommend – that the position would eventually lead a small Parking division within the Public Works department, a Parking management entity, focused on effective parking operations, tracking of parking revenue and expenses, and providing responsive customer service.
2. Implement an Ambassador Program that consists of two full-time employees to enforce parking regulations, assist downtown visitors with parking and general questions, and work with businesses to identify and report any issues or challenges they encounter.
 - a. Increase the number of Parking Ambassadors as the demand on the parking supply grows. This is both an effort to increase violation enforcement, while also helping to alleviate the stress of finding and managing spaces as demand grows.
 - b. Improve the perception of parking enforcement among all visitors to the Central Business District, with a focus on customer service to the public.
3. Implement new citation rates and a policy of issuing courtesy tickets.
 - a. Increase citation base rates from \$5 to \$20.
 - b. Along with the fine increase, implement a graduated fine schedule for repeat offenders. This could be as simple as doubling the price point for each accumulated citation, per license plate, within a 30 day period. The violation fine would double until a certain quantity (example: 5) is reached and would result in a boot or tow consideration.
 - c. Issue visitor-friendly "courtesy" parking tickets to first-time, overtime parking violators. Along with the warning, provide a public parking information brochure that communicates parking regulations and options.
4. Implement an Employee Parking Program that combines "pull incentives" for attracting employee parkers to underutilized, off-street, non-core spaces with "push incentives" to discourage employees from parking in visitor-designated, high-demand spaces that should then be made available to serve customers.
 - a. As a "pull" incentive, reduce the rates for roof parking in the two City ramps to less than \$20 per month, as well as general permit parking in the mall ramps for those parkers that can confirm downtown employment status.
 - b. Also as a "pull" incentive, implement an employee parking "rewards" program, which provides registered employees, selected randomly, who are found to be parking in identified employee areas. Rewards may include gift certificates to local businesses.
 - c. As a "push" incentive, revise on-street parking enforcement policies in high-demand parking areas as outlined elsewhere in this report including the consolidation of metered spaces in the East River high-demand core area to discourage employee parkers from parking in these spaces.



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5. Implement a single enforcement and operations time schedule of Monday through Friday, 8:00am – 6:00pm.
 - a. There are multiple time limits in the study area that cause confusion and ticket anxiety for downtown visitors. For example, 2 Hour time limit policies currently are as follows:
 - 2 Hour Monday through Friday, 8:00am – 6:00pm; and
 - 2 Hour Monday - Saturday 9:00am – 6:00pm
 - b. Apply the uniform enforcement and operations time schedule to all time limits, meters, and off-street parking options, including updating all related signage.
6. Develop and implement a public relations and marketing campaign for downtown parking.
 - a. Coordination of this effort with, media outlets, local businesses and merchant associations, and existing City departments is encouraged.
 - b. Expand current web site(s) by utilizing technology to have interactive maps with clickable links to parking locations.
 - c. From the website, provide regular updates to the general public about local event parking options, daily parking options, pricing, and upcoming policy changes or considerations.
 - d. Work with and provide local businesses the ability to link from their individual websites to applicable parking options.
7. Encourage and facilitate shared parking opportunities between private locations that might have excess supply and those that have additional demand.
 - a. For example, the current agreement between the YMCA and the adjacent church to share the church parking lot exemplifies the concept of shared parking.
8. Expand the current parking management software or implement a new system to manage permits, reporting, and citations in a single application.
 - a. Recommend reviewing a hosted model that can reduce overall cost of ownership, while also providing a solution that can grow as the City's needs expand.
 - b. Improve enforcement efficiency through electronic tire chalking to increase the violation capture rate and encourage parking compliance. The purpose for improving enforcement techniques is to encourage a change in parking behavior that benefits all who work, shop, live and visit downtown Wausau. The City can help downtown businesses by ensuring public access to parking by enforcing fair and consistent rules.
9. Increase bicycle rack parking, making it easier for locals to enjoy downtown without parking a car.

**RECOMMENDATIONS FOR THE EAST RIVER DISTRICT**

- Implement consistent time limit policies for the East River district.
 - a. Consider core blocks with high demand that should stay at 2 hour time limits then move out to 8 hour time limits at the farthest zones in the study area.
- Develop and implement a signage/way-finding program to direct patrons to specific parking options that meets their length of stay needs.
 - a. This should be part of a holistic 'signage package' with consistency in design and clear visibility to drivers.
 - b. Signage should be the same style and contain the same graphics, promoting a recognizable yet simple Wausau parking brand.
 - c. Expand signage/way-finding to include pedestrian signs from the point of parking lots to merchant/business locations, including real-time space availability data to direct drivers to known available parking options.
 - d. Space availability signage on the exterior of City Ramps can be coordinated with a new PARCS implementation.
- Implement full Parking Access and Revenue Control System (PARCS) for all City Ramps, and an upgrade to the current mall gated PARCS hardware and software.
- Allow overnight parking for residents and visitors in the City-owned parking ramps.
- Pave and stripe dirt lots on Block 20 and Block 21 that are currently being used for long-term parking options.
- Mark all on-street spaces to make the most efficient use of the current supply.
- Consolidate existing meters to the East River district core. This core is bound by 1st Ave., Grant St., 4th St. and Washington St.
 - a. Re-evaluate the current single-space meter parking model.
 - b. The City should consider a multi-space meter system that can accommodate a first 2-hours free rate schedule that only charges parkers for additional time.
 - c. Any new meters should first be implemented on high-demand streets within the East River District in order to promote turnover.
- Removal of under-utilized, low-revenue, single-space meters currently located outside of the East River district core.
- Removal and replacement of the McClellan Street Ramp. This will include coordinated short-term parking options for the displacement of current ramp users.



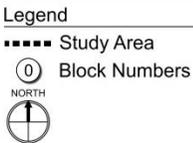
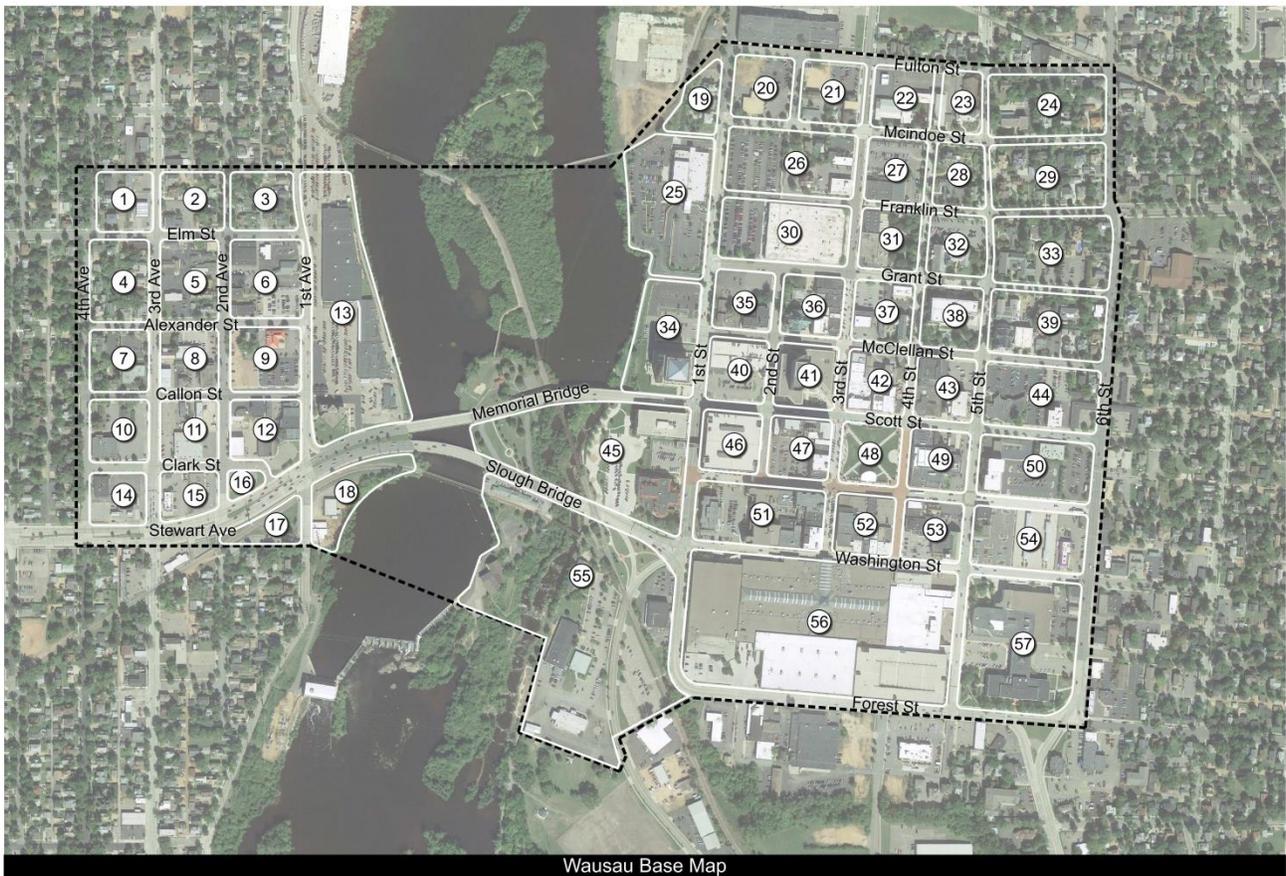
RECOMMENDATIONS FOR THE WEST RIVER CBD

1. Implement 8-hour on-street time limits to maximize the use of underutilized public parking and provide additional employee parking options in the West River District.
2. Pave and stripe dirt lots on Block 6 and Block 9 that are currently being used for long-term parking options. This improvement will increase the layout efficiency of the parking lots and increase the number of spaces.
3. Mark all on-street spaces to make the most efficient use of the current supply.
4. Parking demand in the West River District fluctuates seasonally and by time-of-day. Overall, parking policy changes and improvements to the existing resources are recommended to improve access to parking supply and support current businesses in the West River District.

STUDY AREA

The study area was split into two sub-areas defined for the purposes of this report as the East River and West River Central Business Districts. The two areas, although considered the core Wausau CBD, have different parking conditions and needs. The West River district is bound by 4th Avenue to the west, Stewart Avenue to the south, Maple Street to the north, and the Wisconsin River to the east. The East River district area is bound by the Wisconsin River to the west, Forest Street to the south, Fulton Street to the north, and 6th Street to the east. The study area is presented in the following exhibit.

Exhibit 14: Study Area



PUBLIC ENGAGEMENT

Walker representatives facilitated five (5) focus groups over three (3) days in early November. The meetings included a diverse representation of downtown stakeholders with unique interest and perspectives. The focus groups identified common themes along with creative new ideas to address local parking challenges. Four (4) focus groups included representatives from the East River district, and one (1) focus group included stakeholders from the West River district. In addition to five focus group meetings, a number of individual meetings and phone calls were completed in order to gather input from a large sample of stakeholders. Common parking challenges and strategies for improving public parking that were discussed in the focus group and interview are summarized in the following exhibit.

Exhibit 15: Summary of Stakeholder Feedback

Subject	Comment
1 Connectivity / Walkability	Would like to see more skywalks. Improve access to fringe parking areas by improving connections and maintain year-round sidewalk clearance.
2 Off-Street Ramps	Jefferson Ramp – Staff with a parking attendant. The meters should remain on the lower level and level one. Pull a ticket or swipe your permit to get to levels 3 and up.
3 Off-Street Ramps	Ramp cleanliness – (stairwells especially), lighting, and security are concerns. Paint ramp interiors white to help illuminate the facilities.
4 Off-Street Ramps	Move downtown employees out of on-street spaces and into ramps. Offer a \$5 permit rate for ramp roof-top parking to accommodate price sensitive downtown employees.
5 Off-Street Ramps	Build more structured parking supply, where it would promote increases in lease-able office space and improve property value.
6 Off-Street Ramps	Jefferson Street – The turning radius at the ramps makes navigating that facility a challenge. Modify end bay spaces that interfere with appropriate turning lanes by either removing or designating the end spaces for compact vehicle parking only.
7 Off-Street Ramps	Explore if the city could trade block 40 for block 35 with the church. A new ramp could be built on 35, while the McClellan ramp is still in use. The old ramp could then be demolished once the new ramp is built and operational.
8 Off-Street Ramps	There is a willingness to pay more for covered parking spaces, and less for open surface lot spaces. Use pricing to encourage long-term parking off-street and short-term parking on-street.
9 Off-Street Ramps	Downtown needs an overnight parking option for residents and visitors.
10 Off-Street Ramps	Add a new ramp on block 9 to bring apartments and new development to the West River district.
11 Off-Street Ramps	Identify a transition plan if any parking is removed from the system resulting in displacement of employee parking spaces. Taking down the McClellan Ramp without a new structure to replace it would bring down rents, as the parking structure is critical to downtown.
12 Off-Street Ramps	Implement uniform parking policies and enforcement practices before building any new ramps.
13 Enforcement	Implement a downtown parking ambassador program that focuses more on customer service and less on enforcement.
14 Enforcement	The initial \$5.00 fine is too cheap and does not discourage violations.



Subject	Comment
15 Enforcement	Offer an initial courtesy ticket, especially for out-of-town visitors then escalate the fines as additional tickets are issued to the same person.
16 Enforcement	Enforcement appears to target surface lots and ramps.
17 On-Street	Consider offering 2 hour parking (free) throughout downtown, then an increasing rate schedule after the initial 2 hours.
18 On-Street	Improve parking signage. There are inconsistent on-street signage and policies in downtown Wausau.
19 On-Street	Parking meters are needed in downtown. Meters are needed to promote turnover and keep employees out of on-street spaces.
20 On-Street	Increased meters would negatively impact businesses in the Central Business District.
21 On-Street	On-street Meter Technology – Offer credit card capable meters in downtown.
22 On-Street	Eliminate 60 minute and 15 minute time zones. All time zones should be 2 hours.
23 Off-Street	The municipal lot next to the Dudley Tower is not clearly signed, resulting in many building visitors parking incorrectly and receiving parking tickets.
24 Off-Street	The lack of quality parking options in downtown Wausau hinder downtown development.
25 Off-Street	Stakeholders would like to have permit options that allow parking in any downtown public facility.
26 Off-Street	Lodging and event guests would benefit from receiving emailed parking passes in advance of their arrival downtown.
27 Way-finding	Improve way-finding to direct visitors to available public parking options. Start as early as the bridges coming in to the East River district to push visitor traffic to the Jefferson Street Ramp.
28 Operations	Focus on a park once and walk strategies for downtown visitors.
29 Operations	Streamline communication on public parking by designating one city representative responsible for all parking operations and administration.
30 Operations	Need overall city website and communication improvements around parking.

RESULTS AND ANALYSIS

The common theme, expressed explicitly and implicitly, is the need to reduce confusion and provide quality parking options for both the East and West River districts. There are many proposed solutions to address this challenge, but the central message from stakeholders is to make the parking system easier to understand and use. This report incorporates the input received from downtown stakeholders and outlines ways to improve the public parking system.



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CURRENT PARKING CONDITIONS

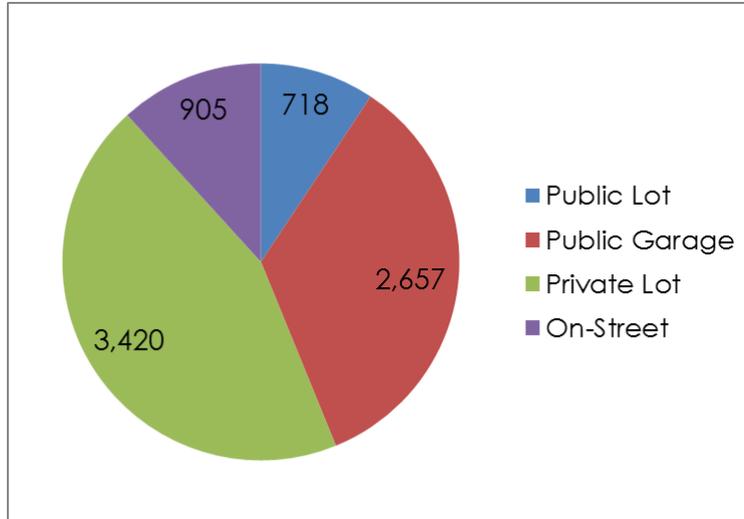
Parking occupancy conditions were recorded October 15th with parking demand recorded during approximately two-hour intervals from 10:00 am (the late morning peak) and 2:00 pm (the early afternoon peak). The days and times were selected based on our experience with typical peak parking patterns in a busy commercial and government center such as Wausau during mild weather, and informed by City staff members regarding their experience downtown parking patterns. During data collection temperatures were cool to mild with generally overcast conditions. In our experience the late morning and early afternoons typically represent peak demand due to the significant presence of downtown employees overlapping with the beginning or end of lunch time, when downtowns typically receive an influx of diners and others coming into downtown to do business during their lunch time break.

CURRENT PARKING INVENTORY

A total parking inventory of 7,700± parking spaces are located within the study area, which includes both the East River and West River districts. The allocation of parking supply is important to understand when considering long-term strategies that aim to improve access to downtown. Approximately 6,795± or 88% of spaces are located off-street and 905± of 12% of spaces are located on-street in time restricted or metered areas. Approximately 4,280± or 56% of the total supply is designated as public and open to all user groups, while the remaining 3,420± or 44% of all parking supply is designated for private use with limited or restricted general public access. In locations where on-street and off-street surface lots are currently unpaved or unmarked, the estimated capacities are based on industry standard parking stall measurements.



Exhibit 16: Parking Supply Allocation – Spaces by Type



Source: Walker Parking Consultants

The parking space inventory is presented by district in the following section.

EAST RIVER DISTRICT PARKING SUPPLY

The East River district includes 6,229±, or 86% of the total study area parking supply. This area includes all four municipal parking ramps which have a total space count of 2,657± spaces. In addition to the four municipal ramps, the East River district includes all 718± public surface lot spaces, 2,228± private surface lot spaces, and 626± on-street spaces.

The East River district parking supply is presented in the following exhibit.



Exhibit 17: East River District Parking Supply

Block #	Public Lot	Public Garage	Private Lot	On-Street	Total Supply
19	0	0	30	8	38
20	0	0	85	15	100
21	0	0	80	6	86
22	0	0	63	0	63
23	0	0	8	6	14
24	0	0	0	26	26
25	0	0	245	0	245
26	0	0	243	28	271
27	0	0	106	19	125
28	0	0	6	6	12
29	0	0	0	18	18
30	0	0	130	28	158
31	0	0	0	21	21
32	10	0	47	9	66
33	0	0	54	18	72
34	160	0	0	0	160
35	0	0	55	13	68
36	0	0	7	36	43
37	55	0	27	14	96
38	0	0	7	27	34
39	0	0	36	31	67
40	62	356	0	8	426
41	0	0	0	23	23
42	0	0	6	32	38
43	0	0	60	22	82
44	43	0	123	17	183
45	62	0	38	0	100
46	0	795	0	20	815
47	0	0	87	22	109
48	0	0	0	27	27
49	0	0	8	27	35
50	0	0	156	27	183
51	60	0	16	6	82
52	0	0	0	29	29
53	35	0	35	18	88
54	70	0	32	3	105
55	136	0	170	0	306
56	25	1,506	0	2	1,533
57	0	0	268	14	282
Totals	718	2657	2228	626	6229

Source: Walker Parking Consultants

WEST RIVER DISTRICT PARKING SUPPLY

The West River district includes approximately 1,192± private surface lot spaces, and 279± on-street spaces for a total supply of 1,471± parking spaces. The West River district parking supply is presented in the following exhibit.



Exhibit 18: West River District Parking Supply

Block #	Public Lot	Public Garage	Private Lot	On-Street	Total Supply
1	0	0	35	14	49
2	0	0	28	33	61
3	0	0	0	41	41
4	0	0	4	24	28
5	0	0	44	24	68
6	0	0	120	22	142
7	0	0	44	5	49
8	0	0	49	21	70
9	0	0	157	22	179
10	0	0	76	14	90
11	0	0	77	17	94
12	0	0	44	22	66
13	0	0	395	0	395
14	0	0	31	8	39
15	0	0	44	9	53
16	0	0	24	3	27
17	0	0	20	0	20
18	0	0	0	0	0
Totals	0	0	1,192	279	1,471

Source: Walker Parking Consultants

EFFECTIVE PARKING SUPPLY

When discussing the utilization of a parking system, it is important to consider the concept of *effective supply*. Effective supply is the maximum number of parking spaces that can realistically be used within a given parking system. An effective supply cushion helps to protect against the inevitable loss of spaces resulting from temporary disturbances such as construction, incorrectly parked cars, snow removal, etc. This cushion also helps to decrease traffic congestion by minimizing the amount of time visitors must spend looking for an empty space. For on-street parking, Walker generally recommends an effective supply equal to 85% of the total capacity. This allows a sizable cushion of spaces so that traffic does not back up on surface streets.

Off-street parking requires less of a cushion, generally 90% to 95% of the actual supply, depending on the type of facility and the anticipated user group. Smaller cushions are calculated for long-term parking locations because long-term parkers (ex: downtown employees) tend to be familiar with the facilities and spaces. These locations are not as subject to frequent turn over or unfamiliar parkers. For the off-street public lots, it is expected that much of the traffic is generated by a combination of frequent visitors and employees, and therefore use an effective supply of 90% of the total capacity.



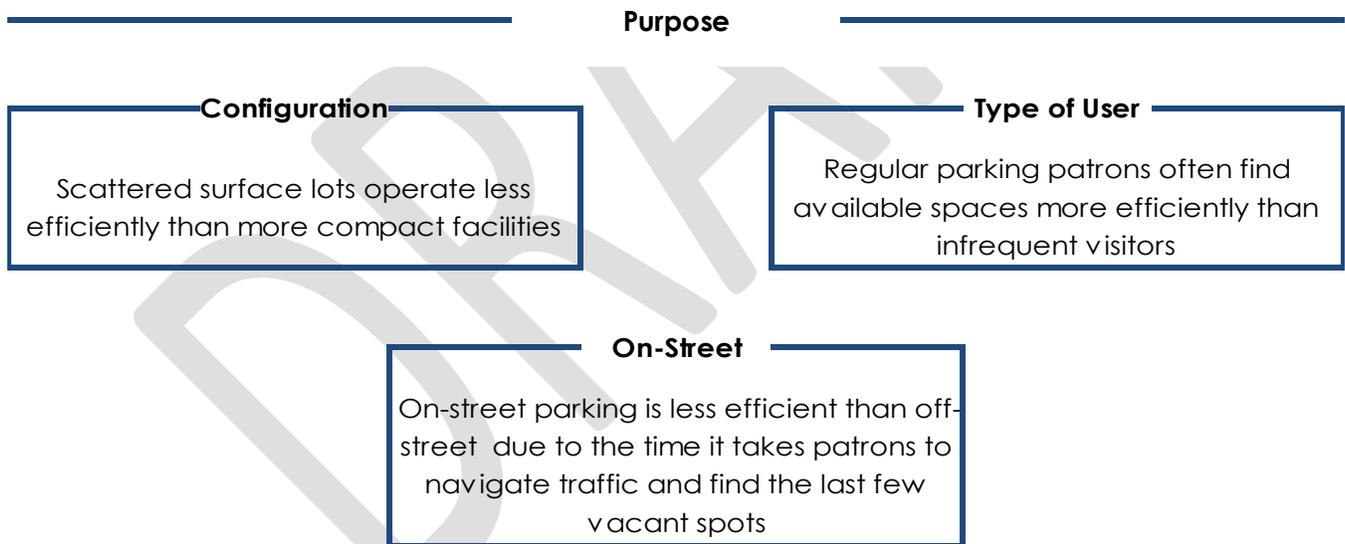
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The study area includes an actual total of 7,700± parking spaces before any adjustments are made to account for an effective supply. After the effective supply factors are applied, the study area's effective supply is 7,056± spaces, as shown in the following exhibit:

Exhibit 19: Effective Parking Supply

Block #	Off-Street Public Supply	Effective Supply Factor	Effective Supply	Off-Street Private Supply	Effective Supply Factor	Effective Supply	On-Street Supply	Effective Supply Factor	Effective Supply	Total Effective Supply
Totals	3,375	0.90	3,038	3,420	0.95	3,249	905	0.85	769	7,056

Effective Supply Calculations				
Parking	Actual Supply	Effective Supply Factor	Effective Supply	Operating Cushion
Public Ramps	3,375	90%	3,038	338
Private Supply	3,420	95%	3,249	171
On-Street	905	85%	769	136
Total	7,700	90%	7,056	644



Source: Walker Parking Consultants

PARKING OCCUPANCY

The analysis of current parking conditions indicates that **peak occupancy of 3,891± vehicles (51%) occurs near the hour of 10:00 AM on a typical Wednesday.** Although the overall parking conditions indicate adequate supply exists, there are specific city blocks and streets that routinely exhibit high parking utilization patterns. The areas with more intense parking demand



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can shape overall perceptions of parking adequacy for the entire study area. Two areas of on-street parking exhibited occupancy greater than 85%. On-street parking on block 9, located in the West River district, is used during the daytime by employees for long-term parking. Block 52, located in the East River district, has a mixture of retail, restaurant, and office tenants that use the surrounding on-street parking for both short-term visitor and long-term employee parking.

The overall occupancy within the study area varies by time-of-day. Afternoon demand, near the hour of 2:00 PM, was slightly lower than peak conditions with 3,580± vehicles parked (46%). This results in an 8% reduction in occupancy between the morning and afternoon market observations. Both the East River District and the West River District had an 8% reduction individually. Of the 57 blocks within the entire study area, only three localized areas within blocks 44, 45, and 49 had afternoon occupancies greater than 85%.

CURRENT PARKING ADEQUACY

The observed peak parking occupancy was compared to the actual and effective supply calculations to determine the current parking adequacy during typical market conditions.

The parking adequacy for the total study area is presented in the following two exhibits.

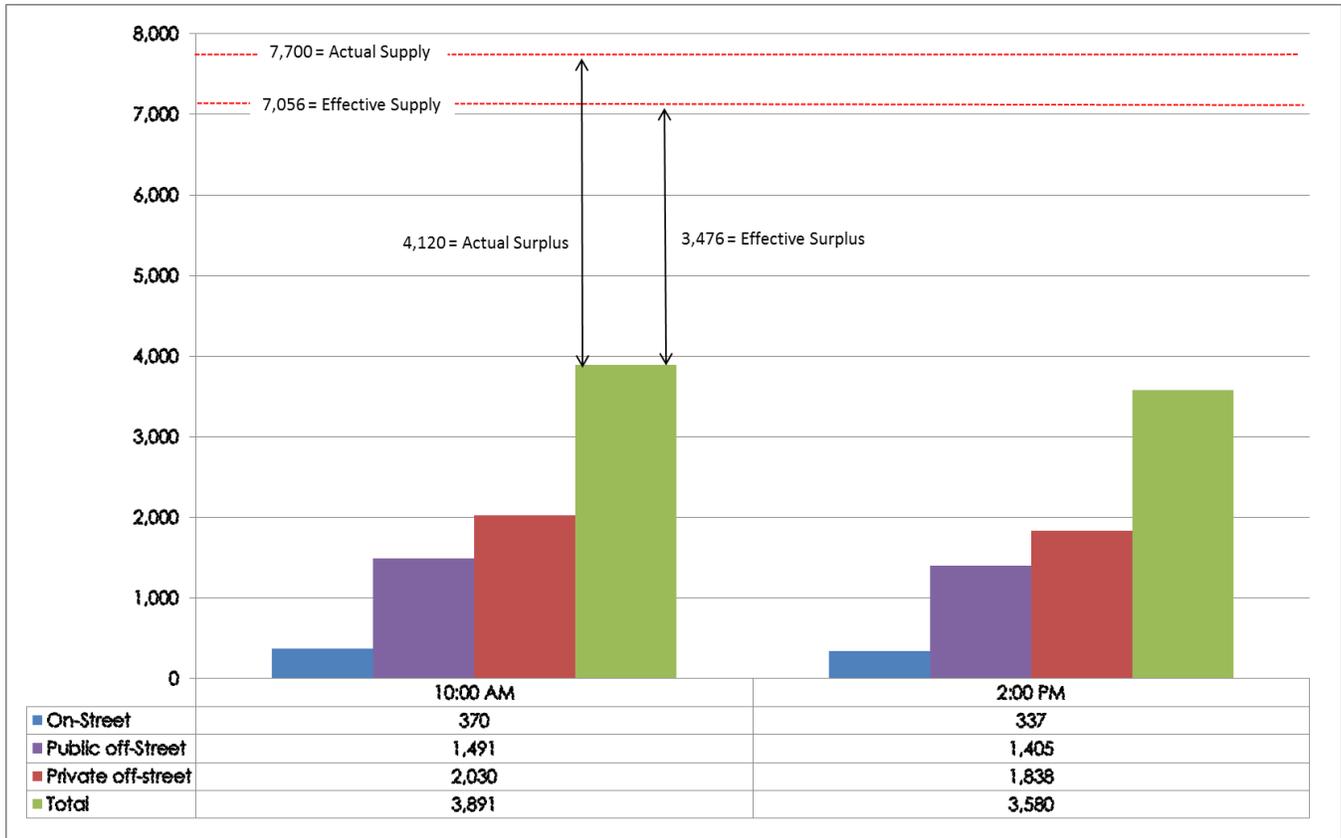
Exhibit 20: Parking Supply Adequacy

Weekday Adequacy Summary								
Type	Actual Supply	Effective Supply	10:00 AM	Percentage	2:00 PM	Percentage	Actual Surplus	Effective Surplus
On-Street	905	769	370	41%	337	37%	535	399
Public off-Street	3,375	3,038	1,491	44%	1,405	42%	1,884	1,547
Private off-street	3,420	3,249	2,030	59%	1,838	54%	1,390	1,219
Total	7,700	7,056	3,891	51%	3,580	46%	3,809	3,165

Source: Walker Parking Consultants



Exhibit 21: Parking Supply Adequacy



Source: Walker Parking Consultants

EAST RIVER DISTRICT

There are 3,157± vacant parking spaces in the East River District during peak weekday conditions that occur on a Wednesday near the hour of 10:00 AM. Conversely, there are 3,072± parked cars resulting in a 49% peak occupancy rate.

ON-STREET

For the on-street occupancy in the East River district, block 52, was the only area to exhibit peak occupancy levels that exceeded 85%. Block 52 is located in the heart of the East River district and in close proximity to restaurants, retail, entertainment, and office demand generators. The high levels of parking demand only occur during the mid-morning period.

The area, North 3rd Street and North 4th Street, between Jefferson Street and Washington Street, also had the highest number of on-street citations written during 2013. Although these two locations had the highest volume of on-street citations issued, the total for each was less than 10% of the highest grossing ticket volume location, Lot 6 with 2,963 citations issued in 2013.



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OFF-STREET OCCUPANCY

While overall peak occupancy levels are relatively low, there are localized areas within the East River District where off-street parking, both public and private, experienced occupancy levels that exceeded 85%. Demand on blocks 37, 44, 45, and 49 is most intense during the peak hour of 10:00 AM, while adjacent blocks all experienced moderate to low occupancy.

Blocks 37 and 49 include both private and public off-street parking spaces. The public off-street surface lots in block 37, with mainly metered spaces, experienced moderate (50-69%) occupancy. The observed morning occupancies for private off-street surface lot spaces on block 37, mainly serving St. John the Baptist Episcopal Church, exceeded 85%. The block 49 private off-street surface lot spaces, totaling only 9 spaces, had high occupancy throughout both the morning and afternoon hours. However, there were adjacent blocks that had very low occupancy (less than 49%) in both the private and public parking options.

Blocks 44 and 45 include both private and public off-street parking spaces. The majority of public parking spaces within these two blocks are permit-only in Municipal Lots 7, 10, and 11. Lot 7 does include a limited number of metered spaces, but these are much less utilized than the permit-only spaces. The majority of block 44 private parking spaces had peak occupancy levels less than 49%, showing an abundance of private parking serving the nearby banks. The public parking options on this block include permit-only spaces in Lots 10 and 11. These public lots experienced high occupancy (over 85%) throughout the day. In comparison, the additional parking options on block 45, serving the public library, had high occupancies throughout the entire day.

Exhibit 22, on the following page, provides a parking occupancy heat map that shows peak weekday conditions in the East River district. Exhibit 23 provides an occupancy heat map of the afternoon occupancy levels to demonstrate the difference in parking characteristics by time-of-day during a typical weekday.



Exhibit 22: East River District Morning Occupancy Heat Map (10/15/2014)



Legend	Private Off-Street	Public Off-Street	On-Street
----- Study Area	Green ≤ 49%	Green with diagonal lines ≤ 49%	Green with dots ≤ 49%
⊙ Block Numbers	Yellow 50-69%	Yellow with diagonal lines 50-69%	Yellow with dots 50-69%
	Orange 70-84%	Orange with diagonal lines 70-84%	Orange with dots 70-84%
	Red ≥ 85%	Red with diagonal lines ≥ 85%	Red with dots ≥ 85%

Source: Walker Parking Consultants



Exhibit 23: East River District Afternoon Occupancy Heat Map (10/15/2014)



Legend	Private Off-Street	Public Off-Street	On-Street
----- Study Area	≤ 49%	≤ 49%	≤ 49%
⓪ Block Numbers	50-69%	50-69%	50-69%
NORTH	70-84%	70-84%	70-84%
⊕	≥ 85%	≥ 85%	≥ 85%

Source: Walker Parking Consultants



WEST RIVER DISTRICT

There are 652± vacant parking spaces in the West River District during peak weekday conditions that occur on a Wednesday near the hour of 10:00 AM. Conversely, there are 819± parked cars resulting in a 56% peak occupancy rate.

ON-STREET

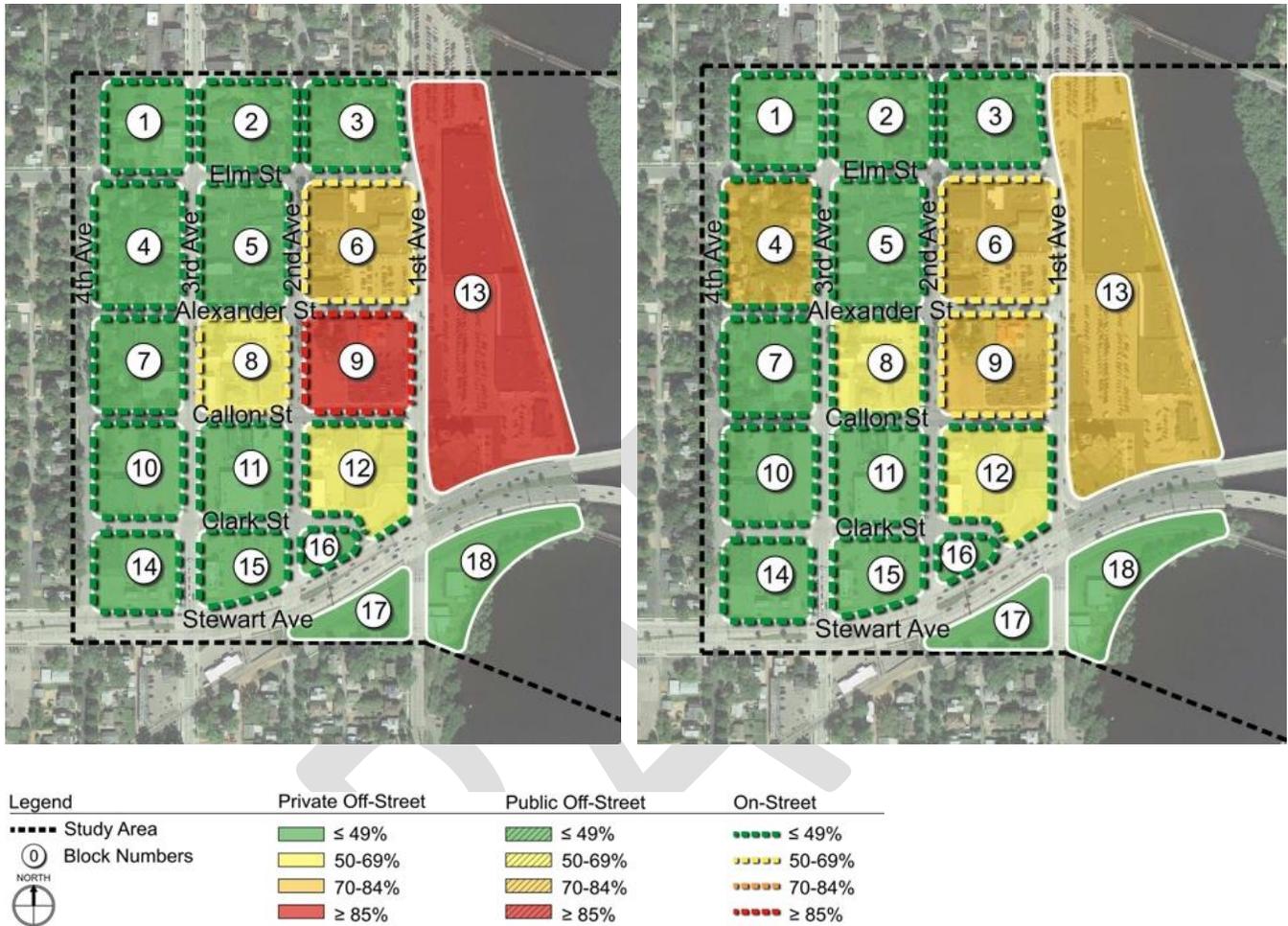
On-street spaces in the West River District are largely affected by the Footlocker.com Inc. demand for parking in the area. The streets surrounding block 9: Alexander Street; 2nd Avenue; Callon Street; and 1st Avenue, all experienced high demand, while the adjacent blocks with on-street parking spaces had moderate to low demand throughout the day. The majority of the on-street parking in this portion of the West River District, with the exception of Callon Street and 1st Avenue, are not signed or regulated by the City. The remaining on-street parking spaces, in general, are located within 2 hour time limit zones enforced by the City. Some areas, like the majority of 1st Avenue, are signed for no parking and there are some short-term (< 2 Hours) signs placed throughout this study area. The seemingly random sign placement appears to be the result of policy changes made to accommodate local businesses that are no longer present.

OFF-STREET

The areas of intense parking demand in the West River District are near Footlocker.com, Inc. The Footlocker.com Inc. facility drives the majority of demand, both on-street and off-street. Primarily, the demand is greatest within their own private surface parking lots located on block 13, and spill over to the private surface lots on block 9. Block 9 contains both paved private surface lots as well as unpaved open dirt surface lots, the majority of which are leased by Footlocker.com Inc. for employee parking. The blocks adjacent to block 9 experience peak weekday demand levels of approximately 50-69%. The demand represents spillover parking from employees of Footlocker.com Inc.

Exhibits 5 and 6, on the next page, provide the parking occupancy heat maps of the West River district during the morning and afternoon observation periods

Exhibit 24: West River District Morning and Afternoon Occupancy Heat Map (10/15/2014)



Source: Walker Parking Consultants

West River District parking conditions reflect the unique operating environment where a significant employer, with daily and seasonal variances in demand, is operating amid a low-density commercial area that abuts residential properties.



SUMMARY OF CURRENT PARKING CONDITIONS

Overall there is a parking surplus during peak weekday conditions with 3,809± vacant parking spaces documented during peak weekday conditions on a Wednesday near the hour of 10:00 AM. At that time there were 3,891± parked cars resulting in a 51% peak occupancy rate. While overall parking supply exceeds the current demand, there are localized areas that experience temporary parking challenges during a typical weekday. While local parking challenges do exist, the data indicates that the on-street and off-street parking supply is adequate for the current demands placed on the system.

The data indicates a need for strategic management of public on- and off-street parking that starts with modifications to current parking policies and enforcement. The challenge before the City is to encourage a change in parking behavior by providing choices, clear policies, and enforcement. The lack of supply is not the real issue; rather it is the lack of access to proximate supply. Recommendations for improving access to supply will be addressed in later of this report.

DRAFT



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FUTURE PARKING CONDITIONS

The assessment of future parking conditions is predicated on assumptions that new development will enter the market and generate a need for additional parking spaces. Factors that impact the projected parking needs include the size and development program (office, retail, residential, etc.) for each potential project. For this analysis, Walker obtained information on potential development projects from the City and downtown community stakeholders. Any changes in the development assumption will impact the analysis of future parking conditions.

EAST RIVER DISTRICT POTENTIAL PROJECTS

Dudley Tower II

An additional office tower north of the current Dudley Tower is under consideration. The current Dudley Tower includes 160,000 ft² of office space. It is Walkers understanding that this potential new office tower is not beyond the conceptual stage at this point in time. Without additional project details or conceptual plans, it is assumed that this additional tower, Dudley Tower II, would be similar to the current Dudley Tower I in size and composition.

Wausau Center Mall

The Wausau Center Mall recently lost J.C. Penney's as an anchor tenant, leaving 87,756 ft² vacant. The future parking needs analysis assumes that this space could be leased to a similar retail client. This location does include an attached parking ramp, with 531 spaces, which is included in the current parking space supply.

A new movie theater has also been discussed as a potential addition to the mall. Theater's experience the highest demand during nights and weekends. This type of new development would complement the current parking system well, given that the majority of the East River district parking accommodates daytime business and retail demand. For the purposes of this study, the addition of a movie theater was not included in the future parking demand calculations however this type of development does not present a significant parking demand concern.

Graebel Van Lines

According to focus group sessions, which included Graebel Van Lines representatives, this organization has an additional 17,000 ft sq vacant and at full build-out would anticipate a need for 100 additional spaces.



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The projected future parking demand generated by the potential new development is summarized in the following exhibit.

Exhibit 25: East River District Potential New Demand by Development

	Dudley Tower II	Graebel Van Lines	Wausau Center	Total
Customer/Guest, All Uses	39	4	246	289
Employee, All Uses	451	92	57	600
Reserved Office 24/7	40	4	0	44
Total Typical Day No Event	530	100	303	933
Total Parking Spaces Required	530	100	303	933
Planned Supply	0	0	0	0
Surplus (+)/Deficit (-)	-530	-100	-303	-933

Source: Walker Parking Consultants

Exhibit 26 and Exhibit 27 provide a breakdown of the anticipated additional parking demand for both weekdays and weekends generated by new development. The weekday demand peaks at mid-day in December, while the weekend demand also peaks during December but in the early evening.

Exhibit 26: East River District Potential New Demand by Weekday

Land Use	Weekday					Demand	Demand
	Unadj Demand	Month Adj December	Pk Hr Adj 2:00 PM	Non Captive Daytime	Drive Ratio Daytime	December 2:00 PM	December 6:00 PM
Community Shopping Center (<400 k	249	100%	100%	99%	100%	246	199
Employee	60	100%	100%	100%	95%	57	54
Office 100k to 500k sq ft	39	100%	100%	100%	100%	39	2
Employee	451	100%	100%	100%	100%	451	113
Open Plan/High Density Office	4	100%	100%	100%	100%	4	0
Employee	92	100%	100%	100%	100%	92	23
Employee	44	100%	100%	100%	100%	44	44
Subtotal Customer/Guest	292					289	201
Subtotal Employee/Resident	603					600	190
Subtotal Reserved Office 24/7	44					44	44
Total Parking Spaces Required	939					933	435

Source: Walker Parking Consultants



Exhibit 27: East River District Potential New Demand by Weekend

Land Use	Weekend						Demand	Demand
	Unadj	Month Adj	Pk Hr Adj	Non Captive	Drive Ratio	December	December	
	Demand	December	2:00 PM	Daytime	Daytime	2:00 PM	6:00 PM	
Community Shopping Center (<400 Employee)	274	100%	100%	100%	100%	273	219	
Office 100k to 500k sq ft	4	100%	60%	100%	100%	2	0	
Employee	45	100%	60%	100%	100%	27	2	
Employee	9	100%	60%	100%	100%	5	0	
Employee	44	100%	100%	100%	100%	44	44	
Subtotal Customer/Guest	278					275	219	
Subtotal Employee/Resident	123					98	58	
Subtotal Reserved Office 24/7	44					44	44	
Total Typical Day No Event						417	321	
Total Parking Spaces Required	445					417	321	

Source: Walker Parking Consultants

Exhibit 28: East River District Potential New Demand Location Current Occupancies



	Potential new development with existing occupancy at < 49%
	Potential new development with existing occupancy at 50 -69%
	Potential new development with existing occupancy at 70 -84%
	Potential new development with existing occupancy at > 85%

Source: Walker Parking Consultants



WEST RIVER DISTRICT POTENTIAL PROJECTS

Footlocker.com Inc.

Discussions with Footlocker.com Inc. indicated that there was additional space within the existing facility for potential future expansion. A specific timeline or exact number of additional workstations and employees are unknown at this time. Representative of Footlocker.com did provide the following data for the current location and potential increases:

- Houses 800 workstations
 - The 800 workstations average 650 (82% of workstations) on-site employees daily
 - 650 employees average 500 (63% of workstations) vehicles daily
 - The 500 vehicles displace 150 parking employees on an average day
- Could potentially build out another 300 workstations within the existing facility
 - Estimated result would be 246 (82% of workstations) new employees onsite daily, requiring another 189 (63% of workstations) spaces.

Exhibit 29: East River District Potential New Demand by Development

	Footlocker.com, Inc.	Total
Customer/Guest, All Uses	15	15
Employee, All Uses	173	173
Reserved Office 24/7	15	15
Total Typical Day No Event	203	203
Total Parking Spaces Required	203	203
Planned Supply	0	0
Surplus (+)/Deficit (-)	-203	-203

Source: Walker Parking Consultants



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The anticipated demand for both weekdays and weekends is summarized in the following exhibits. The weekday demand peaks at mid-day in December, while the weekend demand also peaks during December but in the early evening.

Exhibit 30: East River District Potential New Demand by Weekday

Land Use	Weekday						Demand	Demand
	Unadj	Month Adj	Pk Hr Adj	Non Captive	Drive Ratio	January	January	
	Demand	January	10:00 AM	Daytime	Daytime	10:00 AM	6:00 PM	
Community Shopping Center (<400 k	0	56%	55%	100%	100%	0	0	
Employee	0	80%	85%	100%	95%	0	0	
Office 100k to 500k sq ft	15	100%	100%	100%	100%	15	1	
Employee	173	100%	100%	100%	100%	173	43	
Open Plan/High Density Office	0	100%	100%	100%	100%	0	0	
Employee	0	100%	100%	100%	100%	0	0	
Employee	15	100%	100%	100%	100%	15	15	
Subtotal Customer/Guest	15					15	1	
Subtotal Employee/Resident	173					173	43	
Subtotal Reserved Office 24/7	15					15	15	
Total Parking Spaces Required	203					203	59	

Source: Walker Parking Consultants

Exhibit 31: East River District Potential New Demand by Weekend

Land Use	Weekend						Demand	Demand
	Unadj	Month Adj	Pk Hr Adj	Non Captive	Drive Ratio	January	January	
	Demand	January	11:00 AM	Daytime	Daytime	11:00 AM	6:00 PM	
Community Shopping Center (<400	0	56%	70%	100%	100%	0	0	
Employee	0	80%	95%	100%	95%	0	0	
Office 100k to 500k sq ft	1	100%	100%	100%	100%	1	0	
Employee	17	100%	100%	100%	100%	17	1	
Employee	0	100%	100%	100%	100%	0	0	
Employee	15	100%	100%	100%	100%	15	15	
Subtotal Customer/Guest	1					1	0	
Subtotal Employee/Resident	17					17	1	
Subtotal Reserved Office 24/7	15					15	15	
Total Typical Day No Event						33	16	
Total Parking Spaces Required	33					33	16	

Source: Walker Parking Consultants



Exhibit 32: West River District Potential New Demand Location Current Occupancies



	Potential new development with existing occupancy at < 49%
	Potential new development with existing occupancy at 50 -69%
	Potential new development with existing occupancy at 70 -84%
	Potential new development with existing occupancy at > 85%

Source: Walker Parking Consultants



ADDITIONAL PARKING SUPPLY OPTIONS

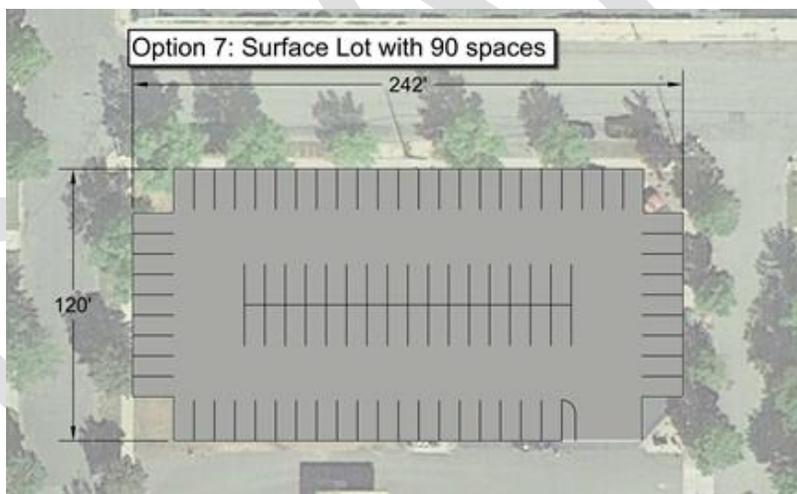
Walker evaluated opportunities to gain parking supply and improve access to downtown through adding lined parking stalls or modifying layouts. There are a few surface lots in the study area that are either unpaved or paved but not striped. It is not often that recommendations are made to increase surface lot parking supply in an urban setting; however, it is important to optimize current assets. To that end, the City should consider restriping all surface lots, and paving and striping all currently utilized surface parking lots. The following is an initial list of surface lots that were observed to be utilized.

EAST RIVER DISTRICT SUPPLY OPTIONS

East District Block 20

Block 20 is bound by Mcindoe St. to the south, Fulton St. to the north, 2nd St. to the east, and 1st Ave. to the west. The south half of the block is occupied by the Cloverbelt Credit Union building and associated private parking lot. The north half of the block is half covered by an unpaved dirt lot on the northwest quarter, and the northeast corner is a paved but not striped surface lot. If paved and striped, this surface lot could include 90+ spaces.

Exhibit 33: East District Block 20



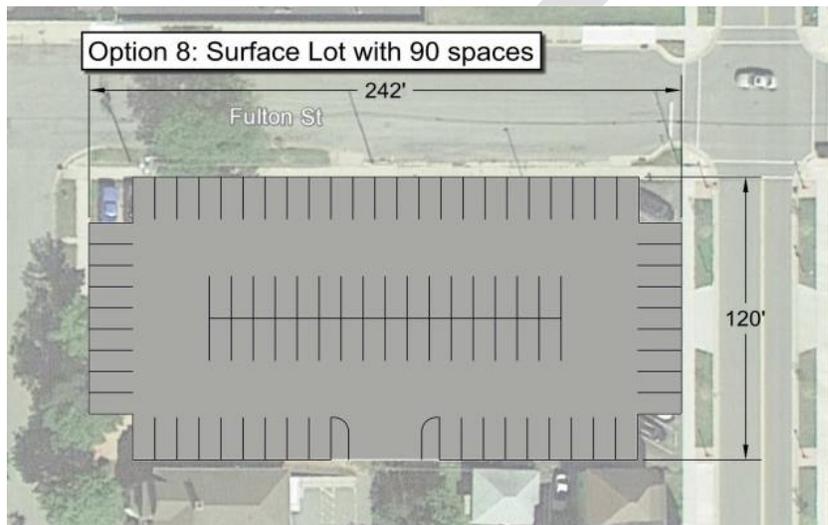
Source: Walker Parking Consultants



East District Block 21

Block 20 is bound by Mcindoe St. to the south, Fulton St. to the north, 3rd St. to the east, and 2nd St. to the west. The south half of the block is occupied by a number of small office buildings and a few small private parking lots. The north half of the block is half covered by an unpaved dirt lot on the northwest quarter, and the northeast corner is a paved surface lot that needs re-striping. If paved and re-striped, this surface lot could also include 90+ spaces.

Exhibit 34: East District Block 21



Source: Walker Parking Consultants

WEST RIVER DISTRICT SUPPLY OPTIONS

West District Block 9

Block 9 is bound by Callon St. to the south, Alexander St. to the north, 1st Ave. to the east, and 2nd St. to the west. The northeast corner of the block is occupied by the former Pizza Hut building and associated private parking lot. The southeast corner is an open surface lot with 67 spaces currently leased by Footlocker.com, Inc. The remainder of the block is a dirt parking lot surrounding 2 small residential homes. If the homes were removed and the location paved and striped it could yield 90 spaces. If the homes stay, this number would be reduced by approximately 20 spaces.

Additionally, if the City were to consider a structured parking option to alleviate the high demand generated by Footlocker.com, Inc., Block 9 would be the primary option. This ramp would be adjacent to the current Footlocker.com, Inc., located just across 1st Ave. to the west. The current demand for the West River district does not indicate a need for investment in a ramp, however if Footlocker.com, Inc. were to expand past current projections, and the City were to invest in the 2nd St. area, this option should be considered.

Exhibit 35: West District Block 9 (Options 5a & 5b)



Source: Walker Parking Consultants

West District Block 6

Block 6 is bound by Alexander St. to the south, Elm St. to the north, 1st Ave. to the east, and 2nd St. to the west. The north half of the block is occupied by a number of small office buildings with parking lots. The south half of the block is home to two vacant buildings with a small unpaved dirt lot on the southwest quarter. On the southeast corner is a paved surface lot that needs striping and maintenance. Paving and striping this entire lot would add 115+ spaces.

Exhibit 36: West District Block 6



Source: Walker Parking Consultants

SUMMARY OF FUTURE PARKING CONDITIONS

The identified potential projects could bring a net increase of 1,136± vehicles to both the East and West River districts. The bulk of that, 933±, would be in the East River district, with the remaining 203 in the West River district. Given that the overall current occupancy at peak is approximately 51%, with over 3,800 spaces unoccupied, the current inventory can theoretically absorb the identified new demand without an additional supply. The opportunities to make existing surface lot parking, for the short-term, more efficient through paving and restriping can also help alleviate pressure on the parking system from the identified future projects.

Walker does recommend that the removal of any structured parking be replaced in a location that provides support for current downtown employers.



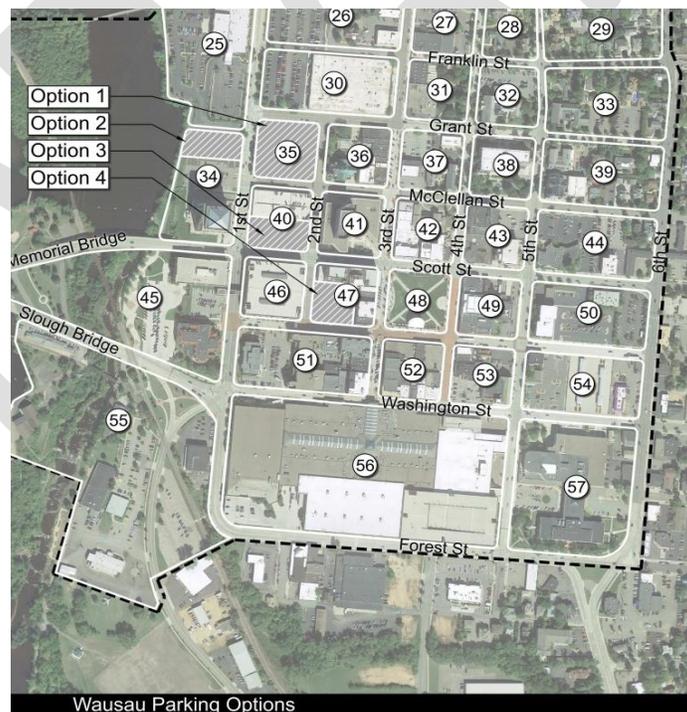
ALTERNATIVE SITE ANALYSIS

EAST RIVER DISTRICT ALTERNATIVE SITE ANALYSIS

The East River district study area was evaluated to determine the optimum locations for a parking structure based on independent Walker evaluation, conversations with Wausau city staff, community stakeholders, and the current parking conditions. As the city grows and parking demand increases, it is important to plan the parking to grow with the expansion, in order to continue to meet the growing parking demands. To this end, Walker has provided site and cost analyses to develop future parking structures on the following four (4) sites:

1. Option 1: Block 35 at the current Church of the Resurrection site
2. Option 2: Block 34 at the current Lot #15 site
3. Option 3: Block 40 at the current Lot #20 site (same block as McClellan St. Ramp)
4. Option 4: Block 47 at the current private lot. This garage would connect, over N. 2nd St., to the Jefferson Street Ramp

Exhibit 37: East River Ramp Alternative Site Options



Source: Walker Parking Consultants



OPTION 1: BLOCK 35 AT THE CURRENT CHURCH OF THE RESURRECTION SITE

DESCRIPTION

- This option proposes the construction of a new parking structure on the previously proposed Church of the Resurrection site near its intersection of McClellan St. and N. 2nd St. This site is at the same elevation as the surrounding properties. Its development potential is enhanced by its proximity to significant sources of parking demand in downtown. It also reduces many of the challenges around potential displacement from removal of the McClellan Street Ramp

CURRENT LAND USE

- Church of the Resurrection, associated facilities and surface parking lot

SITE CONSTRAINTS

- Possible high acquisition costs. Consider a land swap with the owner, offering block 40 for block 35
- Demolition of current structures
- The site would serve a second Dudley Tower well, but could be a challenge to add a new skywalk to the current Dudley Tower

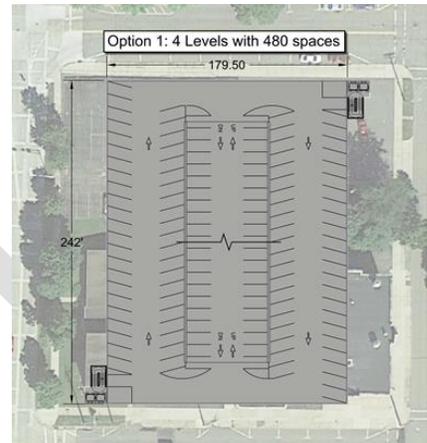
DESIGN CAPACITY

- Estimated potential capacity = 480 ± spaces
 - Eliminates 55 private spaces of current supply; Net gain would be 425 spaces
- Total capacity assumes a 4 level parking structure

ESTIMATED RELATIVE COST

- \$6,000,000 to \$7,000,000
 - Costs are construction only and do not include additional, non-construction related fees for design, consulting, licensing, etc.
 - Does not include potential land acquisition costs, which have the potential to be low if a land swap is proposed
 - Demolition and preparation costs for block 40 are also not included

Exhibit 38: Block 35 Current Church Site



Source: Walker Parking Consultants



OPTION 2: BLOCK 34 AT THE CURRENT LOT #15 SITE

DESCRIPTION

- This option proposes the construction of a parking ramp over the current Public Lot #15 site, adjacent to the Dudley Tower. This site is at the same elevation as the surrounding properties. Its development potential is enhanced by its proximity to a number of offices and the McClellan Street Ramp, which is expected to be removed

CURRENT LAND USE

- Public Surface Parking Lot #15

SITE CONSTRAINTS

- If the Dudley Tower II is in the works, this location would not be possible, unless it would be built below grade. This would, essentially, double the price.
- Proximity to existing ramp, and on very valuable river front land
- Smaller footprint would mean a higher elevation (levels) as compared to some alternative options

DESIGN CAPACITY

- Estimated potential capacity = 455± spaces
 - Eliminates 155 public spaces of current supply; Net gain would be 300 spaces
- Total capacity assumes an 8 level parking structure

ESTIMATED RELATIVE COST

- \$5,700,000 to \$6,600,000
 - Costs are construction only and do not include additional, non-construction related fees for design, consulting, licensing, etc.
 - Does not include potential land acquisition costs

Exhibit 39: Block 34 Current Lot 15 Site



Source: Walker Parking Consultants

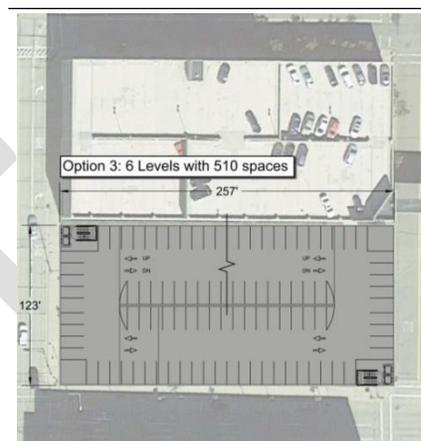


OPTION 3: BLOCK 40 AT THE CURRENT LOT #20 SITE (SAME BLOCK AS MCCLELLAN ST. RAMP)

DESCRIPTION

- This option proposes the construction of a new parking structure adjacent to the existing McClellan Street Ramp. The facility would alleviate much of the challenges with displacement from the current ramp that is to be removed. This site is at the same elevation as the surrounding properties. Its development potential is enhanced by its proximity to the First American Center and the potential Dudley Tower II

Exhibit 40: Block 40 Current Lot 20 Site



Source: Walker Parking Consultants

CURRENT LAND USE

- Public Surface Parking Lot #20

SITE CONSTRAINTS

- Proximity to the existing Jefferson Street Ramp. Many stakeholders were not excited about facilities in such close proximity
- Smaller footprint would mean a higher elevation (levels) as compared to some alternative options

DESIGN CAPACITY

- Estimated potential capacity = 510± spaces
 - Eliminates approximately 62 spaces from the current supply; Net gain would be 448 spaces
- Total capacity assumes a 96level parking structure

ESTIMATED RELATIVE COST

- \$8,840,625 to \$10,255,125
 - Costs are construction only and do not include additional, non-construction related fees for design, consulting, licensing, etc.
 - Does not include potential land acquisition costs

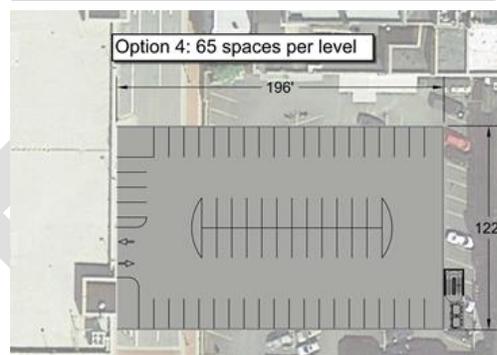


SITE 4: BLOCK 30 AND 31 AT CORRAL ST. AND SPRUCE ST.

DESCRIPTION

- This option proposes the construction of a new parking structure off 2nd St. and Jefferson St., on block 47 just east of the Jefferson Street Ramp. This site is at the same elevation as the surrounding properties. Its development potential is challenged by the orientation, as well as the proximity and possible acquisition and removal of inefficient private parking spaces. This potential site would connect to the Jefferson Street Ramp. Vehicles would enter and exit through the current Jefferson Street Ramp ingress and egress points, and have access to the new parking levels at the second or third level

Exhibit 41: Blocks 30 and 31 at Corral and Spruce Streets



Source: Walker Parking Consultants

CURRENT LAND USE

- Private parking surface lot

SITE CONSTRAINTS

- Possible high acquisition costs
- Potential significant street changes as the site orientation has the garage crossing over 2nd St.
- Small footprint offers a potentially inefficient design, but it is more efficient than the current use

DESIGN CAPACITY

- Estimated potential capacity = 65 spaces per level, assumed 6 levels, for a total of 455± spaces
 - Eliminates approximately 92 spaces of current public and private supply; Net gain would be 363 spaces

ESTIMATED RELATIVE COST

- \$4,875,000 to \$5,655,000
 - Costs are construction only and do not include additional, non-construction related fees for design, consulting, licensing, etc.
 - Does not include potential land acquisition costs or changes to 2nd St.



PARKING MANAGEMENT STRATEGIES

There are areas within each district that temporarily experience high levels of demand that strain local parking supply, while at the same time nearby areas experience a parking surplus. Even though available supply may exist within one or two blocks, these localized 'hot spots' form perceptions that parking supply is inadequate. Often the solution includes a combination of improving access to the unoccupied public and private supply and long-term consideration for building more proximate supply. It is Walker's professional opinion that current parking challenges can be improved with a management solution that is foundational for a long-range plan that may include replacing and adding structured parking capacity. Many communities are rethinking how best to address the challenges of parking and pursuing management solutions before committing to a long-term capital investment. This course of action may improve perceptions and increase access to available supply. At the very least, management improvements can help the city mitigate future capital costs by maximizing the use of existing public resources.

EMPLOYEE PARKING PROGRAM

The parking utilization data and market observations indicate that many on-street parking patrons are local business employees actively 'shuffling' their vehicles throughout the day. This results in vehicles parking in prime parking spaces for longer than the posted time limit, but not in the same space for the entire stay. For example, at approximately 10:30 AM on a Wednesday, Walker observed employees exit stores located on block 51 and the mall, walk to their cars and then proceed to re-park in prime on-street spaces. This action appeared to be a common and coordinated practice performed with the understanding that enforcement, by tire chalking to monitor their duration of stay, would be ineffective. Our conclusion, based on observation, is that on-street 2-hour parking regulations are being systematically abused by some downtown employees. This disregard of parking policy negatively impacts the downtown CBD and contradicts the objectives for a managed parking system.

Walker recommends the City consider implementing a *Downtown Employee Parking Program* that provides options for long-term parking at different price points. To encourage participation in this program, it would be necessary for the City to market the associated benefits to the local businesses. This program can increase on-street space availability for visitors and improve employee productivity by reducing lost time that is currently being spent managing their parking while 'on the clock'.

This type of program would require participating local businesses to report basic employee details like name, vehicle make and model, and license plate number, or the employee to prove local employment in order to receive a parking permit (hangtags) utilize downtown employee parking areas. These hangtags would be required for employees to park in a specific signed surface lot(s), likely a shared-use location within the outer bounds of the two district study areas.



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The employee parking program should offer economic choices that allow employees and employers to select long-term parking options that align with desired levels of convenience and desired price point.

STRATEGY BEHIND THE EMPLOYEE PARKING PROGRAM

Walker identified two types of policy measures that can help achieve the broader policy goal of an Employee Parking Program. They can be divided simply between “push” and “pull” efforts applied to long-term parkers parked in spaces designated for visitors.

“Push” policies are focused directly on the behavior of drivers parked in the on-street spaces. They include time restrictions on parkers, pricing on-street parking spaces, and related measures used to enforce compliance of these policies and restrictions. “Pull” policies are essentially policies put in place in locations away from the on-street spaces, which encourage long-term parkers not to park in the coveted visitor spaces, or not park at all, but instead use other means to access the downtown. “Pull” policies may take the form of incentives to park in certain locations, such as relaxed or eliminated time limits and inexpensive or free parking.

“Push” policies tend to be punitive in nature while “pull” policies are incentives to change behavior. “Pull” policies attempt to make what initially may be an inconvenient choice into a more attractive choice. “Push” policies therefore address the issue at the source whereas “pull” policies tend to work in a more indirect fashion.

Because “push” policies are more targeted, they are nearly always more effective than “pull” policies though they require often more effort to implement. “Pull” policies are generally easier or more attractive to implement than “push” policies, primarily because they rely on incentives rather than punishment of drivers who do not follow the desired policies.

The most effective policies to improve parking system performance in the Central Business District will combine “push” and “pull” policies. The implementation of both “push” and “pull” policies are not only desirable, but often necessary in order to achieve the desired parking management goals.

Relocating long-term vehicles is a tool. Our goal is to make spaces available for customers and other visitors; not simply relocate vehicles parked in the long term. We therefore note that we are not necessarily focusing on all employee parkers with these policies. The primary goal is to eliminate the parking deficits highlighted in red in the maps shown earlier in the report.

OPTIONS FOR ALLOCATING EMPLOYEE PARKING TO UNDERUTILIZE PARKING FACILITIES

There are few options for allocating and identifying spaces that are dedicated to downtown business employee parking only. One option is to dedicate a portion of either the JC Penney’s or Sears ramps to be employee parking. Another option would be to provide a reduced rate for roof top parking in the McLellan or Jefferson Street ramps. The two options could be implemented in coordination or independently. Reduced rates could be advertised to local business employees to provide real benefit for these parking patrons to utilize the ramps and



walk. This allows the parking to be more efficient by sharing all spaces, but it does require closer management of how many active permits to sell in order to properly manage overall public off-street demand.

REWARDING EMPLOYEES WHO PARK IN DESIGNATED AREAS

In order to attract employee parkers to identified employee parking areas positive incentives can be offered to those who park in these locations. The incentive to employees becomes a reward rather than a punishment; it is a "pull" rather than a "push" measure and arguably creates a more positive environment for both employees and the parking enforcement effort.

The City of Glenwood Springs, Colorado is a small town hot springs, dining and outdoor destination in the Rocky Mountains. The town has implemented an employee rewards parking program, primarily to deal with parking issues during a downtown construction project when parking was in particularly tight supply. The City characterizes the program as a success. The Downtown Parking Perks program is presented to local employees on its website, shown in the figure below.

Exhibit 42: Sample Employee Rewards Website (Glenwood Springs, CO)

Downtown PERKS Parking

Win big bucks for riding your bike... and parking in green lots!

Home Parking & Bike Rack Map Sign Up Sponsors News Updates Participating Retailers About

Welcome

Welcome to Downtown Parking Perks. You're invited to sign up your bike, your car—or both—to be eligible to win **cash equivalent prizes!** You can redeem your Parking Perks prize money, in the form of tokens, at participating downtown businesses.

While the City of Glenwood Springs is underway with new construction projects in the downtown in 2012 and 2013, commuters and employees of the downtown are encouraged to use alternative 12-hour parking lots and one of dozens of bike racks, indicated on the parking map. The city acknowledges that not everyone uses a car as his or her sole mode of transportation, and recognizes the multiple benefits of walking and bicycling. The City of Glenwood Springs always encourages these alternatives to promote community sustainability both during construction and into the future.

Not only will you be eligible to win **\$250 or \$500** in downtown spending money in random drawings in Downtown Parking Perks with your official sign-up, but you might also win an **Instant Gratification \$10 Parking Perks prize.** **Instant Gratification** prizes will be handed out at random to commuters, cyclists and motorists right on site at the recommended alternative lots and bike rack locations around town.

See the official Downtown Parking Perks contest rules here.

Most recent winners!

Posted on September 24, 2013 by Admin

Luke Shoddy, a CMC employee, cleaned up with a recent \$250 Parking Perks prize.

Posted in Parking Perks Winners



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Source: <http://downtownparkingperks.com/>, March 19, 2014

The Glenwood Springs program encourages bicycle commuting as much as it does parking in designated employee locations. We do not focus on this policy for Wausau, but acknowledge that a policy which encouraged more commuting by bicycle would be helpful and desirable in mitigating parking issues, particularly in the summer.

We envision implementing such a program in Wausau as part of the larger parking enforcement operation and technology. Employees would register their vehicles' license plate numbers into a City data base. Parking enforcement officers would periodically scan the license plates of vehicles parked in the locations in which employee parking was encouraged or designated discussed previously. License plate numbers would be compared with those in the City's employee parker data base. License plate numbers found to match the employee license plate data base listings would be eligible for selection in a random drawing for rewards, other prizes, or potentially cash or cash equivalents.

MARKETING AND WEBSITE

It is also recommended that the City, in coordination with any downtown business / merchants association(s), consider developing a formalized parking management plan that clearly communicates locations for employee, resident and visitor parking. Many of the localized parking challenges can be addressed through improved management and marketing of the existing resources.

THE PUBLIC RELATIONS AND COMMUNICATIONS PROGRAM SHOULD:

- Include a comprehensive "Downtown Parking" City web site. This web-site can share data and links with the current site in order to reduce duplication and overall cost and effort.
- Respond to questions and requests from the general public for locations of parking facilities, pricing, and availability.
- Maintain the integrity of downtown parking promotional materials, and provide parking maps, business development packets, and fact sheets.
- Provide day-to-day media relations, and generate press releases as needed.
- Provide public relations assistance to other downtown events as needed.

THIS INFORMATION SHOULD BE DISTRIBUTED THROUGH:

- A more comprehensive "Downtown Parking" City web site.
- A quarterly newsletter for the Downtown parking community with news of economic developments in parking, development and construction projects, upcoming Downtown events and profiles of Downtown newsmakers.



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- Newspaper items or articles and media releases.
- Brochures and maps both distributed and posted.
- Direct mailings / email when appropriate.
- Downtown meetings and presentations about Downtown parking to City business and civic groups upon request.

Local businesses are often willing to provide parking information and links to additional parking resources from their web-site's home page. This can be very helpful in catering specific location data to their customers, while also providing a free portal to market parking services to potential patrons. If patrons are armed with parking availability and location information prior to arriving at their destination their overall Downtown experience will be greatly improved.

Examples of Municipal Parking web pages:

- <http://www.downtownsouthbend.com/parking-and-maps>
- <http://downtownlincoln.org/get-there/car.html>
- <http://www.pittsburghparking.com/>
- <http://www.miamiparking.com/en/home.aspx>
- <https://springfieldparkingauthority.com/>
- <http://archive.baltimoreCity.gov/Government/QuasiAgencies/ParkingAuthority.aspx>
- <http://www.downtownkalamazoo.org/>
- http://bloomington.in.gov/sections/viewSection.php?section_id=132
- <http://www.traverseCitymi.gov/publicparking.asp>
- <https://cantonohio.gov/engineering/?pg=112>

ENFORCEMENT

In 2013, less than 1% of locations accounted for 60% of all citations issued, and 5% of locations accounted for 75% of citation revenue and 82% of citations issued. The top five locations were off-street parking sites with meters:

- Lot 6 – 2,963 citations
- Jefferson Street Ramp – 2,368 citations
- Lot 18 – 1,349 citations
- Lot 17 – 1,027 citations
- Lot 5 – 743 citations



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Comparatively, the majority of on-street citations were issued on 3rd street, which has the highest occupancy counts and the lowest maximum time zones at 60 minutes. This location had 282 citations issued in the same time period as the locations above. The data shows a large disparity exists between the number of citations issued for on-street and off-street locations.

There is a direct correlation between the complexity and confusing nature of a location, and the number of citations issued. During stakeholder discussions, the top two locations Lot 6 and the Jefferson Street Ramp, were described as having extremely confusing policies, signage, and configurations. Both sites have a number of different policies regulating where patrons can park, how long they can park there, and the cost associated with the stay. The inconsistencies and confusing nature of these locations is the largest contributor to the high volume of citations issued, and result in a very negative opinion towards public off-street parking options.

The following Figure provides a quick view of the top violation areas.

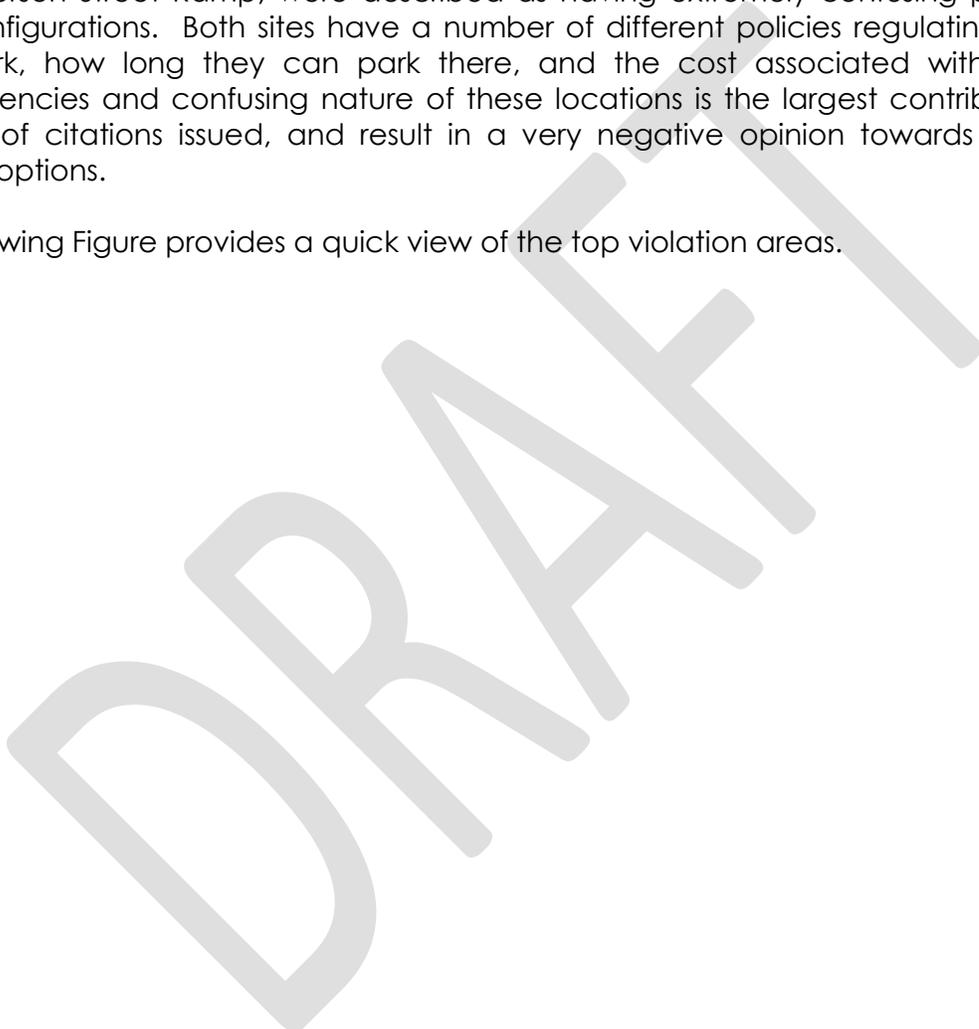




Exhibit 43: Citations Issued Heat Map (Locations with +100 citations in 2013)



Source: Walker Parking Consultants



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TECHNOLOGY

ENFORCEMENT "APPS"

In the past few years, many systems have begun offering "apps" for parking enforcement that can be used with most android and apple based cellular phones and tablets. The "apps" are downloaded, accessed, and used in very similar ways to most other smart phone apps. This type of system can be a great option for small to medium sized operations as it can significantly reduce the upfront costs and offer an easy interface for parking enforcement hardware and software. The traditional electronic handheld ticket-writer can be quite expensive when compared to the cost of a standard smart phone.



Most of these applications, both the enforcement software as well as the back-end management system, are accessed through standard apps and web-browsers thereby significantly reducing the up-front hardware costs for new computers and equipment.

The most significant advantages over the old handwritten systems are:

- Information is automatically downloaded directly to the system avoiding data entry errors and transcription errors from sometimes-illegible handwritten citations.
- Most systems are programmed or modified specifically for the client.
- Options such as scofflaw programs are included with a permit database, so no citations will be written on permitted vehicles.
- Handhelds can record occupancy data with special time intervals so the handheld keeps track of warning time (like chalk marks on tires). Some systems also use bar code reading of licenses or permits.
- Rugged devices are significantly more expensive (upwards of 10X) than a consumer grade smart phone/device.
- Improved connectivity with systems and locations that support standard wifi and 4G LTE cellular networks.
- One device can serve multiple needs.
 - Communication with field employees via phone calls, email, and text messages
 - Real-time cellular connectivity for multi-system integrations
 - Integrated, high quality picture and video capabilities
- Very low learning curve due to the penetration of smart phones across the general population... there is an app for everything!



ELECTRONIC TIRE CHALKING

Walker recommends that the City use an electronic citation issuance and parking enforcement management system that allows electronic tire chalking and maintains electronic records of enforcement activity. The benefit of this type of application is that it removes much of the potential physical manipulation of chalked tires. With the current system of physically chalking tires, parkers can “game” the system by removing simply wiping off the chalk on the tire or the chalk can be removed inadvertently during inclement weather.



With electronic tire chalking, the location of the vehicle is stored on the device within the software and cannot be manipulated. This type of system usually collects the valve stem positions plus the license plate for vehicles parked in specific zones or block faces. This information is stored, either on the handheld or in the cloud (server), and retrieved as the Parking Enforcement Officer performs their enforcement routes. As the PEO enters zones / blocks throughout the day and the required data is collected from the parked vehicles, they can be automatically notified if a vehicle is in violation of the appropriate time zone.

When implementing this type of system, a challenge many operations face is when parking patrons move their vehicle to a different spot on the same block. Tire chalking systems, whether manual or electronic, both need either guidelines or policies to account for this potential abuse, while trying to avoid punitive measures for repeat downtown visitors. Some operations have found success with implementing a no repeat parking on the same block policy. In this scenario, any vehicle (license plate) found on the block, for longer than the posted time limit, whether in one single parking event or multiple would be issued a citation. This type of policy may result in occasional citations issued to repeat downtown visitors unaware of the policy.

PARKING MANAGEMENT SYSTEMS

Parking management systems are typically networked to a service provider’s central server computer located at the individual parking operation’s headquarters. Other systems can be accessed via any device that has access to the internet and a supported browser, commonly referred to as a hosted or cloud system.



Browser based applications can, in many cases, significantly reduce the overall total cost of ownership. This can be accomplished because many cloud (hosted) solutions employ a Software-as-a-Service (SaaS) model. A SaaS model can reduce the long-



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term cost of maintaining and upgrading software, reducing hardware onsite, and essentially future-proofing the system. This is accomplished through an annual subscription that usually includes regular software upgrades that include overall system improvements and access to new market features.

Whether it is a traditional system or hosted, SaaS or perpetual licensed, an upgrade to a new system can provide additional benefits, such as:

- Often, these systems can be networked to exchange information with the local DMV directory license lookup services. These services supply addresses associated with a license plate, facilitating follow-up letters, collection efforts, etc.
- Some service providers can also perform all of the processing between the citation and the money collection, offloading the related overhead.
- Permit tracking, auditing, invoicing, and collection activities, along with associated accounts receivable monitoring and reporting.
 - With this type of system, permits can be issued with barcodes, allowing the handheld electronic ticket devices to scan barcodes and automatically identify whether the permit is valid or not.
- Integrations with third party applications to exchange operational and financial data, reducing the amount of time spent in file manipulation or manual report (word, excel, etc.) creation.
- Dashboard features for quick access to operational and financial data used in daily decision making.
 - Real time trend analysis.
- Integrations with other web-based tools.
 - Parking operations (Downtown) website
 - Occupancy reporting out to the public
 - Parking space occupancy reporting through independent private applications
 - On-line appeals processing
 - On-line permit sales
 - Parking space reservation applications

MOBILE PAYMENT ("PAY BY CELL / PHONE")

Mobile payment applications are gaining popularity in many cities throughout North America. Smart phone adoption rates are at their highest points throughout North America, and still climbing. Mobile shopping is also growing and the mobile payment market is constantly evolving, introducing new payment options to consumers. The parking industry is certainly



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experiencing and reacting to these trends and parking consumers are responding positively. The majority of mobile payment options in the parking industry require an account creation, through a mobile phone “app” or a standard website. This account is backed by the account holder’s credit card, and includes basic data about vehicles and license plates to facility very quick processing. The basic process flow starts when the user finds a parking space, which is usually designated by a space and zone number. This number is then entered into the mobile application, and the user chooses the license plate for the parked vehicle. Lastly, the user selects the amount of total parking time, and approves the amount and payment. Generally, there is small service fee charged to the account holder for each transaction.

A significant upside is that this type of payment option can be a very quick and inexpensive way for an operation to introduce credit card payment options. This is especially true when the application is introduced into an existing infrastructure of antiquated coin only meters. It also allows the patron to avoid meter interaction essentially eliminating an interaction point in the parking process. Additionally, many mobile payment systems include features that notify the parking patron when their paid time is about to expire and allows them to add time (“top-up”) from anywhere.

CREDIT CARD ACCEPTANCE

There are significant benefits to allowing parking patrons to pay for parking with a credit card. Much of this is based simply on convenience to the parker, avoiding the need for exact coin change, and simplifying the overall process. The ease of use, along with the ability to quickly choose the maximum allowable time, improves the overall customer experience while also increasing system revenue without changing rates. Additionally, many users choose to pay with credit card, particularly those without exact change, instead of risking a ticket.

Studies have shown a greater revenue capture with credit cards due to ease of use, increased compliance, and longer durations of stay. Industry studies have reported credit card acceptance as increasing the average transaction price by 20-40%. This increase comes from the parking patrons becoming more risk averse and more often pay the maximum available time when the credit card option exists. Some operations have also reported as high as a 60% adoption rate for credit card payments, reducing overall meter collection times and the cost of cash handling.

SMART METERS

There are many benefits to upgrading existing coin operated single-space meters to “smart” meters. Smart meters generally indicate that a meter is networked to a back-end managements system. Often, the network connection is established wirelessly via a cellular network. Smart meters report status, transaction data, and errors / alarms in near real-time, offering operational efficiency improvements, better planning, and improved meter up-time. Most smart meters also include credit card acceptance and solar power options that increase revenue while also reducing both the cost of implementation and ongoing utility expenses.

Smart meters come in two main formats, single-space and multi-space.



SINGLE-SPACE SMART METERS

Single-space smart meters can often use existing posts and have a very similar form factor to the existing meter infrastructure.

- Benefits:
 - This type of meter system offers a familiar user experience, therefore reducing the overall learning curve for local users.
 - Potential to re-use some existing infrastructure to reduce the initial implementation costs.
 - Coin, credit card, and debit card acceptance.
 - Cellular connection options.
 - Some reductions in collection times due to increased credit card payments.
- Challenges:
 - Do not accept dollar note payments or provide change. The parking patron must still use exact change when paying with cash.
 - Possible higher long-term maintenance costs due to the number of devices in the field.
 - Negative perception of sidewalk "clutter" that reduces the overall walking space.
 - Limited number of rate options.
 - This system still requires Parking Enforcement Officers check every space.

MULTI-SPACE SMART METERS

Multi-space meters cover many spaces for each single meter installed. Many factors impact the number of spaces an operation can optimize per total meters, however, a general rule of thumb is one meter per ten spaces. This ratio can increase for larger open surface lots, but can decrease for on-street blocks with a lower stall count or long walking distances.

- Benefits:
 - Cash note, coin, credit card, debit card, and value card acceptance.
 - Many can provide coin change back to the parking patron.
 - Offer the highest reductions in overall collection times due to credit card usage, and reduction in the number of units that must be emptied.
 - High potential for enforcement efficiencies when implemented with an integrated software application. No need to visit every space, the software application can provide data on which specific spaces are out of time or not paid.



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- Cellular connection options.
- Reductions in sidewalk “clutter”.
- Potential for lower long-term cost of ownership, due to decreased device volume.
- Can offer variable rates, including the ability to have initial free (grace-period)
- Drawbacks:
 - Higher up-front cost per meter, usually resulting in higher overall initial cost and high replacement costs.
 - Local service and support for particular vendors must be carefully considered.
 - Higher patron learning curve due to a completely new form factor.
 - The learning curve and negative perceptions can be decreased through a targeted marketing effort and parking ambassador presence to assist and inform customers during the initial roll-out.
 - Walking distances from space to meter, and meter to destination.
 - The different multi-space meter types offer a number of benefits and drawbacks, many relating to the requirement to either enter a space, or license plate number, or have the user return to their vehicle to place the receipt on their dash.
 - Some demographics find interfacing with this type of technology challenging.

PARKING ACCESS AND REVENUE CONTROL SYSTEM (PARCS)

Parking Access and Revenue Control Systems are most commonly used in parking structures (ramps), although this type of system can be used in any parking system that controls the ingress and egress through specific access points (gated lanes). This type of system offers a much higher level of automated control over access to a facility, or areas within a facility, and relies very little on manual enforcement.

Access Control Systems (AC) offer parking patrons an easy and convenient way to enter and exit the parking facility without requiring them to visit an attendant. There are many types of technology that can be utilized to gain access to a facility, but essentially each type provides a medium (access credential) to raise the gate. Sophisticated systems can allow each user to have multiple types of access credentials, and tracks them accordingly so that the credentials are not used multiple times simultaneously, known as pass-back violations.

Revenue Control Systems (RC) imply a fee for either entry into or exit from a facility, typically calculated by the length of stay times a rate (dollar amount). RC Systems can accommodate rates as simple as \$1.00 per hour, or as complex as rates calculated based on time of day entered, time of day exited, and a graduated (increasing) rate based on these and other factors. This type of system can also utilize many different types of technologies to interface with the user and calculate the price. They can also provide numerous payment and patron



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interface options ranging from completely automated, requiring no on-site personnel, to each lane being staffed by cashiers.

The PARCS industry technology vendors today offer very sophisticated, smart, and secure systems. The following is a short list of some benefits and features that can be found in newer systems:

- IP address-able devices connected to online management systems for real-time reporting, system monitoring, and device troubleshooting.
- Wireless connectivity options to reduce up-front implementation costs for those facilities that are not hardwired to a network.
 - Potential for reduced security and compliance costs in some configurations.
- Remote configuration, software updates, system upgrades, and maintenance monitoring options.
- Credit card in credit card out – the parker enters their credit card at entry and again at exit. The system automatically calculates the fees and processes the payment.
 - Continuous increase in credit card usage is expanding the popularity of this feature. Benefits include:
 - Decreased expenses through reductions in paper ticket issuance and the resulting increase in hardware up-time and lifespan.
 - Improved revenue recognition due to reductions in cash-handling.
- Barcode, Mag-stripe, RFID, and other technologies for “tickets” issued to patrons at entry.
- Validation options for downtown merchants, hotels, restaurants, and attractions.
 - Increases the ability for local businesses to promote free parking options and ramp usage.
 - Commonly issued to providers as pre-printed ‘chaser’ tickets that reduce the end-price to the parking patron.
 - Systems are available that can issue validations from the merchant via an online web portal or email them to be used via a smart phone (QR or standard barcode).
 - Possibility to charge the reduction in price back to a specific entity and allow the parking operation to collect a portion or all of the reduction.
- Highly configurable cashier stations, ‘pay on foot’ stations, and in-lane devices with attractive designs promoting overall usability.



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- Options for credit card acceptance at every device.
- Automated permit audits to confirm that all active access permits are being properly invoiced and collected.

GRADUATED FINE SCHEDULE

The goal of fining violators is not to increase revenues or fill City coffers; it is to keep parking spaces available for short-term demand. Current parking fines, if too low, will encourage abuse by members of the resident and business communities. Walker recommends a graduated fine schedule based on the number of violations within a specific time frame. The following fines are recommended as a way of transforming the behavior of the current repeat violators.

- 1st Violation "Warning"
- 2nd Violation \$20.00
- 3rd Violation \$50.00
- 4th Violation \$80.00 plus vehicle booting or towing

The idea behind the graduated fines is to deter repeat violators and change their behavior, thus freeing parking space in the study area for the intended users. Consideration should be given to an incentive system, in which the fine might be set higher, but if the violator pays the fine within a certain period of time, a discount is applied to the fine. For example, under the current system, someone might receive a \$5 fine, and if paid late (after 7 days) would be assessed a late charge. Under an incentive system, the initial fine would be set higher (\$15), incorporating the late fee. However, if the fine is paid within a given period of time, a discount (\$10) is applied.

PARKING AMBASSADOR

The perception of on-street parking ordinance enforcement is often negative. The manner in which enforcement is presented to the public is often the reason. Enforcement is seen as punitive, which in many cases it is, but that is not the only role. For this reason, Walker recommends that the City of Wausau adopt the "Ambassador Program" model for the Downtown area as used successfully in many other cities across the United States. In addition to the hospitality oriented nature of the program, Ambassadors are still required to enforce parking regulations.

The mission of a downtown Wausau Ambassador Program would be to provide hospitality, tourism and public safety services to local citizens, businesses and visitors, in addition to enforcing parking regulations. The Ambassadors would be required to complete a multi-faceted training program in hospitality and customer service, emergency response and first



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aid, public transportation and City services. They should work directly with transportation and parking departments of the City, local businesses, and professional agencies.

The primary goals of an Ambassador program are to promote the area, resolve concerns, deter criminal activity, and help make the downtown area a better, safer and friendlier place to live, visit, shop and conduct business. Ambassadors should initiate personal contacts with the parking public (known as "touches"), issue more warnings and slightly fewer citations, and interact with visitors and citizens in a positive manner. The vision of the program is to help promote a progressive and dynamic downtown experience. The Ambassadors may accomplish these goals while providing parking management by monitoring public safety, extending a helping hand in emergency situations, and calling on area merchants on a regular basis. Beyond enforcing parking regulations, examples of appropriate behaviors of Ambassadors are:

- To greet visitors and offer customer service.
- To give a friendly face to many people's initial interaction with the City.
- To give accurate directions to visitors and direct visitors to destinations.
- To provide information and explain local traffic and parking regulations to seek voluntary compliance.
- To distribute City brochures and maps.
- To deter criminal activity by their presence.

The Ambassador Program is envisioned to operate with two full-time Ambassadors working 5 days per week (Monday – Friday) and as needed for special events in the evenings. Initially, the operating times would be business hours (9:00AM – 5:00PM) however, depending on the success of such a program the hours could be extended into the evening due to the large demand placed on certain areas of downtown after normal business hours. It is important that the Ambassador's uniforms be highly identifiable, yet comfortable, and weather appropriate. However, it is also important that they are not imposing or police oriented. The goal is for them to be identifiable and approachable in both how they look and act.

SHARED PARKING

Shared parking is defined as parking spaces that can be used to serve two or more individual land uses without conflict or encroachment. The resurgence of many central cities resulting from the addition of vibrant office, residential, retail, and entertainment developments continues to rely heavily on shared parking for economic viability. In addition, mixed-use projects in many different settings have benefited from shared parking. Numerous benefits of shared parking exist to a community at large, not the least of which is the environmental benefit of significantly reducing the square feet of parking provided to serve commercial development.

The ability to share parking spaces is the result of two conditions:



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- Variations in the accumulation of vehicles by hour, by day, or by season at the individual land uses.
- Relationships among the land uses that result in visiting multiple land uses on the same auto trip.

For example, office buildings require parking spaces during daytime hours on weekdays, while restaurants and entertainment venues have peak parking needs during the evening and weekends. The interplay of land uses in a mixed-use environment also produces a reduction in overall parking demand. For example, a substantial percentage of patrons at one business (restaurant) may be employees of another downtown business (office). This phenomenon is referred to as the “effects of the captive market.” Because these patrons are already parking, they contribute only once to the number of peak hour parkers. In other words, the parking demand ratio for individual land uses should be factored downward in proportion to the captive market support received from neighboring land uses.

Although the interplay of land uses can reduce the overall demand, it should be noted that there are limits imposed by proximity of land uses to each other and to parking facilities. While “shared parking” by definition is capitalizing on the different demand period for a combination of land uses, it is not logical to assume that a hotel (with peak demand in the evening) can share with an office building (with peak demand during the day) if the two land uses are too far apart. Human behavior restricts shared parking opportunities by limiting the distance users are willing to walk from a parking facility to their final destinations.

MAXIMIZING SHARED PARKING

The type of land use dictates parking behaviors and patterns. When land uses have different peak periods or when they can share patrons, such as a restaurant located in an office building, parking assets can be effectively shared. Walker has been involved in several research projects of specific land uses to estimate demand ratios and parking behaviors. Other sources for estimating parking demand come from the Institute of Transportation Engineers (ITE) and the Urban Land Institute (ULI).

Gaining an understanding of the parking characteristics of each land use is the first step to identifying potential sharing opportunities. Land uses that peak during the daytime share land uses that peak in the evening. As potential developments are considered, interaction between uses should be considered, even between different developments, as long as they are located within a reasonable walking distance, such as adjacent blocks in Wausau.

Residential land use generally offers limited sharing opportunities with other land uses. This is because residential developments tend to be occupied during weekdays and weekends, and only opens up a little during the weekday. Many times residential developers require a percentage of the parking to be reserved for tenants in order to market the units. Reserved spaces do not share and should be discouraged or limited.



SHARED PARKING FACILITIES

In some communities there is an informal version of shared parking. Many owners tacitly allow public parking in their private lots. Some are lots marked expressly for a given use, but customers are never booted or towed for using these areas. In other cases, lots are divided between spaces marked for the businesses on that site and unmarked or “customer only” spaces that can (informally) be used by anyone despite being associated with a particular building. This is an informal approach to providing more public parking, and one that requires little on the part of the owner and the City. The downside of such an approach is that if the lot is not “advertised” as public, it remains ambiguous and many visitors will avoid using it. Many will drive cars from lot to lot rather than walk around because they aren’t sure whether they will be towed.

A more thorough approach is to make formal agreements to allow public parking on private lots, and direct cars to these areas. Spaces can be reserved as needed within the lot for the on-site uses, essentially limiting the public parking and guaranteeing that businesses don’t lose their valuable resource. This sends a clearer message to the public that they can use the lot, but it does so without jeopardizing on-site tenants.

In addition to the concern about ensuring that tenants still have spaces, stakeholders have also expressed concern about the liability associated with having the general public parking on their lots. Some cities lease the lots from the private owners, making the leaseholder liable. The leaseholder carries the insurance for public parking in the lot, as well as paying other expenses such as lighting, plowing, cleaning, etc. For a more formal shared parking policy to become a viable option, issues over liability, maintenance, operation and revenue collection must be addressed with the individual lot owners.

Given the low occupancy Walker informally observed in some of the surface lots at night, and in some areas during the day, shared use should be strongly considered even where lot owners are reluctant to allow overflow onto underutilized portions of their lots during their busy daytime hours. Again, a limitation of liability will be important. Having a valet service, open for any downtown visitor, may alleviate concerns as the general public isn’t using the facility. But it is possible to form an agreement that limits the liability of the owner without valet. Evening sharing, with or without valet, will make it easy for restaurants to open downtown. Valet operations work well for restaurants, banquets and other evening generators.

TRANSPORTATION DEMAND MANAGEMENT (TDM)

As population growth continues to place greater demand on transportation systems, strategies that focus on operations rather than increased capacity will become more and more a part of the solution to future problems. With this realization, many cities have begun to employ Transportation Demand Management (TDM) Programs to improve operations. The general idea of these programs is to reduce the number of automobile trips in a given area by offering incentives and providing alternatives to driving alone.



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In order to develop and market successful TDM Programs defined areas, such as central business districts, create Transportation Management Associations (TMA). These public-private partnerships provide the institutional structure to develop and employ the strategies best suited for a particular area. One funding strategy, utilized by a majority of TMAs, is the collection of membership dues. These annual dues, based on the number of individuals a participating member employs, typically account for an average of one third of a TMA's revenue.

TDM strategies implemented by TMAs focus on reducing work-related single occupancy vehicle trips. These strategies provide incentives for individuals to choose different modes of transportation such as transit, carpooling, bicycles or walking when traveling to work. With the right mix of TDM alternatives and strategies, vehicle trips can be significantly reduced in relation to background conditions. Various marketing techniques such as distributing free transit maps, offering "free transit days", and putting up promotional posters can help attract more riders. TMAs can also encourage ridership by offering monetary incentives in paid parking areas, as well as other specific strategies to employees who ride transit to work.

GUARANTEED RIDE HOME PROGRAMS

This strategy provides the option for a quick ride home in the event of an emergency to those who do not drive to work. The ride is often provided by a taxi, but could also be supplied by a company fleet car, rental or some other alternative. This strategy has proven to work in many areas by reducing the feeling of anxiety surrounding the choice to ride transit, which stems from the fear of being stranded in the event of an emergency. Costs for implementing this strategy are relatively low and studies have found that this program is not typically abused.

SHARED VEHICLE PROGRAMS

Car-sharing is a program that has been very successful in Europe and has begun to make its way into a great number of North American cities. The basic concept of this strategy is to provide an option for convenient vehicular travel without owning a car. It provides a medium between having no vehicle and personal vehicle ownership. These member-based programs offer access to a fleet of cars that can be used on an hourly basis. After signing up online and reserving a car, customers simply show up at the lot and drive off with a car.

SHARE-A-RIDE

This strategy provides interested employees with carpooling options by analyzing individuals' daily origins, destinations and time of day travel characteristics and matching those with similar trip patterns. In some cases, employees are matched up with their co-workers. Since downtown is home to many small and medium-sized businesses, the matches would need to be made on an area-wide basis, rather than by individual employers in order to present enough viable carpooling matches. Offering monetary incentives for ridesharing can also help increase its popularity.



TELECOMMUTING

With advances in technology, many employers are beginning to offer employees the opportunity to work from home. Though some employers are hesitant to initiate such programs due to productivity concerns, they provide many benefits. In addition to the transportation advantage of reducing the number of work-related trips on the roads, telecommuting often improves employee morale and reduces business costs.

BICYCLE RACKS

Many employers have trouble covering shifts due to their employees' lack of transportation. An alternative to expanding the bus schedule or shared vehicle services is using bicycles. By providing bicycle racks either on-street or at employment centers, employers can encourage individuals who live in close proximity to their places of work to bike or walk.

Installing bicycle racks alone, will not solve transportation issues, partly because safety will also need to be addressed in tandem. Lighting, security, bike paths, and signage all need to be considered when creating a bike program. Promotional opportunities can include, but are not limited to local bike shops run seminars to teach children and adults alike in order to ensure that biking remain a viable alternative transportation source.

A bicycle rack is a fixed structure, usually anchored to the ground or nearby building, to which a bicycle can be attached in order to prevent theft. Bike racks serve to encourage citizens to use bicycles and has the potential to significantly reduce traffic, air pollution, and parking demand within a City. Adding bicycle parking increases overall parking capacity at a relatively small cost. Additionally, businesses gain a competitive advantage by attracting and retaining health conscious employees and customers. Installing and utilizing bike racks not only

makes riding a bicycle more convenient, it can eliminate the clutter, pedestrian hazard, and tree damage associated with unplanned bike parking as well.

A well-built bike rack should:

- Support the bicycle upright by its frame in two places
- Prevent the wheel from bending and the bicycle from tipping over
- Enable the frame and at least one wheel to be secured
- Support bicycles without a diamond-shaped frame with a horizontal top tube
- Allow front-in parking: a U-lock should be able to lock the front wheel and the down tube of an upright bicycle





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- Allow back-in parking: a U-lock should be able to lock the rear wheel and seat tube of the bicycle

The more commonly used types include:

- Inverted U (Sheffield rack)
- Post and ring
- Campus
- Lightning bolt
- Swerve

The ideal situation for those cyclists who desire long-term parking (4+ hours), is to allow bicycles to be brought and stored inside the workplaces. When this is not feasible, other solutions include:

- High security rack: the frame and wheels are secured with moving parts by a single lock
- Bicycle lid or rocker: a hard plastic shell, which securely encases the bike
- Bicycle "cage": fenced outdoor area, requiring an access key or combination lock
- Bicycle locker: an enclosed container of sorts, usually rented to a cyclist that offers a high level of security and weather protection

Bicycle racks to avoid:

- The old-fashioned "school yard" or "fence" racks do not allow both the frame and wheel to be secured to the rack, and thus experience a higher incidence of theft. Racks of this design also are most susceptible to toppling over in a domino fashion due to poor support.
- Complex or confusing bike racks should also be avoided.
- There is conflicting opinion on whether the wave shaped bike rack is effective. This type of rack is often used as a single inverted "U" by cyclists, thus limiting the capacity of the rack.
- When bikes are parked as the manufacturer intended, perpendicular to the rack, support is not provided in the recommended two locations, and bikes are more likely to fall.



Cities where a successful Bike Rack program exists:

- [Madison, Wisconsin](#)
- [Chicago, Illinois](#)
- [Portland, Oregon](#)



- [Santa Cruz, California](#)
- [Bloomington, Indiana](#)

ASSESSMENT OF PARKING ORGANIZATIONAL MANAGEMENT AND SYSTEM POLICY

This parking study has been undertaken in part to more efficiently use the existing supply of public parking in the study area to better meet the needs of the parking public and the Central Business District as a whole. Improvements to the parking system occur through changes in the parking supply and parking policies, which have been discussed throughout the document. However, in studying how parking systems are administered in cities throughout the country, we observe that the ability to effectively execute policy and management changes and, equally important, monitor and respond to the actual results of policy changes, depends in large part on the structure of parking organizational management within city government.

Good policies and competent staff can be hindered by an organizational structure that is inappropriate to manage the parking system. In this section of the report we focus on improving the City's parking organizational structure in order to improve the efficiency of the parking system, from operations to finances.

MANAGING THE DISPARATE ELEMENTS OF THE PARKING SYSTEM

As discussed in other sections of this report, a public parking system consists of a number of different components that interact in order for the parking system to function properly. In Wausau a number of these components are administered by different departments:

- On-street metered and unmetered spaces
- Off-street parking facilities
- Facility regular and long-term maintenance
- Enforcement/citations
- Financial reporting
- Private parking requirements and zoning
- Parking for special events

THE PARKING SYSTEM WITHIN WAUSAU CITY GOVERNMENT

In this section of the report we emphasize the need for comprehensive management of Wausau's parking system. We note that parking revenues and expenses are already centralized in the City's Parking Enterprise Fund, which has a focused mission statement and defined responsibilities. The Fund therefore has put the financial component of the parking system in good order, something which should not be taken for granted. The parking



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operation in many cities is far from financial solvency and often upkeep of parking assets become significant financial strains on the overall general fund.

Wausau's Parking Enterprise Fund allows the City to closely track revenues and expenses, which is crucial to the System's financial and operational health; while parking revenue is not an absolute measure of parking performance, it is an excellent measure of changes and how the parking system performs on different days, months or years. These changes can inform the person who manages parking of issues, trends and the results of changes in policies. This information will generally not be as apparent to those who manage individual components of the parking system but not the system as a whole.

Monitoring parking revenue therefore serves a dual purpose, both to ensure the integrity of the parking revenue as well as the efficiency and performance of the parking system.

A significant challenge observed in Wausau is that the City lacks a position solely devoted to parking operations, a parking manager, who both monitors the financial metrics of the system and then is able to address parking operational issues. The management of Wausau's parking system is essentially dispersed among a number of Departments within City government structure. For example:

- The Police Department is responsible for enforcing parking rules and restrictions;
- The Public Works Department operates the City's surface parking lots, four parking ramps, and on-street parking meters;
- The Finance Department records and tracks parking revenue and expenses;
- The Transportation and Parking Committee, which includes some elected officials, oversees parking policy and address community requests.

There is no one person responsible for parking, nor is parking the central focus of any of the departments above. The parking operation and its policies are challenged from the lack of a unified vision or policy, which is likely to develop in a patchwork manner rather than in a form that comprehensively addresses the issues. Based on our experience and discussions with staff, much of this administration of parking in Wausau appears to have evolved in response to specific issues or events, often effectively, but without the benefit of an overall parking management strategy. At the same time, the community doesn't know whom to contact when there's a question or problem. Many call the police department or the enforcement officers. The result is frustration.

RECOMMENDATIONS – PARKING ORGANIZATIONAL MANAGEMENT

Based on our understanding of current parking management, the City of Wausau government, the parking system, and stakeholders in the parking system would benefit significantly from A) staff whose responsibilities are focused specifically on both parking



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operations and revenue and B) comprehensive management of the entire on- and off-street public parking system.

Directing a parking division includes financial, operational, and public relation issues. While the City, through the Parking Enterprise Fund, successfully addresses the financial component of the parking system, having a parking entity headed by an accountable individual who comprehensively oversees all elements of the parking system is important to ensure the success of the parking operation, the financial soundness of the parking system, and address the concerns and requests of the stakeholders who rely on the system.

RECOMMENDED PARKING MANAGEMENT ENTITY WITHIN CITY GOVERNMENT

- Establish a parking management (operations) entity into which the key responsibilities for the parking system are consolidated and through which the comprehensive monitoring, strategic planning, implementation of policies, and managing revenues of the parking system takes place.
- Base the new parking entity on an expanded version of the existing Parking Enterprise Fund, through which finances and management of the on-street spaces and parking garages in the Central Business District are administered by the Public Works Department. The new parking entity would have both financial and parking management capabilities. The existing Enterprise Fund is the most prudent means of administering finances for the department, as it provides a financial structure that consolidates those costs and benefits, which in turn, defines responsibility and accountability. This is an important benefit for Wausau, since the current parking system, as mentioned earlier, is fragmented. While the new entity could be positioned in one of several departments in which some components of parking are already located, including the Finance Department, we recommend that it be located within Public Works given that Department's existing responsibilities with regard to on-street operations.
- Manage the expanded entity as an extension of the current enterprise fund in that it should be self-sustaining. It must receive a revenue stream that is sufficient to cover ongoing operating expenses and outstanding debt service obligations to ensure its solvency. Operating deficits must be guaranteed by transfers. Excess revenues should be used to fund parking projects and parking-related capital improvements. The main benefit of using the Enterprise Fund as a management entity is its ability to organize resources. The purpose of the enterprise fund is to preserve parking revenues, segregate parking expenses, and establish a parking operating budget; we believe that the existing Enterprise Fund is a basis to accomplish this goal comprehensively for the entire parking system.

RECOMMENDED PARKING MANAGEMENT POSITION

- Establish a "Parking Manager" position to head the new entity described above. The focus and responsibility of this position is the administration and management of the



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Central Business District's parking system. The position would report to the Director of Public Works or the City Engineer.

- The Parking Manager should be a parking professional, with significant and specific expertise in the area of municipal parking system management. While sometimes viewed as an extension or subset of other municipal functions, parking management requires significant experience and ever increasing expertise and oversight of substantial revenue. However, under the City's current organizational structure, parking-related responsibilities are just one of many assigned to those city staff members who manage the parking system. Yet no amount of diligence and hard work can substitute for the focus and expertise necessary to manage parking, even with a third-party parking operator in place. Many municipal parking systems of the size and importance serving Wausau's Central Business District are managed by a parking professional.
- The first responsibility of the Parking Manager will be to orchestrate the consolidation of parking system functions that are recommended in this report.
- The Parking Manager's duties would include but not be limited to:
 - Financial Responsibilities
 - Review the financial and operational performance of the parking system, with the Downtown component clearly separated from that portion of the parking system located outside the Central Business District.
 - Review daily revenue, financial and operational incident reports.
 - Review monthly financial status reports including revenue trends and newly implemented cash control procedures.
 - Implement new procedures as directed by the Director of Public Works.
 - Oversee budgetary responsibilities.
 - Determine the financial feasibility of implementing suggested programs to benefit downtown.
 - Operational Responsibilities
 - Physically inspects off-street parking facilities.
 - Meet weekly with parking staff "on the ground" to review observations and follow up of previous requests.
 - Review revenue control and occupancy issues.
 - Review revenue and expense performance, modify operating policies to meet the City's goals, and monitor compliance with contractual obligations.
 - Monitor public complaints and the operator's responsiveness to the public and adjust procedures as needed.
 - Take corrective action, training, or disciplinary actions with attendants/cashiers with repeated complaints, shortages, or unusual activity.



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- Coordinate implementation of policy recommendations concerning demand management between on and off street spaces, reserved and unreserved space mix, oversell factors, and enforcement levels.
- Obtain knowledge of parking industry including trends in parking management and equipment options.
- Maintenance of facilities.
- Maintain ongoing inventory of facilities – including rate surveys, available parking for monthly and daily users in all downtown parking facilities. Track demand and occupancies.
- Business Responsibility
 - Analyze parking rate structure and make recommendations that improve customer service and increase potential parking revenue.
 - Make recommendations on new ways to generate additional demand and revenue for the City and evaluate feasibility of such programs. Present findings and recommendations to City for review.
 - Make recommendations on future demand and development programs.
 - Administer third party management contracts designed to promote the City's parking goals.
- Parking Liaison
 - Meet with various City departments to coordinate efforts related to on and off street parking.
 - Meet monthly with stakeholder groups such as the Old Market Business Association to ensure that parking policies and goals complement both the City's and Association's interests and greater vision.
 - Monthly meetings with the parking operator's representatives to coordinate parking efforts.
- In the long term, the Parking Manager should ultimately be responsible for determining the staffing needs of the new parking entity based on what that individual ascertains within the organizational structure, which could include a parking operations specialist, financial analyst, or parking auditor positions. The purpose of additional staff positions would be increased accountability and responsibility for each function of the operations group as well as financial oversight. These positions would be directly responsible for overseeing the verification of cash collection for both the on- and off-street operations, counting and deposits, and for ensuring that an audit of the operation is conducted frequently. Based on our understanding of current operations, these are tasks that are not presently part of the Finance department's scope. Last year approximately \$900,000 in gross revenue was collected from the City's meters and ramps. That amount of revenue warrants a consistent and continual oversight with a clear strategic objective.



FUTURE PARKING REGULATIONS

TIME LIMITS

In downtown Wausau the streets and areas with time zones and metered parking are inconsistent. Many streets and surface lots may have multiple areas with differing maximum time limits. The maximum time limits can even differ for multiple spaces on the same street and block side or within the same surface lot. Implementations of short-term (15 minute) spaces are common, but the overall number of unique short-term spaces is usually low. These lower time limit spaces should also have a consistent location on each block face and a strict ratio to the number of standard time limit spaces.

It is also common to have different maximum time limits for areas within a city. It is very challenging to find the right methodology for where to implement short-term and long-term parking options. Many downtown stakeholders and users have different needs. Unfortunately, the more inconsistent a policy becomes the less users will want to utilize the system and the less likely users are to follow the rules and policies.

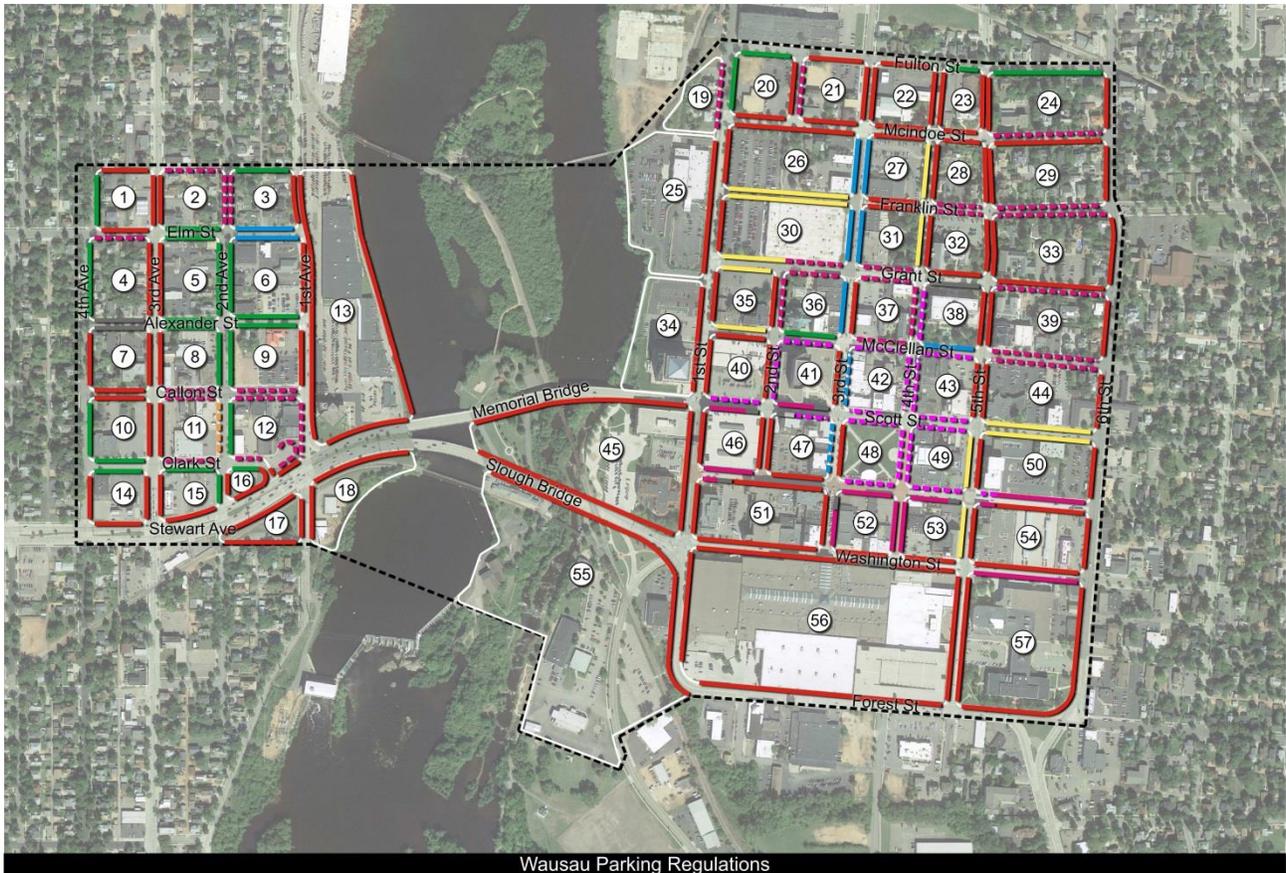
METERS

The main purpose of a meter is to promote turnover in the highest area(s) of demand and utilization. This is accomplished by meters providing an economic choice to users. The user can pay an additional fee for a closer space, or choose to pay less (or nothing) for a space farther away. Ideally, the fee for metered spaces are set to a rate that keeps 10-20% of the spaces on each block open at all times. This allows each parking patron to be able to make that economic choice. When meters are not placed in areas with the highest utilization, they can no longer serve the intended purpose and ultimately promote frustration.

Exhibit 31 shows a map of the current policies in place for both the East and West River districts.



Exhibit 44: Current Parking Policy Map



Wausau Parking Regulations

Legend

- Study Area
- Block Numbers
- NORTH
- ↑
- No Parking
- Not Signed
- Meters
- 10 Min
- 15 Min
- 60 Min
- 2 HR
- 30 Min Sat
- 60 Min M-Sat
- 2 HR M-F 8-6pm
- 2 HR M-Sat 9-6pm

Source: Walker Parking Consultants

Ideally the parking system would be more consistent focusing meters maximum time limits on the core areas with the highest utilization. The highest utilized area is located in the heart of the East River district, with Grant St. to the north, Washington St. to the south, 1st Ave. to the west, and 4th St. to the east.

Walker recommends that the City relax, or even consider eliminating, arbitrary time limits in metered spaces in order to provide flexibility for parkers and the varying needs of businesses, let the parker decide how long he/she needs to park and let the price of parking, not an arbitrary time limit, create turnover of these spaces.



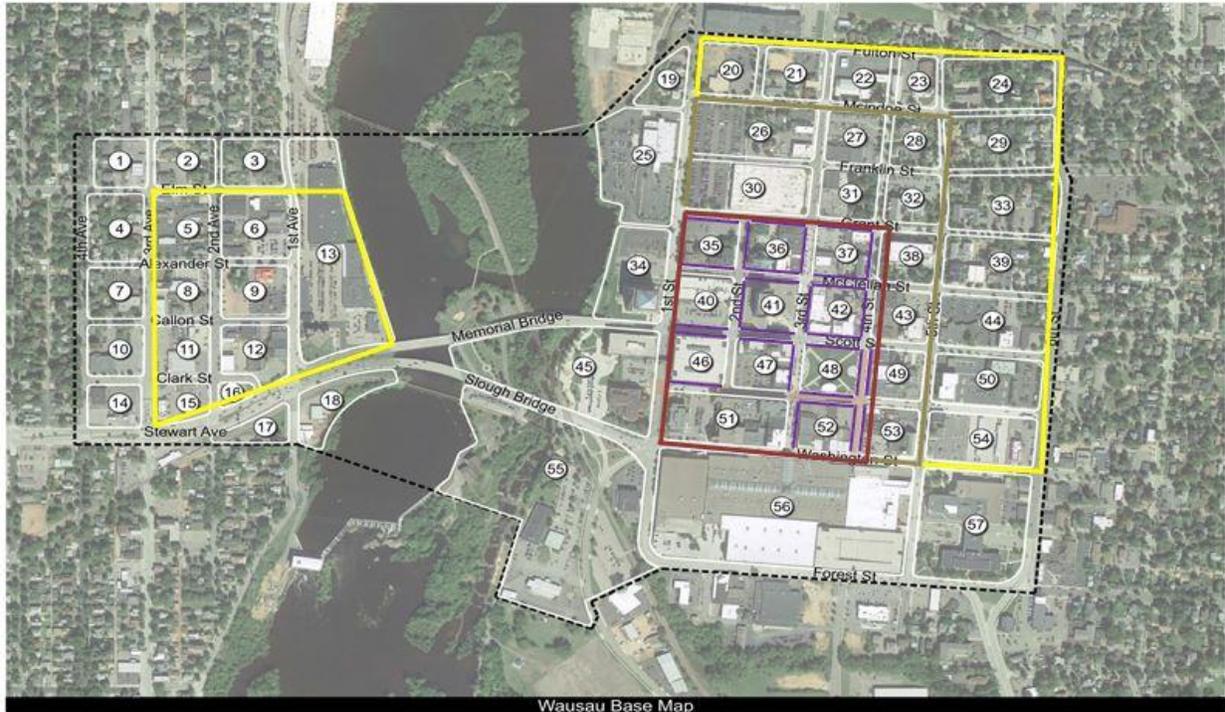
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Walker also recommends moving on-street paid parking (meters) to the highest demand blocks. The streets, outlined in purple, have the highest levels of occupancy and represent highly valuable parking spaces closest to the core of the East River CBD. Additionally, Walker advocates some consolidation and removal of meters in coordination with the effort to focus meters in the core areas. The following should also be considered in this effort:

- Remove single space coin meters in municipal lots 13, 5, 6, 9, 18, 20, and the lower level, backside of the Jefferson Street Ramp.
 - Replace with credit card, cash, and coin capable multi-space meters.
 - Meters rather than time limits will facilitate parking enforcement and/or reduce the labor hours required for enforcement.
- Remove single space meters in lots 7, 8, making these permit only lots.
- Remove on-street single space meters from blocks 26, 30, 27, 31, 44, 50.
 - Make these areas 2 hour, 4 hour, or 8 hour time limit zones.
- Full 8 hour free time limit zones in the core West River CBD, in conjunction with a residential parking only policy in the adjacent neighborhoods.
 - This should help alleviate some of the stress for Footlocker.com, Inc. parkers, while also reducing the amount of time spent on enforcement of this area.
- Install new, clear, and consistent signage at every location, regardless of whether a policy has changed or remained the same.
 - Signage should be the same style and contain the same graphics, promoting a recognizable yet simple parking system brand.



Exhibit 45: Proposed Parking Policy Map



Legend

- Study Area
- ⊙ Block Numbers
- NORTH

- New Meter Locations
- ▭ 2 Hour Time Limit Zone
- ▭ 4 Hour Time Limit Zone
- ▭ 8 Hour Time Limit Zone

Source: Walker Parking Consultants

IMPLEMENTATION PLAN AND BUDGET

SYSTEM RECOMMENDATIONS

EAST RIVER DISTRICT RECOMMENDATIONS

WEST RIVER DISTRICT RECOMMENDATIONS



WALKER
PARKING CONSULTANTS



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INCREASE CITATION BASE RATES

Increase citation base fee for unpaid meter and over time limit citations from \$5 to \$20. Move to a graduated fine schedule for repeat offenders.

PURPOSE:

- Provide downtown visitors with more short-term parking options by moving long-term parkers out of prime spaces
- Use the graduated fine schedule to reduce the number of repeat offenders and improve overall compliance to parking policies and regulations
- Improve access to unused parking supply and reduce the need to build costly parking
- Provide community an opportunity to generated additional revenue that can be reinvested into the downtown districts

COST:

- Efforts to communicate change in the citation price point and schedule
- New citation ticket stock
- Configuration of enforcement software and applications

PARTNERS:

- City of Wausau
- Wausau Police Department

PROCESS:

- Outreach to the downtown and community at large through the City website and news agencies, where appropriate, to communicate the change
- Order and inventory new citation ticket stock with new policies and price point disclaimers
- Configure parking enforcement software and applications with the change and test

RETURN ON INVESTMENT:

- Improved access to supply
- Annual parking revenue

FINANCING:

- None required for program development and implementation

TIMELINE:

- 6 – 8 Weeks



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IMPLEMENT AN EMPLOYEE PARKING PROGRAM

Improve access to unoccupied or low occupancy parking locations by forming an Employee Parking Program. On-street spaces, near businesses, are meant to be for visitors and business patrons parking for short periods of time.

PURPOSE:

- Provide downtown visitors with more short-term parking options by moving long-term parkers out of prime spaces
- Increase compliance and reduce the number of citations
- Improve access to unused off-street parking supply and reduce the need to build costly parking
- Provide community an opportunity to generated additional revenue that can be reinvested into the downtown districts

COST:

- Efforts to communicate change in the permit price points and work with the local business community to promote the new product and process
- Resource time to create a process for confirming downtown employment and permit sales
- New permits and enforcement practices to insure proper usage

PARTNERS:

- City of Wausau
- Wausau Police Department

PROCESS:

- Outreach to the downtown business community to communicate the new program and associated options
- Reduce the rates for permit parking in the mall ramps and roof parking in the two City ramps
- Order and inventory new permits

RETURN ON INVESTMENT:

- Improved access to on-street supply for the intended users
- Annual permit parking revenue

FINANCING:

- None required for program development and implementation

TIMELINE:

- 12 – 16 Weeks



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IMPLEMENT A SINGLE ENFORCEMENT AND OPERATIONS TIME SCHEDULE

Multiple time limit signs in both the East and West River districts display different hours of operations. The City should determine a single time schedule for operations, for example: Monday through Friday from 8:00 AM to 6:00 PM. Then, apply the single enforcement and operations time schedule to all time limits, meters, and off-street parking options, including updating all related signage.

PURPOSE:

- Provide downtown visitors with a clear and concise message for the hours of parking enforcement and operations
- Increase compliance and reduce the number of citations based simply on patron confusion

COST:

- Efforts to communicate change to a consistent hours of enforcement and operations
- New signage throughout both the East and West River districts, should be coordinate with other recommendations to improve signage through the study area
- Potential sign renderings and design fees to create a consistent look and brand

PARTNERS:

- City of Wausau
- Wausau Police Department

PROCESS:

- Determine the City's parking system brand and collateral designs
- Order, inventory, and install new signs

RETURN ON INVESTMENT:

- Improved user experience through consistent and simple policies

FINANCING:

- Likely none required for program development and implementation, but dependent on the number of signs, cost per sign, and investment in the correlated effort to determine the parking system brand

TIMELINE:

- 12 – 16 Weeks



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EXPAND PUBLIC RELATIONS AND MARKETING CAMPAIGNS

Develop a formalized parking management plan that clearly communicates locations for employee, resident, and visitor parking. Many of the localized parking challenges can be addressed through improved management and marketing of the existing resources.

PURPOSE:

- Provide regular updates to the general public about local event parking options, daily parking options, pricing, and upcoming policy changes or considerations
- Educate the parking consumer on the number of available and inexpensive parking options throughout the downtown area
- Assist local businesses in promoting park once and walk strategies, based on available parking space proximity

COST:

- Web-site mapping and content creation
- Outreach to the downtown business community to communicate parking updates
- Work with downtown businesses willing to help promote parking on their independent web-sites

PARTNERS:

- City of Wausau
- Wausau Police Department

PROCESS:

- Coordination of this effort with, media outlets, local businesses and merchant associations, and existing City departments
- Expand current web site(s) by utilizing technology to have interactive maps with clickable links to parking locations
- Work with and provide local businesses with the ability to link from their individual websites to applicable parking options

RETURN ON INVESTMENT:

- Improved user experience through consistent and clear communication around available parking options

FINANCING:

- Likely none required for program development and implementation, but dependent on the level of GIS, mapping, and custom web-site development

TIMELINE:

- 12 – 16 Weeks



IMPLEMENT A DOWNTOWN SHARED PARKING PROGRAM

Current peak downtown parking occupancy on a typical day near 10:00 AM is 51% with 3,809± unoccupied parking spaces. Expand shared parking practices throughout the downtown to include more underutilized private parking areas and improve employee parking options.

PURPOSE:

- Provide downtown employees with more long-term parking options at different price points
- Improve access to unused parking supply
- Reduce the need to build costly parking
- Reduce the number of unused parking lots
- Provide community an opportunity to generated additional revenue

COST:

- Efforts to communicate the shared parking program
- Resource time and effort to connect private parking supply with local demand

PARTNERS:

- City of Wausau
- Private parking supply owners

PROCESS:

- Start with an outreach to the downtown business community to communicate the new program and associated options
- Prepare database of participating locations with available supply, rate, and contact information, then make that available to the public through regular updates
- Identify responsible party for facilitating and posting monthly parking opportunities

RETURN ON INVESTMENT:

- Improved access to on-street supply for the intended users
- Annual permit parking revenue

FINANCING:

- None required for program development and implementation

TIMELINE:

- 4 – 6 Weeks



ELECTRONIC TIRE CHALKING

Discontinue the current practice of physically chalking vehicle tires to check for time limit infractions and utilize electronic tire chalking.

PURPOSE:

- Improve enforcement efficiency
- Increase the violation capture rate and encourage parking compliance

COST:

- Potential cost from the current vendor Complus to configure and implement this feature
- Training staff on how to use the new functionality

PARTNERS:

- Wausau Police Department
- Complus Data Innovations , Inc.

PROCESS:

- Contact Complus to determine the cost to configure and train system users on the available feature(s)

RETURN ON INVESTMENT:

- Increased violation capture rate

FINANCING:

- Unknown due to the current capabilities and cost of the current Complus agreement

TIMELINE:

- 6 – 8 Weeks



EXPAND THE CURRENT PARKING MANAGEMENT SOFTWARE

Expand the current parking management software or implement a new system to manage permits, reporting, and citations in a single application.

PURPOSE:

- Increase the current system capability to accommodate permit management

COST:

- Unknown due to the current capabilities and cost of the current Complus agreement

PARTNERS:

- City of Wausau
- Complus

PROCESS:

- Contact Complus to determine the cost to configure and train system users on the available feature(s)

RETURN ON INVESTMENT:

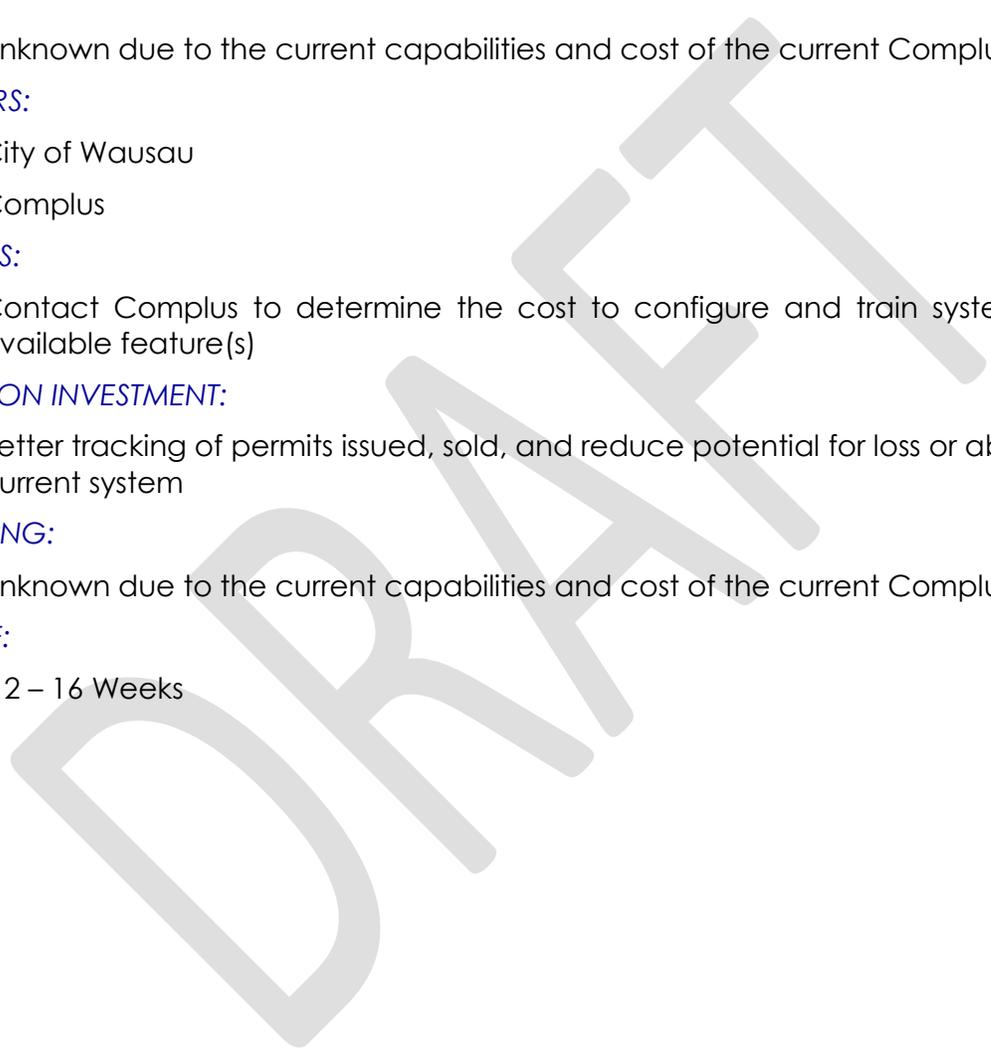
- Better tracking of permits issued, sold, and reduce potential for loss or abuse of the current system

FINANCING:

- Unknown due to the current capabilities and cost of the current Complus agreement

TIMELINE:

- 12 – 16 Weeks





INSTITUTE AN AMBASSADOR PROGRAM

As outlined earlier in the report, Walker recommends that the City of Wausau adopt the “Ambassador Program” model for parking enforcement in the Central Business District as used successfully in many other cities across the United States. In addition to the hospitality oriented nature of the program, Ambassadors are still required to enforce parking regulations. The perception of on-street parking ordinance enforcement is often negative. The manner in which enforcement is presented to the public is often the reason. Enforcement is seen as punitive, which in many cases it is, but that is not the only role. An Ambassador Program is meant to reverse these negative perceptions and change them into a positive experience for the public.

The mission of a Central Business District Ambassador Program would be to provide hospitality, tourism and public safety services to local citizens, businesses and visitors, in addition to enforcing parking regulations. The Ambassadors would be required to complete a multi-faceted training program in hospitality and customer service, emergency response and first aid, public transportation and City services. They should work directly with transportation and parking departments of the City, local businesses, and professional agencies.

The primary goals of an Ambassador program are to promote the area, resolve concerns, deter criminal activity, and help make the downtown area a better, safer and friendlier place to live, visit, shop and conduct business.

PURPOSE:

- Assist downtown visitors with parking and general questions
- Work with businesses to identify and report any issues or challenges they encounter
- Provide hospitality, tourism and public safety services to local citizens, businesses and visitors
- Enforce parking regulations

COST:

- Two full-time employees to enforce parking regulations
- Training for current enforcement staff to accomplish a more customer service centric approach to enforcement
- Consideration of potential reductions to citation revenue based on a more customer service friendly approach to enforcement

PARTNERS:

- City of Wausau
- Wausau Police Department
- Main Street Wausau



PROCESS:

- Coordination between partners to develop and implement the Ambassador Program.

RETURN ON INVESTMENT:

- Improved user experience through improved interaction, communication, and customer service.
- Improved perception of Wausau's Central Business District on the part of the public

FINANCING:

- Funding equal in amount to the cost of the current enforcement effort should be devoted to the Ambassador Program.
- Additional costs will likely be incurred from training, new uniforms, and possible changes in the nature of staffing time (from the current enforcement). Additional supplies or equipment, if deemed necessary, would represent an additional cost.
- Funding for added costs should come in part from the parking system itself, through the Enterprise Fund as effective enforcement is a measure to increase the availability of parking space for the public; increased revenue resulting from the recommendations contained in this report should help fund the Ambassador Program.
- In other cities where we have observed ambassador programs, some funding may come from the business improvement district entity and the City's economic development efforts because an improved perception of the parking enforcement effort improves downtown's perception and brand.

TIMELINE:

- 12 – 16 Weeks



DECEMBER 29, 2014

INCREASE BICYCLE RACKS

Increase bicycle rack parking, making it easier for locals to enjoy downtown without parking a car. An alternative to expanding the bus schedule or shared vehicle services is using bicycles. By providing bicycle racks either on-street or at employment centers, employers can encourage individuals who live in close proximity to their places of work to bike or walk.

PURPOSE:

- Provide alternative transportation options for those that work or visit in downtown Wausau, and live in relatively close proximity
- Encourage active lifestyles and transportation modes within Wausau, WI
- Reduce the dependence on and overbuilding of expensive parking supply

COST:

- Lighting, security, bike paths, and signage all need to be considered when creating a bike program
- Outreach to the downtown business community to determine the best locations for new racks
- Work with downtown businesses willing to help promote bicycle usage and promote new bike rack locations

PARTNERS:

- City of Wausau
- Local businesses

PROCESS:

- Identify ideal locations for additional bicycle racks
- Identify the appropriate bicycle rack style for the City

RETURN ON INVESTMENT:

- Reductions in building costly new supply as bicycle usage increases and single-occupancy vehicle usage decreases
- Improved access to on-street supply for the intended users

FINANCING:

- General Obligation Bonds
- Future Parking Operating Budget

TIMELINE:

- 16 – 24 Weeks



DECEMBER 29, 2014

IMPLEMENT AN EMPLOYEE PARKING REWARDS PROGRAM

In our experience, restricting or prohibiting employees from using parking spaces intended for visitors is challenging. However along with restrictions or incentives not to park in visitor spaces, we can *incentivize* employee parkers to park in those locations where we want them to park.

The demand for employee parking in popular commercial districts is typically managed by applying a price to visitor parking spaces that is higher, on an incremental basis, than the price of employee parking spaces, resulting in a price of parking that is acceptable for a visitor, who parks for a short time infrequently but a price that is *unacceptable* for a long-term parker.

While time limits can discourage long-term employee parking in visitor spaces (and discourage some visitors as well), effective enforcement can be challenging. Even for the best enforcement operation, determined long-term parkers can thwart the system. In a few cities we have observed, rewards have been offered to employees to park in the desired location. Such a policy provides positive reinforcement and involves local employees and merchants in the common goal of maximizing the convenience of business patrons.

PURPOSE:

- Improve the availability of convenient parking spaces for visitors
- Utilize typically underutilized parking spaces
- Provide a positive rather than punitive incentive for employees to park in locations preferred or designated for employees and not in visitor spaces
- Added incentive for employees to use active modes of transportation to access the Central Business District, whether bicycling or walking from peripheral parking locations

COST:

- Parking enforcement to sign up employees and their license plates as well as monitor employee parking areas
- An enforcement ambassador program as recommended in this report
- Main Street Wausau's business improvement efforts
- Public outreach to inform employees of the new program. In addition to announcing the change on the City's website and through local media, we recommend coordination with the City's Chamber of Commerce to inform employees.
- There may be a cost to determine and allocate employee rewards (including gift certificates from downtown merchants), but in some instances we have seen the rewards contributed by local businesses and could be part of a broader downtown marketing effort.
- Database for employee parkers



DECEMBER 29, 2014

PARTNERS:

- City of Wausau
- Main Street Wausau

PROCESS:

- Program establishment and administration including public information and outreach, determination and allocation of rewards on a regular basis, monitoring of employee parking areas, and potentially maintenance of a related web-page
- Although relatively small, identification of funding for the administration of the program as well as employee rewards unless contributed by participating local businesses
- Database of employee parkers
- Public outreach to inform employees of the new program. In addition to announcing the change on the City's website and through local media, we recommend coordination with the Main Street Wausau to inform employees

RETURN ON INVESTMENT:

- Improved parking space availability for customers; improved access to on-street supply for the intended users
- Reduction in employee time devoted to "shuffling" vehicles
- Positive public relations and image on the part of the parking enforcement effort for downtown employees

FINANCING:

- Future Parking Operating Budget
- Downtown Employer participation

TIMELINE:

- 12 – 16 weeks.



EAST RIVER DISTRICT RECOMMENDATIONS

CONSISTENT TIME LIMIT POLICIES

Consider core blocks with high demand that should stay at 2 hour time limits then move out to 4 hour time limits, and finally 8 hour time limits at the farthest zones in the study area.

PURPOSE:

- Implement consistent time limit policies and zones that parking patrons can easily identify and understand
- Serve multiple parking user types, with both short-term and long-term parking needs within this diverse downtown environment
- Simplify parking maps for improved communication around parking options

COST:

- Associated cost and installation of new signage for the East River district
- Resource time and effort to identify specific areas that may have unique parking space needs, for example: 15 Minute Parking spaces.

PARTNERS:

- City of Wausau
- Wausau Police Department
- Local businesses and residents

PROCESS:

- Determine the appropriate maximum time limits by area within the East River district
- Identify the specific geographic areas and streets that will be included in each time limit zone
- Install new signage and update City parking maps

RETURN ON INVESTMENT:

- Reductions in building costly new supply as additional long-term and short-term options are added
- Improved access to on-street supply for the intended users

FINANCING:

- Likely none required for program development and implementation

TIMELINE:

- 8 – 12 Weeks



DECEMBER 29, 2014

WAY-FINDING SIGNAGE

Increase way-finding signage to direct patrons to specific parking options. This should be part of a holistic 'signage package' with consistency in design and clear visibility to drivers. Subsequently, expand signage/way-finding to include pedestrian signs from the point of parking lots to merchant/business locations. In coordination with proper placement of parking signage directing drivers to parking options, the function and perception of the downtown parking system will likely improve.

PURPOSE:

- Promote a recognizable yet simple Wausau parking brand
- Enhance downtown walkability and navigation
- Communicate more clearly the parking options to downtown employees and visitors

COST:

- To be determined based on a project basis

PARTNERS:

- City of Wausau

PROCESS:

- Define pedestrian corridors between parking locations and the core downtown that need improvement
- Coordinate with City departments to initiate projects
- Identify key locations for parking signage, both within the East River district as well as access points into the core CBD
- Design parking signs that are uniform in size, color, and shape for public and private parking areas

RETURN ON INVESTMENT:

- Reduced construction costs for new parking supply in the short-term
- Improved access premium parking supply by better distributing demand
- Reduced visitor frustration in locating a parking space

FINANCING:

- General Obligation Bonds
- Future Parking Operating Budget

TIMELINE:

- 8 – 12 Weeks



PARKING ACCESS AND REVENUE CONTROL SYSTEM

Full Parking Access and Revenue Control System (PARCS) for all City Ramps, and an upgrade to the current mall gated PARCS hardware and software.

PURPOSE:

- Reduce the confusion on when and where different ramp users can park
- Improve accountability and auditability of permit sales and usage
- Revenue through increases in revenue transaction capture rates and additional payment options
- Space availability signage on the exterior of City Ramps can be coordinated with a new PARCS implementation

COST:

- To be determined based on a project basis

PARTNERS:

- City of Wausau
- Parking Consultant
- PARCS Vendor

PROCESS:

- Define the needs for both the City and ramp users, for each facility
- Engage industry consultants, experts, or vendor resources to understand what options exist
- Develop and issue a Request For Proposal to industry vendors to receive feedback, requirements, and pricing

RETURN ON INVESTMENT:

- Reduced construction costs for new parking supply in the short-term, through improved management of existing supply
- Significant opportunity for increased ramp revenue and better transaction and permit auditability
- Reductions in expenses related to manual enforcement of ramps

FINANCING:

- General Obligation Bonds
- Future Parking Operating Budget

TIMELINE:

- 1+ Year



ALLOW OVERNIGHT PARKING IN THE RAMPS

PURPOSE:

- Provide downtown visitors and residents a location to park overnight
- Allow bar and restaurant patrons an option to leave their vehicles should they choose not to drive home

COST:

- No additional costs

PARTNERS:

- City of Wausau
- Local businesses

PROCESS:

- Remove No Overnight Parking signage
- Communicate to local businesses and residents the change in policy

RETURN ON INVESTMENT:

- Reduced construction costs for new parking supply in the short-term, through improved management of existing supply
- Significant opportunity for increased ramp revenue and better transaction and permit auditability
- Reductions in expenses related to manual enforcement of ramps

FINANCING:

- Likely none required for program development and implementation

TIMELINE:

- 1 Week



PAVE AND STRIPE DIRT LOTS AND STRIPE ALL ON-STREET METERED AND TIME LIMIT SPACES

The dirt surface lots, located on the north half of blocks 20 and 21, are currently being used for long-term parking options. Paving and striping these lots, along with all on-street metered and time limited spaces, will increase the overall parking supply and improve surface lot and street parking efficiencies.

PURPOSE:

- Provide additional supply that could help address long-term employee parking needs
- Eliminate blighted portions of blocks to be utilized, temporarily as surface lots until new development opportunities are identified
- Improve access and availability for premium on-street spaces by moving downtown employees to more appropriate parking locations

COST:

- To be determined based on a project basis

PARTNERS:

- City of Wausau

PROCESS:

- Determine ownership of current parcels and address the potential for temporary surface lot development
- Engage appropriate City departments to determine project schedule and cost to pave and restripe all recommended locations

RETURN ON INVESTMENT:

- Reduced construction costs for new parking supply in the short-term, through increased surface lot supply
- Move long-term parking patrons out of on-street spaces, into appropriate long-term parking options

FINANCING:

- General Obligation Bonds
- Future Parking Operating Budget

TIMELINE:

- 16+ Weeks



REMOVAL AND REPLACEMENT OF THE MCCLELLAN STREET RAMP

The McClellan Street Ramp is reaching the end of its useful life. The cost and effort to maintain the current structure will soon outpace that of a new ramp. Local businesses and the community as a whole have the expectation that the current ramp will be removed and replaced by a new parking ramp. Current parking conditions indicate that a similar sized ramp would meet the local demand needs. Major considerations with the new ramp will be location for the new ramp and the process for removing the existing ramp, along with where the displaced parkers will be temporarily housed.

PURPOSE:

- Replace the current McClellan Street Ramp that is close to the end of its useful life
- Maintain adequate supply for current and future parking demand
- Support downtown businesses by providing public parking for downtown employees and visitors
- Provide structured parking to support infill and higher density development

COST:

- To be determined based on a project basis
- Current estimates for proposed sites range from just below \$5M to more than \$10M

PARTNERS:

- City of Wausau
- Local residents and businesses

PROCESS:

- Identify new location for replacement ramp and secure property
- Develop project timeline and strategy on whether the new ramp will be built before or after the McClellan Street Ramp is removed
- Communicate schedule and strategy to the community and business stakeholders
- Determine short-term parking options for potential displacement of existing ramp users

RETURN ON INVESTMENT:

- Improved public parking options for downtown employees and visitors
- Increased opportunity for higher density development and tax revenue

FINANCING:

- General Obligation Bonds

TIMELINE:

- 4 – 10 years
 - Timing impacted by the City's ability to fund project-related capital costs and ongoing operating expenditures



CONSOLIDATION OF METER LOCATIONS

Re-evaluate the current single-space meter parking model. Recommend consolidating existing meters to the East River district core. This core is bound by 1st Ave., Grant St., 4th St. and Washington St. Meters are intended to regulate high-demand on-street parking spaces by promoting turnover and providing an economic choice. Properly placed and priced meters will increase the availability of prime on-street parking options and improve parking system efficiencies.

PURPOSE:

- The City should consider a multi-space meter system that can accommodate a first 2-hours free rate schedule that only charges parkers for additional time.
- The relocation of meters from low-demand to high-demand locations is projected to increase the utilization of underutilized low demand spaces while increasing parking turnover in high-demand spaces and making more high demand spaces available. The overall result is projected to be more cars (and people) accommodated within the parking system.

COST:

- To be determined based on a project basis

PARTNERS:

- City of Wausau

PROCESS:

- Any new meters should first be implemented on high-demand streets within the East River District in order to promote turnover.
- Removal of under-utilized, low-revenue, single-space meters currently located outside of the East River district core.
- Parking occupancy rates in locations where new meters have been implemented and removed should be monitored on a quarterly if not monthly basis to determine adjustments that should be made to policy;

RETURN ON INVESTMENT:

- Undetermined at this time. This measure could increase parking revenue by implementing paid parking in some high demand locations that have, up until this time, been available free of charge to the parking public, with little revenue impact resulting from the removal of low-revenue meters from areas outside the East River district core

FINANCING:

- General Obligation Bonds

TIMELINE:

- 16 – 24 Weeks



WEST RIVER DISTRICT

IMPLEMENT 8 HOUR TIME LIMITS

Implement 8 hour time limits for on-street within the West River district, outside of the residential areas.

PURPOSE:

- Implement consistent time limit policies and zones that parking patrons can easily identify and understand
- Serve multiple parking user types, with both short-term and long-term parking needs within this diverse downtown environment
- Simplify parking maps for improved communication around parking options

COST:

- Associated cost and installation of new signage for the East River district
- Resource time and effort to identify specific areas that may have unique parking space needs, for example: 15 Minute Parking spaces.

PARTNERS:

- City of Wausau
- Wausau Police Department
- Local businesses and residents

PROCESS:

- Determine the final maximum time limit and exact area for the West River district
- Identify the specific geographic areas and streets that will be included in each time limit zone
- Install new signage and update City parking maps

RETURN ON INVESTMENT:

- Reductions in building costly new supply as additional long-term and short-term options are added
- Improved access to on-street supply for the intended users
- Reduced enforcement resources and expenses

FINANCING:

- Likely none required for program development and implementation

TIMELINE:

- 8 – 12 Weeks



PAVE AND STRIPE DIRT LOTS AND STRIPE ALL ON-STREET METERED AND TIME LIMIT SPACES

The dirt surface lots, located on the north half of blocks 6 and 9, are currently being used for long-term parking options. Paving and striping these lots, along with all on-street time limited spaces, will increase the overall parking supply and improve surface lot and street parking efficiencies.

PURPOSE:

- Provide additional supply that could help address long-term Footlocker.com, Inc. employee parking needs
- Eliminate blighted portions of blocks to be utilized, temporarily as surface lots until new development opportunities are identified

COST:

- To be determined based on a project basis

PARTNERS:

- City of Wausau

PROCESS:

- Determine ownership of current parcels and address the potential for temporary surface lot development
- Engage appropriate City departments to determine project schedule and cost to pave and restripe all recommended locations

RETURN ON INVESTMENT:

- Reduced construction costs for new parking supply in the short-term, through increased surface lot supply
- Move long-term parking patrons out of on-street spaces, into appropriate long-term parking options

FINANCING:

- General Obligation Bonds
- Future Parking Operating Budget

TIMELINE:

- 16+ Weeks

