Cedar Rapids

Parking Strategic Action Plan
“Cedar Rapids is a vibrant urban hometown – a beacon for people and businesses that are invested in building a greater community for the next generation.”
Mayor Corbett & City Council Members:

On behalf of the Cedar Rapids Downtown District and Self Supported Municipal Improvement District boards of directors, we express our unanimous support for the Parking Strategic Action Plan.

A fully functioning, efficient, well managed, safe, and customer focused parking system is absolutely critical to the health and recovery of downtown Cedar Rapids. Both the Downtown District and SSMID boards were vocal advocates in 2009 when the City Council decided to hire Republic Parking to manage the daily operations of the downtown parking system. Republic has made some encouraging process during the past eight months, however best in class parking systems require full time, strategic and agile management to meet the myriad needs of downtown stakeholders.

A result of collaboration between the City, Downtown District, SSMID and countless other downtown stakeholders, this plan is a specific roadmap for implementing key elements of both the JLG Downtown Vision and Central Area Reinvestment Action Plan. The boldest action step in the Parking Strategic Action Plan is the suggested transfer of parking system management from the City to the Downtown District. This move would be made with the intent to protect taxpayers and restore the system’s long-term financial and operational viability.

While there are many issues that will need to be discussed if such a transfer were to occur (i.e. deferred maintenance, FEMA reimbursable capital investment), both our boards fully support moving forward with negotiation of a management agreement.

Both the Downtown District and SSMID boards appreciate the participation of City staff and the leadership of Councillor Kris Gulick throughout the development of
Statement of Support

this strategic action plan; countless hours of stakeholder meetings, public input sessions and research of community priorities went into its creation. Presentation of the Parking Strategic Action Plan is scheduled to take place at the City Council meeting next Tuesday, April 27. We strongly encourage the City Council to consider formal adoption of the Parking Strategic Plan and to consider authorizing City staff to move forward with negotiation of a management agreement with Downtown District staff.

Sincerely,

Connie Chapman, Chair
Cedar Rapids Downtown District Board

Chuck Peters, Chair
SSMID Board
April, 2010

Mayor Corbett & Cedar Rapids City Council Members:

Cedar Rapids should be congratulated for its courageous efforts to recover from a devastating flood. There is so much that has been accomplished by so many – the gritty task of just “cleaning up,” the numerous planning efforts that have been forged into a "shared vision" for downtown as embodied by the ILG Vision document, the progress made on multiple fronts to begin the rebuilding of downtown – from FEMA coordination, to a new Federal Courthouse project, to a new downtown library. The progress is impressive. However, it must be acknowledged that City leaders and council members still have a huge task ahead. We commend you all for your collaborative work with organizations, like the Cedar Rapids Downtown District (CRDD) and the Self Supporting Municipal Improvement District (SSMID) to get the necessary work done. As downtown stakeholders are acutely aware, the restoration of downtown vitality and reactivation of street level amenities is a critical piece of downtown Cedar Rapids’ recovery. My experience in this area, from my days managing downtown Kalamazoo and Des Moines (as well as my tenure as President of the International Downtown Association), has taught me not to underestimate the importance of parking as a critical element. In my judgment, it was a wise move to make a special and focused action plan in this area.

We know that parking is the top concern, or one of the top concerns, in nearly every downtown in the US. We know that parking is the first and the last experience of people visiting downtown, and that those experiences leave lasting impressions. We know that parking can be a powerful economic development tool when used appropriately, and it is an equally powerful barrier to development if it is not available or if the parking system is not convenient, well maintained, affordable and user-friendly.

I urge Cedar Rapids’ government and community leaders to give every consideration to the recommendations contained in this report, and to act expeditiously on these recommendations. The approach presented in this report is a well balanced plan that is both strategic in nature and provides a wealth of practical, implementable recommendations. The IDA Panel report from December 2008 stated that there is a need to “create a focus on downtown economic development” and leveraging parking to this end is both needed and strategic. The ULI report from the same period stated: “The success of this vision will require bold moves and dedicated leadership.” This parking plan again addresses both of these key issues.

As the world’s and the nation’s economy recovers, now is the time to redouble efforts to create the wonderful and vibrant downtown that the residents of Cedar Rapids want and deserve.

Sincerely,

[Signature]

David M. Feehan
President/CEO, Civitas Consultants LLC

Civitas Consultants LLC
Executive Overview

Cedar Rapids Parking Strategic Action Plan-
“A Focus on Customer Service & Economic Development”

Introduction

In the fall of 2009, the City of Cedar Rapids and the Cedar Rapids Downtown District contracted with Carl Walker, Inc. to create a Parking Strategic Master Plan. Carl Walker was charged with providing an objective assessment of the strengths and weaknesses of the downtown parking program within the context of Cedar Rapids’ larger community development goals.

The deliverable of this five month process, which included multiple stakeholder meetings and public town hall meetings, is a specific set of parking system guiding principles, policies and action items that support the economic development goals of downtown Cedar Rapids.

Parking will support downtown as a desirable destination for businesses, shopping, dining, and recreation by making parking a positive element of the overall downtown experience.

The parking system will strive to develop and operate parking facilities that are convenient, safe and friendly for all downtown visitors, stakeholders and future investors.

*Appendices are available upon request.
Through the public engagement process of this Strategic Parking Action Plan community leaders and downtown stakeholders were challenged to “imagine the possibilities” of what an ideal public parking system for Cedar Rapids could be.

Here is their answer...

**THE ROAD FORWARD - Our new parking system will:**

- Be responsive to the needs of the community
- Leverage parking as a significant tool and catalyst for economic development
- Be forward thinking and action oriented
- Align parking policies and programs to support the larger community’s strategic goals
• Provide facilities that are clean, safe and affordable
• Be professionally managed
• Support and promote multiple forms of transportation and downtown access.
• Be open to fresh ideas and be collaborative in its policy development and decision making
• Be a strong and engaged community partner and an advocate for positive change
• Promote progressive urban design guidelines
• Contribute to the creation and enhancement of positive pedestrian experiences
• Leverage new technology to enhance parking system efficiency, effectiveness, accountability and customer service

These goals and desired outcomes are not new. Parking has been perceived as an element needing serious attention for years. This is the time for bold action and the implementation of a well developed strategic plan.

This is also a time for creative solutions and for collaborative partnerships to help shape the future of Cedar Rapids. The City and County are actively engaged on multiple fronts to implement flood recovery plans. Significant new projects are beginning to come on line – a new federal courthouse, a new library, a new transportation center – to name a few.

Suffice it to say that government is busy and engaged, both with large projects and countless smaller issues. Parking system overhaul is just one of a multitude of concerns.

However, there is strong public interest in gaining some traction on parking. It is important for many reasons, not the least of which is parking’s prominent role in shaping and influencing impressions about downtown. Parking is often a critical issue in downtown business recruitment and retention decisions.

For all of these reasons, a combination of public and private funds was raised to fund this strategic parking action plan. The bottom-line conclusion of this assessment is that a new approach is needed related to parking system organization and oversight. We believe a public/private approach to parking management is the best way to ensure that the real and important changes to parking system management recommended in this report will be realized. The way forward is clear, the actions required are achievable and the desired outcomes are sustainable.
STRATEGIC PLAN FORMAT & OVERVIEW

This parking strategic plan is organized into five primary elements:
I. Vision/Mission/Objective Statements
   II. Guiding Principles
       III. Primary Action Items
           IV. Additional Action Items
           V. Strategic Plan Implementation
               Tools/Supplemental Materials

The creation of the Vision/Mission Statements and “Guiding Principles” is based on the community input received during the parking study public input processes. It also includes feedback received during meetings with City leadership and staff, City Council, the SSMID Board, the Cedar Rapids Downtown District Board, Downtown District staff and other community organizations. Another important element taken into consideration is the current “planning context” which includes an awareness of several other planning efforts recently completed or currently underway including:

- The JLG “Vision Cedar Rapids” Plan, April, 2007
- The International Downtown Association Downtown Response Team Report, Dec. 2008
- Cedar Rapids Zoning Ordinance, Approved (Ord 033-06), Aug. 2006
- Downtown Area Plan – Strategy # 5, Streets and Parking (Back-In Angled Parking & One-Way to Two-Way Streets Conversion)

Integration with Other Community Goals

In developing this parking and access strategic plan, we endeavored to identify common themes and community based goals from the other plans referenced above. Downtown Cedar Rapids is encouraged to continually review and look for linkages between these goals and new parking management policies fostered by this plan. Themes and overarching goals that we identified are summarized below:

1. Create a downtown for all
2. Provide more housing downtown and accommodate diverse income levels
3. Jump-start development
4. Improve connectivity
5. Activate the ground floor environment
6. Provide a clear, sensible regulatory framework
7. Leverage new public and private investment (with parking being a significant development catalyst)
8. Decrease the number of surface parking lots and enhance the condition and appearance of those that remain
9. Ensure that all new downtown development enhances the pedestrian experience
10. The theme of sustainability should be woven into all of our policy and program development activities
11. Promote active engagement with downtown stakeholders, related community groups and especially between entities engaged in downtown economic development activities.

Organized under the strategic framework of the 10 Guiding Principles are a host of specific action plan recommendations for Downtown Cedar Rapids to consider. Many of these are supported by specific tools, reference documents and industry best practices.
STRATEGIC
PLAN
OVERVIEW

Vision
Mission
Objectives
I. STRATEGIC PLAN OVERVIEW

Vision Statement

The Cedar Rapids Parking District will develop proactive and effective public parking policy and provide management oversight of City owned public parking assets. The Parking District will be responsive to downtown stakeholders and strategically leverage parking as a tool for economic development.

Mission Statement

The Cedar Rapids Parking District will provide exemplary customer service for the downtown Cedar Rapids' community. The Downtown Public Parking System will work toward a goal of protecting and investing in public-sector assets without requiring ongoing subsidies from property taxpayers.

Strategic Plan Objective

To implement a strategic parking action plan recommendations based on community developed Guiding Principles for the Cedar Rapids parking system that supports the development of a vibrant, healthy and accessible downtown district.

The plan will meet the parking and access needs of commercial, retail, entertainment and residential uses and will be integrated with the larger downtown economic development, neighborhood redevelopment plans and community flood recovery efforts.
GUIDING PRINCIPLES
II. GUIDING PRINCIPLES

I. Guiding Principle for - ECONOMIC DEVELOPMENT

The parking program will be guided by policy directives that are the result of collaborative work between the Downtown District, City staff, involved district stakeholders and other downtown agencies.

II. Guiding Principle for - ORGANIZATION/LEADERSHIP

The parking system will be organized to be “vertically integrated” with responsibility for:
- On-street parking
- Off-street parking
- Parking enforcement
- Parking planning and
- Parking demand management managed by one department or entity.

III. Guiding Principle for - CUSTOMER SERVICE

Parking will support the downtown as a desirable destination for businesses, shopping, dining, and recreation by making parking a positive element of the overall downtown.
IV. Guiding Principle for - PLANNING/URBAN DESIGN/POLICY DEVELOPMENT

The vision of an enhanced planning and policy development function will be pursued on multiple levels.

V. Guiding Principle for - EFFECTIVE MANAGEMENT

We will support the development of a forward thinking, “best in class,” parking management program.

VI. Guiding Principle for - LEVERAGING TECHNOLOGY

The Cedar Rapids Parking District will be an early adopter of technology solutions to enhance customer parking information and service options.

One goal is to make parking less of an impediment to visiting downtown and more of an amenity.
VII. Guiding Principle for - MARKETING/PROMOTION

Parking/access management programs and facilities will be developed to function as a positive, marketable asset for downtown.

VIII. Guiding Principle for - ACCOUNTABILITY & FINANCIAL MANAGEMENT

The parking system will work toward a goal of protecting and investing in public-sector assets without requiring ongoing subsidies from property taxpayers.

Develop a parking management program that is responsive to community needs and that is “action oriented” and accountable to stakeholders.

IX. Guiding Principle for - INTEGRATED ACCESS/MOBILITY MANAGEMENT

The downtown parking and access management plan will promote a well-developed “walkable downtown.” As the medical district, Little Bohemia and Czech Village areas begin their resurgence, consideration of a “park once” strategy that emphasizes “linkages” to other forms of transportation is recommended.

Progressive urban design guidelines will create and enhance positive pedestrian experiences.

X. Guiding Principle for - SUSTAINABILITY

Initiatives to promote more sustainable and efficient operations will be integrated in all parking program activities.
GUIDING PRINCIPLES - SUMMARY

These Guiding Principles will serve as a foundation for near and long-term decision making and implementation of parking management and access strategies in the downtown.

These strategies are intended to support the on-going economic development and vitality of downtown. This is a process not a one-time task.

The consensus nature of these Principles should provide a solid foundation from which to begin implementation of an effective program of strategies designed to support downtown.

It will be important for the Downtown leadership and the City to codify the Guiding Principles for Parking Management as part of the Downtown District’s strategic plan to ensure their on-going role in facilitating decision-making for the parking system over time.

Teamwork and collaboration between City officials, the Cedar Rapids Downtown District, and other stakeholders will be a key for success moving forward.
PRIMARY ACTION ITEMS
PRIMARY ACTION ITEMS

The following actions are necessary first steps toward the implementation of the strategic plan for the Cedar Rapids parking program. These initial steps are needed to establish the new management structure and to replace the fundamental parking control equipment and management systems lost during the flood. This required investment is needed to give Republic Parking the basic tools needed to effectively manage the system. It will also demonstrate positive progress to a public that wants to see concrete actions.

These initial steps will also support the primary goals of enhancing customer services and economic development by making downtown more appealing to businesses wishing to relocate to or remain downtown. These actions are also identified action items in the flood recovery plans and the JLG Downtown Vision Plan. All planning efforts to date agree that an effective public parking system will be an important element in the revitalization of Downtown Cedar Rapids.

Recommended Primary Actions:

1. Parking System Management Reorganization
2. Parking Access and Revenue Control System Replacement
3. On-Street Parking Program Adjustments & Upgrades
4. Off-Street Parking Pricing Structure Adjustments
5. Parkade Refurbishment
6. Parking Supply Additions to Support New Downtown Development

A discussion of each set of primary action items follows:
ITEM 1:

Parking System Management Reorganization

- Transfer oversight management of the municipal parking program to the Downtown District. This “bold move” is needed to provide the full-time focus required to move the parking system beyond the status quo. The City retains ownership of the assets and ultimate control of the public facilities, but leverages the willing involvement other downtown agencies and stakeholders to help move this community priority forward. The primary mechanism for accomplishing this transfer of responsibility is a “Parking Management Agreement” between the City and the Downtown District. There is successful precedent for this approach in Cedar Rapids as it is similar to the development of the SSIMID.

Primary Responsibility:
City Council, Cedar Rapids Downtown District, Republic Parking

Key Partners:
Downtown District and SSIMID Boards, City Planning and Finance Departments

Timeframe:
3rd or 4th quarter 2010

Supportive Documents/Tools Provided:
- Draft Parking Management Agreement (See Appendix A)
- Draft Resolution to Create a Parking District (See Appendix B)
ITEM 2:

Parking Access and Revenue Control System Replacement

- Invest in a Parking Access and Revenue Control System for the parkades. This element is important for several reasons. It will provide better control of facilities, enhance revenue collection, improve parking system accountability and provide the management and facility utilization data needed to more effectively manage the parking resources. One key example: by having better utilization data, Republic Parking will be able to increase facility over-sell of monthly parking, thereby maximizing the use of existing resources.

Primary Responsibility:
City Council, Cedar Rapids Downtown District, Republic Parking

Key Partners:
City Finance Department

Timeframe:
Complete purchase and installation by 3rd Quarter 2010

City Budget:
Within City’s FY2011 budget (confirm w/ Republic)

Supportive Documents/Tools Provided:
- Parking Access and Revenue Control System Performance Specification (See Appendix C)

PRIMARY ACTION ITEM # 2:

Replace basic parking access & management system.

Improve and enhance parking revenue collections and accountability.

Improve parking management reporting and data.

Maximize existing parking resource utilization.
ITEM 3:

On-Street Parking Program Adjustments & Upgrades

- Modify a variety of on-street parking regulations, policies and physical on-street space configurations that were enacted to aid clean up and reconstruction immediately following the flood of 2008. Also, introduce new on-street parking programs aimed at creating additional on-street customer/visitor parking.
- Transition back-in angled parking to head-in angled parking where on-street permit spaces are changed to metered parking.
- Consider managing on-street parking with a goal of achieving an average vacancy rate of 15%. This will be accomplished primarily through a program of utilization monitoring and on-street parking rate adjustments.
- Although a longer term issue, we support the ultimate transition of one-way streets to a two-way traffic configuration as an element to support downtown economic development/revitalization.
- Begin on-street meter upgrades to multi-space meters in the downtown core. Push current downtown meters to areas where the flood destroyed meters. Ultimately work to get meters replaced to the pre-flood level.
- New multi-space meters or credit card enabled single space meters will help rebuild parking system revenues and fund other recommended parking enhancements. This should be done as soon as financially feasible.

Primary Responsibility:
City Council, Cedar Rapids Downtown District, Republic Parking

Key Partners:
City Traffic Engineering

Timeframe:
Policy modifications by 3rd Qtr. 2010, Remainder by 4th Qtr. 2011

Supportive Documents/Tools Provided:
- Multi-Space Meter Key Features Summary (See Appendix D)
- Multi-Space Meter Specification & RFP (See Appendix E)
- Single Space Credit Card Enabled Meter Specification (See Appendix F)

Primary Action Item # 3:

Transition some on-street permit only spaces to metered spaces in areas capable of enhanced retail support (example: in front of Smulekoff’s).

Transition other on-street permit only spaces to metered spaces, but also allow employee permit parking (Example: near Alliant Energy tower).

Implement a new “Flex Park” on-street permit that will allow on-street parking in any on-street legal space and possibly in parkades as well for individuals who frequently park in downtown. The extra convenience and level of accessibility provided by this permit will command a higher price.

Upgrade to multi-space meters and replace meters lost to the flood.

*Appendices are available upon request.
On-Street Parking Program Adjustments & Upgrades

Initial Phase – Provide More Customer Parking on First Street

- Extend Monthly Spaces
- Convert to Metered Spaces
- Convert to Monthly Spaces
- Convert to Metered Spaces

*Appendices are available upon request.
ITEM 4:

Off-Street Parking Pricing Structure Adjustments

- Modify parking rate structures. Specifically, implement a “tiered parking rate approach” that provides a range of parking cost options. Outlying spaces or spaces in lower demand areas will have lower rates and conversely, the most convenient and desirable parking spaces will have higher fees. One major goal of this strategy is to create additional parking capacity in areas of higher demand by adjusting parking rates.
- Carl Walker recommends a “First Hour Free” program in off-street facilities as an effective tool to market downtown. It is easier to implement, less subject to potential abuse and is generally more equitable as it applies to everyone, not just certain groups. Our experience in other communities is that it has the additional positive benefit of promoting longer stays and enhanced sales in downtown. In Boise, ID for example where this program was implemented, the average transient parking length of stay increased from 2.11 hours to 3.56 hours. Additionally, over a four year period downtown retail and restaurant sales doubled. Consideration of a “First Hour Free” program for downtown Cedar Rapids should be accorded high priority. Note: The cost/benefits of such a program should be carefully examined prior to implementation.
- Gradually reduce flood-recovery parking discounts. Immediately returning rates to pre-flood levels would be counter-productive to economic development at this time.

Primary Responsibility:
City Council, Cedar Rapids Downtown District, Republic Parking

Key Partners:
City Finance Department

Timeframe:
Complete by 3rd Quarter 2010

Supportive Documents/Tools Provided:
- Article on Parking Rate Assessment Strategies (See Appendix G)
ITEM 5:

Parkade Refurbishment

- Refurbishing the parkades is a priority, but it will be expensive to do on a comprehensive basis. It is recommended that this item be approached on an incremental basis. Develop a comprehensive list of parkade repairs and enhancements.
- Prioritize them on the basis of life safety, patron security, operating system/revenue collection needs, facility identification/marketing, etc.
- Given the need to show signs of positive progress, enhancements to parking facility entrance and exit portals would be a “low cost – high impact” action item that should be considered immediately.
- Other recommended priorities include elevator repair and parking access and revenue control systems (See Primary Action Item #2).
- Interior parkade environment enhancements such as creative level theming and wayfinding graphics can make a big impact. In other communities this type of facility improvement is seen more as a “downtown enhancement” because it contributes positively to the overall “downtown experience”.
- Consider creative parkade level theming as an opportunity to engage local artists through a design competition.

Primary Responsibility:
City Council, Cedar Rapids Downtown District, Republic Parking

Key Partners:
Contracted Maintenance Service

Timeframe:
Complete Entry/Exit Portal Enhancements by 3rd or 4th Quarter 2010
Remainder as soon as Financially Feasible

Supportive Documents/Tools Provided:
- Article on Parking Facility Graphic Enhancements (See Appendix H)
- Parking Facility Inspection Checklist (See Appendix I)
ITEM 6:

New Downtown Development and Parking Supply Additions

- Overall parking supply is currently adequate in the downtown (largely due to high post-flood building vacancy). However, plans for new downtown development will change these conditions and the community needs to be mindful of this and develop plans to ensure parking adequacy in higher demand areas and in areas with new development.

- The primary example is the area around the new federal courthouse. Expected parking demand from the new federal courthouse, surface parking capacity displaced by construction and flood mitigation, existing business and planned economic development activity combine to necessitate new parking supply in this area of downtown as soon as possible.

- Plans for a new ramp should be combined with aggressive capacity management strategies to ensure parking solutions that encourage rather than hinder economic development.

- An assessment of future conditions should consider changes in land use and new developments that may occur as a result of synergy with the new courthouse.

Primary Responsibility:
City Council, Cedar Rapids Downtown District, SSMID Board

Key Partners:
City Planning Department, Federal Courthouse, Republic Parking

Timeframe:
Planning and funding efforts should begin immediately. A plan for additional capacity, including preliminary facility design should be completed by 3rd Qtr. 2010

Supportive Documents/Tools Provided:
- Article on Parking Criteria Documents (See Appendix J)
- Presentation of Parking Facility Planning and Functional Design (See Appendix K)
- Parking Structure Design Guidelines (See Appendix L)
### Preliminary Action Items Schedule

The chart below depicts a suggested schedule for the implementation of the six primary action item categories.

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<th>Action Item</th>
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<td>Change back-in angled parking to head-in angled parking</td>
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<td>Develop and implement new &quot;flex-park&quot; on-street permit program</td>
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<td>Revisions to on-street permit policies (manage to achieve a 15% vacancy)</td>
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<td>Upgrade to multi-space meters in the downtown core</td>
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<td>Replace meters destroyed by the floods beginning in highest demand areas</td>
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<td>Ultimately expand the on-street meter system to pre-flood levels and beyond</td>
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<td>Upgrade parking enforcement technology and enhance enforcement staffing</td>
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<td>4. Develop Variable Parking Pricing and a Defined Parking Rate Strategy</td>
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<td>6. Supply / Demand Assessments and Supply Additions</td>
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<td>Begin active planning of new parking supply in the Federal Courthouse Area</td>
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<td>Preliminary design - Courthouse Area</td>
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<td>Assess library area supply / demand</td>
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<td>Assess first street parkade area supply / demand</td>
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Cedar Rapids, IA
Parking Strategic Action Plan

ADDITIONAL ACTION ITEMS
Guiding Principle 1
ECONOMIC DEVELOPMENT
Action Items

1.1 Negotiate Parking Requirements for Targeted Development Projects
1.2 Develop a Parking Investment Strategy – Assisting Development Projects
1.3 Reinvest Parking Revenues to Enhance Downtown
1.4 Promote Public / Private Partnerships for Future Parking Structures

Guiding Principle 2
ORGANIZATION & LEADERSHIP
Action Items

2.1 Establish Community Leadership and Support for the Plan
2.2 Formal Plan Adoption
2.3 Collaborate with All Stakeholders
2.4 Create Regular Progress Reporting Mechanism
2.5 Utilize System Report Cards

Guiding Principle 3
CUSTOMER SERVICE
Action Items

3.1 Establish Staff Training Program in Customer Service
3.2 Provide Customer Feedback Mechanisms
3.3 Establish a Parker Assistance Program
3.4 Establish a Parking Hotline
3.5 Enhance Planning and Coordination for Events
3.6 Improve Parking / Transportation Website

Guiding Principle 4
PLANNING/URBAN DESIGN & POLICY DEVELOPMENT
Action Items

4.1 Participate in Community Planning Initiatives
4.2 Annual Supply / Demand Assessments

Note:
This is just a summary listing.
More detail is provided on each of these action items in the full version of the report.
GUIDING PRINCIPLE 5
EFFECTIVE MANAGEMENT
Action Items

5.1 Review and Modify Existing On-Street Regulations
5.2 Provide Payment Option for Off-Street Parking
5.3 Set System Goals and Targets
5.4 Develop a Parking System Annual Report
5.5 Benchmark Comparisons Against Comparable Cities
5.6 Provide Training for Management Personnel
5.7 Establish a Parking Resource Library
5.8 Assess Downtown Signage and Wayfinding
5.9 Security Inspections All Facilities
5.10 Evaluate Security Systems
5.11 Provide Sidewalk Pedestrian Warnings at Parkades
5.12 Develop an Internal Parking Operations Manual
5.13 Establish Lighting Standards
5.14 Develop a Comprehensive Facility Maintenance Program
5.15 Refurbish Parkades
5.16 Review System Computer Security Systems
5.17 Review System Data Backup Systems and Procedures

GUIDING PRINCIPLE 6
LEVERAGING TECHNOLOGY
Action Items

6.1 Continuous Technology Assessments
6.2 Develop Internet Based Payment Options

GUIDING PRINCIPLE 7
COMMUNICATIONS, MARKETING AND PROMOTION
Action Items

7.1 Develop a Coordinated Marketing Plan
7.2 Establish a Downtown Parking / Access Website
7.3 Assess / Establish a Branded Parking System Program
7.4 Customer Service Training for Enforcement Officers
7.5 Utilize Email Based Parking Bulletins
7.6 Establish a Parking Public Relations Program
7.7 Require Regular Contact with Customers
7.8 Identify a Dedicated System Spokesperson
7.9 Establish a Marketing Budget
7.10 Be a Central Clearinghouse for Parking Information
7.11 Develop an Information Packet for Employees New to Downtown
7.12 Develop Marketing Tie-Ins for Special Events
7.13 Develop Electronic Marketing Collateral Pieces
7.14 Actively Promote Customer Feedback

*Appendices are available upon request.
Guiding Principle 8
ACCOUNTABILITY & FINANCIAL MANAGEMENT
Action Items

8.1 Develop a Parking system Revenue and Expense statement
8.2 Create a flow Chart of Revenue and Expenses
8.3 Work Toward Becoming Financially Self-Sufficient
8.4 Conduct Parking Market Rate Surveys
8.5 Develop Regular Revenue Control Audit Programs
8.6 Establish a Facility Maintenance Reserve Fund
8.7 Increase the System Bonding Capacity

Guiding Principle 9
INTEGRATED ACCESS AND MOBILITY MANAGEMENT
Action Items

9.1 Embrace an Integrated Access Management Approach
9.2 Provide Bicycling Amenities
9.3 Develop Financial Incentives Encouraging Alternative Commute Options

Guiding Principle 10
SUSTAINABILITY
Action Items

10.1 Install Parking Availability Signage
10.2 Develop Environmentally Friendly Maintenance Programs
10.3 Install energy Efficient Lighting Systems
10.4 Establish Sustainable Parking Design Standards
10.5 Invest in Green Technologies
Parking Strategic Plan Implementation Tools & Supplementary Reference Materials
Strategic Plan Implementation tools / Supplemental Materials

A. Draft Parking Management Agreement
B. Draft Resolution to Create a Parking District
C. Parking Access & Revenue Control System Specification
D. Multi-Space Meter Key Features Summary
E. Multi-Space Meter Specification & RFP
F. Single Space Credit Card Enabled Meter Specification
G. Article on Parking Rate Assessment Strategies
H. Article on Parking Facility Graphic Enhancements (A New Canvas)
I. Parking Facility Inspection Checklist
J. Article on Parking Criteria Documents
K. Presentation of Parking Facility Planning and Functional Design
L. Parking Structure Design Guidelines
M. Customer Satisfaction Survey Card
N. Parking Management Best Practices A-Z
O. Essay- “20 Characteristics of Effective Parking Programs”
P. Annual Parking Report Template
Q. Recommended Parking Planning and Management Library
R. White Paper - Assessing Security Program Effectiveness
S. Recommended Parking Facilities Operations Manual Outline
T. Presentation: Parking Technology Revolution

*Appendices are available upon request.*
City of Cedar Rapids, Iowa
3851 River Ridge Drive NE
Cedar Rapids, IA 52402

Cedar Rapids Downtown District
312 2nd Avenue SE
Cedar Rapids, IA 52401

*Appendices are available upon request.