



APPENDIX 4
**CITY OF GRAND
RAPIDS PARKING AND
MOBILITY STUDY**

DRAFT

Parking and Mobility Study City of Grand Rapids

June 3, 2015

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Managing
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Envisioning
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Creating
Implementing
Building
Transforming
Connecting
Changing
D.P.C.

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Introduction

Parking is an important element of any successful downtown and owning and/or operating parking provides a city with the ability to guide how parking can best support its own success. The two biggest drivers of parking demand are price and convenience. Most people would like to park as close as possible to their destination and pay as little as possible for parking. But this is almost impossible to accomplish in a vibrant, successful downtown. In these types of places, the public's choice of where to park is typically based on tradeoffs between the price and convenience of a facility.

The parking system in Grand Rapids is a mature, sophisticated system that has placed a priority on supporting the growing commercial and residential demands in Downtown and on providing convenient options for patrons. Unlike many cities, Grand Rapids controls a significant portion of the parking in Downtown, which in addition to a revenue source, allows the City to manage growth and mobility.

Sam Schwartz Engineering was retained to conduct a parking and mobility study for Downtown. The purpose of this study is understand the existing parking and mobility conditions in the study and provide recommendations on how parking and mobility will best serve the future growth of Downtown, as outlined in GR Forward. This includes an analysis of the existing parking operations in Downtown Grand Rapids, an analysis of revenues and costs from City owned and/or operated facilities, a review of all existing mobility options in Downtown, including DASH and the Rapid, interviews with stakeholders, and specific strategies for managing existing parking assets, new parking infrastructure, and additional mobility options. The report summarizes our findings and conclusions.

Existing Parking Supply

The existing parking supply in Downtown Grand Rapids consists of surface parking lots and parking ramps owned and/or operated by City Parking Services (the City), surface parking lots and parking ramps owned and/or operated by private entities (not all of which are public parking), and on-street parking. The parking supply studied includes over 18,000 parking spaces.

City Owned and/or Operated Off-Street Parking

City Parking Services owns and/or operates over 7,500 off-street parking spaces in the study area. A map of each facility is shown in **Figure 1**. Each facility has a different mix of spaces allocated for monthly card holders and visitors as well as different prices. **Exhibit 1** displays the information on each of these characteristics and the price to park in each facility. **Figure 2** displays the range of facility prices on a map of the study area.

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Figure 1

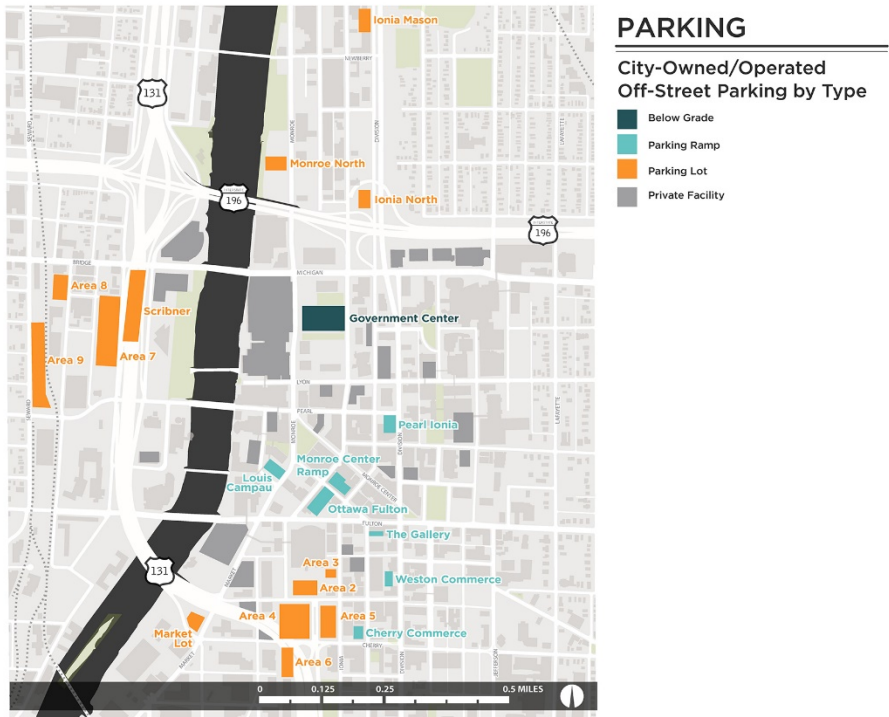


Figure 2

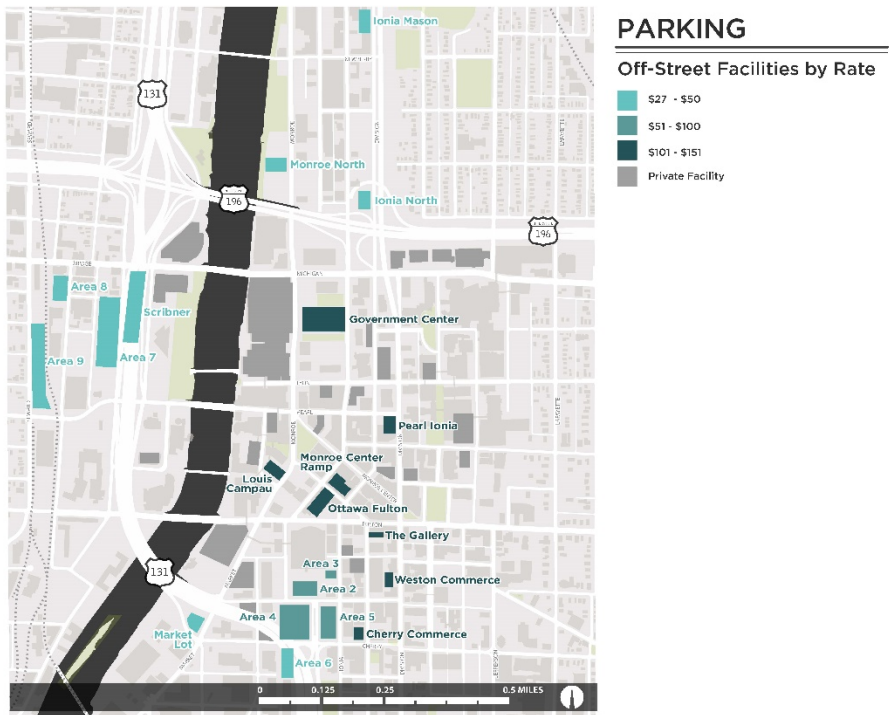


Exhibit 1: City Owned and/or Operated Off-Street Parking

Facility	Type of Facility	Total Spaces	Monthly Card Spaces	Visitor Spaces	Monthly Card Rate	Visitor Daily Rate	Visitor Hourly Rate
Ionia Mason Lot	Surface Lot	76	57	19	\$45	\$3	N/A
Monroe North Lot	Surface Lot	128	100	28	\$45	\$4	N/A
Ionia North Lot	Surface Lot	63	63	0	\$49	N/A	N/A
Dash West - Area 8	Surface Lot	105	95	10	\$27	\$2	N/A
Dash West - Area 7	Surface Lot	464	464	0	\$30	\$2	N/A
Dash West - Area 9	Surface Lot	500	500	0	\$30	\$2	N/A
Scribner Lot	Surface Lot	160	110	50	\$45	\$4	N/A
Government Center	Parking Ramp	921	611	310	\$149	\$12	\$2
Pearl Ionia	Parking Ramp	598	483	115	\$151	\$15	\$2
Louis Campau	Parking Ramp	541	400	141	\$137	\$10	\$2
Monroe Center Ramp	Parking Ramp	544	330	214	\$137	\$15	\$2 ¹
Ottawa Fulton	Parking Ramp	788	588	200	\$127	\$10	\$2
Gallery	Parking Ramp	236	161	75	\$126	\$10	\$2
Cherry Commerce	Parking Ramp	308	231	77	\$119	\$7	\$2
Weston Commerce	Parking Ramp	372	279	93	\$126	\$10	\$2
Area 2	Surface Lot	149	149	0	\$76	\$5	N/A
Area 3	Surface Lot	62	62	0	\$76	\$5	N/A
Area 4	Surface Lot	410	410	0	\$56	\$3	N/A
Area 5	Surface Lot	155	80	75	\$56	\$5	N/A
Dash South Area 6A	Surface Lot	190	190	0	\$43	\$2	N/A
Market Lot	Surface Lot	60	60	0	\$27	\$2	N/A
Total Number of Spaces/Average Rates	<i>Parking Ramp</i>	4308	3083	1225	\$ 136.84		
	<i>Surface Lots</i>	2522	2340	182	\$ 43.10		
	All Facilities	6830	5423	1407	\$ 102.22		

¹ – First hour of parking is free at Monroe Center

Parking Programs

The City currently offers a number of different parking programs that provide benefits to customers. These programs were developed in response to customer demand, to provide convenience, and utilize parking spaces that would have otherwise remained unoccupied. These programs include:

- **VIP Evening:** VIP Evening cards are monthly parking cards for a facility that can only be used between the hours of 4:30 PM and 6:00 AM. They are available at Pearl and Ionia, Cherry Commerce, Weston Commerce, and Monroe Center facilities. Potential users of this program include anyone who needs to park Downtown in the evening on a consistent basis, including employees, students, patrons, and residents. The cost of the VIP Evening cards are \$17.00 per month. Currently the City has an allocation of 575 VIP cards and there are currently 91 available and almost all are in the Pearl-Ionia ramp.

- Evenings: Monthly parking in City facilities is available for \$49.00. This is applicable from 4:00 PM to 6:00 AM.
- Reserved Residential Parking: Monthly parking in City parking ramps is available to residents for 130% of the established monthly rate. This parking is guaranteed to be available at all times of the day.
- Reserved Non-Residential Parking: Non-residents can also have 24-7 reserved parking spaces in facilities at an additional fee of \$58.00 above the monthly fee.
- Parking Incentive Program: The Parking Incentive Program was created to provide new businesses from outside of the DDA boundaries with a discount for signing a long term lease. The amount of the discount correlates with the number of years the lease is signed for (Three to Five Year Lease – 50% discount for six months, Five to Ten Year Lease – 50% discount for one year, More than Ten Year Lease – 50% discount for two years). There are currently four companies participating in this program.
- Monroe Center Free Parking: The Monroe Center Ramp offers free parking for up to one hour for visitors that enter prior to 6:00 PM.
- Residential Permit Parking: Parking is restricted on some streets in the City unless the vehicle displays a residential permit.

On-Street Parking

On-street parking is managed by the City using parking meters. On-street spaces are typically the most convenient, and therefore most in demand. Pricing these spaces at a rate that encourages turnover makes the best use of the space.

There are approximately 1,800 on-street parking spaces in the study area, almost all of which are located in the area bounded by Michigan Street to the north, Wealthy Street to the south, Lafayette Avenue to the east and Monroe Avenue to the west. The on-street meter rates range from \$0.50 - \$2.25 per hour. Metered parking is enforced Monday through Friday, starting at 8:00 AM and ending between 5:00 and 8:00 PM. On-street parking is not enforced during the weekend or evenings, with the exception of Monroe Center which is enforced on Saturdays between 8:00 AM and 6:00 PM.

There are two ways to pay for on-street parking in Grand Rapids. Users can either purchase time with coins or utilize the ParkMobile system which allows payments to be collected through mobile devices. ParkMobile provides an additional level of convenience to carrying around coins, but does require users to have the mobile application on their device before they can pay. Based on data from April 2014, the percentage of payments using Park Mobile typically ranges from 20-40%.

A pilot program was implemented in 2014 for the use of credit cards at parking meters, but this technology has not been implemented across the entire system as the evaluation of the pilot did not demonstrate the necessary return on investment. A pilot was also run for multi-space parking meters, but it was determined that the additional cost did not provide the needed benefits to expand beyond the pilot.

Privately Owned and/or operated Off-Street Parking

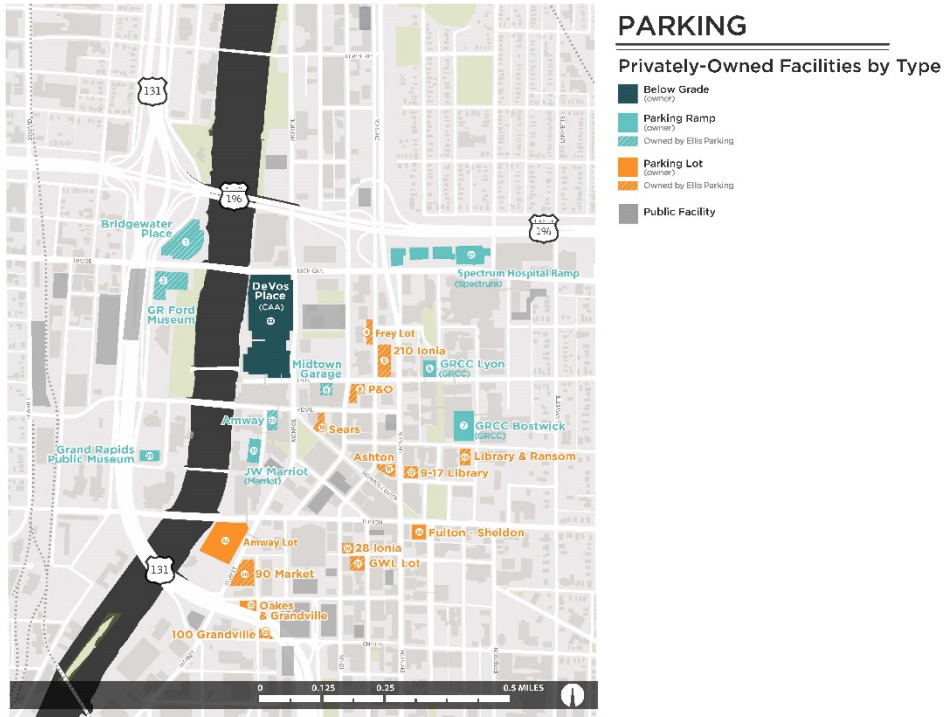
In addition to the facilities owned and/or operated by the City, there are a number of additional parking facilities that are owned and/or operated by private entities. The details of these facilities are shown in **Exhibit 2** and the locations are displayed in **Figure 3**.

Many of the facilities listed in Exhibit 2 are not open to the general public for monthly parking. For example, a Spectrum Health employee can purchase a monthly card in the Spectrum Hospital Ramp and any City facility, but a City employee could not purchase a monthly card in the Spectrum Ramp.

Exhibit 2: Privately Owned and/or operated Off-Street Parking

Facility	Type of Facility	Total Spaces	Monthly Card Rate	Visitor Daily Rate
Bridgewater Place	Parking Ramp	199	-	\$10
GR Ford Museum	Parking Ramp	334	\$25	\$4
Frey Lot	Surface Lot	100	\$150	\$9
210 Ionia	Surface Lot	200	\$157	\$12
GRCC Lyon	Parking Ramp	737	-	\$9
GRCC Bostwick	Parking Ramp	1799	-	\$9
Midtown Garage	Parking Ramp	665	\$165	\$16
DeVos	Parking Ramp	685	\$154	\$15
P&O	Surface Lot	125	\$165	\$16
Sears	Surface Lot	55	\$165	\$16
Ashton	Surface Lot	50	-	\$7
9-17 Library	Surface Lot	65	\$137	\$10
Library & Ransom	Surface Lot	120	-	\$10
28 Ionia	Surface Lot	25	-	\$11
90 Market	Surface Lot	180	\$110	\$15
GWL Lot	Surface Lot	20	-	\$10
100 Grandville	Surface Lot	35	-	\$10
Oakes & Grandville	Surface Lot	15	-	-
Spectrum Hospital Ramp	Parking Ramp	2697	\$145	\$20
Fulton - Sheldon	Surface Lot	80	-	-
Grand Rapids Public Museum	Parking Ramp	219	-	-
Amway	Parking Ramp	513	\$150	\$16
JW Marriot	Parking Ramp	505	-	\$20
Amway Lot	Surface Lot	548	\$110	\$15
Total Number of Spaces	<i>Parking Ramp</i>	7668		
	<i>Surface Lots</i>	2303		
	All Facilities	9971		

Figure 3



Existing Parking Demand

There are three types of customers of City Parking facilities: those that purchase monthly cards, those that use the facilities on an hourly or daily basis, and those that utilize facilities during events. The demand of both the monthly cards and each individual facility were analyzed as part of this study.

Monthly Cards

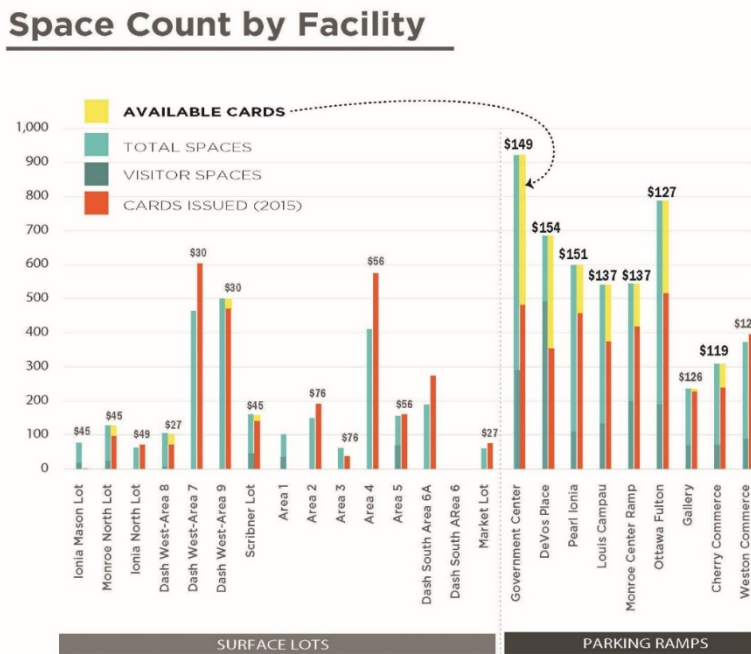
Data was provided by the City on the number of monthly cards as of April 2, 2015 and is shown in **Exhibit 3** and **Figure 4**.

Exhibit 3: Monthly Card Sales (April 2015)

Facility	Type of Facility	Monthly Card Rate	Monthly Card Spaces	Monthly Cards Issued	Monthly Cards Available	Total Monthly Cards	% Monthly Cards Sold	% Oversell Potential
Ionia Mason Lot	Surface Lot	\$45	57	1	76	77	1.3%	135.1%
Monroe North Lot	Surface Lot	\$45	100	97	1	98	99.0%	98.0%
Ionia North Lot	Surface Lot	\$49	63	72	0	72	100.0%	114.3%
Dash West - Area 8	Surface Lot	\$27	95	71	2	73	97.3%	76.8%
Dash West - Area 7	Surface Lot	\$30	464	603	84	687	87.8%	148.1%
Dash West - Area 9	Surface Lot	\$30	500	470	18	488	96.3%	97.6%
Scribner Lot	Surface Lot	\$45	110	140	0	140	100.0%	127.3%
Government Center	Parking Ramp	\$149	611	482	202	684	70.5%	111.9%
Pearl Ionia	Parking Ramp	\$151	483	457	109	566	80.7%	117.2%
Louis Campau	Parking Ramp	\$137	400	374	131	505	74.1%	126.3%
Monroe Center Ramp	Parking Ramp	\$137	330	418	12	430	97.2%	130.3%
Ottawa Fulton	Parking Ramp	\$127	588	515	242	757	68.0%	128.7%
Gallery	Parking Ramp	\$126	161	227	36	263	86.3%	163.4%
Cherry Commerce	Parking Ramp	\$119	231	238	20	258	92.2%	111.7%
Weston Commerce	Parking Ramp	\$126	279	395	0	395	100.0%	141.6%
Area 2	Surface Lot	\$76	149	191	0	191	100.0%	128.2%
Area 3	Surface Lot	\$76	62	38	0	38	100.0%	61.3%
Area 4	Surface Lot	\$56	410	574	0	574	100.0%	140.0%
Area 5	Surface Lot	\$56	80	160	0	160	100.0%	200.0%
Dash South Area 6A	Surface Lot	\$43	190	274	0	274	100.0%	144.2%
Market Lot	Surface Lot	\$27	60	71	0	71	100.0%	118.3%
Total			5423	5868	933		86.3%	125.4%

As can be seen from the above Exhibit and Figure, a number of facilities are currently sold out of monthly cards. There are over 900 monthly cards currently available for sale, or 13% of the total supply. Almost 75% of this available supply exists at four locations: Government Center, Pearl Ionia, Louis Campau, and Ottawa Fulton, which offer four of the six highest monthly card rates. Most facilities currently have the potential to sell monthly cards beyond the number of spaces available, referred to as overselling. The number of cards oversold depends on the behavior of existing card holders and the types of users the facility serves. The effect of this practice will be analyzed when looking at the utilization of each facility.

Figure 4



Parking Utilization

Parking utilization counts were conducted on Tuesday, September 9, 2014, between the hours of 10:00 AM to 2:00 PM of the entire study area. The purpose of these counts was to provide a snapshot of how the parking system works in its entirety, as opposed to just the City owned and/or operated facilities. **Exhibit 4** displays the results of the peak occupancy count for each off-street facility during the study period.

Exhibit 4: Peak Occupancy by Facility – September 9, 2014

Facility	Inventory	Peak Occupancy	Peak Occupancy %
GRCC Bostwick	1799	1799	100.00%
GRCC Lyon	737	700	95.00%
9-17 Library	65	61	93.80%
Area 3	62	56	90.30%
210 Ionia	200	180	90.00%
Market Lot	60	54	90.00%
Area 5	155	135	87.10%
Ellis Lot	548	465	84.90%
Dash West - Area 7	464	394	84.90%
Dash South Area 6A	190	159	83.70%
Area 4	410	335	81.70%
GWL Lot	20	16	80.00%
Ionia North Lot	63	49	77.80%
Bridgewater Place	199	154	77.40%
Weston Commerce	372	287	77.20%
Spectrum Hospital Ramp	2697	2056	76.20%
DeVos Place	685	490	71.50%
Monroe Center Ramp	544	384	70.60%
Pearl Ionia	598	418	69.90%
90 Market	180	125	69.40%
Sears	55	36	65.50%
Area 2	149	97	65.10%
Midtown Garage	665	421	63.30%
Gallery	236	146	61.90%
Cherry Commerce	308	179	58.10%
Amway	513	289	56.30%
Ashton	50	28	56.00%
Louis Campau	541	301	55.60%
Fulton - Sheldon	80	43	53.80%
Ottawa Fulton	788	423	53.70%
Oakes & Grandville	15	8	53.30%
Government Center	921	473	51.40%
Dash West - Area 8	105	53	50.50%
Monroe North Lot	128	62	48.40%
Library & Ransom	120	58	48.30%
Dash West - Area 9	500	235	47.00%
Scribner Lot	160	70	43.80%
Frey Lot	100	41	41.00%
JW Marriot	505	207	41.00%
P&O	125	51	40.80%

28 Ionia	25	10	40.00%
Grand Rapids Public Museum	219	81	37.00%
100 Grandville	35	5	14.30%
GR Ford Museum	334	27	8.10%
Ionia Mason Lot	76	2	2.60%
Total	16801	11663	69.40%

There are a few key observations from this one-day snapshot of Downtown parking operations:

- The privately owned and/or operated facilities, as a whole, experienced a higher utilization than that City owned and/or operated facilities. This is expected as a number of the private facilities have captive users (employees, students, guests) that the facility was likely built to accommodate.
- The City facilities that experienced the highest amount of utilization are those located in Arena South and Area 7.
- The Ionia Mason facility is not being used at all.

To understand how the practice of overselling monthly cards operates, the facilities where less than 10% of the spaces are visitor spaces were analyzed to compare the number of monthly cards to the actual utilization. This is shown in **Exhibit 5**.

As can be seen, although these facilities sell almost all of their monthly cards at an average oversell rate of 125%, the peak demand at each facility was less than 91%. The current oversell targets are working well in that they are balancing the need to maximize revenue without putting a strain on any facility where there are more people parking than spaces available.

Exhibit 5: Utilization Comparison with Monthly Card Sales

Facility	Monthly Card Rate	Monthly Card Spaces	% Monthly Cards Sold	% Oversell Potential	Peak Occupancy %
Ionia North Lot	\$49	63	100.0%	114.3%	77.8%
Dash West - Area 8	\$27	95	97.3%	76.8%	50.5%
Dash West - Area 7	\$30	464	87.8%	148.1%	84.9%
Dash West - Area 9	\$30	500	96.3%	97.6%	47.0%
Area 2	\$76	149	100.0%	128.2%	65.1%
Area 3	\$76	62	100.0%	61.3%	90.3%
Area 4	\$56	410	100.0%	140.0%	81.7%
Dash South Area 6A	\$43	190	100.0%	144.2%	83.7%
Market Lot	\$27	60	100.0%	118.3%	90.0%
Total		1993	96.1%	123.8%	71.6%

Historical Pricing Changes

The methodology for changing parking prices in the past has been based on CPI and typically ranged between 1-3% per year. While this has provided cost certainty to customers on an annual basis, it has not reflected the demand in each facility. The previous exhibits demonstrate that there a number of facilities where demand currently exceeds the supply of monthly parking cards.

On-Street Demand

Most people’s preference is to park as close to their destination as possible and on-street parking is the best option to achieve that. Because this is the most in-demand parking, it is typically priced at a rate to encourage turnover and discourage long-term parking. The more people that are using on-street parking demonstrates both the demand for the spaces and the number of customers that each space is supporting. The industry standard goal for utilization is 85% per block. Utilization counts were conducted of the on-street metered spaces on September 9, 2014. **Figure 5** shows the on-street peak utilization in the study area during the one-day period that the off-street counts were conducted. Similar to the off-street counts, the utilization of the on-street spaces are highest in the area with the most jobs and commercial land uses. Utilization decreases further away from Downtown’s center of gravity.

Parking turnover and enforcement counts were conducted in April 2014 to examine how the on-street parking system was being utilized. A high turnover rate shows that on-street parking is being used correctly and there are few people paying to park in the space all day. **Figure 6** shows the result of the turnover study. The counts demonstrate that the current on-street rates are encouraging turnover of these spaces based on the present demand.

Observations and counts were also conducted on a Thursday night, Friday night, and Saturday night after 8:00 PM when the meters are no longer enforced. Eight blocks were observed to

have no availability during these hours. The lack of meters during these times makes it much difficult for drivers to find convenient parking.

Figure 5

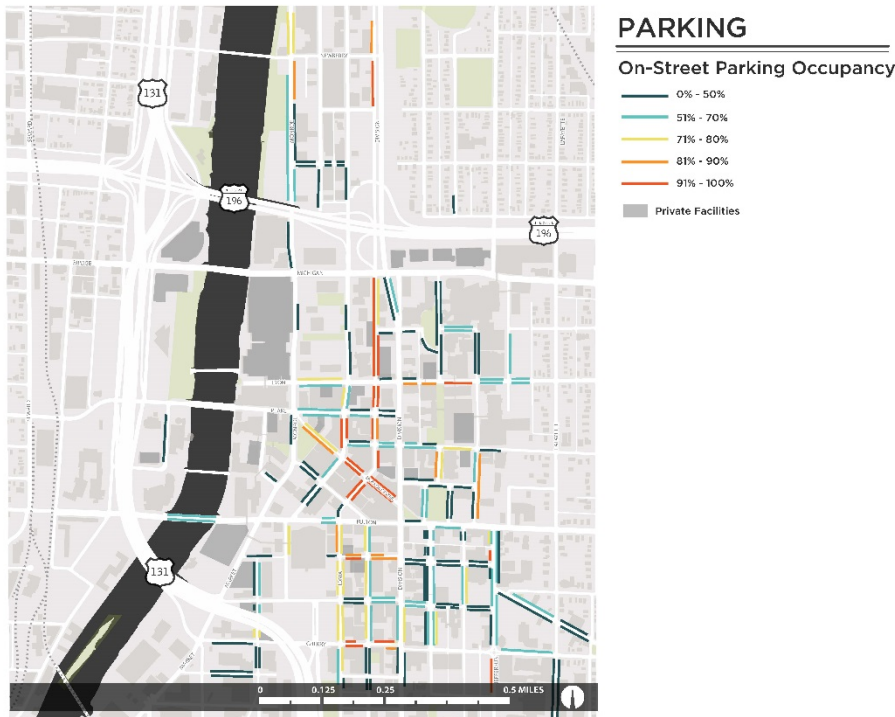
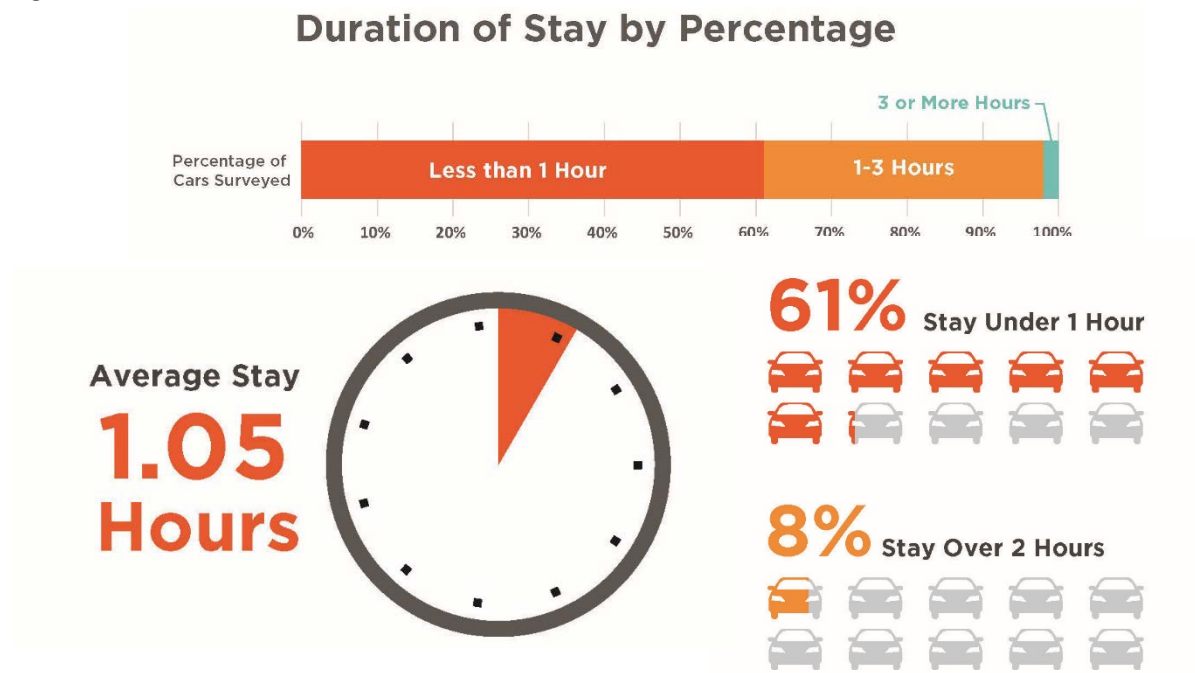


Figure 6



Current Mobility Options

Grand Rapids has made a number of investments in multi-modal transportation options over the last few years, including the Rapid's existing Silver Line and soon to be implemented Laker Line, the DASH shuttle service, bike lanes and other Complete Streets improvements, and the proposed streetcar service. These options form the foundation for the future of Downtown's mobility network to meet the existing and future demand for multi-modal choice.

Public Transit

Downtown Grand Rapids is served by several types of transit which meet the occasional and everyday needs of citizens. Extensive public transit networks like The Rapid serve many important functions in a city. Aside from providing a means of transportation around the Downtown, it provides connections to the overall region, making it possible for people outside the Downtown to access the area for work or recreation without driving. Transit is not only a key service for those that choose not to or can't drive a car, but also helps relieve congestion and parking demand in Downtown. Having a variety of public transit options serving Downtown helps achieve the goal of serving all types of users.

The Rapid – Bus Service

The Rapid operates fixed route services, demand-response services for people with disabilities and those living outside the fixed-route service area, and car and vanpooling programs. In 2013, the American Public Transportation Association awarded Grand Rapids' The Rapid Bus Service the Award for Outstanding Public Transportation System. The system has seen consistent increases in weekday and weekend ridership over the past few year.

Ahead of many major cities, the Rapid also recently constructed Michigan's first Bus Rapid Transit (BRT) line running between the Central Station transit center in downtown Grand Rapids and 60th Street. Differing in many ways from conventional bus service, BRT offers pre-paid boarding, rider amenities such as sidewalk snowmelt, real-time arrival signage and lighting, and level boarding, and dedicated lanes along much of its route. These differences result in faster, more reliable, and more comfortable transit service in and around the downtown area. The Silver Line runs between 5:00 AM and 12:00 PM weekdays, 5:50AM – 10:00PM Saturdays, and 6:15AM – 10:00PM Sundays. Off peak buses run every 20 minutes; peak frequency buses arrive every 10 minutes. The second BRT Line (The Laker Line) is planned to be opened in 2018.

DASH -Downtown Area Shuttle

The DASH - Downtown Area Shuttles – services are paid for by Parking Services and operated by the Interurban Transit Partnership, or the Rapid, and run between City owned and/or operated parking lots within Downtown. This is a free service targeted towards customers of the City owned and/or operated facilities, but available to anyone. There are four existing DASH routes: North, West, South, and Hill routes. The peak frequency of these buses ranges between 7-20 minutes. The original purpose of this

service was to connect the surface parking lots on the “fringes” with the center of gravity in Downtown. As the center of gravity has expanded over the last decade with new development, the gap between these “remote” lots and destinations in Downtown has been reduced or eliminated entirely.

Regional Buses and Trains

Grand Rapids’ downtown area is also served by Megabus, Greyhound Bus, and Amtrak trains which provide regional connections to Downtown. Amtrak operates at the new Vernon Ehlers Station on Ellsworth Avenue. Greyhound buses pick up and drop off passengers at Central Station. The Megabus operates out of the parking lot at the southwest corner of Market and Wealthy.

Biking in Grand Rapids

The City of Grand Rapids has rapidly expanded infrastructure for those that bike in the past 5 years. In 2009, there were no marked bike lanes or routes in the city. The City has made great strides in the past few years to reflect reflecting both concerted effort to change the existing physical landscape for bikers, as well as the larger policy framework for the city.

In addition to the growing popularity of active transportation in downtown Grand Rapids, several important policy milestones have supported the growth of bike lanes in the downtown area. On March 22, 2011 city leaders adopted a Complete Streets resolution to encourage the creation of a transportation system that would serve all modes and all users. In reaction to citizen demand, in August of 2012 the City announced their intention to expand Grand Rapids’ urban bike network by 26 miles in the subsequent 9 months.

According to the City of Grand Rapids Bikeway Implementation Progress Report, the City of Grand Rapids has 70.5 existing miles of bike lanes, and 116.5 miles of proposed bike lanes, totaling a 187 mile Bikeway Network. This network includes proposed and existing on-street bike lanes, marked shared lanes, bike routes/boulevards, side paths, shared use paths, and wide shoulders within the entire Grand Rapids municipal area. Within the study area there are approximately 4.3 existing miles of street with bike lanes, 1.5 miles of existing marked shared lanes, and 2 miles of shared use paths (located along the Grand River). This means that of the total existing miles of street with bike facilities, approximately 10% of the total bike lanes, 39% of the shared lanes, and 12% of the existing share use paths fall within the downtown study area. These numbers reflect significant progress towards making the downtown area of Grand Rapids safe and convenient for all bikers.

All of the parking facilities owned and/or operated by the City provide bike racks and bike lockers are provide at Ottawa, Fulton, Pearl Ionia, Government Center, and Area 9.

Peer City Comparison of Mode Split

To understand the current state of Grand Rapids multi-modal transportation, census data on mode split of journeys to work was analyzed. For GR, only Downtown Zip Code (49503) was analyzed. The census found there were 48,272 people working in Downtown and 1,155 living in Downtown. A comparison of mode split of employees and residents was conducted of peer cities, with medical institutions, government centers, and higher education institutions, with similar Downtown employment population. This included St. Paul MN, Norfolk, VA, Richmond, VA Salt Lake City, and Madison, WI. The employee and resident comparison are shown in **Exhibit 6** and the mode split comparison for employees and residents is shown in **Figure 7** and **Figure 8**.

Exhibit 6 – Peer City Population Comparison

City	Work in Downtown	Live in Downtown	Metropolitan Area Population
Grand Rapids	48,272	1,155	1,027,703
Madison, WI	23,111	3,167	633,787
Norfolk, VA	31,003	641	1,716,624
Richmond, VA	50,818	2,311	1,260,029
Salt Lake City, UT	48,167	2,840	1,153,340
St. Paul, MN	36,555	2,316	3,495,176

There are a number of key observations from this comparison.

- The majority of people that work in Downtown Grand Rapids drive to work. This percentage is higher than all of the peer city comparisons and significantly higher than Madison, Salt Lake City, and St. Paul.
- The number of people that live Downtown Grand Rapids is 100-175% less than the peer cities, with the exception of Norfolk.
- The percentage of people that live Downtown Grand Rapids and walk and bike to work is on par with Richmond and St. Paul, but much lower than Salt Lake City and Madison.

Figure 7

Mode Split - Workers in CBD (Live both in and outside)

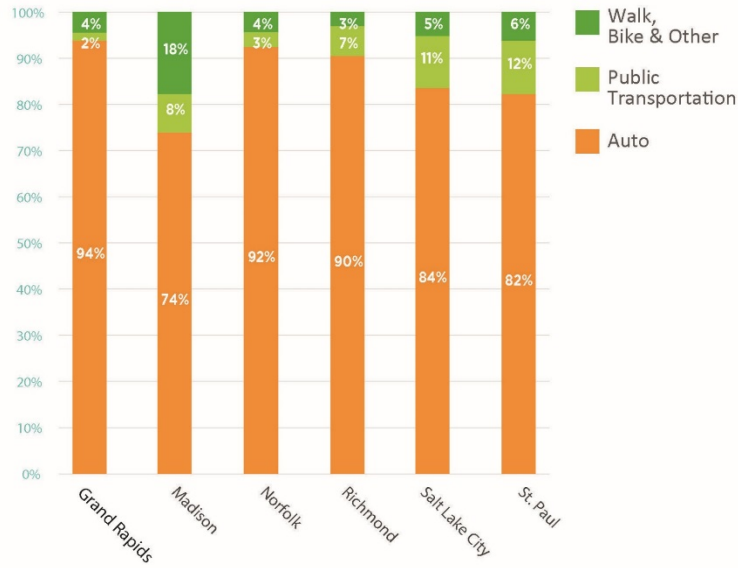
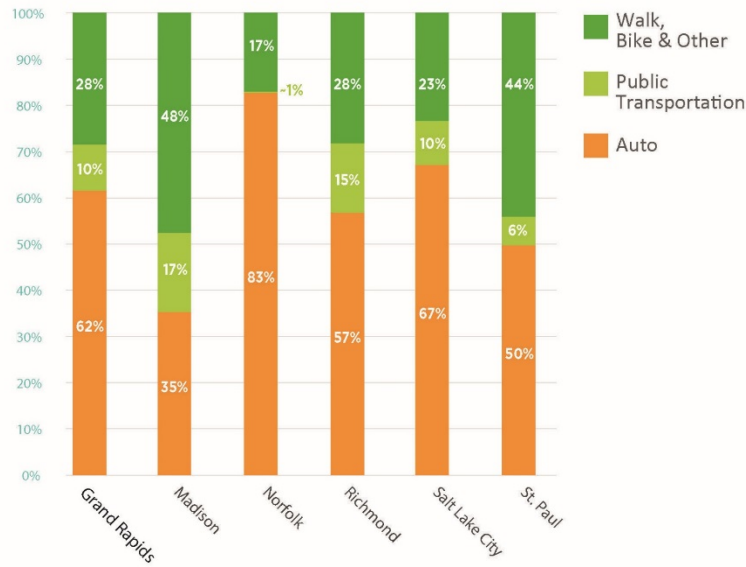


Figure 8

Mode Split - Residents in CBD (Work both in and outside)



Summary

- The parking system in Grand Rapids is a mature, sophisticated system that has placed a priority on supporting the growing demands in Downtown and on providing convenient options for patrons. The City is largest owner/operator of parking which provides it with a number of strategic advantages to affect future growth and mode split. The management of the parking system has helped encourage growth in Downtown, both for office and residential land uses.
- The study analyzed over 18,000 parking spaces, about 50% of which are owned and/or operated by the City.
- The on-street parking system is well-managed by the City. It is typically possible to find an on-street space within block or two of a destination when parking meters are in operation. There are times, on nights and weekends, when the lack of enforcement of the meters makes it more difficult to find a parking space. The two methods to pay for on-street parking (coins and ParkMobile) provide flexibility with payment.
- There are a number of City owned and/or operated facilities (Areas 2-6 and 8, Monroe Center Ramp) where the existing allotment of monthly parking cards are currently sold out. There are also a number of locations, specifically the Government Center, Pearl Ionia, Louis Campau, and Ottawa Fulton ramps, where over 680 monthly cards are available in those four facilities. In total, there are over 900 monthly weekday cards in City owned and/or operated facilities available for purchase.
- In the Arena South neighborhood, most (over 86%) of the spaces in the City owned and/or operated facilities are reserved for monthly card holders. This is also the case with the privately owned and/or operated facilities on Market Street. As the demand for visitor parking has increased in this area over the last few years, supply has actually decreased slightly with the development of Area 1.
- There is currently pressure on the existing City owned and/or operated surface facilities in Arena South to be used as potential development sites. Area 1 (101 spaces) was taken offline in 2014 for the Arena Place development; it is anticipated that the other surface facilities (Area 2 – 149 spaces, Area 3 – 62 spaces, Area 4 – 425 spaces, Area 5 – 169 spaces) will be developed in the near to medium term. There currently is a proposal to construct a ramp at Area 2 of approximately 700 parking spaces, however, there is no timeline for this construction. That facility would replace the majority (700 of 906 or almost 80%) of the surface parking at the City owned and/or operated facilities, but there will likely need to be additional new parking in the area in the future. These will likely be part of proposed development plans, similar to the public-private partnerships that constructed the previous two ramps that the City operates.
- Because Grand Rapids is both dense and walkable, the “convenient” area to park is fairly large and bounded by Division Avenue to the east, the Grand River to the west, Michigan Street to the north, and Cherry Street to the south. In this area, price is currently the biggest driver of demand for off-street facilities, based on the data on monthly card holders and parking utilization.

- The historical rate of annual price increases of City owned and/or operated off-street facilities has typically been between 1% and 3%. This has been fairly standard and not been reflective of the actual demand on the facilities.

The City must manage its parking assets to best support the success of Downtown. To make the best use of the parking it owns and operates, on- and off-street parking must be priced to reflect supply and demand. This method will achieve the optimal utilization of all facilities and provide choices for the customers.

There will need to be additional parking supply constructed in Downtown, both to replace existing surface facilities that are developed over time and to accommodate future demand. Additional supply will likely be needed with future redevelopment in Arena South and in the longer term west of the River. Due to the scarcity of land and the economic and recreation potential of the land that is available, this supply will likely be provided in new parking ramps. If the City is to add to its parking supply in Downtown, it is likely that this will occur as some form of public-private partnership in conjunction with a developer. Additional low-cost, remote parking options will need to be part of the future parking strategy.

In addition to addressing supply, there is an immediate need to develop more options for people to get to and within Downtown in order to reduce the parking demand rate, relative to its current state, with the future projected increase of residents and employees. The most sensible transportation option for most people right now, with respect to convenience and price, is to drive Downtown and park. Once Downtown, many people still choose to drive to destinations throughout the day because it gets them there quickly, it is affordable to do so, and other options are not as attractive. Providing more options that can compete with driving will help reduce the overall rate of parking demand, which will reduce the overall cost of both dollars and land associated with parking. Increasing mobility options is a win-win for developers and the Downtown as a whole.

Evolving Parking Services

The Parking Services department within the City's Enterprise Services has done a remarkable job operating one of the most sophisticated parking departments in the country. It has managed to stay ahead of changes that have occurred with growth in demand, technology and other behavioral aspects. In order to best serve the future of Grand Rapids residents, businesses, and visitors, Parking Services must continue to evolve to meet the City's future transportation demands.

Parking is only a part of the overall mobility solution that is necessary to serve the future of Downtown and Grand Rapids as a whole. Recognizing this, Parking Services must broaden its scope to cover all transportation choices, not solely driving and parking. This expanded department, Mobile GR, will be responsible for multiple modes of transportation to help achieve the City's economic development and quality of life goals by increasing the number of people who take transit, walk, bike, or commute/travel in a way other than driving alone.

Mobile GR will require changes to the organization of Parking Services, including additional staff, additional responsibilities, and a change in culture. The potential opportunity of this new organization exists to not only provide parking solutions for those that choose to drive, but also help people identify and embrace additional transportation choices that are easy, affordable, and attractive if they don't want to drive and park.

Establishing Mobile GR

MOBILE GR VISION STATEMENT

Mobile GR supports the growth of Grand Rapids, both in Downtown and the City as a whole, by providing, managing, and supporting a variety of transportation choices that are affordable, convenient, and attractive to all residents, employers, and employees. Mobile GR is a national leader in delivering modern transportation services, building collaborative partnerships across the public and private sectors and developing solutions for all of its stakeholders.

MOBILE GR MISSION STATEMENT

Mobile GR is committed to serving Grand Rapids with safe, reliable, and affordable multi-modal options for all to support the City's economic and quality of life goals.

Mobile GR will be a new organization that expands Parking Services to include all mobility options for the residents, employees, and visitors of Downtown. The organization should serve as the hub for mobility information, collaboration and transportation solutions for all users of the transportation system. Mobile GR will set the course for multi-modal transportation in Grand Rapids and also be the face of this aspect of growth, for good and bad. The responsibilities of this new organization should include:

- Managing parking assets (current)
- Managing DASH (current)
- Building collaborations across the public and private sectors (current)
- Managing new mobility services (new)
- Reviewing new developments parking and transportation demand management plans (new)
- Employer outreach/solutions program (new)
- Coordinating with citywide infrastructure projects (new)

In addition to integrating all existing Parking Services staff into Mobile GR, the initial startup of the organization will require three new positions:

- The *Mobile GR and Parking Manager* should be responsible for overseeing the Mobile GR organization, including the management of the parking system, all new mobility options, and Mobile GR staff. This person will help set the vision

and the priorities for the group and lead collaborations between the City and other groups.

- The *Mobile GR Supervisor* should manage all non-parking mobility programs, including procurement, funding, and evaluation.
- The *Mobile GR Outreach* position should focus on building awareness for all mobility programs and building their success. This will include working directly with employers to develop transportation solutions and educate employees on mobility options and doing broad marketing.

This new organization will have costs in addition to new staffing, including office space and other additional overhead. An immediate need will be an updated website that integrates existing parking information with mobility options and is easy for the customer to use. An excellent example of providing this information in a clear and concise manner is the website for Parking and Transportation Services at Stanford University (<https://transportation.stanford.edu/>).

One of the largest roles of Mobile GR will be to build collaboration among different departments within the City as well as private businesses, institutions and foundations. . The organization should be involved in all aspects of improving transportation, from working with other City departments on policy and infrastructure projects, coordination public-private partnerships on new investments in parking and mobility, working at the state and federal level on grants and advancing legislations, and working with individuals to help develop commuting solutions. Improving transportation will require contributions and buy-in from all stakeholders and Mobile GR should act as the conduit to make the sum greater than the individual contributions

The next sections provide recommendations in changes to existing parking policies and practices and implementing new mobility options. Based on the success of these changes, the final section of this report outlines a five year strategic plan for Mobile GR.

Parking

Mobile GR must continue to deliver the excellent service and operations that have been the hallmark of Parking Services. The focus of these recommendations is on the Downtown area, but Mobile GR will be responsible for the entirety of Grand Rapids' on-street parking, curbside management and City owned and/or operated facilities. Additional work will be necessary to outline recommendations for all parking owned and/or operated by the City.

Off- Street Facilities – Monthly Cards Pricing Adjustments

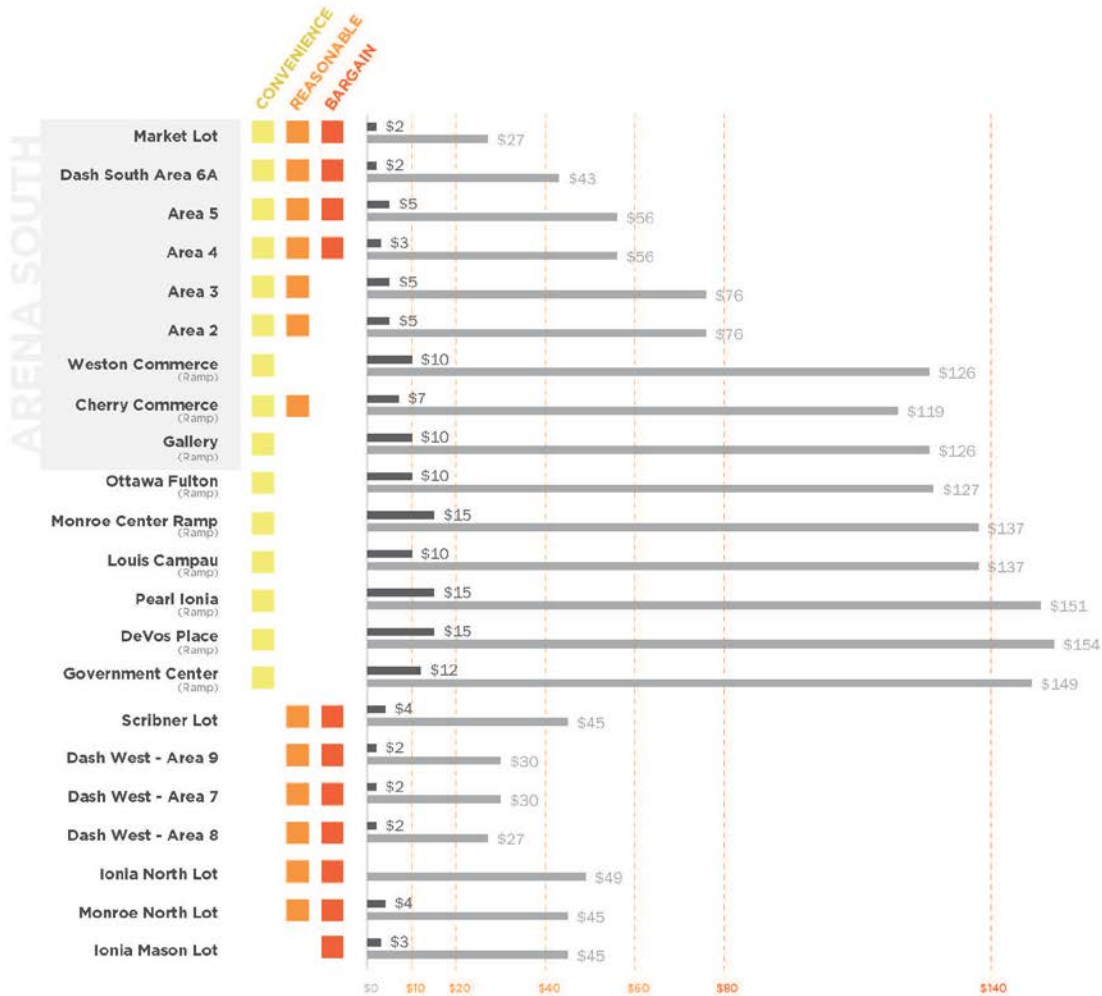
The Existing Conditions analysis identified a need to modify the price of parking in some facilities to better align supply and demand. This section of the study constructs a methodology for achieving this objective and evaluating potential alternatives for changes in parking pricing.

The first step of understanding parking pricing is to identify who is currently parking where and what motivates them. Although each person acts in their individual self-interest when parking, almost all parkers can be identified as one of three types of parkers, based on their behavior: *Convenience Parkers*, *Reasonable Parkers* and *Bargain Parkers*. The defining characteristics each of these types of parkers are:

1. *Convenience Parkers*: Convenience parkers are willing to pay a premium for a space in close proximity to their destination. Their choice is based most on the location of parking and not price.
2. *Reasonable Parkers*: Reasonable Parkers prefer free parking as close to their destination as possible but are willing to pay or walk a longer distance, as long as it is within reason and they understand why their choice is logical.
3. *Bargain Parkers*: Bargain Parkers are those that value price higher than any other quality when making a choice on parking. They are willing to walk long distances or take transit as part of their trip, in order to minimize their parking costs.

In a typical downtown such as Grand Rapids, the most desirable parking spaces are on-street spaces, where most businesses and retail activities take place. Surface lots are less desirable, but are still easily accessible for patrons to enter and exit. Structured parking facilities are typically the least popular due to the perceived hassle associated with getting in and out of them, although the winter weather conditions of Grand Rapids can make garages more desirable than surface lots due to the amount of snow. **Exhibit 7** displays the type of parker that each City facility currently attracts.

Figure 9



When parking prices are set effectively, parking occupancy is dispersed among each of these facility types based on their price and convenience. However, it is typical for downtowns to offer imbalanced or identical parking rates, leaving more than one user groups competing for the same spaces because they are considered both a bargain and convenient. This is happening in a number of facilities, but the greatest overlap is in the Arena South District, where most of the surface lots are attractive to all three user groups.

Rate Changes Procedures

The current City Code, under section 2.136. Rates states that parking rates for all unmetered parking spaces shall change in accordance with changes in the Consumers Price Index. An update to this section of City Code will be required to eliminate this requirement and allow Mobile GR to establish prices based on supply and demand using a similar methodology utilized in this study. This change in code meets the language in the code itself which states “Such rates need not be uniform throughout the System, but shall be based upon demand for parking

in the area which the lot or structure serves and such other considerations as the City Commission shall deem pertinent”. Additionally, it is recommended that the parking rates be subject to the approval of only the Mobility (formerly Parking) Commission and not City Commission.

Pricing Changes and Sensitivities

The previous changes to the price of parking in City owned and/or operated facilities, typically in the range of 1%-3% per year per the Consumer Price Index (CPI), have had little impact on parking demand. To estimate the impact that greater changes in pricing would have on each individual facility, as well as the system as a whole, three different approaches to pricing changes were undertaken:

- A conservative approach, resulting in a 10-25% increase in rates where monthly cards are sold out and a 5% decrease in rates where less than 80% of monthly cards are sold.
- An aggressive approach resulting in a 40-65% increase in rates where monthly cards are sold out and a 15-20% decrease in rates where less than 80% of monthly cards are sold. The aggressive approach for some facility may be in excess of 65%.
- A moderate approach resulting in a 20-40% increase in rates where monthly cards are sold out and a 10% decrease in rates where less than 80% of monthly cards are sold.

Exhibit 7 displays the pricing alternatives for each approach at each facility.

Exhibit 7 – Pricing Alternatives by Approach

Facility	Type of Facility	Currently Monthly Card Rate	Increase/Decrease in Rate	Conservative Approach	Aggressive Approach	Moderate Approach
Ionia Mason Lot	Surface Lot	\$45	Decrease	\$35.00	\$0.00	\$17.50
Monroe North Lot	Surface Lot	\$45	Increase	\$49.50	\$63.00	\$54.00
Ionia North Lot	Surface Lot	\$49	Increase	\$54.00	\$68.00	\$59.00
Dash West - Area 8	Surface Lot	\$27	Increase	\$35.00	\$45.00	\$40.00
Dash West - Area 7	Surface Lot	\$30	Increase	\$35.00	\$45.00	\$40.00
Dash West - Area 9	Surface Lot	\$30	Increase	\$35.00	\$45.00	\$40.00
Scribner Lot	Surface Lot	\$45	Increase	\$50.00	\$63.00	\$55.00
Government Center	Parking Ramp	\$149	Decrease	\$141.00	\$120.00	\$135.00
Pearl Ionia	Parking Ramp	\$151	Decrease	\$144.00	\$129.00	\$136.00
Louis Campau	Parking Ramp	\$137	Decrease	\$130.00	\$110.00	\$124.00
Monroe Center Ramp	Parking Ramp	\$137	Increase	\$151.00	\$192.00	\$165.00
Ottawa Fulton	Parking Ramp	\$127	Decrease	\$121.00	\$102.00	\$115.00
Gallery	Parking Ramp	\$126	Increase	\$139.00	\$177.00	\$152.00
Cherry Commerce	Parking Ramp	\$119	Increase	\$131.00	\$167.00	\$143.00
Weston Commerce	Parking Ramp	\$126	Increase	\$139.00	\$177.00	\$151.00
Area 2	Surface Lot	\$76	Increase	\$95.00	\$126.00	\$107.00

Area 3	Surface Lot	\$76	Increase	\$95.00	\$126.00	\$107.00
Area 4	Surface Lot	\$56	Increase	\$70.00	\$110.00	\$79.00
Area 5	Surface Lot	\$56	Increase	\$70.00	\$110.00	\$79.00
Dash South Area 6A	Surface Lot	\$43	Increase	\$54.00	\$71.00	\$61.00
Market Lot	Surface Lot	\$27	Increase	\$34.00	\$71.00	\$38.00

Due to the lack of data on how changes greater than 1-3% in parking pricing impact demand in Grand Rapids, each approach analyzed different potential behavior changes. A range of elasticities will be used to estimate the impact price has on demand, from little change (0.1 or with a 10% change in price, demand will change fall 1%) to more change (0.5 or a 10% change in price, demand will change 5%). The elasticity will change based on the convenience of each facility to existing and future destinations, particularly office space. **Exhibits 8, 9, and 10** display the potential range in demand change for the conservative, aggressive, and moderate approaches, respectively.

Exhibit 8 – Potential Change in Demand for Conservative Price Change

Facility	Monthly Card Spaces	Monthly Cards Issued	Conservative Price Change	Low Change	High Change	% Monthly Cards Sold (Low Change)	% Monthly Cards Sold (High Change)
Ionia Mason Lot	57	1	-22.2%	1	1	1.3%	1.3%
Monroe North Lot	100	97	10.0%	96	92	80.0%	76.7%
Ionia North Lot	63	72	10.2%	71	68	98.6%	94.4%
Dash West - Area 8	95	71	29.6%	69	60	65.7%	57.1%
Dash West - Area 7	464	603	16.7%	593	553	86.3%	80.5%
Dash West - Area 9	500	470	16.7%	462	431	84.0%	78.4%
Scribner Lot	110	140	11.1%	138	132	98.6%	94.3%
Government Center	611	482	-5.4%	485	495	70.9%	72.4%
Pearl Ionia	483	457	-4.6%	459	468	81.1%	82.7%
Louis Campau	400	374	-5.1%	376	384	74.5%	76.0%
Monroe Center Ramp	330	418	10.2%	414	397	96.3%	92.3%
Ottawa Fulton	588	515	-4.7%	517	527	68.3%	69.6%
Gallery	161	227	10.3%	225	215	85.6%	81.7%
Cherry Commerce	231	238	10.1%	236	226	91.5%	87.6%
Weston Commerce	279	395	10.3%	391	375	99.0%	94.9%
Area 2	149	191	25.0%	186	167	97.4%	87.4%
Area 3	62	38	25.0%	37	33	59.7%	53.2%
Area 4	410	574	25.0%	560	502	97.6%	87.5%
Area 5	80	160	25.0%	156	140	97.5%	87.5%
Dash South Area 6A	190	274	25.6%	267	239	97.4%	87.2%
Market Lot	60	71	25.9%	69	62	97.2%	87.3%

Exhibit 9– Potential Change in Demand for Aggressive Price Change

Facility	Monthly Card Spaces	Monthly Cards Issued	Aggressive Price Change	Low Change	High Change	% Monthly Cards Sold (Low Change)	% Monthly Cards Sold (High Change)
Ionia Mason Lot	57	1	-100.0%	1	2	1.3%	2.6%
Monroe North Lot	100	97	40.0%	93	78	77.5%	65.0%
Ionia North Lot	63	72	38.8%	69	58	95.8%	80.6%
Dash West - Area 8	95	71	66.7%	66	47	62.9%	44.8%
Dash West - Area 7	464	603	50.0%	573	452	83.4%	65.8%
Dash West - Area 9	500	470	50.0%	447	353	81.3%	64.2%
Scribner Lot	110	140	40.0%	134	112	95.7%	80.0%
Government Center	611	482	-19.5%	491	529	71.8%	77.3%
Pearl Ionia	483	457	-14.6%	464	490	82.0%	86.6%
Louis Campau	400	374	-19.7%	381	411	75.4%	81.4%
Monroe Center Ramp	330	418	40.1%	401	334	93.3%	77.7%
Ottawa Fulton	588	515	-19.7%	525	566	69.4%	74.8%
Gallery	161	227	40.5%	218	181	82.9%	68.8%
Cherry Commerce	231	238	40.3%	228	190	88.4%	73.6%
Weston Commerce	279	395	40.5%	379	315	95.9%	79.7%
Area 2	149	191	65.8%	178	128	93.2%	67.0%
Area 3	62	38	65.8%	36	26	58.1%	41.9%
Area 4	410	574	66.1%	536	384	93.4%	66.9%
Area 5	80	160	66.1%	149	107	93.1%	66.9%
Dash South Area 6A	190	274	65.1%	256	185	93.4%	67.5%
Market Lot	60	71	66.7%	66	47	93.0%	66.2%

Exhibit 10 – Potential Change in Demand for Moderate Price Change

Facility	Monthly Card Spaces	Monthly Cards Issued	Moderate Price Change	Low Change	High Change	% Monthly Cards Sold (Low Change)	% Monthly Cards Sold (High Change)
Ionia Mason Lot	57	1	-61.1%	1	1	1.3%	1.3%
Monroe North Lot	100	97	20.0%	95	87	79.2%	72.5%
Ionia North Lot	63	72	20.4%	71	65	98.6%	90.3%
Dash West - Area 8	95	71	48.1%	68	54	64.8%	51.4%
Dash West - Area 7	464	603	33.3%	583	503	84.9%	73.2%
Dash West - Area 9	500	470	33.3%	454	392	82.5%	71.3%
Scribner Lot	110	140	22.2%	137	124	97.9%	88.6%
Government Center	611	482	-9.4%	487	505	71.2%	73.8%
Pearl Ionia	483	457	-9.9%	462	480	81.6%	84.8%
Louis Campau	400	374	-9.5%	378	392	74.9%	77.6%
Monroe Center Ramp	330	418	20.4%	409	375	95.1%	87.2%
Ottawa Fulton	588	515	-9.4%	520	539	68.7%	71.2%
Gallery	161	227	20.6%	222	204	84.4%	77.6%
Cherry Commerce	231	238	20.2%	233	214	90.3%	82.9%
Weston Commerce	279	395	19.8%	387	356	98.0%	90.1%
Area 2	149	191	40.8%	183	152	95.8%	79.6%
Area 3	62	38	40.8%	36	30	58.1%	48.4%
Area 4	410	574	41.1%	550	456	95.8%	79.4%
Area 5	80	160	41.1%	153	127	95.6%	79.4%
Dash South Area 6A	190	274	41.9%	263	217	96.0%	79.2%
Market Lot	60	71	40.7%	68	57	95.8%	80.3%

Future Utilization and Revenue

The recommended prices for each facility were analyzed to estimate the impact each would have on demand, based on the existing facility data and the prices of facilities nearby. **Exhibit 11** displays the recommended changes to pricing and the estimated impact on demand. **Exhibit 12** shows the overall changes to the monthly number of cards issued and the average price per space in the system.

As can be seen from the two exhibits, the proposed changes in pricing provide some free cards in facilities that are currently sold out and better use facilities with excess capacity. The additional revenue from the changes reflects the truer balance between supply and demand. It is recommended that all of the changes be implemented in January 2016, with the exception of Areas 2-6A and the Market Lot. Those facilities should have 50% of the increase implemented at the start of the year and the remaining increase in twelve months.

Exhibit 11 – Proposed Changes to Pricing and Impact to Demand

Facility	Type of Facility	Currently Monthly Card Rate	Monthly Cards Issued	Monthly Cards Available	Proposed New Rate	Proposed New Daily Rate	Estimated Sensitivity Level	Future Monthly Cards Issued
Ionia Mason Lot	Surface Lot	\$45	1	76	\$0	\$0	0.1	2
Monroe North Lot	Surface Lot	\$45	97	33	\$54	\$5	0.05	93
Ionia North Lot	Surface Lot	\$49	72	0	\$54		0.05	69
Dash West - Area 8	Surface Lot	\$27	71	53	\$40	\$4	0.15	61
Dash West - Area 7	Surface Lot	\$30	603	84	\$40		0.15	513
Dash West - Area 9	Surface Lot	\$30	470	180	\$40		0.15	400
Scribner Lot	Surface Lot	\$45	140	0	\$54	\$5	0.05	135
Government Center	Parking Ramp	\$149	482	202	\$141	\$15	0.15	555
Pearl Ionia	Parking Ramp	\$151	457	109	\$144	\$15	0.05	480
Louis Campau	Parking Ramp	\$137	374	131	\$130	\$10	0.1	412
Monroe Center Ramp	Parking Ramp	\$137	418	12	\$144	\$15	0.05	408
Ottawa Fulton	Parking Ramp	\$127	515	242	\$121	\$10	0.1	567
Gallery	Parking Ramp	\$126	227	36	\$126	\$10	0	227
Cherry Commerce	Parking Ramp	\$119	238	20	\$126	\$10	0	238
Weston Commerce	Parking Ramp	\$126	395	0	\$126	\$10	0	395
Area 2	Surface Lot	\$76	191	0	\$107	\$10	0.025	187
Area 3	Surface Lot	\$76	38	41	\$107	\$10	0.025	38
Area 4	Surface Lot	\$56	574	0	\$107	\$10	0.05	546
Area 5	Surface Lot	\$56	160	0	\$107	\$10	0.05	152
Dash South Area 6A	Surface Lot	\$43	274	0	\$71	\$5	0.025	268
Market Lot	Surface Lot	\$27	71	0	\$71	\$5	0.025	70

Exhibit 12 – Impact on Average Price per Space

Time Period	Average Price Per Space
Current Pricing	\$ 93.57
Proposed Pricing	\$ 101.79

Future Rate Setting Methodology

The proposed changes to the price to off-street parking ramps and surface lots range from none to fairly significant. As opposed to previous changes, which were typically in the 1-3% range, it is difficult to accurately predict the impact that these changes have on behavior. However, making these changes will help inform future decisions on rate setting based on supply and demand, as the sensitivities to price changes in different areas will be able to be measured once the rates are established.

The following steps should be in place for the future:

- Continue to monitor the sale of monthly cards on a frequent basis

- Provide a feedback loop for customers that switch facilities or leave the system to understand their motivations
- Begin the process in March to update rates
 - Quantify the impact of the previous year's price adjustments on demand by both facility and geographic area.
 - Present a list of facilities to Mobility Commission that need pricing adjustments, either increases where the facility is at or above 90% sold out or decreases where the facility is at or below 80% sold out.
 - Identify price adjustments for each facility and its projected impact on demand and revenue
 - Make recommendations to the Mobility Commission by June for the following fiscal year

For existing facilities at 253 Market, 1120 Monroe, and Jefferson and State, it is recommended that an initial rate of \$25 be established and these facilities be monitored and evaluated to determine future rates.

Parking Programs

It is recommended that the existing parking programs be consolidated into three distinct programs that are easy for consumers to differentiate between.

1. Daytime: This is simply the current Monthly cards with a different name. This parking is targeted towards customers that need parking during the typical weekday business hours. It should be available for customers between 6 AM and 6 PM.
2. Nights and Weekends: Currently there are two parking programs that cover the evening hours, VIP (\$17) and Evenings (\$49). The VIP program was initiated when there was considerably less parking demand in Downtown and is an outdated pricing program that should be eliminated. It is recommended that the Evenings program, which only applies to weekdays, be extended to Nights and Weekends to allow customers to be guaranteed a space between 4:30 PM and 6 AM on weekday and during all hours on Saturday and Sunday. The price of this pass should be \$60.
3. 24/7: There are two reserved programs currently in place, Residential Reserved (130% the price of Monthly) and Non-Residential Reserved (Monthly by \$58). Both of these programs reserved a specific space for the customer. It is recommended that these programs be consolidated into one and the price be 135% of the Daytime price.

Reducing the number of programs from five to three should make the differences between each program very clear to customers and be easier for staff to manage. The Parking Incentive program should also be eliminated.

Mobile GR should explore a partnership with a technology company to develop an algorithm and/or software to help predict customer patterns in each facility. This would provide the

highest level of accuracy to estimate the number of each parking passes that can be sold in each facility.

On-Street and Hourly Rates

The most convenient parking spaces in Downtown are mostly the on-street spaces that are metered. Because these spaces are in the highest demand, they should be priced accordingly. However, most on-street spaces are less than the hourly rates of nearby off-street rates.

Exhibit 13 shows a number of locations of on-street metered spaces and how their prices compare with the off-street hourly rates.

Exhibit 13 – Hourly Parking Rate Comparison

Facility	Visitor Daily Rate	Visitor Hourly Rate	On-Street Hourly Rates
Ionia Mason Lot	\$3	N/A	\$0.00 - \$0.75
Monroe North Lot	\$4	N/A	\$0.75
Ionia North Lot	N/A	N/A	\$.50 - \$0.75
Dash West - Area 8	\$2	N/A	\$0.00
Dash West - Area 7	\$2	N/A	\$0.00
Dash West - Area 9	\$2	N/A	\$0.00
Scribner Lot	\$4	N/A	\$0.00
Government Center	\$12	\$2	\$1.75
Pearl Ionia	\$15	\$2	\$1.75
Louis Campau	\$10	\$2	\$1.75
Monroe Center Ramp	\$15	\$2	\$1.75
Ottawa Fulton	\$10	\$2	\$1.75
Gallery	\$10	\$2	\$1.25 - \$1.75
Cherry Commerce	\$7	\$2	\$1.25
Weston Commerce	\$10	\$2	\$1.25
Area 2	\$5	N/A	\$1.25
Area 3	\$5	N/A	\$1.25
Area 4	\$3	N/A	\$1.25
Area 5	\$5	N/A	\$1.25
Dash South Area 6A	\$2	N/A	\$0.00 - \$1.25
Market Lot	\$2	N/A	\$0.00 - \$1.25

As can be seen above, the cost of on-street parking is less than the hourly rate of off-street parking throughout the Downtown. As a customer, both the convenience of on-street parking and its price are more attractive than off-street parking. As demand for hourly parking increases, it is possible that the demand for on-street spaces will exceed supply, leading to traffic congestion and frustration.

The solution to this issue is to begin to phase the most convenient parking, on-street parking, to a higher rate than the off-street parking. This can be accomplished through the following steps:

- Adjust the price of on-street parking in the area bounded by Michigan/Wealthy/Division/Grand River to \$2.00 per hour.
- Reduce the price of the first hour of off-street parking to \$1 and freeze hourly rates.
- Increase the price of on-street parking on an annual basis at all facilities by a minimum of \$0.25, assuming demand warrants the increases.
- Only raise the price of off-street hourly parking when the price of on-street parking is 50% higher.

The hours of on-street parking should be extended to 8 PM on Thursday, Friday, and Saturday and the meters in area bounded by Michigan/Wealthy/Division/Grand River should be enforced on Saturdays.

Currently the parking meters in Downtown accept coins and ParkMobile as payments. It is recommended that an extended pilot (8-12 weeks for the area bounded by Michigan/Wealthy/Division/Grand River) program be implemented to evaluate the benefits of allowing customers to use credit card payments with the current meters as well. This should include analyzing the revenue per transaction, revenue per meter, and surveying customers to understand if the additional payment method has any impact on their overall experience.

Event Parking

It is recommended that the price of event parking be increased to \$10 to reflect growing demand in visitor parking.

Future Parking Ramps

There will be a need for future parking in Downtown, both to replace existing surface lots that are very likely to be redeveloped as well as to meet the expected demand of parking for new developments. It is anticipated that all new parking in Downtown will be constructed in ramps at a cost of \$25,000 to \$35,000 per space. Like private operators, the City's decision on new parking facilities should be financially sound to ensure a return on any investment.

It is recommended that GR Mobile partner with private developers to build future parking ramps with the goal of both owning and operating the facility. For parcels that are currently owned by the City, having Mobile GR own/operate parking should be part of the negotiation strategy. For non-City owned parcels, Mobile GR will likely have to compete against private entities to operate future facilities.

Remote Parking

Providing remote parking facilities that are located next to the Rapid's existing and future Bus Rapid Transit facilities will be necessary to accommodate bargain parkers as well as reduce traffic congestion in Downtown. The existing Silver Line, running primarily on Division Avenue, and the proposed Laker Line, running along Lake Michigan Avenue, will be a reliable and quick

transit service in and out of Downtown, mimicking many of the features of typical rail commuter service. Providing a remote parking option for people to park at a very low rate and ride the bus should be an attractive option in the future. It is recommended that the initial remote parking facilities be considered pilots to determine what is necessary to make them a success. This will include making it free to park at the facility and providing free transit as well as understanding what else is necessary, including bus stops, mobility hubs, and retail amenities.

In order to minimize risk, Mobile GR should partner with institutions and developments on these facilities, both to reduce the initial construction cost but also for the remote spaces to serve a future need to accommodate growth in parking from local developments.

New Mobility Options

In addition to managing parking, Mobile GR will play a big role in supporting the transition of Grand Rapids from a City where people have to drive to one that provides an array of choices of how to get around. Mobile GR will play many different roles with these mobility options: some will be funded and operated by Mobile GR, others will require marketing, and some may just need assistance with building partnerships. Mobile GR's mission will be to provide as many choices as possible to the people of Grand Rapids and do it as efficiently and successfully as possible.

Many of these new options will require time to build awareness, usage and success as Mobile GR is part of a long term vision of how the City will grow. The recommendations for each mobility option should serve as an initial framework to understand opportunities and challenges and establish benchmarks. Each option should be evaluated on an ongoing basis to determine how to increase utilization in the most efficient manner. Due to the constant changes in technology and demographic demands, there will need to be flexibility with these options to scale and change to meet the growing needs of Grand Rapids.

Car Share

Transportation is the typically the first or second highest household cost in Grand Rapids along with housing. Car share has proven to be a revolutionary transportation service, particularly in urban areas with growing residential population, which reduces both parking demand and individuals' cost of living. The service allows people to pay an hourly fee to use a vehicle and the fee is typically inclusive of all costs, including insurance, gas and maintenance. For someone who lives and works Downtown, but has an occasional need for a car, car share is the perfect solution. Car share has shown to have a significant reduction on car ownership in dense residential areas.

There are currently a number of different models of car share. The best model for Downtown Grand Rapids is where a vendor rents a parking space for each vehicle and members must pick-up and return the vehicle to that same spot. To startup a new geographic location, the vendor will likely need to feel confident that they can achieve a monthly revenue target to cover costs and make a profit. Vendors are typically averse to risk of starting up in a new location until there is a proof of concept that car share will succeed. Often a private or public partner will assist with guaranteeing the monthly revenue target is achieved. This partner could be a developer, institution, or municipality.

Aggressive Approach: The City partners with a car share vendor to implement a pilot program where the City is responsible for guaranteeing the monthly revenue with no financial incentive for the City if the monthly target is exceeded.

Conservative Approach: Require future developments to guarantee monthly revenue for a car share vendor(s) until the vendor(s) add vehicles without any financial assistance.

Recommended Approach: The City should build a collaboration among public (City, Rapid, Grand Valley Metropolitan Council) and private (DGRI, foundations, employers, higher education intuitions) partners to work with a vendor on an initial ten (10) vehicle pilot car share program. This would be similar in size to the existing car share program in Ann Arbor. The public/private partnership should work with the vendor to guarantee a monthly revenue goal per vehicle for the pilot and share in potential profits for future expansions. The public/private partnership should offer services/infrastructure, such as parking spaces or office space, which would reduce the amount of the monthly guarantee.

Mobile GR should assist with an aggressive marketing campaign to build awareness of the program as well as membership. The potential user groups include students, residents that live/work downtown, municipal employees (in lieu of using a City/County vehicle), and out of town visitors that arrive in Grand Rapids via the airport or Amtrak and only need a car for a meeting. The marketing campaign should focus on these groups for the first year.

Bike Share

Bike share is a point to point transit system that provides a mobility option that is flexible, fun, and affordable. In larger cities, such as New York and Chicago, bike share has changed how people get around the city and expanded the amount of destinations they can get to in a short amount of time. For instance, the walk from DeVos Place to Founders is about 16 minutes for the average person; using bike share that trip would be reduced to 6 minutes. Bike share is essentially a pedestrian accelerator that allows people to cover a larger walkshed in a shorter amount of time.

The challenge that most cities have faced is building a bike share system and structure that is attractive to demographics of people that don't normally bike during the day. A successful bike share system requires building a membership that encompasses all demographics and are willing to use it to make short point to point trips. Achieving this goal requires a dense system of bike share stations as well as a membership/cost structure that does not create any barriers to entry.

Aggressive Approach: Move forward with a 40-50 station system that covers approximately ¼ mile outside of Downtown and consists solely of electric-assist bikes.

Conservative Approach: Complete a 12-18 month bike share feasibility study before taking any next steps with implementation.

Recommended Approach: Based on the existing density of employees and expected future residential population, Downtown Grand Rapids can support a bike share system. It is recommended that the City start to pursue an initial system of 20-35 bike share stations that covers the Downtown area. The initial steps of this will be to complete a quick planning study on where to install the bike share stations and identify the best structure of the system and begin to reach out to vendors to obtain more information.

It is strongly recommended that the system be as dense as possible, while covering as much area. Strong consideration should be given to including as many electric assist bikes as part of the initial system. Electric assist bikes are standard bikes that have provide riders with the option of an added electric propulsion. This is particularly effective to challenges with topography and for people that haven't ridden a bike in a while. Birmingham recently launched a 400 bike system, with 100 of those bikes being electric assist, and other cities are poised to pilot this technology. Improved on-street bike infrastructure will also be necessary to support the use of the system.

The initial startup cost of the system will likely be in the range of \$500,000 to \$2,000,000 depending on the number of stations and the type of technology used. This startup cost can be covered either through a public/private collaboration or grants. It is recommended that the system and operating structure be designed to cover annual operating costs after year two. Sponsorship should be considered for a revenue stream, but it is unlikely that it will cover the initial capital expenses.

Transit Pass

The Rapid provides a robust transit service to Downtown and the Grand Rapids region as a whole. Making better use of this system will be critical to achieving the overall goals of GR Forward and reducing the overall rate of parking demand in Downtown. One of the ways to encourage more transit ridership among Downtown employees is to provide free or reduced fare transit service.

A number of cities, including Boulder (CO), Columbus (OH), and Ann Arbor, offer a program that provides a transit pass to Downtown employees that allows them to ride transit for free or for a nominal annual fee. Ann Arbor has had great success with their go!pass program, which charges \$10 for an annual pass. Some of the highlights of this program include:

- Providing 678,103 rides in 2014
- Increasing the amount of ridership of the program by 30% in four years
- go!pass accounts for 11% of all of Ann Arbor's fixed-bus ridership
- 34% of go!pass users said they would drive alone to their jobs downtown if they didn't have a go!pass

This program is particularly attractive to "bargain parkers" as well as students.

Aggressive Approach: Provide free transit passes to all Downtown employees

Conservative Approach: Do nothing

Recommended Approach: Mobile GR, in collaboration with the Rapid and DGRI, should conduct a one year pilot program of offering free transit to up to five businesses of different sizes and one higher education institution. After the one year program is over,

an evaluation should be completed that identifies the costs to maintain and expand the program as well as the benefits, including reduction in parking demand.

DASH

One of the primary connectivity issues in Downtown Grand Rapids is the lack of transit service linking all of the different areas within downtown. Due to its geography and size, downtown is often experienced in sections (e.g. DeVos Place, Downtown Market). This current state of restrictive mobility is primarily dictated by the lack of simple, reliable, comprehensive transit service to connect all downtown destinations.

This issue stems from the expanding destinations within Downtown Grand Rapids. As increased economic development has occurred, Downtown has expanded its historic footprint. The current segmented experience -- or reliance on the automobile to connect to destinations more than a few blocks apart -- is not sustainable economic or mobility perspective. The Rapid has already made strides in making connections throughout downtown with the launch of the Silver Line -- established in 2014 -- and the upcoming Laker Line. The start of this network will be complimented by the new DASH Circulator to link all major destinations, in addition to serving exiting patrons of city-owned parking lots. The new DASH Circulator will be additive to these services and ensure that resources are used in a pragmatic fashion to complete a high-frequency transit network in Downtown Grand Rapids.

Aggressive Approach: Develop Downtown Circulator with heavy frequency

Conservative Approach: Eliminate service

Recommended Approach: To best compliment the Rapid's BRT investments and improve mobility in Downtown, in addition to serving exiting patrons of city-owned parking lots, a revised DASH service should be implemented. This service should function as a circulator to ensure that resources are used in a pragmatic fashion to complete a high-frequency transit network in Downtown Grand Rapids.

This will be accomplished through replacing the current DASH service with two new simple bus lines -- comprising the DASH Circulator -- that (1) connect current parking facilities to destinations and (2) create a true high-frequency downtown circulator that compliments the current Rapid public transit network. The service will run on weekdays, with exception to holidays.

The DASH Circulator will link all major destinations through a simple pair of routes connecting downtown and surrounding neighborhoods through the Orange Line and Green Line. Each of these lines is within the walkshed of all city-owned parking facilities, connects to all destinations within downtown not served by either the Silver Line or planned Laker Line.

Green Line (East-West) The Green Line would connect destinations and parking facilities west of the River with a routing that runs east/west on Pearl to Division Street then south on Division Street to terminate at the City Market. This route would serve Area 8, Area 9, Area 7, Scribner, Monroe Center Ramp, Ottawa Fulton, Pearl/Ionia, The Gallery, Weston Commerce and Cherry Commerce. Some peak trips will serve a shortened portion of the service area that will end by the Van Andel Arena.

Orange Line (North-South) The Orange Line would connect destinations and parking facilities in Monroe North, DeVos Place with a routing that runs north/south on Ottawa/Monroe/Market/Grandville to Cherry Street then south on to terminate at Central Station. This route would serve Ionia Mason, Monroe North, Ionia North, Government Center, Monroe Center Ramp, Ottawa Fulton, Louis Campau, Market Lot, Area 2, Area 3, Area 4, Area 5, and Area 6 city-owned parking facilities.

Currently there are different options for the routing each line, shown in **Figure 10**, but each line will adequately service major traffic generators and city-owned parking facilities. Employees, students, and visitors will have access to the entire downtown for both work and discretionary trips as the shuttle connects several large parking facilities and retail locations, both current and proposed, to and from these institutions.

Orange Line and Green Line trips can be completed end-to-end in approximately 15 minutes, providing a fast, easy and convenient mode of transportation. It is vital these routes have a simplified route structure with limited stops. In addition, the shuttle should run at high frequencies from early morning through late evening (6:30 AM – 7 PM). This continuity of high-frequency service is essential to attracting choice riders.

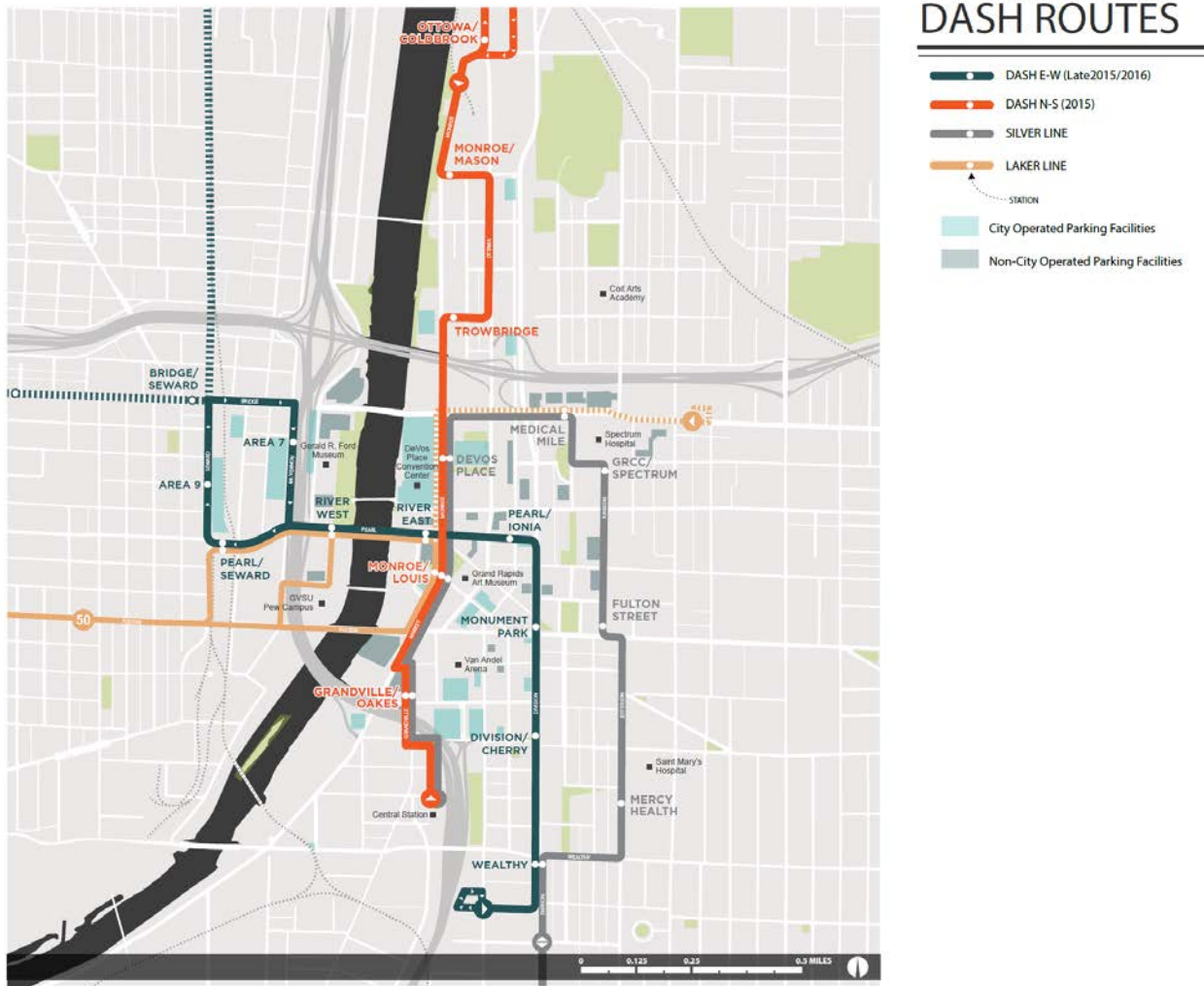
The shuttle will work as a first and last mile solution for both internal circulation and connections to the larger Rapid public transit network. Workers and visitors that take the Silver Line to the District are often restricted by a 1/4-1/2 mile walk-shed from the end of their trip. The new DASH service will double this walkshed and access to regional transit connections.

The shuttle should run at high frequencies of approximately 5 – 7.5 minutes in the peak (7AM – 9AM and 4PM – 6PM)) and 15 minute at all other times between 6:30 AM and 7 PM. The new service will be provided with no additional operating cost or vehicles (compared to existing service). It will require nine vehicles to operate and would be approximately \$1M/year in operating costs. Options for operating the DASH service would include coordination with The Rapid.

Additional service, in the form of increased peak frequency, span of service, and weekend operations should be considered. This additional service could be accomplished through a number of different financing mechanisms, assessments, contributions from institutions, grants, and other revenue sources.

The service should be launched over a 180-day experimental period, with phasing of the Orange Line first -- where staff from Mobile GR and the Rapid would monitor service delivery, ridership, and customer response. In addition, marketing efforts should coincide with the new DASH service launch to ensure that current DASH customers and future patrons understand the details and connections for both lines.

Figure 10



Wayfinding

Transportation is the first and last experience in an area, and not being able to find one's location can be frustrating. In the past, Downtowns have spent significant dollars on wayfinding to help build a good experience; however with the rise of mobile devices and GPS, the need for wayfinding is not as great as it once was. Better wayfinding is necessary to identify the parking facilities to visitors, as well as price and availability, as well as at DASH stops to make it clear where the routes go.

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Aggressive Approach: Develop and implement a Mobile GR wayfinding system

Conservative Approach: Do nothing

Recommended Approach: Mobile GR should partner with DGRI, the Rapid, and other organizations to ensure that it is easy and fun to get around Downtown. This should be accomplished through a combination of signage and mobile applications.

Mobile GR Programs and Policy

Providing additional mobility options is a piece of the puzzle, but Mobile GR will also need to do a lot of hard work to market, educate, and communicate these options. This will need to be done on a macro- and micro-scale. Policy will also be needed to ensure that future stuff gets done in line with all the investment that is being done.

Employer Outreach

One of the most important roles for Mobile GR is to work with employers on their transportation needs and help them come up with multi-modal solutions. Employers in Grand Rapids have voiced a demand for additional options other than parking, but many do not have the capacity or expertise to develop new solutions. The biggest impact that organizations similar to Mobile GR can have on reducing the rate of parking demand is working with businesses on commute solutions.

Mobile GR must develop programs that address existing businesses as well as new businesses that are looking to relocate to Downtown. One key strategy that should be encouraged is parking cash out, where instead of paying for a parking space, the employer gives that money to the employee and allows them to make the decision of how to use it. They can choose to use all of it for parking, or keep the money and take transit.

Mobile GR should collaborate with other groups, including DGRI, which have been working previously on this issue or could help bring groups of employers together.

Parking and Transportation Demand Management Ordinance

Most cities, including Grand Rapids, have ordinances and regulations for new development that focus on vehicular traffic and parking. In order to address the impact that new developments have on multi-modal transportation as well as minimize their impact on traffic and parking, it is recommended that Mobile GR work with the Planning Department to develop a Parking and Transportation Demand Management Ordinance for new developments to replace the existing ordinance that only address parking space requirements (Section 5.10.04 and Section 5.10.05). This ordinance should require developments, which would be expected to generate a certain number of people trips, to reduce their traffic and parking impact to develop a Parking and Transportation Demand Management Plan. This should include additional improvements/programs that will be put into place before occupying the development to increase the number of people walking, biking, and taking transit. In addition to the ordinance itself, each development will need to be evaluated to ensure that their impact is similar to what was projected.

Cambridge (MA) adopted a Parking and Transportation Demand Management Ordinance in 1998 and was made permanent in 2006. This ordinance has been one of the key strategies to making Cambridge one of the most walkable and bikeable places in the country.

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Neighborhood Mobility Studies

While the focus of this study and GR Forward was on Downtown, Mobile GR will be responsible for working with the entire City on transportation solutions. In collaboration with the Planning and Engineering Departments, Mobile GR should develop mobility studies for neighborhoods across the City to help proactive plan for growth and reduce the cost of transportation for residents and employees.

Surveys

Mobile GR should partner with DGRI to conduct an annual transportation survey of employees and residents to better understand the transportation needs of Downtown and the effectiveness of the expanded mobility options. The results of the survey should be used to plan for the following year's budget and included the Mobile GR's end of year report.

Incentive Programs

Providing incentives has been shown to impact people's choices with respect to transportation. In addition to the transit pass pilot program, Mobile GR should develop incentive programs to encourage people to take transit, bike, and walk. Targeting the incentives towards new users of mobility options should be the focus of this program. Mobile GR should also work with individual employers to develop incentive programs for their employees, particularly large employers that are looking to save money on transportation costs, such as building additional parking.

Five Year Strategic Plan

The evolution from Parking Services to Mobile GR will be a tremendous change for existing staff and the City as a whole. In order to manage this change and ensure success of the program as a whole, it is recommended that many of the recommendations discussed above be phased in over time and initially undertaken as a pilot program. Below describes the suggested timeline for integrating all of the recommendations.

Year One:

- Adjust parking pricing to all facilities except those in Arena South
- Adjust parking pricing to facilities in Arena South by 50% of recommendations
- Adjust on-street parking rates to \$2.00 in the area bounded by Michigan/Wealthy/Division/Grand River
- Reduce the price of the first hour of parking in off-street facilities to \$1.00
- Consolidate parking programs to Daytime, Evenings/Weekend/24-7
- Complete pilot study of allowing credit card payments, preferably during the holiday season
- Expand hours of enforcement for parking meters
- Adjust price of event parking to \$10.00
- Add additional staff to expand Parking Services to Mobile GR
- Identify additional internal needs to support the mission of Mobile GR
- Put out RFP to develop Mobile GR website
- Launch pilot program of car share with ten vehicles
- Complete planning study for bike share
- Develop framework for transit pass pilot program
- Establish pilot of revised DASH service
- Establish goals for employer outreach
- Conduct annual survey of employees and residents
- Evaluate impact of parking pricing adjustments and provide recommendations for following year based on supply/demand ratio
- Develop framework for Parking and Transportation Demand Management Ordinance

Year Two:

- Make adjustments to parking pricing to all facilities based on supply/demand from previous year
- Evaluate car share pilot and determine next steps (maintain, eliminate, expand)
- Put out RFP for bike share and launch in fall
- Launch transit pass pilot program
- Evaluate DASH pilot and determine if modifications are necessary
- Conduct at least three neighborhood mobility studies
- Evaluate impact of mobility options
- Evaluate impact of parking pricing adjustments and provide recommendations for following year based on supply/demand ratio

Year Three:

- Make adjustments to parking pricing to all facilities based on supply/demand from previous year
- Identify changes to Mobile GR program based on past year results
- Evaluate transit pass pilot and determine next steps (maintain, eliminate, expand)
- Conduct at least five neighborhood mobility studies
- Evaluate impact of mobility options
- Evaluate impact of parking pricing adjustments and provide recommendations for following year based on supply/demand ratio

Years Four and Five:

- Make adjustments to parking pricing to all facilities based on supply/demand from previous year
- Identify changes to Mobile GR program based on past year results
- Identify expansion efforts for bike share program
- Conduct at least five neighborhood mobility studies
- Evaluate impact of mobility options
- Evaluate impact of parking pricing adjustments and provide recommendations for following year based on supply/demand ratio

Future Parking Supply

There will be a need for future parking supply in Downtown Grand Rapids, both to replace existing surface lots that are likely to be redeveloped and provide parking for future private development. As part of GR Forward, a future build-out, over the time frame of 20-30 years, of Downtown was developed identifying specific parcels for development and an estimate of the amount of development in each area in Downtown.

Estimating the needed parking supply for a 20-30 year build-out of an area with any sort of accuracy is extremely challenging. There are a number of highly unpredictable variables that go into the estimate, including the size and type of the potential developments, when the developments will occur, the potential demand for parking at each development based on demographic shifts and workforce/lifestyle changes, and accelerating technological innovation. This estimate should only be used as a framework for the future parking needs of Downtown and should be annually revisited. Additionally, the decision for how much parking a development should provide should be made on a case by case basis based on the number of commuter spaces being lost and the amount of parking it is agreed upon that the development needs.

The estimate for the future parking supply is shown in **Exhibit 14**. The number of parking spaces for each area of Downtown was estimated by calculating the sum of the number of commuter surface parking spaces removed and the demand for residential parking, using an average parking rate of 0.50 parking spaces per unit.

Exhibit 14
Estimate for 20-30 Year Parking Supply Needs by District

District	Existing City Owned Spaces Lost	Existing Private Owned Spaces Lost	Estimated Residential Units	Estimated Additional Future Parking Supply
Monroe North	267	0	1770	1152
West Grand District	0	0	564	282
West Side	1069	0	1365	1752
Gov/Monroe Center	0	715	1365	1398
Arena District	776	728	1373	2191
Innovation District	0	0	1416	708
State Street	0	0	159	80
Heartside	0	125	882	566
Total	2112	1568	8894	8129

The immediate development pressure over the next five years will occur in Arena South. In addition to replacing the 1,500 spaces from surface parking facilities, up to an additional 700 spaces may be needed to accommodate future development demand. There is currently a proposal to construct a 700 space parking ramp at the site of Area 2. The additional spaces in Arena South will need to be part of the development of the four surface parking facilities or as part of a new parking ramp. If a new parking ramp is constructed, it should be located west or south of Arena South and funded partially through in-lieu of fees by developers. Additionally, a strong emphasis needs to be placed on reducing the existing parking demand in this area.

Developing Sustainable Funding Streams for Mobility Options

One of the impacts of a successful Mobile GR will be a reduced rate of parking demand. Combining that result with the possibility that Mobile GR may own/operate less parking spaces in the future, it is a possibility that the amount of revenue generated on an annual basis by parking may decline. In the same vein, if these new options prove to be popular, additional investment will be needed for capital and operating expenses. It is likely that additional funding sources, beyond grants and funds from the City and parking, will be necessary to expand the multi-modal options for Grand Rapids.

After the initial year of operations, Mobile GR should identify potential additional funding methods to support future efforts. Below are some examples from other locations:

Special Assessments on Districts or Businesses: Assessments are a way to fund public improvements through private financing based on the fact that the private entities will receive the benefits of the improvements. These assessments can be placed a number of ways, from geography to size of building to number of employees. Many transportation projects and transportation demand management organizations are funded through assessments.

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Parking Taxes: Currently there is no sales tax on parking in Grand Rapids. Many other cities have established a tax on parking where parking is priced and there is a high demand for it. Cities have used these fees to help manage traffic and parking demand as well as help fund other multi-modal transportation improvements. These include cities such as Pittsburgh, Santa Monica, New Orleans, and San Francisco.

APPENDIX

Desman Associates Existing Conditions Draft Report, November 1, 2014

1. Background and Introduction

Background and Introduction

In order to preserve the urban character of downtown Grand Rapids while ensuring accessibility, the City has commissioned DESMAN Associates to conduct a needs and operations assessment on the existing parking system. The objective of this study is to evaluate the overall demand and determine appropriate long term parking solutions that will address management, enforcement practices, restriction policies, and investment strategies for parking in the downtown area. This study will be included in the transportation portion of the master plan, which will be completed by Interface Studio and Sam Schwartz Engineering in the upcoming year.

With a population of 190,411, Grand Rapids is the second largest and fastest growing metropolitan area within the state of Michigan¹, attracting many residents and visitors to its vibrant downtown. As Grand Rapids has experienced this growth and development, the number of visitors and residents traveling to and from the central business district has increased accordingly, potentially straining the existing parking supply and creating congestion within the downtown core. In order to resolve these issues and assist the City of Grand Rapids in its future parking needs, DESMAN will evaluate current conditions and develop recommendations to improve parking management, way-finding and financial operations. Overall, this plan seeks to improve automobile traffic, while integrating the goals of the master plan to improve conditions for pedestrians, bicycles, and transit.

Parking Study Area

The parking area specified in the downtown master plan is inclusive of the Downtown Development Area (DDA), which can be seen in **Figure 1**, as well as the geographical location of all public parking resources. An inventory of the complete DDA parking system accessible to the public revealed that there are currently approximately 1,800 City-owned/operated on-street spaces, 9,976 privately owned/operated spaces, and 6,815 City-owned/operated off-street spaces; 18,591 spaces total.

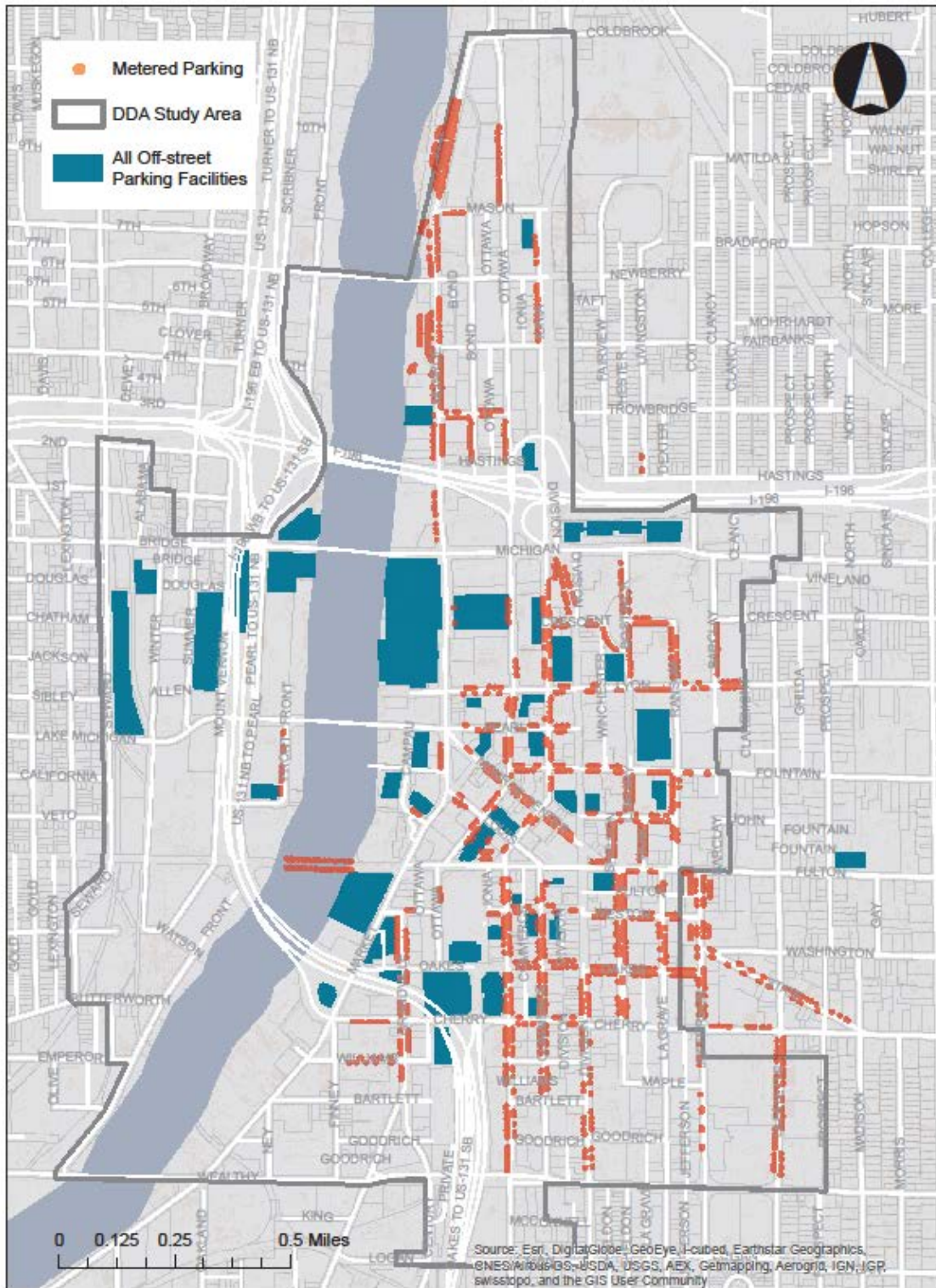
The majority of parking concerns and targeted future development is occurring within the downtown core², in which the publicly owned facilities are also located. The report will primarily be focused on examining the supply and demand patterns in this area. Privately owned facilities and residential areas, which would experience spillover will additionally be examined to gain a deeper understanding of alternative parking opportunities.

Figure 1 specifies the boundaries of the DDA as well as the geographical location of all public parking resources.

¹ 2000-2012 US Census Data; Published by Demographia-“The Fastest and Slowest Growing Major Metropolitan Areas”

² Specified by the city as being bound by the east side of the Grand River, Michigan Street, Division Avenue and Wealthy Street, including properties immediately adjoining both sides of the boundaries.

Figure 1: DDA and Downtown Study Area



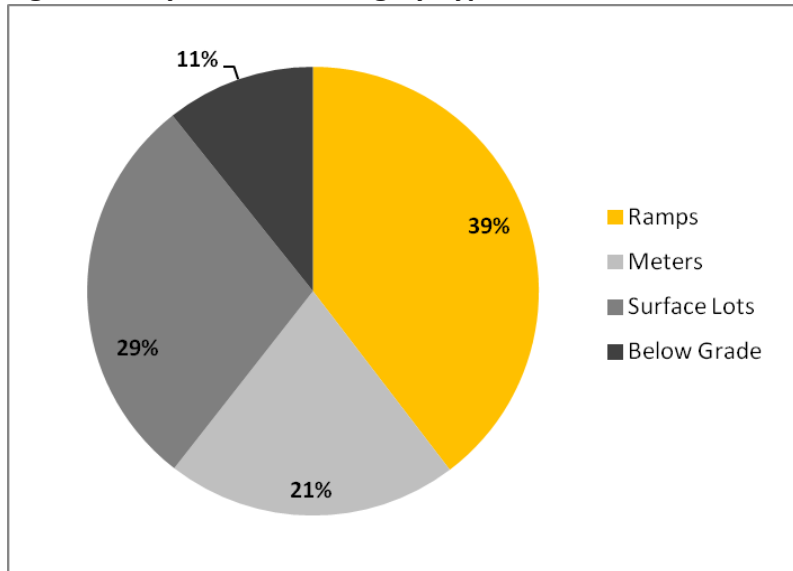
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2. Existing Parking Conditions

Off-Street Parking

Of the 8,615 spaces owned and operated by the City of Grand Rapids, 6,815 are located in one (1) of twenty (20) off-street parking facilities: seven (7) above ground parking structures, one (1) below grade parking structure, and twelve (12) surface lots. The breakdown of this parking inventory is provided in **Figure 2** which shows that the majority of the parking inventory is contained in ramps (39%) followed by surface lots (29%); the below grade ramp and on-street meters each account for less than 25% of the total parking supply. The geographical distribution of these facilities can be seen in **Figure 3**. This illustrates that ramps and below grade facilities are more centrally located, whereas the surface lots are located along the downtown’s periphery, with the largest seen along the western side of the Grand River.

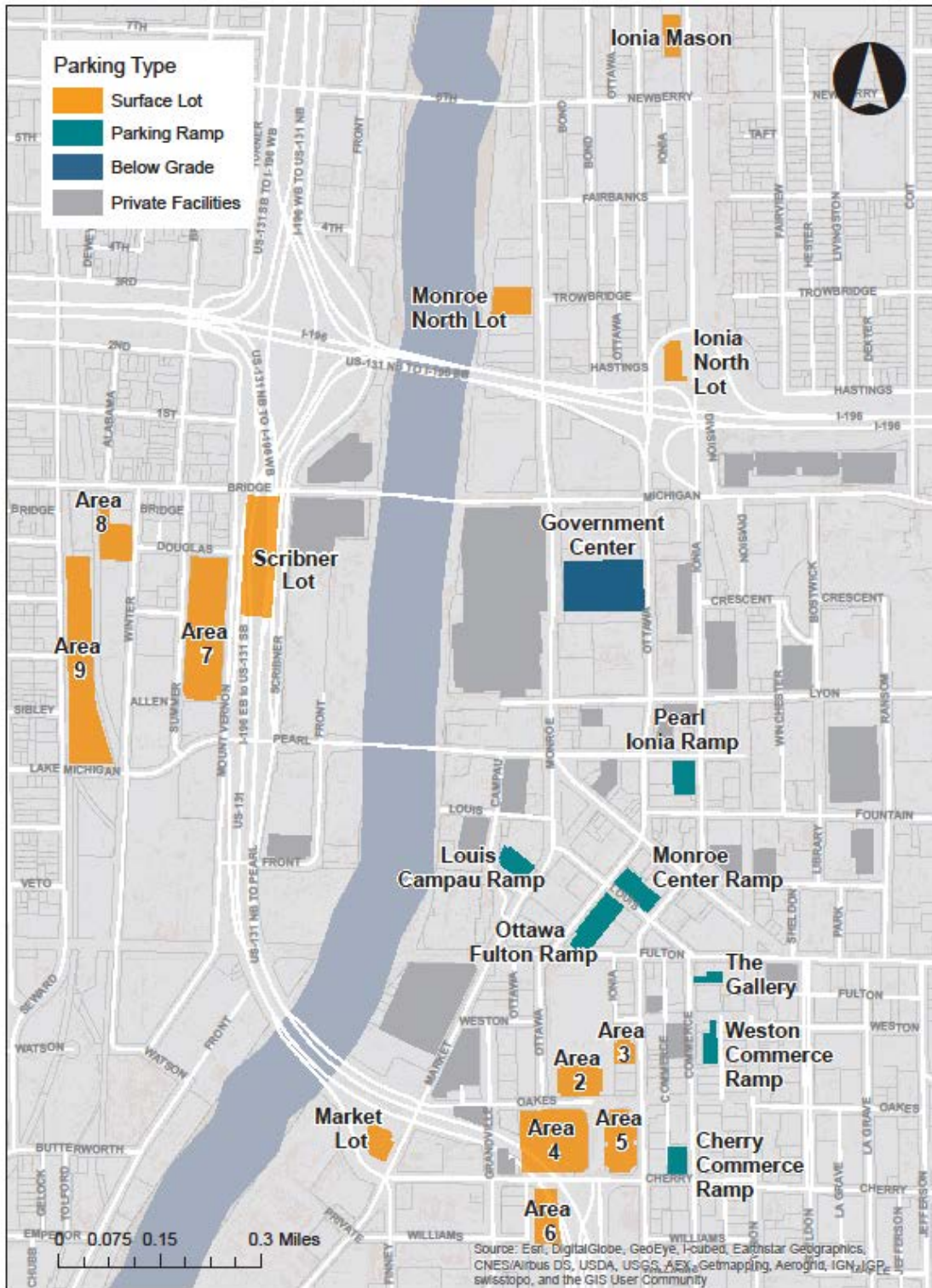
Figure 2: City Owned Parking by Type



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The Ionia-Mason lot located in the northern section of the study area was not included in a significant portion of the report due to an absence of user demand. The DeVos Parking Ramp was also not included as a City owned/operated facility. It is owned by the Convention Center Authority (CAA) and the City has limited control over future changes made in regards to the facility’s rates and general operations.

Figure 3: City-Owned/operated Off-Street Parking by Type

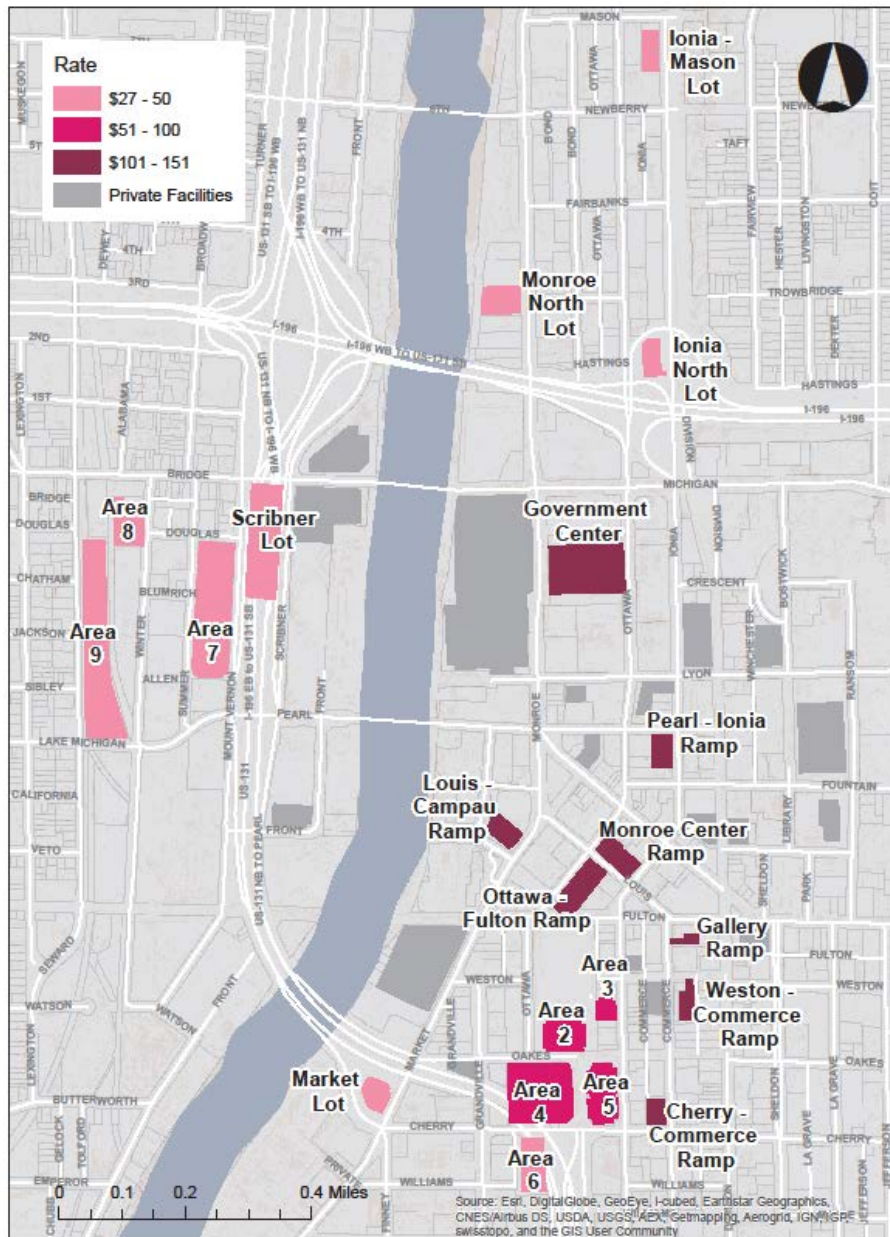


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City-Owned/operated Off-Street Parking Rates

Parking rates within downtown Grand Rapids are paid on a monthly, hourly, or daily basis. **Figure 4** below specifies the monthly rates for each facility. The map demonstrates that below grade parking structures and ramps in the central business district have the highest rates per month, followed by the facilities located on the southern portion of downtown, with peripheral lots north of Michigan Street and west of the Grand River being the least expensive.

Figure 4: Off-Street Parking by Rate



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City-Owned Parking Ramps & Below Grade Facilities

The City of Grand Rapids owns and operates seven (7) parking ramps and one (1) below ground facility. Each offers a combination of monthly card and transient parking. The number of spaces, an approximate breakdown of spaces by parking type³, and rates charged at each ramp and below grade facility are presented in **Table 1**. The majority of these spaces belong to monthly card holders, with the largest number being in Government Center (611). Daily maximum parking rates range between \$7 and \$15, with an average of \$12, while monthly rates range from \$119 to \$151 with an average of \$137.

Table 1: Ramp & Below Grade Parking Inventory and Pricing

Facility Name	Capacity	# Transient Spaces	% Transient	# Card Spaces	% Card Spaces	Monthly Rates	Daily Maximum Rates
Government Center	921	310	34%	611	66%	\$149	\$12
Pearl - Ionia	598	115	19%	483	81%	\$151	\$15
Louis - Campau	541	141	26%	400	74%	\$137	\$10
Monroe Center	550	220	40%	330	60%	\$137	\$15
Ottawa - Fulton	788	200	25%	588	75%	\$127	\$10
The Gallery	253	92	36%	161	64%	\$126	\$10
Weston - Commerce	372	93	25%	279	75%	\$126	\$10
Cherry - Commerce	313	82	26%	231	74%	\$119	\$7
Total/Average	4,336	1,253	29%	3,083	71%	\$137	\$12

DESMAN Associates

City-Owned/operated Surface Parking Lots

The City of Grand Rapids owns/operates twelve (12) public parking lots within the downtown study area, which contain a total of 2,479 spaces. The number of spaces, broken-down by parking type and rate charged is shown in **Table 2**. The largest facility is Area 9 with 485 spaces, while the smallest facility is the Market Lot with 60 spaces. Five (5) out of the twelve (12) surface lots are exclusively used for card holders, with the highest percentage of transient parking in Area 5 (53%).

Table 2 also presents the monthly and daily rates charged in each lot. The price of these lots vary based on location and demand, with the most centrally located being priced at \$76 per month and the most remote lots being priced between \$27 and \$30 per month. Daily lot prices reflect this pattern as well, with the more centrally located lots being more expensive than those on the periphery of downtown. The average monthly rate is \$43, or \$94 less than the average monthly rate of parking ramps (\$137).

³ Parking services “oversells” parking spaces based on observed employee behavioral patterns. This typically varies based on the time-of-year, day-of-week, time-of-day, or type of weather, often transferring monthly spaces over to transient customers with the ultimate goal of optimizing the overall parking supply.

Table 2: Surface Lot Parking Inventory and Pricing

Facility Name	Capacity	# Transient Spaces	% Transient	# Card Spaces	% Card	Monthly Rates	Daily Rates
Area 2	146	0	0%	146	100%	\$76	\$5
Area 3	65	0	0%	65	100%	\$76	\$5
Area 4	425	15	4%	410	96%	\$56	\$3
Area 5	169	89	53%	80	47%	\$56	\$5
Area 6	191	0	0%	191	100%	\$43	\$2
Area 7	474	10	2%	464	98%	\$30	-
Area 8	110	15	14%	95	86%	\$27	\$2
Area 9	485	0	0%	485	100%	\$30	-
Ionia North	76	13	17%	63	83%	\$49	\$3
Market	60	0	0%	60	100%	\$27	\$2
Monroe North	113	13	12%	100	88%	\$45	\$4
Scribner	165	55	33%	110	67%	\$45	\$4
Total/Average	2,479	210	8%	2,269	92%	\$43	\$3

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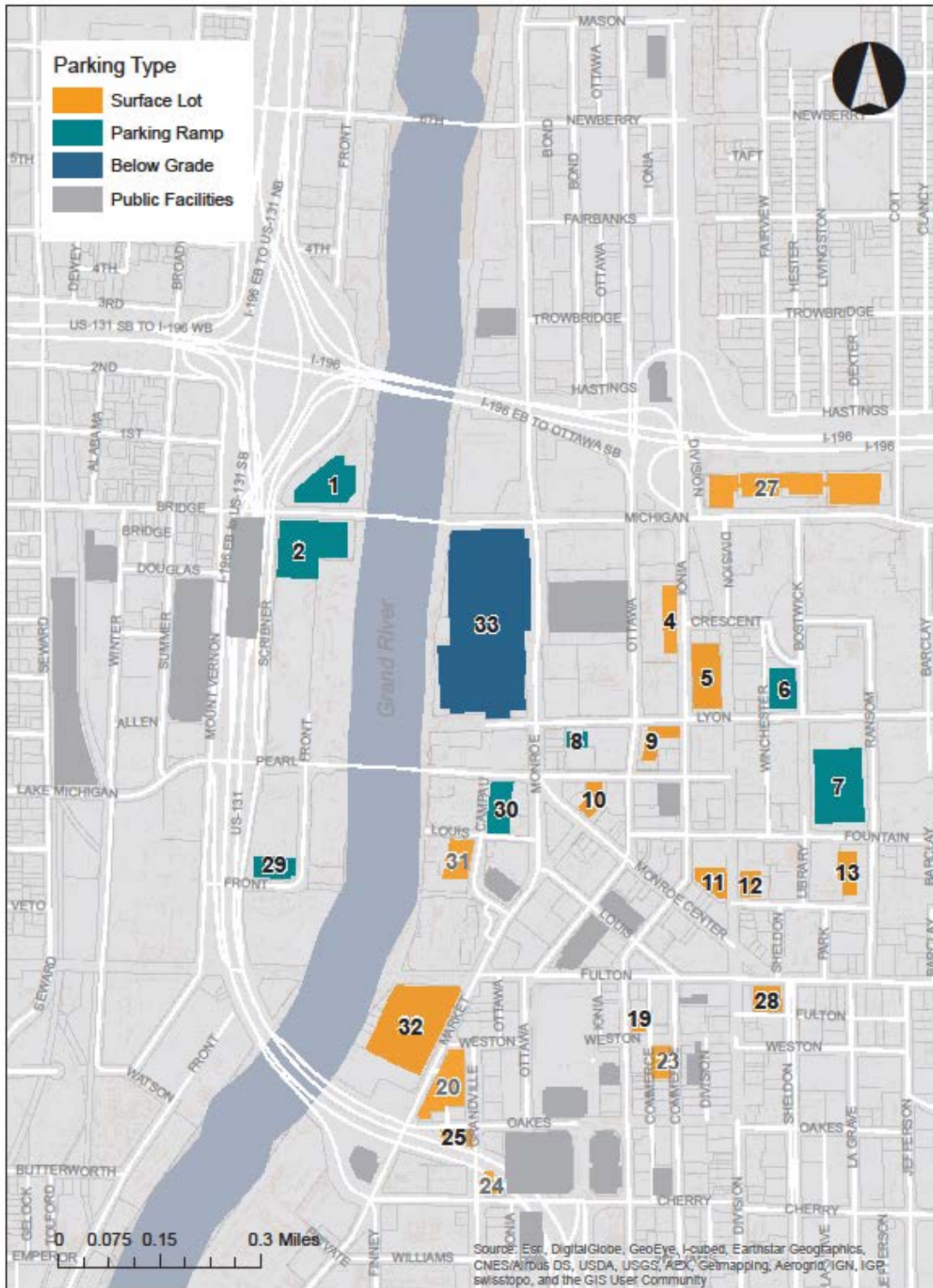
Privately-Owned Parking Facilities

In addition to the lots and ramps overseen by Parking Services, there are a number of privately-owned/operated parking facilities within the DDA. The type and geographic location of each facility can be seen in **Figure 5**. **Table 3** shows the inventory and rates of each facility. With a total of 9,976 publicly-available spaces, the majority of privately owned/operated facilities are located in the northern portion of the study area bounded by Fulton Street, the Gerald R Ford Freeway, Ransom Street, and the Grand River.

The largest facilities are the Spectrum Health Butterworth Hospital Garage (2,697), Grand Rapids Community College (GRCC) Bostwick Garage (1,799) and GRCC Lyon Garage (737). These facilities are owned and operated by large institutions, drawing a substantial number of captive users to these facilities on a regular basis.

Eight (8) of the twenty-four (24) examined facilities are garages, fifteen (15) are surface lots, and one (1) is a below grade facility. Seventeen (17) of the twenty-four (24) examined facilities are operated by Ellis Parking, which has been recognized as the City’s primary parking competitor. As such, all Ellis Parking facilities were separately examined to more directly compare their inventory and rates to the City’s, the results of which are presented in **Table 4**.

Figure 5: Privately-Owned Facilities by Type



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Table 3: Private Facility Inventory and Rate

Facility #	Facility Name	Inventory	Rate		Owner
			Daily Max	Monthly	
1	Bridgewater Place	199	\$10	-	Ellis Parking
2	GR Ford Museum	334	\$4	\$25	Ellis Parking
4	Frey Lot	100	\$9	\$150	Ellis Parking
5	210 Ionia	200	\$12	\$157	Ellis Parking
6	GRCC Lyon	737	\$9	-	GRCC
7	GRCC Bostwick	1,799	\$9	-	GRCC
8	Midtown Garage	665	\$16	\$165	Ellis Parking
9	P&O	125	\$16	\$165	Ellis Parking
10	Sears	55	\$16	\$165	Ellis Parking
11	Ashton	50	\$7	-	Ellis Parking
12	9-17 Library	65	\$10	\$137	Ellis Parking
13	Library & Ransom	120	\$10	-	Ellis Parking
19	28 Ionia	25	\$11	-	Ellis Parking
20	90 Market	180	\$15	\$110	Ellis Parking
23	GWL Lot	20	\$10	-	Ellis Parking
24	100 Grandville	35	\$10	-	Ellis Parking
25	Oakes & Grandville	15	-	-	-
27	Spectrum Hospital Ramp	2,697	\$20	\$145	Spectrum
28	Fulton - Sheldon	80	-	-	Ellis Parking
29	Grand Rapids Public Museum	219	-	-	-
30	Amway	513	\$16	\$150	Ellis Parking
31	JW Marriot	505	\$20	-	Marriot
32	Ellis Lot	548	\$15	\$110	Ellis Parking
33	DeVos Place	690	\$15	\$154	CAA
	Surface Parking	1,952	\$11	\$108	-
	Ramp Parking	8,024	\$15	\$150	-
	PRIVATE TOTAL	9,976	\$14	\$139	-

**Inventory excludes spaces reserved for residents, employees, and valet.*

**DeVos Garage is owned by the Convention and Arena Authority (CAA), who determined all pricing and breakdown of monthly vs. transient parkers. They have chosen the City to operate the facility.*

**Surface lots include: GR Ford Museum; Frey Lot; 210 Ionia; P&O Lot; Sears Lot; Ashton Lot; 9-17 Library; Library & Ransom; 28 Ionia; 90 Market; GWL Lot; 100 Grandville; Oakes & Grandville; Fulton & Sheldon; Ellis Lot*

**Ramps Include: Bridgewater Place; Midtown Garage; Spectrum Hospital Ramp; Grand Rapids Public Museum; Amway; JW Marriot; GRCC Lyon; GRCC Bostwick*

**Below Grade Facilities: DeVos Place*

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Table 4 summarizes the overall inventory and average parking rates charged by the City and Ellis owned/operated parking facilities, broken-down between surface lots and Ramps and Below Grade Facilities. This indicates that there is a marginal difference between the average monthly and daily rates charged at ramp and below grade facilities, with a \$21 difference in monthly parking rates. However, there is a significant gap between the rates charged at City and Ellis owned/operated surface lots, with a \$65 difference in the cost of monthly parking.

Table 4: Average City vs. Ellis Parking Rates

	Ramps & Below Grade Facilities			Surface Lot Facilities		
	Inventory	Monthly	Daily	Inventory	Monthly	Daily
City Owned	4,336	\$137	\$12	2,479	\$43	\$3
Ellis Owned	1,377	\$158	\$15	1,937	\$108	\$11

**Surface lots include: GR Ford Museum; Frey Lot; 210 Ionia; P&O Lot; Sears Lot; Ashton Lot; 9-17 Library; Library & Ransom; 28 Ionia; 90 Market; GWL Lot; 100 Grandville Lot; Fulton & Sheldon Lot; and Ellis Lot*

**Ramps Include: Bridgewater Place; Midtown Garage; and Amway Garage*

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Off-Street Parking Demand

An important factor in evaluating parking in any downtown area is analyzing the demand for the parking facilities individually. DESMAN received a large amount of occupancy data from Grand Rapids Parking Services, varying between ramps, surface lots, and below grade facilities on weekdays, weekends, and during events. This data from the city is evaluated and summarized below.

Surface Parking

Occupancy data from the City’s twelve (12) surface lots was provided by Parking Services on Tuesday, April 15, 2014 between the hours of 8am to 11pm. The inventory, peak occupancy, and average occupancy are provided in **Table 5**. This shows that three (3) of the lots (Area 2, Area 5, and Ionia North) achieved a peak occupancy rate greater than 85%, while two (2) of the lots (Area 5, and Ionia North) exceeded an 85% occupancy rate on average. The report uses an 85% parking occupancy rate as an effective capacity factor. Effective capacity refers to the operational efficiency of a parking area or facility:

A parking facility is perceived by its users to be at full operational (effective) capacity when occupancy levels reach 85% to 90%. Once this level is exceeded, potential parkers find it difficult to locate an available space. As a result, those individuals must continue to search for an available space, creating traffic flow problems, and increasing the potential for conflicts.

The effective and efficient turnover of convenient parking spaces is most successful when the supply of spaces exceeds the peak demand for those spaces by 10% to 15%, meaning 10% to 15% of spaces are not occupied at any given time and are available to parkers. The lot with the greatest occupancy is Area 5 for both peak and average, while the lot with the lowest occupancy is the Scribner Lot, which did not exceed a 39% occupancy rate.

The use and relationship of peak and average occupancy data will be used throughout the report. Peak parking occupancy is vital for city officials and planners as it indicates potential constraints or opportunities for future developments and expansions. The average parking occupancy gives users and visitors a better understanding of parking patterns within the downtown. Although there are times that facilities reach their peak occupancy, parkers should be aware that this is not the case at all times. It is also helpful to compare the average with the peak occupancy rate as it indicates if the facility's peak demand is typical or achieved sporadically. For instance, if a facility's peak is similar to its average occupancy rate (such as Area 5), the facility is frequently in high demand, whereas, if a facility's peak is far greater than its average (such as Area 9), the facility is not frequently in high demand, likely reaching its peak occupancy during large events.

Table 5: Surface Lot Average & Peak Occupancy

Facility Name	Capacity	Average		Peak	
		#	%	#	%
Area 2	146	112	77%	125	86%
Area 3	65	48	74%	54	83%
Area 4	425	301	71%	315	74%
Area 5	169	151	89%	153	91%
Area 6	191	151	79%	156	82%
Area 7	474	353	74%	363	77%
Area 8	110	53	48%	56	51%
Area 9	485	147	30%	363	75%
Ionia North	76	66	87%	67	88%
Market	60	44	73%	45	75%
Monroe North	113	74	65%	76	67%
Scribner	165	60	36%	64	39%
Total	2,479	1,560	63%	1,836	74%

**Peak Lots: City of Grand Rapids count, Tuesday 4/15/14, various times between 10am-2pm*

**Average Lots: City of Grand Rapids counts, Tuesday 4/15/14 between 10am-2pm*

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Monthly Card Access

In addition, Parking Services provided DESMAN with occupancy card holder occupancy data for seven (7) of the twelve (12) surface lots between September 10, 2013 and February 4, 2014. This data was used to isolate and examine monthly parking utilization behavior. Although there were great variations between lots, three of the facilities examined did not exceed a 75% occupancy rate, giving the City an opportunity to sell additional spaces in these lots. A table of each facility examined and its utilization rate can be seen in *Appendix A*.

Considering that many of the City-owned/operated surface lots are underutilized by card holders after business hours, the City allows transient parking in several of the centrally located surface lots, including Areas 2, 3, 4, 5, and 6. In-lane parking payment machines allow non-card holders to enter lots through a coin or cash payment transaction. The time when coin units are enabled depends on the initial

combination of transient vs. monthly customers, in addition to the percentage of card-holding customers present in a given lot at the point it is examined on that particular day. Counts for vehicles entering lots via coin units were not included in any of the demand analyses due to data constraints, however, they typically increase occupancy during non-business hours. The inventory, number of monthly cards available, and peak occupancy for each facility is available in *Appendix A*.

Ramp & Below Grade Parking Demand

Data for the seven (7) City-owned/operated parking ramps and below grade facility were collected on fourteen (14) dates between September 10, 2013 and May 9, 2014. Each of the survey dates varied in occupancy depending on time-of-day, day-of-week, and major events taking place. The breakdown of hourly occupancy for each of the examined dates, as well as the surface lot data provided, can be seen in *Appendix B*.

Out of these fourteen (14) examined dates, eleven (11) were non-event dates and considered to reflect typical parking occupancy in downtown Grand Rapids. These dates were used in **Table 6** to summarize the peak and average occupancy rate for weekdays, Fridays, and weekends. Fridays were separated from weekdays due to the tendency for Fridays to attract more visitors from the surrounding suburbs and employee's tendency to leave early or take the day off.

Table 6 indicates that weekdays and Fridays have a comparable average occupancy rate, ranging between 61% and 62%. However, Fridays have the highest peak occupancy rate of 76%. Two facilities (Monroe Center and Pearl - Ionia) reached or exceeded an 85% occupancy rate on weekdays and Fridays during their peak hour of demand. On average, the Monroe Center Ramp was the most highly occupied facility on weekdays (81%) and Fridays (77%), while the Ottawa - Fulton Ramp was the most occupied facility on the weekend date surveyed (96%). The ramp with the lowest occupancy was the Gallery, which did not exceed a 56% occupancy rate on any of the dates examined.

Downtown Grand Rapids tends to attract more short term visitors on weekends that are shopping or frequenting one of the restaurants in the downtown core. Accordingly, the weekend parking count provided (Saturday 4/26/14) had the lowest average occupancy rate (56%).

Table 6: Peak and average Occupancy for all Dates Examined, Weekday, Friday, and Weekend

Name	Inventory	Weekday		Friday		Weekend
		Average	Peak	Average	Peak	Saturday
Government Center	921	58%	69%	63%	82%	60%
Pearl - Ionia	598	75%	85%	75%	89%	-
Louis - Campau	541	54%	59%	49%	51%	45%
Monroe Center	550	81%	93%	77%	94%	37%
Ottawa - Fulton	788	45%	51%	54%	79%	96%
The Gallery	253	41%	46%	47%	56%	35%
Weston - Commerce	372	63%	78%	58%	66%	35%
Cherry - Commerce	313	73%	81%	63%	67%	37%
Total	4,336	61%	70%	62%	76%	56%

**Peak Weekday: City of Grand Rapids count, Tuesday 2/25/2014; Thursday 1/23/14; Thursday 1/9/14; Tuesday 12/3/13; Tuesday 9/10/13; Tuesday 2/4/14; Thursday 3/20/14, various time between 10am-2pm*

**Average Weekday: City of Grand Rapids counts, Tuesday 2/25/2014; Thursday 1/23/14; Thursday 1/9/14; Tuesday 12/3/13; Tuesday 9/10/13; Tuesday 2/4/14; Thursday 3/20/14, average peak time periods between 10am-2pm*

**Data for Cherry – Commerce was not provided on 12/3/13 and was averaged between the remaining 6 dates*

**Data for Friday Peak & Average: 5/9/14; 11/8/13; 9/13/13*

**Data for weekend: Saturday 4/26/2014 between 10am-2pm*

**Data for Pearl – Ionia was not provided on 4/26/2014 and was averaged between the remaining 6 facilities*

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Event Parking

One of the greatest attributes of Grand Rapids is the vast number of special events and annual activities that take place within the City’s downtown. The main venues within the central business district include the Van Andel Arena, DeVos Place Convention Center, and other facilities associated with Grand Valley State University. Sold out concerts, Griffins hockey, and consumer shows at the Van Andel Arena, as well as a year-round schedule of events taking place at the DeVos Convention Center, attract visitors from across the state of Michigan and beyond to Downtown Grand Rapids.

In addition to these events, there are a wide variety of festivals throughout the year highlighting Grand Rapids’ unique food, art, and culture. Some of the larger events attracting the largest crowds and potential congestion are listed below:

- ArtPrize: taking place at the end of September through the beginning of October
- LaughFest: taking place at the end of March
- Festival of the Arts: taking place on the first weekend in June
- Grand Rapids Restaurant Week: taking place at the beginning of August
- Celebration on the Grand: taking place on Labor Day weekend

In order to allow residents, visitors, and participants to enjoy these events and maintain attendance year-after-year, it is critical to understand how these events affect parking demand. **Table 7** identifies the peak occupancy for major events on both a weekday and weekend event: ArtPrize (Saturday

9/21/13) and LaughFest (Friday 3/14/14). **Table 7** shows at peak demand, three (3) ramps (Government Center, Pearl-Ionia, and Louis-Campau) exceeded optimal parking occupancy on the examined weekday event. Four (4) ramps (Louis-Campau, Monroe Center, Ottawa-Fulton, and Cherry-Commerce) exceeded optimal occupancy on the examined weekend event. The most heavily occupied ramp on the surveyed weekday event was Pearl-Ionia, which experienced a 104% peak occupancy rate. The most heavily occupied ramp on the weekend was Ottawa – Fulton, which experienced a 96% peak occupancy rate. Overall, the least occupied facility was the Gallery, which did not exceed 72% on either of the dates examined.

Table 7: Event Parking, Peak Demand

Name	Inventory	Peak Weekday Occupancy		Peak Weekend Occupancy	
		#	%	#	%
Government Center	921	897	97%	451	49%
Pearl - Ionia	598	620	104%	-	-
Louis - Campau	541	526	97%	476	88%
Monroe Center	550	453	82%	484	88%
Ottawa - Fulton	788	638	81%	756	96%
The Gallery	253	99	39%	182	72%
Weston - Commerce	372	271	73%	260	70%
Cherry - Commerce	313	162	52%	279	89%
Total	4,336	3,666	85%	2,888	77%

**Data for Weekday Peak Demand was gathered on: Friday 3/14/14 (LaughFest) between 9am- 10pm*

**Data for Weekend Peak Demand was gathered on: Saturday 9/21/13 (ArtPrize) between 9am-10pm*

**Data for Pearl Ionia was not provided on Saturday 9/21/13; the average was gathered by excluding the facility from the inventory adjusted to 3,738*

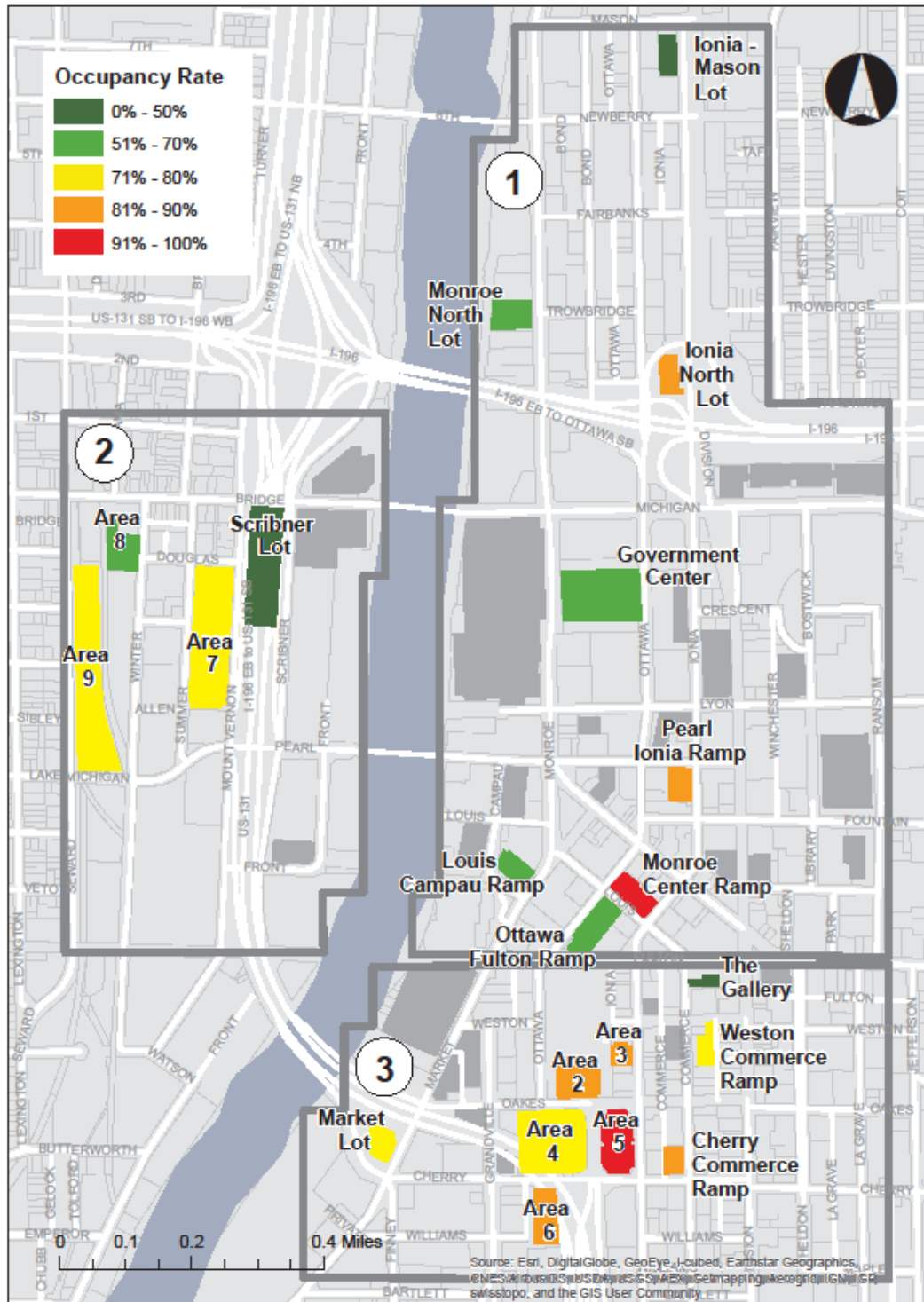
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Demand by Zone

Physical barriers within Downtown Grand Rapids create three major segments within the study area, which will be referred to as zones through the duration of the report. As shown in **Figure 6**, the Grand River separates Areas 7, 8, 9, and the Scribner lot from the remaining parking inventory. Fulton Street serves as a major arterial road and also separates the Northern Zone (Monroe North, Ionia North, Government Center, Pearl-Ionia, Monroe Center, Louis-Campau, and Ottawa-Fulton) from the Southern Zone (Market Lot, Areas 2, 3, 4, 5, and 6, Cherry-Commerce, the Gallery, and Weston-Commerce).

The observed peak occupancy rate discussed in the data presented above is shown in **Figure 6**, as are the boundaries of each sub-area.

Figure 6: Off-Street Weekday Peak Parking Demand by Facility



*Ramps & Below Grade facilities: City of Grand Rapids counts, as seen in Peak Weekday, Table 6

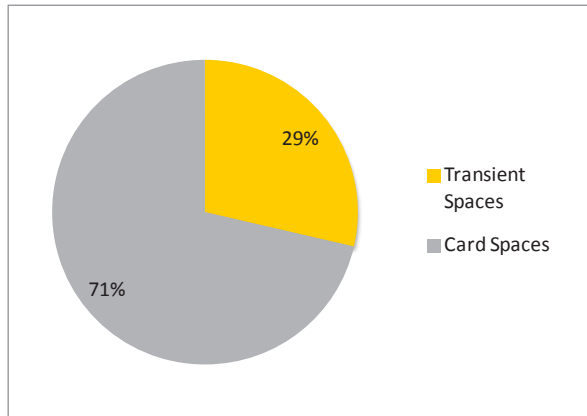
*Surface Lots: City of Grand Rapids counts Tuesday 4/15/14, as seen in Peak Table 5

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1. Northern Zone

With 3,587 spaces, the Northern Zone has the highest capacity and accounts for 53% of the City’s total off-street parking inventory. This sub-area consists of seven (7) parking facilities, four (4) of which are ramps, one (1) of which is a below grade facility, and two (2) of which are surface lots. **Figure 7** illustrates the breakdown of parking space type, which indicates that 29% is dedicated to transient parking. **Table 8** specifies the capacity, peak occupancy, average occupancy, and monthly rate for the Northern Zone. The most occupied facilities are Ionia North, Monroe Center, and Pearl - Ionia, all of which reached or exceeded the optimal parking demand (85%) at their peak. Conversely, the facility with the lowest occupancy rate was Ottawa - Fulton, with a 51% peak occupancy rate. Due to the concentration of business and retail activities in this area, the off-street parking supply is primarily used by employees and visitors during typical businesses hours and occasional events associated with the DeVos Place Convention Center.

Figure 7: Northern Zone Space Breakdown



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Table 8: Northern Zone Demand

Facility	Capacity	Average		Peak		Monthly Rate
		Number	% Occ.	Number	% Occ.	
Monroe North	113	74	65%	76	67%	\$45
Government Center	921	534	58%	636	69%	\$149
Ionia North	76	66	87%	67	88%	\$49
Pearl – Ionia	598	450	75%	508	85%	\$151
Monroe Center	550	444	81%	510	93%	\$137
Ottawa - Fulton	788	356	45%	401	51%	\$127
Louis - Campau	541	293	54%	318	59%	\$137
Total	3,587	2,217	62%	2,516	70%	\$135

*Peak & Average Ramps & Below Grade facilities: City of Grand Rapids counts, as seen in Table 6, Weekday

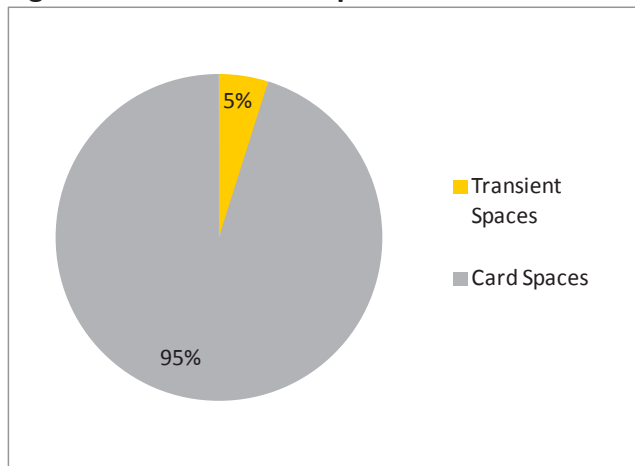
*Peak & Average Lots: City of Grand Rapids count Tuesday 4/15/14, as seen in Table 5

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2. Western Zone

The Western Zone consists of four (4) facilities, all of which are surface lots and account for 18% of the total downtown parking inventory. Of these facilities, two (2) accommodate transient drivers and two (2) are exclusive to card holders, the breakdown of this can be seen in **Figure 8**, with 95% of these spaces dedicated to card holders. These spaces serve a variety of users depending on the time of year, with the highest occupancy rate being the school year, in association with Grand Valley State University being in session. These lots additionally function as remote lots which DASH transfers drivers to and from major commercial destinations. Despite this variety of users, none of the lots exceed 77% at peak occupancy as seen in **Table 9**.

Figure 8: Western Zone Space Breakdown



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Table 9: Western Zone Demand

Facility	Capacity	Average		Peak		Monthly Rate
		Number	% Occ.	Number	% Occ.	
Area 8	110	53	48%	56	51%	\$27
Area 9	485	147	30%	363	75%	\$30
Area 7	474	353	74%	363	77%	\$30
Scribner	165	60	36%	64	39%	\$45
Total	1,234	613	50%	846	69%	\$32

*Peak & Average Ramps & Below Grade facilities: City of Grand Rapids counts, as seen in Table 6, Weekday

*Peak & Average Lots: City of Grand Rapids count Tuesday 4/15/14, as seen in Table 5

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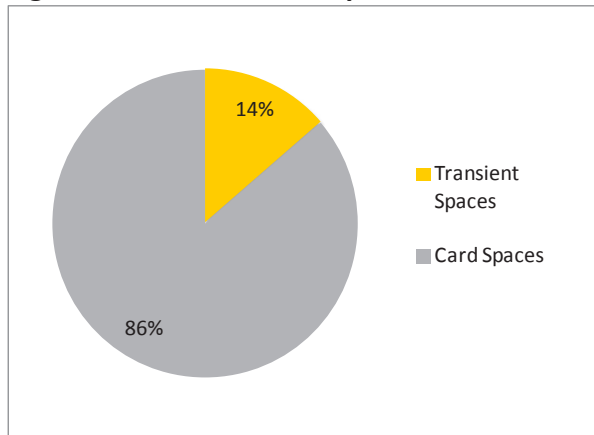
3. Southern Zone

The Southern Zone of the study area consists of nine (9) facilities, three (3) of which are ramps and six (6) of which are surface lots. Combined, they account for 1,994 spaces, or 29% of the downtown off-street parking inventory. The three (3) parking ramps included in this sub-area (Cherry Commerce, Weston Commerce, and Gallery), as well as Area 2, 3, 5, and 6 accommodate transient parkers, while Area 4 is dedicated to employee parking. **Figure 9** specifies the allocation of these spaces, indicating that card holders dominate this sub-area, while transient spaces account for 14% of the parking supply.

Spaces in the Southern Zone serve a diversity of users due to their close proximity to a variety of commercial and retail services. It is also worthy to note that this zone generates the greatest demand associated with event parking with many sporting, concert, and family events that take place within the Van Andel Arena.

This can be seen in **Table 10**, which indicates that the Southern Zone has an average occupancy rate of 69%. Two of the lots, Area 5 and Area 2, exceed the optimal 85% occupancy rate at peak, while the Gallery had the lowest average (41%) and peak (46%) occupancy rate.

Figure 9: Southern Zone Space Breakdown



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Table 10: Southern Zone Demand

Facility	Capacity	Average		Peak		Monthly Rate
		Number	% Occ.	Number	% Occ.	
Gallery	253	105	41%	116	46%	\$126
Market	60	44	73%	45	75%	\$27
Area 2	146	112	77%	125	86%	\$76
Area 3	65	48	74%	54	83%	\$76
Area 4	425	301	71%	315	74%	\$56
Area 5	169	151	89%	153	91%	\$56
Area 6	191	151	79%	156	82%	\$43
Cherry Commerce	313	229	73%	255	81%	\$119
Weston - Commerce	372	233	63%	292	78%	\$126
Total	1,994	1,374	69%	1,511	76%	\$88

**Peak & Average Ramps & Below Grade facilities: City of Grand Rapids counts, as seen in Table 6, Weekday*

**Peak & Average Lots: City of Grand Rapids count Tuesday 4/15/14, as seen in Table 5*

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Overall Zone Summary

The number of spaces, average occupancy, peak occupancy, and average monthly rates for each of the three (3) zones examined are summarized in **Table 11**. This shows that the Southern Zone has both the highest average (69%) and peak (76%) occupancy rate, which is followed by the Northern Zone, and lastly the Western Zone. Despite this, the average monthly rate charged in the Southern Zone is \$88, or \$47 less than the average monthly rate in the Northern Zone (\$135).

Table 11: Summarized Zone Data

	Number of Spaces	Avg. Parking Occupancy	Peak Parking Occupancy	Avg. Monthly Rates
Northern Zone	3,587	62%	70%	\$135
Western Zone	1,234	50%	69%	\$32
Southern Zone	1,994	69%	76%	\$88
TOTAL	6,815	60%	71%	\$85

**Peak & Average Ramps & Below Grade facilities: City of Grand Rapids counts, as seen in Table 6, Weekday*

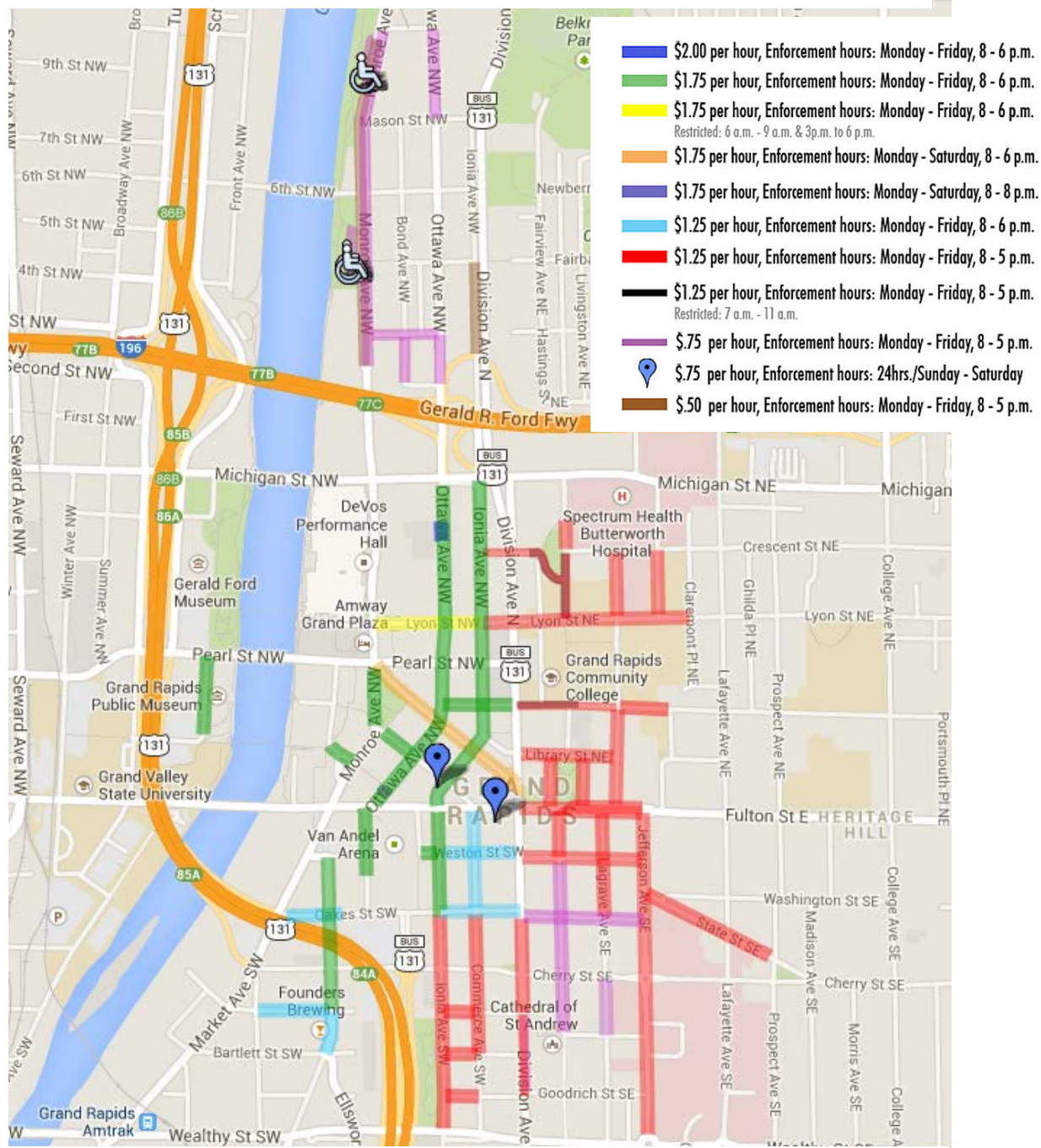
**Peak & Average Lots: City of Grand Rapids count Tuesday 4/15/14, as seen in Table 5*

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On-Street Parking

Metered parking is present within a large amount of the downtown Grand Rapids area, with times and rates varying depending on location, as seen in **Figure 10**. Generally, meters are enforced on weekdays between the hours of 8am and 6pm, with the rate ranging between \$.50 and \$2.00 per hour.

Figure 10: Parking Meter Types and Rates



* Fulton Street over Grand River is metered
 Grand Rapids Parking Services Website

ParkMobile Payments

Although meters serving Downtown Grand Rapids are equipped with a variety of payment options, one of the most popular methods is through ParkMobile. ParkMobile is a pay by phone transaction tool in which users download an application to their mobile devices and are able to purchase additional time spent on meters remotely. In 2009, ParkMobile launched one of its initial parking services in Grand Rapids and has since successfully expanded to many other major cities across the country⁴. As phone technology expands and develops, phone applications such as ParkMobile have become more prevalent, particularly within the millennial user group. The number of minutes paid using ParkMobile for selected street segments in downtown Grand Rapids can be seen in **Table 12**. Out of the 15,805 minutes monitored, 32% were spent using ParkMobile, ranging between 15-62%.

Table 12: ParkMobile Usage; selected street segments

Meter Numbers	Location	ParkMobile Paid Minutes	Total Paid Minutes	Percent
Ionia West side; Crescent to Lyon	1608-1620	411	2,771	15%
Monroe Center north side; Ionia to division	764-755	455	1,485	31%
Lyon (south side); Bostwick to Ransom	566-578	509	2,551	20%
Grandville (west side); Western to Oakes	3400-3419	1,163	3,132	37%
Ionia West side; Fulton to Weston	1675-1683	610	2,410	25%
Commerce (east side); Cherry to Oakes	1963-1977	1,307	2,118	62%
Sheldon (west side); Weston to Oakes	2122-2132	623	1,338	47%
Total	84	5,078	15,805	32%

*Examined survey dates: Wednesday, 4/23/14; Thursday, 4/17/14; Tuesday, 4/22/14;
 Wednesday, 4/16/14; Friday 4/18/14; Thursday 4/24/14
 DESMAN Associates

⁴ "Parking Meters go Mobile in Grand Rapids, MI". Published by: Mobile Commerce Daily:
<http://www.mobilecommercedaily.com/parking-payment-goes-mobile-in-grand-rapids>

On-Street Parking Demand

Visitors and employees generally prefer to park at meters due to their proximity to a variety of commercial activities and ease of access to their destination. Meter data from selected locations within the downtown was obtained on six (6) dates between April 16 and April 24, 2014, from 8am to 6pm. **Table 13** shows the peak occupancy for the 101 meters examined for the six survey dates between 10am and 1pm, which were identified as the times with the highest occupancy. As seen in **Table 13**, 11am experienced the highest occupancy rate, in which five of the eight examined meter segments exceeded the 85% occupancy threshold.

Table 13: Meter Occupancy, 8am-6pm

Street Name	Side of Street	# of Spaces	10AM	11AM	12PM	1PM
Monroe Center (Division to Ionia)	North	9	100%	100%	100%	100%
Ionia (Crescent to Lyon)	West	13	100%	92%	62%	92%
Ionia (Fulton to Weston)	West	8	75%	100%	100%	100%
Lyon (Bostwick to Ransom)	South	13	100%	100%	92%	92%
North Monroe (Trowbridge to Newberry)	East	16	81%	81%	81%	63%
Grandville (Weston to Oakes)	West	20	35%	75%	85%	80%
Commerce (Cherry to Oakes)	East	12	92%	92%	77%	62%
Sheldon (Weston to Oakes)	West	10	60%	50%	20%	20%
	Total	101	78%	86%	78%	76%

**Examined survey dates: Wednesday, 4/16/14; Thursday, 4/17/14; Friday 4/18/14; Tuesday, 4/22/14; Wednesday, 4/23/14; Thursday 4/24/14
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Although none of the meters are enforced past 6pm, some of the busiest times for the downtown are centered around nightlife activities, with residents frequenting a variety of restaurants and bars, while visitors travel to attend events taking place within the downtown core. In addition, many students from the Douglas J Aveda and Cooley Law School attend evening classes and prefer to park in the downtown area. As a result, meters within downtown Grand Rapids have a high occupancy rate during a majority of non-enforcement hours, as seen in the occupancy data summarized in **Table 14** below.

Table 14: Unenforced Meter Occupancy

Street Name	Side of Street	# of Spaces	Friday, April 18 2014, 8pm		Saturday, April 19, 2014, 9pm		Thursday, April 24, 2014, 8pm		Avg.	Price x hour
			#	Occ. %	#	Occ. %	#	Occ. %		
Ionia (Fulton to Weston)										
Meters	West	9	9	100%	9	100%	8	89%	96%	\$1.75
Meters	East	7	7	100%	6	86%	7	100%	95%	\$1.75
Oakes (Ionia to Commerce)										
Meters	North	5	5	100%	7	140%	4	80%	107%	\$1.25
Meters	South	6	6	100%	7	117%	6	100%	106%	\$1.25
Commerce (Cherry to Oakes)										
Meters	East	12	12	100%	14	117%	12	100%	106%	\$1.25
Meters	West	11	11	100%	10	91%	11	100%	97%	\$1.25
	METERED TOTAL	50	50	100%	62	105%	56	95%	100%	-

*Examined survey dates: Friday 4/18/14; Saturday 4/19/14; and Thursday 4/24/14

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Meter data during unenforced hours was collected on three separate dates: Friday April 18, on which there was an event taking place, Saturday April 19, and Thursday April 24, when no event was taking place. The peak hour of occupancy for each of these dates is specified in **Table 14**. All meters exceeded an 85% occupancy rate during their peak demand, with several hours of the Saturday occupancy count exceeding 100%, in which cars remained parked on portions of the street that are not legal. This high occupancy indicates that parkers are more likely to remain in spaces for longer periods of time when no payment is required.

Turnover Survey Analysis

To better understand how the meters are generally used while enforced, DESMAN conducted a turnover study which examined the amount of time cars remained parked in metered spaces between the hours of 8am to 6pm. The number of cars and duration of time parked in a space is summarized in **Table 15**, which reveals that the majority of cars remain parked for less than one hour. This high turnover rate indicates that drivers typically use meters for short term trips and visits.

Table 15: Turnover Survey Analysis

Time Period	Number of cars parked	Duration of hours parked
0-.5 hours	134	67
0-1 hours	174	174
1-2 hours	157	314
2-3 hours	29	87
3-4 hours	4	16
4-5 hours	1	5
5-6 hours	2	4
6-7 hours	0	0
7-8 hours	0	0
8-9 hours	2	4
9-10 hours	1	2

*Examined survey dates: Wednesday, 4/16/14; Thursday, 4/17/14; Friday 4/18/14; Tuesday, 4/22/14; Wednesday, 4/23/14; Thursday 4/24/14 between the hours of 8am-6pm
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Parking Violations

Parking violation data was provided from parking services in tandem with the occupancy and turnover data discussed above. A summary of the violations, piggybacks, handicap, idle and broken meter violations are provided in **Table 16**. This shows that the number of unenforced piggyback, handicap and broken meter violations are marginal, with none exceeding 16 minutes⁵. Of the 609 total vehicles that parked, 307 were in violation at some point in time. The length of violation could have been as little as one minute, but the average amount of time a vehicle was in violation was 77 minutes.

Table 16: Parking Meter Violations

	Violations		Piggyback		Handicap		Idle		Broken Meter	
	#	Min.	#	Min.	#	Min.	#	Min.	#	Min.
TOTALS	307	7,819	102	1,601	3	1,573	25	617	5	255
% Total Transactions	50%	-	17%	-	0%	-	4%	-	1%	-
% Total Occupied Minutes	-	27%	-	5%	-	5%	-	2%	-	1%
Avg. Violations Per Space	3	77	1	16	0	16	0	6	0	3

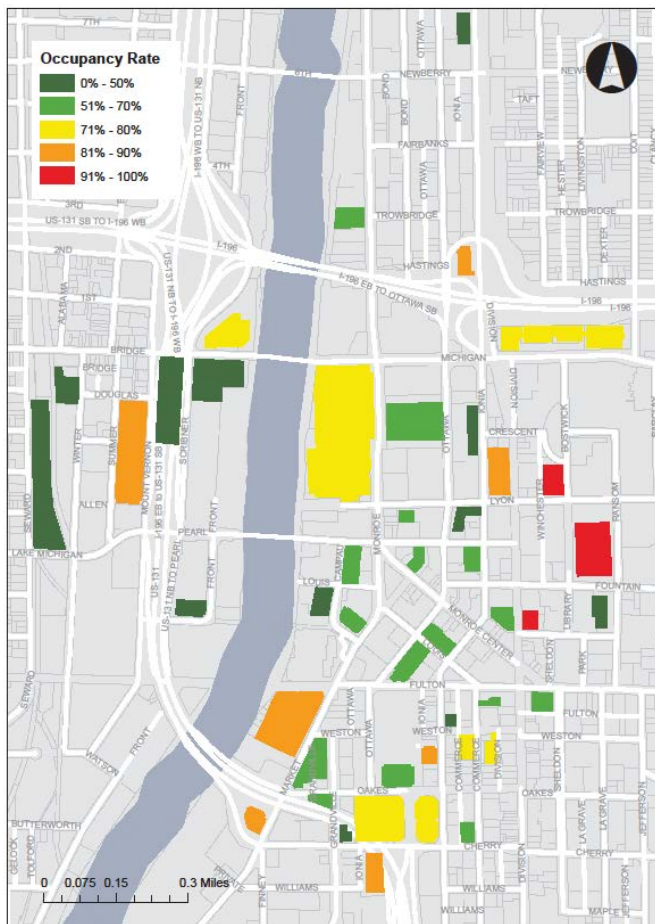
*Examined survey dates: Wednesday, 4/16/14; Thursday, 4/17/14; Friday 4/18/14; Tuesday, 4/22/14; Wednesday, 4/23/14; Thursday 4/24/14 between the hours of 8am-6pm
 DESMAN Associates

⁵ Violation minutes were not stopped after the vehicle had received a ticket, meaning that a new parker may have driven up and not paid a meter. Regardless, this represents the number of minutes a meter was not paid, and potential revenue lost.

Overall Parking Demand Analysis

In addition to data provided by the City, DESMAN conducted parking counts, of on-street, city owned/operated off-street, and privately owned/operated off-street facilities on Tuesday, September 9, 2014 between the hours of 10:00am to 2:00pm, which has been identified as the time period of peak demand. This was completed to document occupancy of the full parking system on what was recognized as a “typical” day in Downtown Grand Rapids. Although the data provided by Parking Services presented above included a variety of dates, times, and types, it did not include privately owned/operated facilities, which make up a large portion of the downtown area’s parking system. Observing the entirety of the downtowns parking network allows DESMAN to gain a deeper understanding of demand patterns between adjacent facilities and within the system as a whole. **Figure 11** and **Table 17** summarize the demand for each facility examined. Overall, high demand facilities were located in the central southern portion of the study area, in proximity to the Van Andel Arena. Others were located in proximity to GRCC’s campus and Grand Valley State University, while low occupancy facilities were more centrally located.

Figure 11: Public and Private Off-Street Parking Occupancy



**All occupancy data derived from parking counts conducted on Tuesday 9/9/14
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Table 17 summarizes the inventory and occupancy for each of the examined off-street facilities. The overall occupancy for all City owned/operated, privately owned/operated, and combined facilities is summarized at the base of the table. This indicates that private facilities have a greater overall occupancy rate in comparison to City owned/operated facilities. Although the overall demand for both private and city lots in the DDA study area is 70%, there are several areas of isolated demand, with seven (7) of the 45 examined facilities reaching or exceeding an 85% occupancy rate. Alternatively, twelve (12) of the 45 examined facilities did not reach above a 50% occupancy rate.

Although the average occupancy of City owned/operated facilities (63%) collected by DESMAN is slightly greater than the average occupancy data provided by the city (60%), future memos and reports will use these counts due to the comprehensive manner in which the count was conducted and presented.

Table 17: Occupancy Rate per facility, Grand Rapids

Facility Number	Name	Inventory	Occupancy	%
1	Bridgewater Place	199	154	77%
2	GR Ford Museum	334	27	8%
4	Frey Lot	100	41	41%
5	210 Ionia	200	180	90%
6	GRCC Lyon	737	700	95%
7	GRCC Bostwick	1,799	1,946	108%
8	Midtown Garage	665	421	63%
9	P&O	125	51	41%
10	Sears	55	36	65%
11	Ashton	50	28	56%
12	9-17 Library	65	61	94%
13	Library & Ransom	120	58	48%
19	28 Ionia	25	10	40%
20	90 Market	180	125	69%
23	GWL Lot	20	16	80%
24	100 Grandville	35	4	11%
25	Oakes & Grandville	15	8	53%
27	Spectrum Hospital Ramp	2,697	2,056	76%
28	Fulton & Sheldon	80	43	54%
29	Grand Rapids Public Museum	219	81	37%
30	Amway	513	289	56%
31	Marriot	505	207	41%
32	Ellis Lot	548	465	85%
33	DeVos Ramp	690	490	71%
	Monroe North	113	62	55%

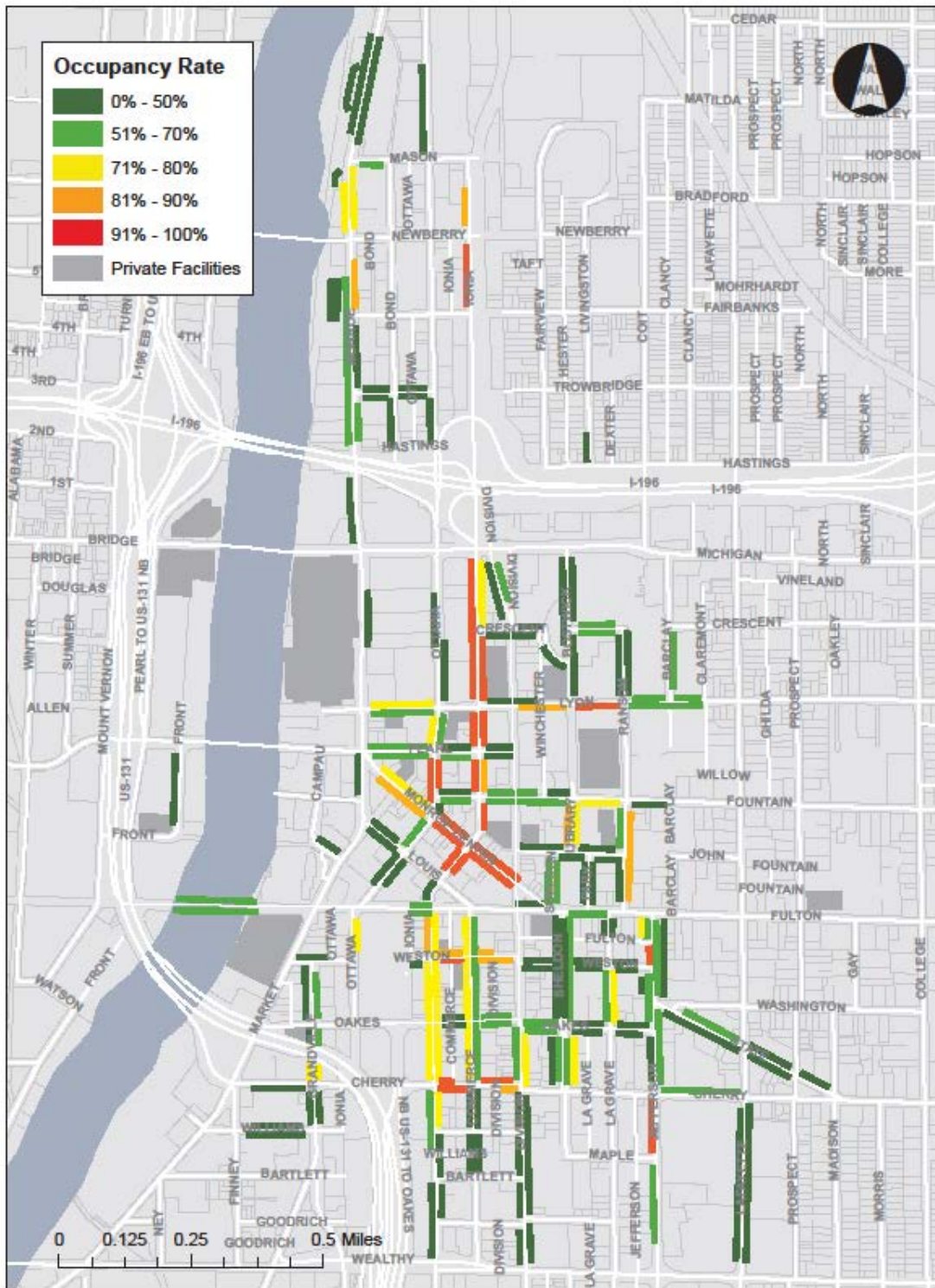
	Government Center	921	473	51%
	Ionia North	76	59	81%
	Pearl - Ionia	598	418	70%
	Monroe Center	550	384	70%
	Ottawa - Fulton	788	423	54%
	Louis - Campau	541	301	56%
	Ionia - Mason	66	2	3%
	Area 8	110	53	48%
	Area 9	485	235	48%
	Area 7	474	394	83%
	Scribner	165	70	42%
	Gallery	253	146	58%
	Market	60	54	90%
	Area 2	146	97	66%
	Area 3	65	56	86%
	Area 4	425	335	79%
	Area 5	169	135	80%
	Area 6	191	159	83%
	Cherry - Commerce	313	179	57%
	Weston - Commerce	372	287	77%
	Total: Privately Owned/operated	9,976	7,497	75%
	Total: City Owned/operated	6,881	4,322	63%
	TOTAL: COMBINED	16,857	11,819	70%

** Data derived from surveys conducted on 9/9/14*

**Data on the Ionia - Mason lot was included in the table above. Making the public inventory greater than previous numbers of referenced throughout the report
 DESMAN Associates*

Figure 12 shows the occupancy of metered on-street parking spaces in the DDA study area. Similar to off-street facilities, the highest demand for metered parking is located in the centrally located portions of downtown, particularly along Monroe Center Street and Ionia Street, north of Fulton Street. Areas with the lowest demand were found along the periphery of the downtown core. These include roads south of Cherry Street, and north of Michigan Street. The overall parking occupancy of metered spaces was 46%.

Figure 12: On-Street Parking Occupancy



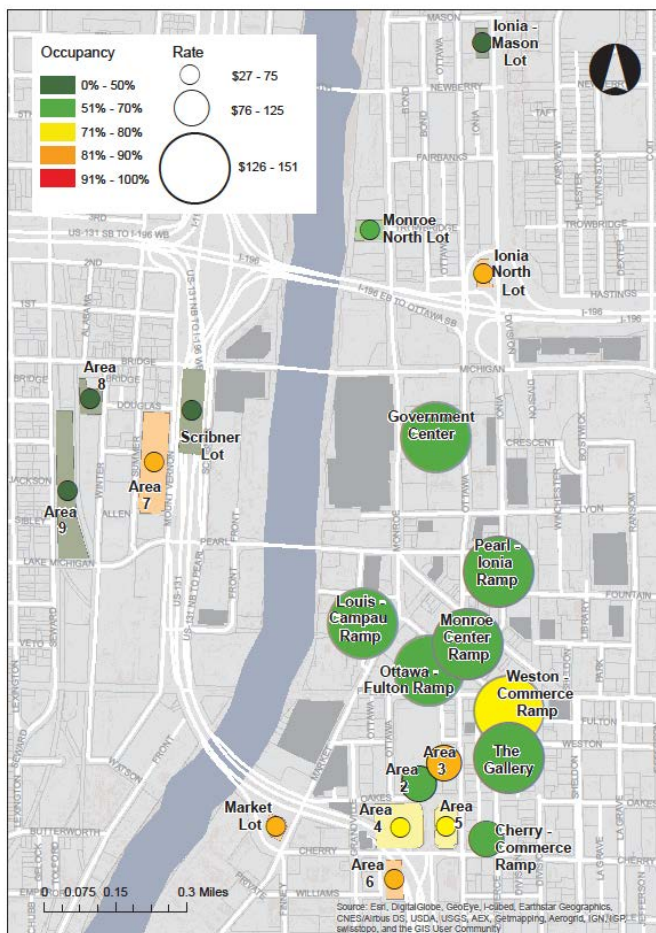
*All occupancy data derived from parking counts conducted on Tuesday 9/9/14
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Parking Demand and Pricing Analysis

The peak parking occupancy is overlaid by the monthly price of each City owned/operated off-street parking facility in **Figure 13**. The monthly price of each facility is depicted by the size of the circle, demonstrating that the more expensive parking rates are centrally located, decreasing in price along the periphery of the central business district. The demand of each facility is specified by color, with underutilized facilities being green and yellow while heavily occupied facilities are seen in orange and red. This shows that the most expensive facilities are located in the central area of downtown, while the facilities with the highest occupancy rate are located in the southern portion of the study area.

Figure 13 illustrates that the price of some facilities does not correlate to demand. Several of the lower priced facilities have the highest occupancy rates, such as Market Lot, Area 3, and Area 6, demonstrating that lower prices have the tendency to increase demand. Conversely, some of the centrally located more heavily priced ramps remain underutilized, such as Ottawa – Fulton, Weston - Commerce, and Louis - Campau.

Figure 13: Parking Demand and Price



*All occupancy data derived from parking counts conducted on Tuesday 9/9/14
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Summary of Existing Parking Conditions

Based on the data presented above, there is currently a sufficient amount of public parking available within Downtown Grand Rapids. The data also reveals that drivers favor parking in the southern area of the downtown study area, likely due to its lower price and proximity to an assortment of events, businesses, and retail activities. However, several of the more centrally located lots in proximity to the Van Andel Arena have been targeted for future development. Development in these locations will increase demand: not only will current monthly and transient drivers be displaced as lots are eliminated, but new developments will increase the demand for parking in the downtown core. *This development could potentially create a parking shortage within the southern zone of the downtown study area, south of Fulton Street.*

Parking Programs

Grand Rapids Parking Services currently offers drivers a variety of parking programs to assist drivers with their individual parking needs. Programs offered by the city include:

- VIP evening parking program
- 60 minutes of free parking for the first hour parked at the Monroe Center Ramp
- ParkMobile: Pay-by-Cell meter services
- DASH ride program: DASH services pick up customers after DASH services have ended

In addition to these programs, the city has created a parking incentive program in order to ensure that businesses do not feel overly constrained by the financial burden of parking when choosing to locate downtown. The parking incentive program is limited to a maximum number of spaces in four facilities: Government Center, Ottawa - Fulton, Pearl - Ionia, and Weston - Commerce. **Table 18** summarizes the number of years leased, discount and duration of discount for each of the different plans offered; demonstrating that the duration of the discount correlates to the number of years a company signs on to lease their unit.

Table 18: Parking Services Incentive Program

Year lease	Percent Discount	Duration of lease	Duration of Discount
3	50%	3-5	6 months
>5	50%	5	1 year
>10	50%	10	2 years

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DASH Ridership data

One way that Grand Rapids currently addresses limited parking supply is by providing a shuttle service to and from remote lots located on the downtowns periphery, offering residents and visitors a less expensive parking option, while decreasing congestion within the downtown area. The four Downtown Area Shuttle (DASH) routes and ridership trends are presented in **Table 19**.

Total ridership was 537,663 in 2013, which decreased by 2.5% from 2012 ridership numbers. With a total of 275,952 in 2013, the DASH Hill route is the most traveled DASH route, accounting for 51% of total DASH ridership in 2013. The DASH Hill is also the only route that receives additional funding from Grand Valley State University (GVSU). Accordingly, GVSU is responsible for a large number of riders who utilize the Route 50 bus from Allendale and park in the GVSU ramp or residential streets in proximity to DASH bus stations. Conversely, the DASH South route has the lowest ridership and experienced a -3.5% growth rate between 2012 and 2013.

In response to multiple requests from the Monroe North Business Association for a transit route connecting passengers in the Monroe North corridor to the Medial Mile and central business district, the Rapid worked with a number of local businesses and community groups to establish the Monroe North DASH service. This route was established with the financial support of the Grand Rapids Downtown Development Authority, Parking Services, and Monroe North Tax Increment Finance Authority (TIFA) and is functioning as a pilot program, which began on December 10, 2012 and ends December 2014. Upon completion of the pilot, ridership data and community feedback will be evaluated and alterations may be made to the service. As parking availability is anticipated to diminish in the downtown core in the future, the DASH North is expected to aide access to the central business district.

Table 19: DASH Ridership Data, FY2012-FY2013

	2012	2013	Percent Growth
DASH West	206,954	200,579	-3.1%
DASH South	59,605	57,506	-3.5%
DASH Hill	281,356	275,952	-1.9%
DASH North	-	3,626	-
Total	547,915	537,663	-2.5%

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3. Stakeholder Meetings

A series of meetings were conducted with stakeholders in the Downtown area at the beginning of the study to help understand the parking issues and user impressions of how the system is currently operated. Each party interviewed provided DESMAN with valuable information concerning the existing conditions and their future concerns. Meetings were held with the following groups or individuals:

1. Andy Guy, Parking Commissioner
2. Tim Nelson, Grand Rapids Convention and Visitor's Bureau
3. Sheri Willis, CWD Real Estate Investment Inc.
4. Joan Rosema-David, Parking Commissioner
5. Mark Rambo, Parking Commissioner
6. Robert Schermer, Jr. & Gary Rose, Meritage Hospitality Group
7. Roxanne VanderTuin & Allan Jano, Kent County Facilities Management Department
8. Mike Batts, Procare
9. Mike Ellis, Owner of Ellis Parking and Parking Commissioner
10. Kevin Denhof, Parking Commissioner & Physical Security Director at the Van Andel Institute
11. Diana Seger, Director, Grand Rapids Community Foundation
12. F. Steve Horner, United Way, Facilities Manager
13. Christine Schutz & Davison Dieysch, DDM Marketing
14. Deborah Hughes, Executive Director, Legal Assistance Center
15. Tom Kilgor, NAI Wisinski of Western Michigan
16. David Smith, Calder Plaza Office Condominium Association & George "Jiggs" Wanty, Midwest Capital Advisors
17. Lori Jaynes, YMCA
18. Dax Hylaridas, Grand Woods Lounge
19. Audrey Robb, RDV Corporation
20. Cindy Havard, Cole's Quality Foods
21. Katie Kupiers, Carnevale Interactive
22. Bill Bowling, Sherwood Financial
23. Eric Wynsma, Terra Firma Development, LLC
24. Valerie Schmeider, Via Design
25. Bonnie Morgan & Sandy Yob, Advantage Sales & Marketing

Summary of Stakeholder Meetings

A complete summary of the stakeholder meetings is documented in *Appendix C*, while a summary of some of the key ideas expressed at those meetings is presented below:

1. Eighteen of the thirty stakeholders interviewed worked for, owned businesses, or have interests in real estate south of Fulton Street. Nearly every one of these individuals expressed their anxiety and concern regarding the elimination of surface lots located in proximity to the Van Andel Arena.
2. As development increases and businesses expand, particularly in the southern portion of downtown, owners are encountering issues obtaining enough permit cards for their employees.

3. Permit cards are obtained on a first come first serve basis. Once permit cards have sold out, businesses call parking services daily to see if there are permits available in their desired lot.
4. Tenants and residents have commented on a general lack and consistency of signage and way-finding for public parking in the downtown area.
5. Business owners, residents, and visitors were typically more concerned about the availability and convenience of parking, rather than the price.
6. None of the stakeholders interviewed discussed programs in place that benefitted alternative transit use or carpooling. It was later revealed that the Grand Rapids Community Foundation currently has an alternative transit program in place.
7. Almost all of the interviewed persons commented on the responsiveness and high quality of the Parking Services Department in Grand Rapids.
8. Just over half of interviewees reported that they pay for employee parking and that it takes up a large portion of their companies overall budget. Many additionally expressed concern for their businesses future financial well being when considering the increased parking rates.
9. The majority of employees and users that drive downtown are from the extending suburbs, with limited options other than an automobile when traveling to and from downtown.

Meetings with Parking Operations Staff

Interviews were held with selected operations and administrative staff of the Parking Services Department of the City of Grand Rapids. These meetings provided DESMAN with an opportunity to learn about the history and existing state of the parking system including: parking enforcement, revenue collections, maintenance, security, policies, organizational structure, and a variety of operational issues. The following individuals were interviewed:

- Pamela Ritsema, Managing Director Parking Services
- Kimberly Miller, Parking System Manager

4. Parking Rates and Fees at Comparative Midwestern Cities

One of the most efficient means of gauging the efficiency and productivity level of a city’s parking operations system is through comparing it to the rates and inventory of similar cities. This “benchmarking” analysis was conducted by DESMAN and is provided to assist Grand Rapids in its overall parking assessment. Cities and towns throughout the United States were selected based on their size, population, character and overall parking supply. **Table 20** summarizes each of the city’s location and population. The largest city examined was Minneapolis (392,880) and the smallest was Green Bay (104,000).

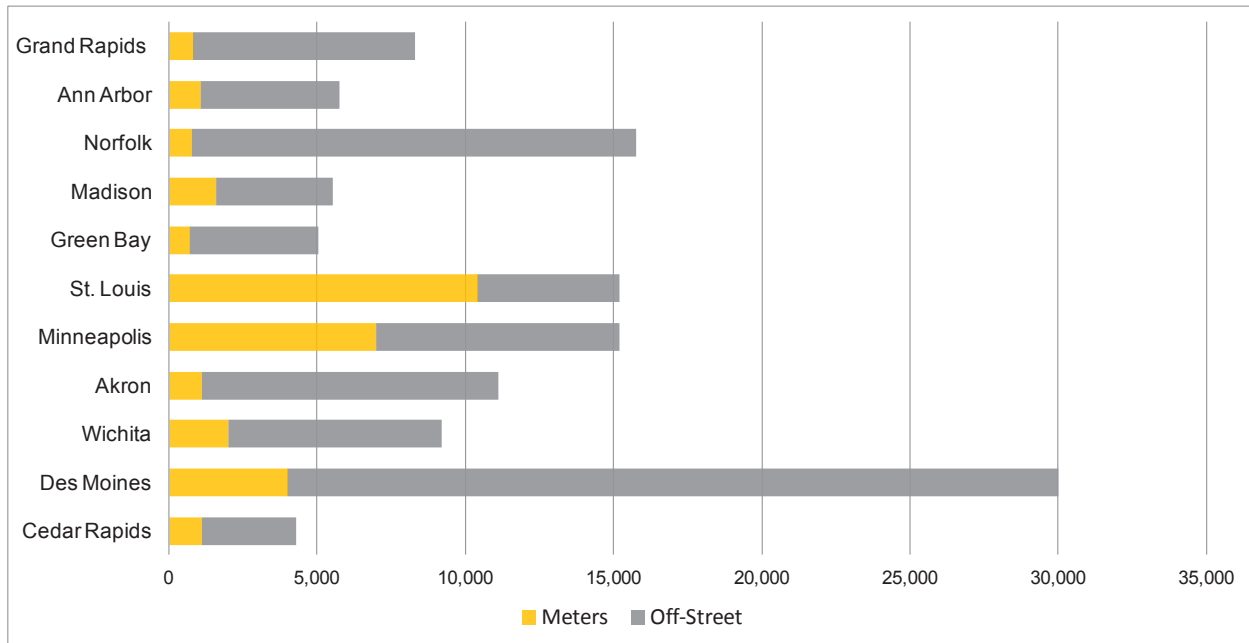
Table 20: Benchmarked City, State, and population

State	City	Population
Indiana	Fort Wayne	254,555
Iowa	Cedar Rapids	127,000
	Des Moines	206,688
Kansas	Wichita	385,577
Ohio	Akron	198,549
Minnesota	Minneapolis	392,880
Missouri	St. Louis	318,172
	Green Bay	104,000
Wisconsin	Madison	233,000
	Norfolk	245,782
Virginia	Norfolk	245,782
Michigan	Ann Arbor	116,121
	Grand Rapids	190,000

**Population data was derived from the 2010 US Census
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Figure 14 summarizes each City’s inventory of publicly owned metered and off-street parking spaces. This shows that Grand Rapids has a under 10,000 parking spaces, the majority of which consist of off-street facilities. Six (6) of the twelve (12) the compared cities exceeded Grand Rapids parking inventory and five (5) of the cities were below downtown Grand Rapids’ parking inventory. The city with the largest number of spaces was Des Moines, and the city with the lowest total number of spaces was Cedar Rapids. It is important to note that parking supply largely varies based on the size, needs, and geographic location of the city examined; having an identical number of spaces does not necessarily correlate to other characteristics within the city.

Figure 14: Parking Inventory of Benchmarked Cities



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The parking rates for each city’s meters, lots, and ramps can be seen in **Table 21**. The city’s with the highest maximum monthly ramp prices were Minneapolis, Madison and Grand Rapids. The city’s with the highest maximum monthly surface lot rate were Ann Arbor, Des Moines and Norfolk. The city’s with the highest meter rates were Akron, Minnesota and Grand Rapids. This indicates that, when compared to other cities, Grand Rapids parking rates are comparably high, with the exception of surface lots.

Table 21: Benchmark Analysis

State	City	Meter	Lots		Ramps		
		Hourly	Daily	Monthly	Hourly	Daily	Monthly
Indiana	Fort Wayne	\$0.50	1.00-2.00	-	1.00-2.00	6.00-7.00	-
Iowa	Cedar Rapids	\$1.00	\$0.75	\$25.00-70.01	\$0.75	1.50-2.50	\$42.00-65.00
	Des Moines	\$1.25	\$1.00-3.00	\$30.00-90.00	\$1.50	0-8.00	\$55.00-110.00
Kansas	Wichita	\$0.50-1.00	\$0.75-1.50	\$10.00-15.00	\$0-17.00	1.50-2.00	\$20.00-50.00
Ohio	Akron	\$2.00-3.00	\$1.25-2.25	\$20.00-45.00	\$2.00-3.00	5.25-5.25	\$30.00-92.00
Minnesota	Minneapolis	\$0.25-2.50	\$3.00-7.00	\$35.00-75.00	\$2.50-3.00	7.50-13.00	\$50.00-205.00
Missouri	St. Louis	\$1.00	\$4.00-12.00	-	\$1.00-3.00	5.00-12.00	\$60.00-125.00
Wisconsin	Green Bay	\$0.55-.75	\$0.75	-	\$0.60	\$6.60	\$14.90-67.70
	Madison	\$1.00-1.75	\$1.00	\$105-150	\$1.00	\$5.00	\$110.00-190.00
Virginia	Norfolk	\$1.00-1.80	0.50-\$1.00	\$43.00-89.00	\$1.00-1.50	\$10.00-13.00	\$60.00-120.00
Michigan	Ann Arbor	\$0.75-1.50	\$4.00-\$18.00	\$90.00	1.20-1.50	\$13.80-28.8	\$80.00-105.00
	Grand Rapids	\$0.75-2.00	\$2.00-5.00	\$27.00-76.00	\$2.00-3.00	\$7.00-15.00	\$119.00-151.00

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5. Key Findings

Based on the data previously discussed, the following statements summarize the major parking concerns and issues found during this phase of the project. These findings will be used to develop final recommendations and future policy initiatives for downtown Grand Rapids.

- 1) **Under current conditions, there is sufficient public parking in downtown Grand Rapids.** Although a portion of the lots and ramps exceed optimal utilization during peak occupancy periods, there are several alternate parking locations to absorb excess demand.
- 2) **The most congested areas are located in several surface lots south of Fulton Street.** The highest occupancy was seen in the surface lots near the Van Andel Arena and surrounding businesses. The surface lots west of the Grand River and ramps north of Fulton Street satisfy demand for their surrounding businesses and customers.
- 3) **Current parking rates are not consistent with parking demand.** Parking rates are based on facility type, with ramps being the most expensive and surface lots being the least expensive. Considering that the highest parking demand was seen in several of the centrally located surface lots, these facilities are underpriced.
- 4) **City owned/operated facilities prices are not consistent with privately owned/operated facilities.** Currently, privately owned ramps are comparable in price to publicly owned ramps, however privately owned surface lots have significantly higher rates than City-owned/operated surface lots.
- 5) **Many businesses feel that they are not able to obtain permits for additional employees.** The City does not provide a waitlist for potential applicants, requiring business owners to call Parking Services on a daily basis in order to obtain permits.
- 6) **On-street meters are not enforced during some periods of high demand.** Although most of the meters are not enforced past typical business hours, many of the busiest times within downtown are centered around nightlife activities, with residents frequenting a variety of restaurants and bars and visitors traveling to attend large events. This leads to congestion, particularly after 6pm and during events.
- 7) **Major events lure a large number of people to downtown Grand Rapids and lead to significant congestion.** Despite the droves of people entering downtown Grand Rapids for major events, on-street parking remains unenforced and off-street facility rates marginally increase. This leads to cars remaining in spaces for extended periods of time, while incoming visitors are frustrated and confused when searching for open spaces.
- 8) **The existing parking supply cannot accommodate immediate extensive development within Downtown Grand Rapids.** Several of the more centrally located surface lots within the study area have been targeted for future development. Not only will current monthly and transient drivers be displaced as lots are eliminated, but new developments will increase the demand for parking in the downtown core. *When development of the surface lots south of Fulton does occur, if adequate parking is not provided as part of the development(s), a parking shortage will occur.*
- 9) **There are several opportunities to pursue alternative parking opportunities that could mitigate overall demand.** The City of Grand Rapids recently completed the construction of the Rapid, BRT Silver Line, which is expected to reduce existing parking demand and diminish overall congestion within the downtown area. Several businesses have begun to set policies that will encourage their

employees to utilize public transportation or park remotely, however the immediate effect on parking demand will be limited.

- 10) **Grand Rapids' parking rates are not consistently priced per facility type, when compared to similar Midwestern cities.** In comparison to the twelve (12) other cities examined in the benchmark analysis, Grand Rapids charged higher rates, but not in terms of surface lot parking.

Appendix A: Peak Card holder Occupancy

Facility	Inventory	Monthly	Tuesday 9/10/2013	Tuesday 12/3/2013	Monday 2/4/2014
Area 2	149	149	62%	88%	76%
Area 4	410	410	97%	70%	79%
Area 5	155	80	140%	101%	126%
Area 6	360	360	47%	145%	41%
Area 8	105	95	67%	48%	62%
Area 9	500	500	29%	63%	27%
Market Lot	60	60	74%	29%	74%
Total	1,739	1,644	-	-	-

**Area 5 and Area 8 additionally accommodate transient parkers
 DESMAN Associates*

Appendix B: Parking Ramp Occupancy for examined dates between 9am-2pm (peak occupancy)

Tuesday, September 10, 2013	9-10am		10-11am		11am-12pm		12-1pm		1-2pm		2-3pm	
	#	%	#	%	#	%	#	%	#	%	#	%
Government Center	487	53%	551	60%	547	59%	490	53%	459	50%	479	52%
Pearl - Ionia	367	61%	429	72%	443	74%	415	69%	418	70%	439	73%
Louis - Campau	245	45%	273	50%	278	51%	273	50%	277	51%	290	54%
Monroe Center	310	56%	354	64%	380	69%	418	76%	430	78%	393	71%
Ottawa - Fulton	274	35%	308	39%	328	42%	337	43%	341	43%	336	43%
The Gallery	85	34%	89	35%	92	36%	91	36%	90	36%	94	37%
Weston - Commerce	180	48%	200	54%	196	53%	185	50%	195	52%	198	53%
Cherry - Commerce	171	55%	207	66%	215	69%	207	66%	203	65%	201	64%
TOTAL	2,119	49%	2,411	56%	2,479	57%	2,416	56%	2,413	56%	2,430	56%

Friday, September 13, 2013	9-10am		10-11am		11am-12pm		12-1pm		1-2pm		2-3pm	
	#	%	#	%	#	%	#	%	#	%	#	%
Government Center	510	55%	512	56%	512	56%	479	52%	498	54%	534	58%
Pearl - Ionia	326	55%	379	63%	387	65%	355	59%	333	56%	332	56%
Louis - Campau	238	44%	244	45%	258	48%	247	46%	258	48%	258	48%
Monroe Center	340	62%	391	71%	422	77%	515	94%	503	91%	489	89%
Ottawa - Fulton	325	41%	416	53%	466	59%	526	67%	572	73%	619	79%
The Gallery	76	30%	87	34%	90	36%	89	35%	92	36%	122	48%
Weston - Commerce	168	45%	183	49%	193	52%	203	55%	202	54%	208	56%
Cherry - Commerce	138	44%	169	54%	181	58%	174	56%	177	57%	186	59%
TOTAL	2,150	50%	2,431	56%	2,654	61%	2,726	63%	2,816	65%	2,977	69%

Wednesday, September 18, 2013		9-10am		10-11am		11am-12pm		12-1pm		1-2pm		2-3pm	
Facility	Inventory	#	%	#	%	#	%	#	%	#	%	#	%
Government Center	921	510	55%	512	56%	512	56%	479	52%	498	54%	534	58%
Pearl - Ionia	598	355	59%	429	72%	532	89%	493	82%	514	86%	561	94%
Louis - Campau	541	248	46%	284	52%	299	55%	287	53%	286	53%	289	53%
Monroe Center	550	340	62%	391	71%	422	77%	515	94%	503	91%	489	89%
Ottawa - Fulton	788	325	41%	416	53%	466	59%	526	67%	572	73%	619	79%
The gallery	253	76	30%	87	34%	90	36%	89	35%	92	36%	122	48%
Weston - Commerce	372	168	45%	183	49%	193	52%	203	55%	202	54%	208	56%
Cherry - Commerce	313	138	44%	169	54%	181	58%	174	56%	177	57%	186	59%
TOTAL	4,336	2,160	50%	2,471	57%	2,695	62%	2,766	64%	2,844	66%	3,008	69%

Saturday, September 21, 2013		3-4pm		4-5pm		5-6pm		6-7pm		7-8pm		8-9pm		9-10pm	
Facility	Inventory	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Government Center	921	422	46%	377	41%	323	35%	351	38%	404	44%	447	49%	389	42%
Pearl - Ionia	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Louis - Campau	541	474	88%	410	76%	383	71%	367	68%	360	67%	373	69%	352	65%
Monroe Center	550	407	74%	483	88%	441	80%	385	70%	417	76%	478	87%	428	78%
Ottawa - Fulton	788	755	96%	698	89%	603	77%	556	71%	676	86%	700	89%	651	83%
The Gallery	253	171	68%	183	72%	163	64%	166	66%	169	67%	180	71%	175	69%
Weston - Commerce	372	178	48%	209	56%	259	70%	242	65%	250	67%	252	68%	253	68%
Cherry - Commerce	313	231	74%	249	80%	145	46%	162	52%	193	62%	198	63%	279	89%
TOTAL	3,738	2,638	71%	2,609	70%	2,317	62%	2,229	60%	2,469	66%	2,628	70%	2,527	68%

*The hours of 3pm to 9pm were monitored for weekend event parking due being that this is when peak occupancy was reached

Friday, November 8, 2013		9-10am		10-11am		11am-12pm		12-1pm		1-2pm		2-3pm	
Facility	Inventory	#	%	#	%	#	%	#	%	#	%	#	%
Government Center	921	415	45%	447	49%	422	46%	395	43%	409	44%	429	47%
Pearl - Ionia	598	355	59%	429	72%	532	89%	493	82%	514	86%	561	94%
Louis - Campau	541	238	44%	244	45%	258	48%	247	46%	258	48%	258	48%
Monroe Center	550	315	57%	340	62%	364	66%	394	72%	396	72%	357	65%
Ottawa - Fulton	788	236	30%	283	36%	311	39%	320	41%	330	42%	325	41%
The Gallery	253	89	35%	91	36%	93	37%	90	36%	87	34%	94	37%
Weston - Commerce	372	175	47%	190	51%	191	51%	192	52%	184	49%	191	51%
Cherry - Commerce	313	189	60%	199	64%	207	66%	209	67%	207	66%	188	60%
TOTAL	4,336	2,012	46%	2,223	51%	2,378	55%	2,340	54%	2,385	55%	2,403	55%

Tuesday, December 3, 2013		9-10am		10-11am		11am-12pm		12-1pm		1-2pm		2-3pm	
Facility	Inventory	#	%	#	%	#	%	#	%	#	%	#	%
Government Center	921	487	53%	551	60%	547	59%	490	53%	459	50%	479	52%
Pearl - Ionia	598	367	61%	429	72%	443	74%	415	69%	418	70%	439	73%
Louis - Campau	541	245	45%	273	50%	278	51%	273	50%	277	51%	290	54%
Monroe Center	550	310	56%	354	64%	380	69%	418	76%	400	73%	375	68%
Ottawa - Fulton	788	274	35%	308	39%	328	42%	337	43%	341	43%	336	43%
The Gallery	253	85	34%	89	35%	92	36%	91	36%	90	36%	94	37%
Weston - Commerce	372	180	48%	200	54%	196	53%	185	50%	195	52%	198	53%
Cherry - Commerce	313	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
TOTAL	4,336	1,948	45%	2,204	51%	2,264	52%	2,209	51%	2,180	50%	2,211	51%

Thursday, January 9, 2014		9-10am		10-11am		11am-12pm		12-1pm		1-2pm		2-3pm	
Facility	Inventory	#	%	#	%	#	%	#	%	#	%	#	%
Government Center	921	396	43%	459	50%	453	49%	442	48%	427	46%	438	48%
Pearl - Ionia	598	348	58%	392	66%	492	82%	482	81%	497	83%	508	85%
Louis - Campau	541	248	46%	285	53%	299	55%	287	53%	286	53%	289	53%
Monroe Center	550	336	61%	394	72%	399	73%	409	74%	422	77%	428	78%
Ottawa - Fulton	788	269	34%	306	39%	323	41%	332	42%	351	45%	358	45%
The Gallery	253	101	40%	101	40%	101	40%	103	41%	99	39%	101	40%
Weston - Commerce	372	156	42%	173	47%	185	50%	181	49%	180	48%	192	52%
Cherry - Commerce	313	199	64%	230	73%	243	78%	235	75%	215	69%	234	75%
TOTAL	4,336	2,053	47%	2,340	54%	2,495	58%	2,471	57%	2,477	57%	2,548	59%

Thursday, January 23, 2014		9-10am		10-11am		11am-12pm		12-1pm		1-2pm		2-3pm	
Facility	Inventory	#	%	#	%	#	%	#	%	#	%	#	%
Government Center	921	448	49%	470	51%	489	53%	475	52%	500	54%	532	58%
Pearl - Ionia	598	305	51%	402	67%	416	70%	383	64%	400	67%	422	71%
Louis - Campau	541	240	44%	283	52%	296	55%	309	57%	318	59%	316	58%
Monroe Center	550	317	58%	400	73%	415	75%	457	83%	485	88%	459	83%
Ottawa - Fulton	788	246	31%	304	39%	316	40%	328	42%	357	45%	401	51%
The Gallery	253	66	26%	83	33%	102	40%	110	43%	107	42%	102	40%
Weston - Commerce	372	161	43%	176	47%	183	49%	184	49%	193	52%	191	51%
Cherry - Commerce	313	170	54%	212	68%	225	72%	229	73%	214	68%	223	71%
TOTAL	4,336	1,953	45%	2,330	54%	2,442	56%	2,475	57%	2,574	59%	2,646	61%

Tuesday, February 4, 2014		9-10am		10-11am		11am-12pm		12-1pm		1-2pm		2-3pm	
Facility	Inventory	#	%	#	%	#	%	#	%	#	%	#	%
Government Center	921	438	48%	507	55%	487	53%	464	50%	458	50%	457	50%
Pearl - Ionia	598	384	64%	452	76%	471	79%	436	73%	449	75%	475	79%
Louis - Campau	541	217	40%	248	46%	253	47%	254	47%	246	45%	254	47%
Monroe Center	550	365	66%	469	85%	462	84%	495	90%	503	91%	510	93%
Ottawa - Fulton	788	304	39%	344	44%	335	43%	326	41%	329	42%	339	43%
The Gallery	253	80	32%	95	38%	100	40%	99	39%	90	36%	104	41%
Weston - Commerce	372	252	68%	271	73%	279	75%	269	72%	256	69%	254	68%
Cherry - Commerce	313	238	76%	255	81%	249	80%	245	78%	206	66%	209	67%
TOTAL	4,336	2,278	53%	2,641	61%	2,636	61%	2,588	60%	2,537	59%	2,602	60%

Tuesday, February 25, 2014		9-10am		10-11am		11am-12pm		12-1pm		1-2pm		2-3pm	
Facility	Inventory	#	%	#	%	#	%	#	%	#	%	#	%
Government Center	921	504	55%	596	65%	636	69%	604	66%	544	59%	562	61%
Pearl - Ionia	598	345	58%	396	66%	413	69%	395	66%	432	72%	441	74%
Louis - Campau	541	264	49%	294	54%	299	55%	280	52%	286	53%	294	54%
Monroe Center	550	326	59%	394	72%	407	74%	424	77%	432	79%	449	82%
Ottawa - Fulton	788	241	31%	287	36%	309	39%	318	40%	330	42%	332	42%
The Gallery	253	91	36%	99	39%	101	40%	114	45%	116	46%	109	43%
Weston - Commerce	372	244	66%	271	73%	270	73%	278	75%	271	73%	274	74%
Cherry - Commerce	313	163	52%	190	61%	214	68%	221	71%	202	65%	213	68%
TOTAL	4,336	2,178	50%	2,527	58%	2,649	61%	2,634	61%	2,613	60%	2,674	62%

Friday, March 14, 2014		9-10am		10-11am		11am-12pm		12-1pm		1-2pm		2-3pm	
Facility	Inventory	#	%	#	%	#	%	#	%	#	%	#	%
Government Center	921	886	96%	897	97%	886	96%	818	89%	829	90%	811	88%
Pearl - Ionia	598	351	59%	585	98%	620	104%	617	103%	575	96%	554	93%
Louis - Campau	541	480	89%	526	97%	518	96%	512	95%	495	91%	465	86%
Monroe Center	550	297	54%	358	65%	393	71%	448	81%	453	82%	420	76%
Ottawa - Fulton	788	248	31%	348	44%	415	53%	467	59%	466	59%	424	54%
The Gallery	253	88	35%	96	38%	97	38%	99	39%	96	38%	98	39%
Weston - Commerce	372	242	65%	271	73%	263	71%	260	70%	268	72%	258	69%
Cherry - Commerce	313	133	42%	145	46%	152	49%	158	50%	162	52%	148	47%
TOTAL	4,336	2,725	63%	3,226	74%	3,344	77%	3,379	78%	3,344	77%	3,178	73%

Thursday, March 20, 2014		9-10am		10-11am		11am-12pm		12-1pm		1-2pm		2-3pm	
Facility	Inventory	#	%	#	%	#	%	#	%	#	%	#	%
Government Center	921	394	43%	459	50%	458	50%	432	47%	446	48%	505	55%
Pearl - Ionia	598	338	57%	393	66%	420	70%	418	70%	426	71%	423	71%
Louis - Campau	541	261	48%	294	54%	296	55%	280	52%	286	53%	300	55%
Monroe Center	550	310	56%	357	65%	366	67%	385	70%	400	73%	385	70%
Ottawa - Fulton	788	257	33%	301	38%	322	41%	336	43%	363	46%	378	48%
The Gallery	253	84	33%	92	36%	88	35%	97	38%	113	45%	102	40%
Weston - Commerce	372	248	67%	263	71%	273	73%	263	71%	281	76%	292	78%
Cherry - Commerce	313	132	42%	142	45%	161	51%	183	58%	202	65%	211	67%
TOTAL	4,336	2,024	47%	2,301	53%	2,384	55%	2,394	55%	2,517	58%	2,596	60%

Saturday, April 26, 2014		9-10am		10-11am		11am-12pm		12-1pm		1-2pm		2-3pm	
Facility	Inventory	#	%	#	%	#	%	#	%	#	%	#	%
Government Center	921	497	54%	529	57%	545	59%	554	60%	546	59%	549	60%
Pearl - Ionia	598	-	-	-	-	-	-	-	-	-	-	-	-
Louis - Campau	541	176	33%	234	43%	238	44%	244	45%	217	40%	246	45%
Monroe Center	550	130	24%	191	35%	203	37%	204	37%	183	33%	187	34%
Ottawa - Fulton	788	232	29%	699	89%	754	96%	720	91%	510	65%	492	62%
The Gallery	253	74	29%	81	32%	82	32%	79	31%	82	32%	89	35%
Weston - Commerce	372	101	27%	120	32%	120	32%	125	34%	129	35%	130	35%
Cherry - Commerce	313	61	19%	80	26%	89	28%	95	30%	107	34%	115	37%
TOTAL	4,336	1,622	37%	2,519	58%	2,651	61%	2,638	61%	2,349	54%	2,362	54%

Friday, May 9, 2014		9-10am		10-11am		11am-12pm		12-1pm		1-2pm		2-3pm	
Facility	Inventory	#	%	#	%	#	%	#	%	#	%	#	%
Government Center	921	468	51%	529	57%	671	73%	726	79%	753	82%	739	80%
Pearl - Ionia	598	358	60%	416	70%	423	71%	388	65%	359	60%	375	63%
Louis - Campau	541	233	43%	252	47%	274	51%	255	47%	248	46%	254	47%
Monroe Center	550	272	49%	309	56%	332	60%	361	66%	362	66%	348	63%
Ottawa - Fulton	788	253	32%	298	38%	306	39%	320	41%	324	41%	319	40%
The Gallery	253	139	55%	141	56%	129	51%	129	51%	137	54%	134	53%
Weston - Commerce	372	225	60%	243	65%	247	66%	224	60%	225	60%	236	63%
Cherry - Commerce	313	183	58%	195	62%	191	61%	185	59%	191	61%	185	59%
TOTAL	4,336	2,131	49%	2,383	55%	2,573	59%	2,588	60%	2,599	60%	2,590	60%

Tuesday, April 15, 2014		9-10am		10-11am		11am-12pm		12-1pm		1-2pm		2-3pm	
Facility	Inventory	#	%	#	%	#	%	#	%	#	%	#	%
Area 2	146	125	86%	114	78%	125	86%	112	77%	106	73%	102	70%
Area 3	65	54	83%	54	83%	53	82%	48	74%	43	66%	41	63%
Area 4	425	294	69%	290	68%	292	69%	294	69%	315	74%	313	74%
Area 5	169	154	91%	154	91%	153	91%	153	91%	153	91%	149	88%
Area 6	191	155	81%	156	82%	155	81%	146	76%	149	78%	147	77%
Area 7	474	343	72%	343	72%	347	73%	351	74%	363	77%	360	76%
Area 8	110	51	46%	51	46%	56	51%	54	49%	51	46%	55	50%
Area 9	485	88	18%	88	18%	363	75%	97	20%	89	18%	99	20%
Ionia - North	76	67	88%	67	88%	66	86%	64	84%	66	87%	66	87%
Market	60	41	68%	41	68%	43	72%	45	75%	45	75%	45	75%
Monroe North	113	78	69%	78	69%	76	67%	73	65%	72	64%	69	61%
Scribner	165	61	37%	61	37%	63	38%	64	39%	55	33%	56	34%
TOTAL	2,479	1,511	916%	1,497	60%	1,791	72%	1,501	61%	1,507	61%	1,502	61%

Appendix C: Grand Rapids Stakeholder Interviews

Surveyed persons names and affiliations were intentionally excluded as stakeholders were guaranteed anonymity in throughout the interview process.

- Grand Rapidians don't like to travel far by foot; culture is changing with more people living downtown, the biking culture growing, etc.
- More progressive in thinking about use of other transportation than some in the City
- Put together a 3-page summary of issues about parking that he submitted to the City about 2 years ago
- Noted the issue of cars parking on northern Ionia on the east side of the street where there are no meters when the meters on the west side of the street are empty
- A major issue is communication with the public about the availability and cost of parking
 - Need better signage to indicate availability that is clearly visible from the street
- More integration with other modes of transportation
- Use of commuter lots at the end of the new Bus Rapid Transit line that will open soon
- Encourage use of the lots through much cheaper parking options that are remote, possibly in combination with free or reduced-price bus pass
- Of the opinion that people may be open to the idea of remote parking with the BRT, but they haven't been presented with the options
 - The problem could be unfamiliarity with the system
- More focus needs to be placed on demand-based pricing, especially during off-peak periods when demand is lower
 - Also raising rates on-street and/or extending meter hours to push people to cheaper off-street options and encourage turnover at the on-street spaces
- Would like more focus on parking occupancy or mobility instead of talking about rates all the time
 - The City is currently focused mainly on what rates to charge
 - Discussion always comes down to CPI increases and what it means
 - The Parking System should be more free to adjust rates on the fly based on parking demand
- How do you move the City out of the parking business?
 - Would like to see scenarios of moving the City out of the parking business
 - How much better could the private sector do?
 - New incentives in the State of Michigan provide tax incentives for developers to build their own parking
 - Is it necessary for the City to stay in the business of running parking?
- The BRT funding vote passed with about 61% of the vote
 - Transit agency is comprised of 6 cities
- Most of the comments he hears is about a lack of parking supply/lack of places to park

- This is particularly true during events – not from the visitor’s side, but from the people hosting the events
- Could just be a perception problem because there is only line-of-site to one garage
 - Once Government Center fills up, people think there is no parking
 - But there is usually available capacity in the DeVos Place – signage and wayfinding could be improved
- He doesn’t hear about pricing being the issue
- DeVos Place will sometimes rent part of the Ford Museum parking lot for events
 - Operated by Ellis Parking
- Silver Line BRT will likely not affect the convention business because not many of the attendees come from the south on 131, most come from the east via 196
 - The line doesn’t run in a convenient way to accommodate this demand
- Activity at the convention center is pretty consistent throughout the year
- Convention activity increased last year and expected to increase again this year
- No real potential to expand the convention center because it is land-locked
- City has to work under a bureaucracy that prevents certain things from happening
 - Instead of giving free parking in the Grand Valley State lots and making the Convention and Visitor’s Bureau pay for a shuttle
 - The suggestion is to charge for parking and use that to offset the cost of the shuttle
- Claimed that the City’s signage code does not allow for wayfinding signage directing parkers to certain parking locations
- Need better wayfinding to tell people where to park
 - Maps give no indication of what is public and what is private
- Hears complaints about there not being a lower-cost option for parking
- Thinks that the City does do a good job with operating the parking, in general
 - Good communication with the City
- City does not have waiting lists for monthly parking-many tenants have to call in each day for availability and are frustrated by this
 - She advises tenants to call every day and at certain times of the year in order to get a pass
- Could be more variation in pricing between closer-in versus farther-out facilities
- People tend to shift from the lots to the garages in the winter and the opposite when fall turns to winter
- City offers a program for 2 employees to share one monthly pass
- Some staff come from Lansing using the City’s van share program
- Evening staff and students can sometimes use V.I.P. parking in the ramp
- Students typically park on a daily basis, but some purchase monthly parking

- Cherry-Commerce Ramp has recently been filled to capacity
- Students would prefer to purchase a monthly permit in the nearby surface lots for the same price
 - Now they are finding ways to pay less or park for free in more outlying areas and walking to school
 - Most students typically only have class 3 days per week
 - They want the privilege of having a guaranteed space, but only want to pay for the days that they are there
- Students would prefer to purchase a monthly permit in the nearby surface lots for the same price
- There is worry about whether or not daily parking will still be available as the surface lots are eliminated
- Students would be open to a pass that only allows access on the few days per week that they are at school
- Client X's does not like to see parking made available for free in peripheral lots at the expense of downtown parkers
 - The City is still responsible for maintenance of the facilities, but no revenue is generated
 - Of particular concern with the Silver Line BRT on Division Street
- The price differential between the close-in surface lots and the ramps should not be as significant as it is; i.e. the benefit of covered parking in the ramps does not justify rates in the surface lots being \$100 less than the ramps
- It doesn't seem like the Parking Commission would have an issue with rate increases that are greater than inflation
 - However, it is important to have a plan for long-term, incremental increases in rates as opposed to only looking at the problem on a year-to-year basis
- Same with the on-street rates
 - She recommended the most recent on-street parking rate increase, which was the first increase in 10-12 years
 - Future rate increases on-street should also be in an incremental way
- Fast developing move toward Residential Parking Permit zones around the colleges
 - One is about to be approved and then he expects other areas of the City to follow suit
- Thinks that the "parking problem" is a perception problem and people's resistance to walking
- Would like to see better signage related to space availability before pulling into the parking garages
 - People from rural areas coming into town get overwhelmed with trying to find parking close to their destination
- Wants to see integration of technology to provide real time information on the availability of parking in downtown, accessible via the internet or a mobile app

- Wants this integrated with space availability signage at the facilities and possibly on the routes leading into downtown
- As surface lots disappear, there needs to be coordination with the BRT, DGRI, etc. in order to ensure that parking is built appropriately and in the proper locations
- The Silver Line BRT bypasses Grand Valley so they will have to continue to run their shuttles that run down Michigan Avenue in order to pick up students who take the BRT to the stop in front of the MSU medical building on Michigan
- Rates are the biggest point of debate among the members of the Parking Commission
 - His biggest concern is not raising the rates arbitrarily, but keeping them high enough to cover the costs and prepare for long-term capital needs while not unnecessarily penalizing the users
- One of the commissioners was wondering “what *is* the appropriate use of Parking Commission dollars?”
 - Is it appropriate to spend money to build a park-and-ride lot outside the City along the Silver Line?
 - Do the projects that they approve really connect to parking issues in Grand Rapids? How do you determine that and how do you effectively link funding programs to the public
- Moving their corporate headquarters downtown
 - About 50 employees in the office currently, growing to 60 by the time they move
- In regards to additional restaurant being constructed in Area 1
 - Taking ~14,000 SF in the new development on Area 1 – the Arena Place development
 - Plus a 6,500 SF restaurant in the bottom floor of that development. There are 20 dedicated spaces and they need about 60 just for the office component
- Unsure where the restaurant customers will park in the future? No dedicated spaces in the garage for the restaurant component or the rest of the project’s retail components
 - Many people were hoping for another City parking ramp to be developed on one of the surface lots in the area in order to satisfy the demands of the new buildings and others
- County pays for employees parking
- Roughly 500 employees who park on a daily basis
- Expect some growth in County employees in the future
 - Client X feels that the culture of Grand Rapids won’t support the level of public transit that some people are predicting
- The County distributes people among the various parking ramps and some of the DASH lots, but at the County’s option
 - Based mostly on proximity to work location
- Overall, the County’s current parking needs are well satisfied, but they are worried about what will happen as employment grows and parking facilities are eliminated
- One of the companies interviewed currently has 80-85 employees – not much further growth (maybe an additional 5-10 in the future)

- A majority parking in the surface lots around Van Andel Arena
- Company pays for surface lot parking (\$60 allowance) – about 50-60 employees choose this option
- Employees can park in the Weston-Commerce Ramp if they cover the difference (additional \$60) – about 20-25 choose this option
- Currently, 2 employees choose to have a bus pass paid for by the company
- They maintain an extra stockpile of surface lot monthly passes (3-5) just in case they need them, because it is so hard to get a pass by just calling Parking Services
- There is concern that parking will become more expensive as surface lots disappear and parking ramps go in there place
- A large number employees live in the southwest suburbs that are not well served by public transit
- They validate the parking of the few visitors that come to their offices
- Commuter culture, from the employee perspective
- Thinks that there is a good supply of parking currently and that there are many options
- Resistance to paying for parking has been decreasing over the years
- Doesn't think that pay parking has deterred restaurant patrons from coming downtown
- Valet parking has increased downtown and is now much more acceptable
- Pricing in the Arena area has not kept up with the demand for that parking, like it has in the center of downtown
- Client X thinks that other than the Arena area, pricing in the rest of City is in line with where it should be
- Several hundred spaces of capacity in the Ottawa-Fulton Ramp, but it's very difficult to get people going to the restaurants and bars south of Fulton to park in that ramp
- Building an additional ramp, even south of the Arena, is not currently possible due to the pricing structure
- Need to "force" people to use public transit by limiting supply, raising parking rates, etc.
- "Every new parking ramp the City builds sets transit back 5 years."
- Own 1 garage (Mid-City Ramp) and many surface parking lots
 - Operate many other parking garages and a few surface lots for other owners (5/3, etc.)
- Doesn't think that wayfinding or space availability signs will really benefit the City from a demand perspective
 - Didn't mention the customer service perspective
- DASH lots open for development, which will greatly impact the whole of downtown
- Most people drive to work, with very little public transit ridership or other modes of travel
- There is controversy within the City over 1.5 hours of free parking around Christmas, because of a tiny amount of lost revenue

- It is his opinion that students will be the first to suffer when the supply of parking begins to diminish
- Wants to see space availability monitoring and signage to improve customer service at the City's parking ramps
- Hard to build consensus among the members of the Parking Commission due to the political aspirations of some members
- Thinks that the funds controlled by the Parking Commission should be used to build future parking ramps
- Agrees with the need to allow Parking Services to act somewhat more independently, particularly when it comes to changing rates
 - Likes the idea of allowing Parking Services to change rates within a certain range before they need to go back to Council for approval on the next range of rates
- Concern over residential permit parking and the additional cost to the City for the administration and enforcement of the program
- High praise for the staff of Parking Services
- Very adamant that the Arena lots are **crucial** to businesses in the area
 - It's not about cheap parking for people working in the area
 - People working north of Fulton use the Arena lots as cheap parking
- There is a lack of communication between the City/DGRI and the businesses in the Arena area
- Arena area stakeholders were not directly involved or engaged in the Arena Area Visioning Plan
 - They were told after the fact that they could have participated in the Visioning Plan process if they had seen the public notices in the newspaper
- There are plans to extend Ottawa Street to the south to the bus station through the Area 4 lot
 - Plans for a development on the remainder of Area 4 and all of Area 5
- Concerned about donors and customers that no longer are able to walk great lengths to access the building, given their age and the fact that she is asking them to donate money
 - Lots in the area are entirely Access Card Only during the day
 - Street parking is full
 - She tries to avoid having donors come to the building because of the lack of parking
- **Disagrees strongly** with building temporary surface parking lots to satisfy the demand when the Arena lots are taken out of service
- Worried about downtown becoming overly residential to the detriment of business, especially south of Fulton
- Parking rates are not the issue
- Many tenants wants the City to keep the same parking available all week and not interrupt that with events
 - Major headache caused by "Rock the Rapids"

- Poor shuttle service was set-up by the City – not reliable
- Wants the City to keep the same parking available all week and not interrupt that with
 - Occasional disturbances from other downtown events
- Only a few times has the Cherry-Commerce Ramp has filled an monthly parkers have not been able to park
- If someone has a problem with the automated exit system at Cherry-Commerce after 5:00PM, it can back-up exiting in the garage because no one in Parking Services is available to solve the problem
- It's very difficult to challenge a parking ticket
 - Has taken all after work activities outside the City due to strict enforcement, hassle of parking, etc.
- Does not agree with the enforcement of parking meters on Saturdays
- Feels there is no clear announcement of rate increases for parking
- Parking in the Cherry-Commerce Ramp provided to employees for \$60, with the rest subsidized by the Company X
 - If Area 4 were to disappear, people would be forced into the garage
- Other non-profits pay their employees not to park in the designated areas that are not city owned lots
- Doesn't see much impact from the Silver Line on their employee groups
 - Only two people currently ride the bus
- Scheduling of meetings requires many of the people to have their own vehicles, so car sharing does not seem like a possibility
- Most employees coming from southeast and northwest
 - No real access to the Silver Line
- Not likely that there will be any movement of these organizations out of downtown, but there will also likely not be much expansion
- "Parking downtown isn't broken, it's wounded"
 - It could rapidly get worse as the City begins to get rid of surface parking lots
- Complimented the friendliness of the people in Parking Services
- Thinks that Parking Services is very responsive
- However, they have to call every morning to see if additional passes are available
 - They have been told previously that there are "negative 2" passes available – not a fair system for allocating passes (No Wait List!)
- Thinks that they will have to move out of downtown if there is more and more development and no additional parking
- Employees located everywhere – no concentration in one area
- Due to security concerns, they do not want to have to send their employees to the Cherry-Commerce Ramp

- Did not know about Park Mobile, but was interested and will probably use it for client parking at the meters
- Company X has about 105 employees parking in Pearl-Ionia at a cost of about \$16,000 per month
 - Parking seems pretty expensive and is increasing
 - Validate parking for their guests
- Pearl-Ionia is physically small and many people have scraped poles, etc.
 - Large personal Police vehicles make it difficult to maneuver
- Would like to see a longer duration for the loading zone on Monroe Center for pick-up and drop-offs
- Thinks that Parking Services is very responsive and had good things to say
- Geometrics of exiting Pearl-Ionia onto Pearl is difficult
- Employees located everywhere – no concentration in one area
- Parking Services didn't know what Reserved Spaces they had available in Pearl-Ionia
 - Representative from company had to physically walk through the garage to see if a Reserved Space was available
- They have discussed the idea of doing an employee buyout for parking
- Some organizations cater to customers with limited resources
- Some customers have limited means that cannot afford parking, but who do not widely use the bus system to get downtown
- The biggest concern is with parking for their clients!!!
- It is very time consuming to use car to go to a meeting given the distance from her office to where she parks
- As a personal user of parking in downtown, parking seems like a deterrent to coming downtown to go to a restaurant, an event, etc.
 - Very segregated by socio-economic standing due to the price
- There are some large tenants moving out because of unavailability of parking.
- City not doing anything to help. Suburbs have a competitive advantage over City
- Stakeholder feels that the city should provide additional supply in the area district because of shortfall.
- There is a Long-term parking lease with the City in the Government – the past 30 years: \$130,000 in revenue in the Government Center Ramp – 180 spaces; could drop to \$20,000 annually when the major tenant moves out; Now obligated to pay for 75 spaces, but have access to the full 180 if needed
- Current vacancy in the building and anticipated future vacancy due to a major tenant moving out
- “Parking Incentive Program” – if a new tenant comes to downtown and signs a 10-year lease, they receive a 50% discount for the first 2 years in the Government Center Ramp
 - 175 spaces available, but 0 have been taken
 - They want an effective incentive program that makes sense

- They are worried that the City is allowing new development at the expense of the existing buildings
 - They lost one tenant a few years back to a building that the City put \$500,000 into to improve
 - They are losing the tenant to the Area 1 development as well because of parking
- An effective solution might be a parking incentive program that is more than 2 years in duration; 5 years might be a good length of time
- Within the last 2 years, a large majority of the downtown office buildings have been sold in distressed sales
- In January, some tenants located west of the river needs to put a booth attendant in the Area 7 lot due to the increase in customer volume; the company pays for each customer that parks in the lot and pays for the cost of the booth attendant
- Worried about security at the lots due to the panhandlers in this area that typically hang out by the highway on and off ramps
 - Biggest concern of employees
 - Also property stolen from cars on occasion
 - Would like it if security cameras were in that lot
- Very complimentary of Parking Services and finds it very easy to work with them
- Most employees park at the meters
 - Biggest concern in a lack of parking for customers
- Concern regarding what will happen when the Arena lots disappear
- Not much demand for valet parking
- Most of their lunch business is people walking from the neighborhood
- Dinner business is mostly people driving
- Has no sympathy for people who get tickets at the meters for not paying
- Major benefit to coming to Grand Rapids is that you can easily drive to and park downtown
- Does not believe that paid parking is a deterrent to coming downtown
 - Older generations or people unfamiliar with downtown do not like to pay for parking and will not come downtown because of it
- There is a need for more public safety personnel downtown if the City becomes more of a walking community
- Company X employs 100 people and parking at the Pearl-Ionia Ramp
- Company pays for employee parking
- No issues getting cards issued
 - Sometimes issues with activating parking cards
- Parking seems reasonably priced
- Does not believe that paid parking is a deterrent to coming downtown
 - Older generations or people unfamiliar with downtown do not like to pay for parking and will not come downtown because of it

- Parking Services needs to do a better job of maintaining available capacity in the ramps during major events when office employees need access for work
- Pearl-Ionia is geometrically tight; difficult to get in and out
- Better enforcement of Reserved Parking spaces
 - No enforcement unless the owner of the space calls Parking Services
 - The meter enforcement officers issue tickets, but they will not interrupt their regular routes to issue a ticket
 - The person in violation is often out of the space by the time the enforcement officer comes around
 - Is booting or towing an option?
- Currently on the west side of Van Andel Arena, moving to the east side shortly
- Almost moved out of downtown because of a lack of parking for the new office
 - The company had to have the landlord of the new building talk to the City to get parking in one of the ramps north of Fulton
- Company moved downtown from the suburbs about 8 years ago
- Company pays for employee parking
 - Cost of parking is a big consideration for the company
- Employees live all over the area
- It is difficult to find parking for new employees
 - Had to put 1 employee in the Ottawa-Fulton Garage because there was no availability in any of the surface lots
- The owner of the company is worried about the cost and availability of parking should be more of the Arena Area surface lots be developed
- Client X thinks that people at company could/would adapt to more public transit if no parking was available or if it was too expensive; understands that convenient parking will disappear as the downtown grows
- Need more walkability from the bus station to the heart of downtown
 - Or improved circulation through enhanced public transit
- “Should include more building owners in future studies.”
- Grand Rapids needs parking!!!
 - Biking and public transit do not alleviate the problem
- The City focuses too much on business moving downtown full of high-earners; not enough focus on businesses with many employees who are lower earners
- Client X has considered opting out of their lease because of the potential cost of parking for employees
- Short-sighted of City to only consider parking revenue in decision making
- NEED MORE PARKING SUPPLY!!!

- Problem with event days with monthly parkers not being able to get into lots because they are full
- Availability of reasonably price parking; thinks the rates should be lower
- Client X is disappointed in the way parking has been handled
 - Over a year ago, contacted many members of Parking Commission to let them know that they were growing rapidly and wanted to ensure that parking would be available
 - Also wanted a discount for their group of parkers
 - Garage parking was made available, but at no discount and only on the top level (\$130 per month)
- Would love to stay downtown but WILL NOT CHARGE EMPLOYEES
 - Don't have to pay at any of their other locations (included in rent)
 - Average pay for employees is ~\$30,000; they would not work for this company if they had to pay for parking as well
- Open to looking at cheaper, remote parking
 - Maybe Grand Valley D.A.S.H.???
 - Hours of operation are 7am-7pm, so bus would need to accommodate
 - Discount program is only available to new tenants of downtown
- Cost and proximity are the most important factors
- Parking costs are limiting businesses ability to grow
 - Will pay in the short term, but it is not a long term option