

EXCERPTS FROM STRATEGIC PARKING PLAN

APPENDIX 2

Based on the parking occupancy surveys, key findings are:

- Off-street parking lot capacity issues appear to be more prevalent among the municipal lots more than the private lots, although some private lots not requiring a parking permit are also experiencing near capacity issues;
- During the surveyed peak periods, the overall parking system (all municipal and private parking spaces) appeared to have sufficient capacity to meet parking demands in Downtown Sudbury;
- On-street parking spaces on Cedar Street were found to be well used throughout the day, and at or near capacity on several occasions; and
- The use of parking permits appears to be the primary payment method at municipal lots in Downtown Sudbury.

The full findings of the parking utilization survey are included in the Parking Survey Report (Appendix A of this report).

3.5 Parking System Revenues and Expenses

Based on data supplied by the City, total parking revenue from October 2008 to September 2009 was \$1,383,520. This includes all on-street meters, monthly pass sales and off-street municipal lots. Parking expenditures for the same time period amounted to \$1,193,351, resulting in net revenue of about \$190,169 for the City. Parking revenues and expenses are shown in Exhibit 3-4 below.

Exhibit 3-4: Parking System Revenue and Expenses

Revenues	Revenue Source	Oct 2008 - Sept 2009
	Pay and Display	\$168,075
	Special Events	\$61,851
	Monthly Pass	\$527,619
	Meter Parking	\$406,975
	TDS Lot - Attendant	\$150,309
	CFL Lot - Attendant	\$68,691
	Subtotal	\$1,383,520
Expenses	Expense Type	Oct 2008 - Sept 2009
	Materials Expense	\$100,159
	Equipment Expense	\$0
	Energy Costs	\$5,332
	Purchased / Contract Services	\$218,724
	Debt Service & Insurance Cost	\$279,604
	Internal Recoveries	\$174,231
	Salaries and Benefits	\$415,302
	Subtotal	\$1,193,351
	Materials Expense include building maintenance, supplies and leases	
	Internal Recoveries include snowplowing and administrative costs	
Net Revenue		\$190,169

curious and adventuresome". This common vision for the downtown area was developed by three organizations: the GSDC, Downtown Sudbury (the downtown's Business Improvement Area, BIA) and the Downtown Village Development Corporation (DVDC) and looks to "*develop and sustain the Downtown as the vibrant hub of a dynamic city by preserving its historical built form, promoting arts and culture, improving linkages to neighbourhoods and amenities, integrating natural features, developing residential uses, and creating unique urban spaces through innovative design*". The new vision is supported by five guiding principles and contains suggested strategies, projects and programs to implement these principles. It highlights Arts & Culture and Heritage Preservation as important elements in the development of downtown, and revitalization through sustainable urban design and support of residential developments in the downtown area.

In conjunction with the Official Plan, these plans have several common themes:

- Encourage the development of arts & culture programs, including support for public art and new facilities such as the Art Gallery and a new School of Architecture.
- Preserve and promote the natural and historical character to attract residents and visitors.
- Attract new residential developments in Downtown and support pedestrian-friendly, mixed-use and sustainable growth policies.

3.1.5 OTHER TDM STRATEGIES

Transportation demand management (TDM) is the use of policies, programs, services and products to influence whether, why, when, where and how people travel. Its goal is to make personal travel decisions more sustainable, and to make more efficient use of the existing transportation system. Potential TDM initiatives range from incentive programs that encourage people to carpool or take transit, to regulatory and pricing measures.

The City has developed a carpooling network for the citizens of Greater Sudbury, using the Smart Commute Carpool Zone service. Registering is free and provides a simple and user-friendly way of finding people to share a ride with.

3.2 Parking Management and Operations

Municipal parking in the Downtown Sudbury area is managed and operated by the City of Greater Sudbury. The City of Greater Sudbury operates 12 municipal parking lots within the Downtown Sudbury area. Two of the parking lots are leased by the City from private land owners, while the remaining 10 parking lots are owned by the City. In addition, the City manages 425 on-street meters and 97 off-street meters throughout the Downtown area.

All municipal lots are paid parking from Monday through Friday, 8:00 a.m. to 6:00 p.m. Parking is available for free on weekday evenings from 6:00 p.m. and midnight, and weekend days except during special events at the Sudbury Arena, when a \$2.00 parking fee is applicable. In addition, the Beech and Market Square lot offers free parking up to two hours.

Parking fees for off-street and on-street parking are summarized in **Exhibit 3-1**.

Exhibit 3-1: Downtown Sudbury Parking Rates

Parking Lot	Parking Fees
Beech & Market Square	First Daily Visit Free up to 2 hours After 2 hours, \$0.50 per half hour \$5.00 daily maximum (8:00 a.m. to 6:00 p.m. daily) \$65.00 per month (8:00 a.m. to 6:00 p.m. daily)
Tom Davies Square	\$0.50 per half hour, first 2 hours \$0.65 per half hour, after first 2 hours \$12.40 daily maximum (8:00 a.m. to 6:00 p.m. daily) \$100.00 per month (8:00 a.m. to 6:00 p.m. daily)
Elgin Street (CP Rail)	Monthly parking, \$30 month/daily
Centre for Life Lot	\$0.50 per half hour \$10.00 daily maximum (8:00 a.m. to 6:00 p.m. daily)
All other municipal lots	\$0.50 per half hour \$5.00 daily maximum (8:00 a.m. to 6:00 p.m. daily) \$50 monthly (8:00 a.m. to 6:00 p.m. daily)
On-street parking meters	\$0.50 per half hour (8:00 a.m. to 6:00 p.m. daily)

3.3 Parking Inventory

Based on site observations, the off-street and on-street public parking supply in Sudbury's Downtown area was inventoried. For off-street parking, the parking supply inventory included all municipal and major private parking facilities/areas within Downtown Sudbury. For on-street parking, the parking supply inventory included all municipal streets within Downtown Sudbury that permit on-street parking. A team of field staff recorded the number and type of parking spaces in each parking facility/area and the number of spaces on a block-by-block basis.

The survey methodology and details are included in the Parking Survey Report included in Appendix A of this report.

3.4 Parking Supply and Utilization

Parking occupancy studies were carried out for all off-street public and private parking facilities and for all on-street parking in Downtown Sudbury. Utilization surveys (vehicular counts) were conducted every two to three hours on one weekday from 1:00 pm to 8:00 pm, and on a second weekday from 7:30 am to 6:30 pm.

The off-street (parking lots) and on-street parking supply inventories were conducted over two consecutive days – Tuesday November 3 and Wednesday November 4, 2009. A summary of the data collection dates and times is shown in **Exhibit 3-2**.

Exhibit 3-2: Downtown Sudbury Parking Study – Occupancy Survey Dates

Survey	
Date(s)	Times (s)
Nov. 3, 2009	1:00 pm-8:00 pm
Nov. 4, 2009	7:30 am-6:30 pm

6.3 Parking Fees and Payment

6.3.1 PARKING PRICING

Setting the price of parking involves much more than just revenue generation because it can address a number of transportation objectives. It can be implemented as a Transportation Demand Management (TDM) strategy to reduce vehicle traffic in an area by encouraging use of alternative modes of travel. The price of parking also forms part of a parking management strategy to reduce parking problems in a particular location such as a downtown. Parking pricing is also typically used by municipalities and private developers to recover some of the capital and maintenance costs of their parking facility costs.

Given a choice, motorists typically prefer free parking, as is provided by large suburban retail centres. However, parking is never really free, and consumers ultimately bear parking costs for example through higher taxes and retail prices. Also, any underpricing of parking results in inefficient use of parking facilities and excessive parking demand that is counter to a municipality's TDM objectives. For example, the most convenient parking spaces in a downtown, such as on-street spaces on main retail streets such as Cedar Street in downtown Sudbury, are often close to capacity, while less convenient spaces on the downtown fringe and in parking lots behind buildings are often unoccupied. This reduces motorist convenience and increases traffic problems that can be reduced with more efficient parking pricing. Industry studies find that depending on the time of day and location, up to 75% of traffic in a downtown area involves vehicles cruising to find on-street parking.

In most cities today, the emphasis is no longer on minimizing the cost of parking. Instead, a number of basic factors are commonly being used to set responsive, effective parking prices and meet related transportation objectives, including:

- Manage and price the most convenient parking spaces to favour priority users. Charge higher rates and use shorter pricing periods at more convenient parking spaces (such as on-street spaces, and parking near building entrances) to increase turnover and favour higher-priority uses.
- Improve pricing methods to make parking pricing more cost effective, convenient and fair. For example, use electronic pricing systems that accommodate various payment methods and rates, and allow motorists to pay for just the amount of time they will be parked. For short-term parking charge by the minute rather than by the hour, and for long-term parking charge by the hour rather than by the day or month.
- Avoid discounts for long-term parking leases (i.e., cheap monthly rates).
- Set parking prices to equal or exceed transit fares. For example, set daily rates at least equal to two single transit fares, and monthly rates at least equal to a monthly transit pass.

The cost of on and off-street parking in Downtown Sudbury is compared with rates in other Canadian cities in the following table.

Exhibit 6-2: Comparison of Parking Rates

CITY (Population)	Sudbury (157,857)	Windsor (216,473)	Kitchener (204,668)	Guelph (115,635)	Kingston (117,207)
Public on-street	\$1.00/hr	\$1.25/hr	\$1.25-\$1.95/hr	\$1.50/hr 30 min courtesy time Min. \$0.50 cost	\$1.00-\$1.50/hr 10 min courtesy time 1-3 hr max
On-street restrictions	Pay 8AM-6PM Free after 6 PM, free Saturdays and Sundays No on-street parking 12 AM- 7AM Nov 1 to March 31	Pay 9AM-6PM Free after 6 PM and Sundays No Parking Downtown 4 AM-6AM	Pay 8 AM-6PM Mon-Sat Free after 6PM and Sundays No parking downtown 2:30AM-6AM Dec 1-March 31	Pay 9AM-6PM Monday-Sat Free Sunday No on-street parking 2 AM- 6AM	Pay 8AM-5:30 PM Free after 5:30 PM and Sundays No on-street parking 1AM-7AM Dec 1 to March 31
Public off-street	\$30-65 Monthly (\$100/month covered) \$1/hr 8AM-6PM Mon-Fri (\$5 maximum) All municipal lots free Sat and Sun	\$22.60-67.80 Monthly \$1/hr 9AM- 6PM Mon-Sat \$2 Flat rate after 6PM all days	Automated: \$112-\$125 Monthly \$10.00/day max Non- Automated: \$82-\$115 Monthly \$1.95/hr	\$30-\$105 Monthly All municipal lots free Sun	\$42-\$87 Monthly \$1/hr
Private off-street	Varies between \$40-65 (up to \$125/month covered)	n.a.	n.a	n.a	Varies between \$73- \$125 Hourly \$2-\$2.50

The above exhibit indicates that Sudbury has a lower hourly on-street parking rate than the other municipalities, and that the monthly parking rates are generally in the lower part of the range of rates from the other cities.

6.3.2 PARKING FINES

The cost of parking fines in Downtown Sudbury is compared with rates in other Canadian cities in the following table.

Exhibit 6-3: Comparison of Parking Fines

Infraction	Sudbury	Windsor	Kitchener	Guelph	Kingston
Expired meter	\$20 (\$10)*	\$30	\$20	\$20	\$25
Accessible parking	\$300	\$350	\$300	\$300	\$300
Parking in loading zone or bus stop	\$21 (\$16)*	\$40	\$45	\$40	\$35

*set fine if paid within 7 days

Based on the above comparison, it appears that the set fines for parking infractions in Sudbury are low compared to other jurisdictions. In particular, it is noted that the set fine (with early payment) of \$20 for an expired meter is 2.5 times the cost of paying for 8 hours of metered parking at \$1.00 an hour.

If fines are too low, some motorists may not follow regulations and simply treat the fine as a parking fee. However, fines must not be so high to be considered excessive or unfair. Fines are typically 2-5 times the downtown daily parking rate. Generally, the greater the difference between the parking rate and price of a fine, the less the chance of the parker deciding to take a risk and let a meter expire, or risk other violations.

6.3.3 PARKING PRICING VERSUS TRANSIT FARES

One factor in people's consideration of which transportation modes to use to access downtown Sudbury is the relative cost of using each mode. The price of monthly and daily parking (for surface lots) is compared to transit fares in Exhibit 6-4 below.

Exhibit 6-4: Comparison of Parking Fees and Adult Transit Fares

Infraction	Parking	Transit
Daily	\$5.00 max at P&D lots	\$5.00 cash return \$3.90 on 10-ride ticket
Monthly permit/pass	\$30-60	\$72

Based on the monthly costs (excluding gas, insurance and other costs of owning an automobile), parking in Downtown Sudbury can be significantly cheaper than buying a monthly transit pass, which may play a part in people's decision to drive rather than take transit.

6.3.4 PARKING PRICING CONCLUSIONS

What is of concern in terms of comprehensive transportation planning is that in Downtown Sudbury, the City's rate for monthly parking in most of the off-street lots (\$30-60) is not only lower than the cost in comparable cities, but is also lower than a monthly transit pass (\$72 for adults). This means

that the City is not providing any financial incentive to support transit use by charging the low monthly parking rate.

The private off-street parking lot operators in Downtown Sudbury are charging rates that are comparable with the other cities. The main conclusions reached from this comparison of parking pricing is that consideration should be given to reviewing the cost of public on and off-street parking in the downtown to bring them into line with comparable cities, and have these costs better reflect the value and utilization of public parking in Downtown Sudbury.

7. SUMMARY OF ISSUES AND OPPORTUNITIES

As with any downtown, parking issues in Downtown Sudbury vary by specific location, time of day and the particular user of the parking system. The remainder of this chapter provides a summary of the key parking issues and opportunities that will need to be addressed over the short, medium and longer term. Additional issues including 2 hour free parking, parking pricing and payment technology, time limits and the provision of parking for specific groups are also addressed by the recommended strategy, but are not listed in the discussion of key issues below.

7.1 Utilization and Distribution of Off-Street Public Parking

While some members of the general public may perceive that there is a shortage of parking in Downtown Sudbury, there is a considerable amount of off-street surface parking that goes underutilized on a regular basis. Parking surveys found that, while the municipal lots close to Brady Street were generally occupied to a high degree, approximately 25% of the overall municipal supply of public off-street parking spaces was vacant at peak times. Part of the problem is that parking utilization varies by location, with spaces towards the edges of the Downtown being less desirable, especially for short-stay parking.

Irrespective of the location of underutilized parking, issues that result include environmental impacts (e.g. surface water run-off), urban design and walkability issues, and security issues.

There are some opportunities to better allocate public parking to ensure more optimal utilization. One of the challenges is that the cost of permit parking at the edge of the Downtown is already low (approximately \$30/month), and there is a premium for lots closer to the Downtown, so there is already a financial incentive for people to use more peripheral parking. Another challenge is that pedestrian connections between some of the outlying lots and the centre of the Downtown are perceived by some people as inconvenient, and walking alone at night between some lots and the centre of the core may be seen as a safety concern for some people.

There appears to be an opportunity to sell additional parking permits at the Elgin and Market Square lots and to increase pricing incentives by increasing permit costs at high-demand locations.

Exhibit 7-1 summarizes the issues and opportunities related to off-street parking.

This option could help reduce weekday off-street parking demand in the downtown by attracting downtown employees to a cost-saving option of parking closer to home and riding a bus the rest of the way to and from work. Such facilities must be far enough from the downtown to make getting out of the car a practical alternative rather than continuing the drive to downtown and pay for parking. However, the resulting transit trip time should still be short with few stops, perhaps as a type of express service from the Park and Ride locations into the downtown transit routes.

The option of providing park and ride lots is **recommended** as part of the Downtown Parking Management Plan and the City's TDM initiatives. It is understood that Sudbury Transit is already considering express routes with connections to major activity centres that could provide Park and Ride facilities.

One practical requirement of this recommendation is that park and ride facilities at major activity centres must be able to accommodate the increased parking demands. Some of the activity centres for possible Park and Ride facilities may have high parking utilization, and limited space to accommodate additional parking. In these cases, the City may have to determine how to provide increased parking supply at some centres. This would be part of attracting more transit ridership from outside the downtown.

8.3.3 PARKING PRICING

To date, the City and other downtown land owners have been able to keep the costs of parking relatively affordable with monthly parking costs ranging from about \$30 - \$60, with the exception of parking in garages. This is primarily due to the fact that most parking is located in surface lots, many of which were created by demolishing vacant or underutilized buildings. Continuation of surface parking expansion is no longer possible, or desirable, in Downtown Sudbury. Downtown redevelopment as envisaged by the City and DVDC will likely result in most surface parking being redeveloped. It is reasonable to expect that most new parking will need to be provided in structured forms, either above grade or below grade.

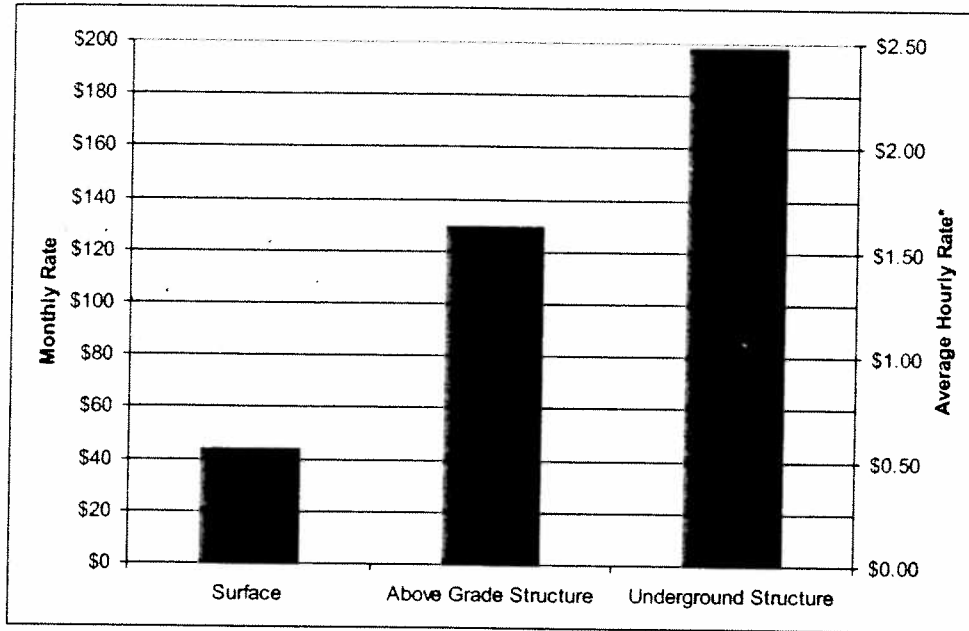
The differences in the cost of providing structured parking vs. surface parking are significant. As shown on Exhibit 8-1, an owner would need to charge at least \$40 per month or \$0.50/hr to recover the construction costs and on-going maintenance costs for a surface parking space. This increases to a minimum of \$120/month or \$1.50/hr for above grade structures and up to \$200/month or \$2.50/hr for below grade parking³.

As a result of the inevitably higher costs of constructing structured parking, there will be a need for both the City and private developers to increase the cost of parking, particularly monthly parking which generates a lower revenue per space than higher turnover transient parking.

The question for the City of Greater Sudbury, as a parking operator, is whether or not it is willing to subsidize the cost of monthly parking for employees working in the downtown in order to maintain and grow the office development market. As a general policy, if a decision to subsidize parking is made, then the benefits to others should be explicitly be made known.

³ Costs are based on internal estimates by IBI Group and may vary by location and geotechnical conditions

Exhibit 8-1: Cost of Parking Supply (\$/space)

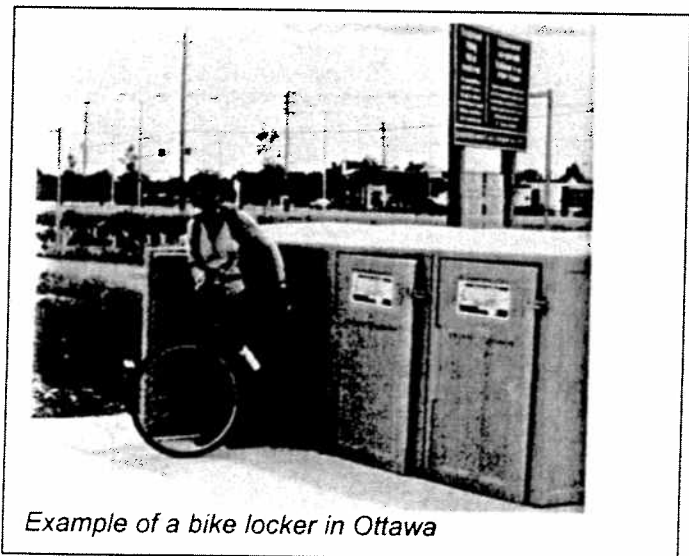


The recommended approach for parking pricing in the downtown is to implement gradual increases in the cost of monthly parking in conjunction with the implementation of other incentives and options discussed in previous sections. These increases should be predictable and made known well in advance of their implementation. The City should also continue its existing practice of pricing the more desirable downtown lots higher, and encouraging commuters and monthly parkers to use the less desirable lots on the periphery of the downtown.

8.3.4 ACTIVE TRANSPORTATION

In order to continue to foster the use of active transportation modes as alternatives to driving downtown, the following initiatives are recommended as part of the parking strategy:

- Amend zoning by-law to include provisions for shower and change facilities for new downtown developments;
- Install secure bike parking facilities in City-owned parking lots and in key areas, starting with a pilot project to demonstrate the potential for fully enclosed bike lockers at a central location such as at City Hall or the Larch Lot;
- Continue to install bike racks throughout the downtown;
- Improve pedestrian connections between the City's recreation trail network and the downtown.



6. Provide shade and high quality landscaping;
7. Mitigate the urban heat island effect; and
8. Manage stormwater quality and quantity on-site.

Based on the above general principles, it is recommended that key requirements to be achieved in urban design guidelines for downtown parking facilities should include:

- Locate surface lots behind buildings and inside city blocks to avoid large gaps in building and public realm continuity and orient building fronts towards the street;
- Ensure architectural quality of parking structures and provide retail or community space on the ground floor fronting the street to ensure continuity along a main street;
- Provide clearly marked pedestrian aisles in surface parking lots;
- Design parking facilities to provide as much barrier free access as possible in compliance with the Accessibility for Ontarians with Disabilities Act (AODA);
- Use low-impact development practices (e.g., bio-retention cells, rain gardens, permeable pavement) to reduce stormwater runoff from parking lots and remove pollutants and sediments on site.

8.4 Funding and Financial Strategy

Most, if not all of the recommendations outlined above will require additional funding sources. Specifically, if a new parking garage is pursued, it will require significantly greater funding than the current parking system revenues can provide. Accordingly, several options for funding parking system improvements are explored below. These can generally be grouped under four categories i) user pricing, ii) cash in lieu, iii) parking tax reform, and iv) capital funds, as discussed below.

8.4.1 USER FEES

The preferred strategy for the parking system is to maintain a full cost recovery approach whereby the operation and expansion of parking is at least revenue neutral. Adjusting user fees is the most direct way of ensuring the financial sustainability of the parking system.

To illustrate the potential financial impacts of constructing new parking, a simple financial model has been developed for a 250 space above-grade parking structure. The following assumptions were made in developing the financial model based on industry values and a review of costs and revenues for existing facilities:

- Capital cost per space - \$24,000
- Operating cost per space - \$400/year
- Discount rate – 6%
- Amortization period – 25 years
- Annual Revenue per space – \$1,100

Annual revenues are based on actual values for the existing parking garage and therefore assume the same levels of usage, rate structure and mix of monthly vs. transient parking. Operating costs are assumed to be lower than the existing garage due to reduced maintenance requirements for a new facility and potential savings from pay-on-foot technologies.

Based on the above, the financial impacts of a new 250 space parking facility could be as follows:

• Total Capital Cost	\$6,000,000
• Annual Capital Cost	\$469,360
• Annual Operating Cost	\$100,000
• Total Annual Cost	\$569,360
• Annual Revenue	<u>\$275,000</u>
• Net annual subsidy	\$294,360

The above analysis does not take into account potential revenues from development or sale of surface parking lots, or the potential revenue from incorporating retail space on the street frontages of a proposed parking structure.

8.4.2 CASH IN LIEU

One option to fund parking system improvements is to use cash-in-lieu values that provide for the cost of providing new parking within a structure. For example, some municipalities charge as much as \$30,000 per space. The challenge with using cash-in-lieu as the sole funding source for new parking is that the uptake of cash-in-lieu may be limited, and it takes very long periods of time to generate sufficient revenues to provide even a modest amount of new parking. One of the restrictions is that cash-in-lieu funds can only be used to fund new parking, as opposed to general parking system improvements.

The City already has a cash-in-lieu policy in the Official Plan, and in the new Draft Zoning-Bylaw, but its ability to generate funds is limited due in part to the current exemption of parking requirements for most uses in the Downtown. Like the existing Zoning By-law for the Downtown, the proposed draft Zoning By-law also does not require parking for non-residential development in the Downtown. Since cash-in-lieu applies to required parking spaces, funds cannot be generated for Downtown parking unless the Zoning By-law requires parking spaces in the Downtown.

Irrespective of the challenges with cash-in-lieu, it is recommended that minimum and maximum parking standards for the Downtown be implemented in the Zoning By-law in order to allow for collection of cash-in-lieu of parking. Exceptions could be included for developments under a certain floor area, or for redevelopment of existing buildings. Provision of minimum and maximum parking standards and exceptions as discussed above would require changes to the proposed Zoning By-law.

8.4.3 PARKING TAXES

The full costs of constructing and maintaining parking are often not passed on to its users. Similarly, the true costs of parking on the environment (e.g., increased stormwater runoff, urban heat island effect, and increased auto use) and need for supporting transportation facilities are seldom quantified. One approach to better 'internalize' these costs is through parking tax reforms. While parking tax reforms are more complex and controversial, funds raised from such reforms could potentially be used to support parking management activities, as well as the development of more strategic and environmentally responsible parking facilities. Potential approaches include:

- **Commercial parking taxes** – taxes on paid parking transactions. Such an approach has been adopted in many cities, including San Francisco, California and Pittsburgh, Pennsylvania.
- **Parking space levies** – generally applied as an annual tax on all non-residential parking spaces. The Greater Vancouver Transportation Authority (TransLink), for example, used

to charge an annual non-residential parking tax of \$0.78 per square metre, or approximately \$30 per stall, which raises approximately \$25 million per year in support of transportation projects across the region. A variation on this approach is to assess the levy on unpriced parking only.

- **Stormwater management fees** – which reflect the large amount of stormwater runoff generated by parking facilities, particularly surface lots, and associated environmental impacts to water resources and costs for treatment of this runoff. Such a fee could be based on parking area or alternatively on the total impermeable land cover on a site. This would favour parking structures over surface parking lots, and more compact downtown sites over sprawling suburban sites. In addition, fees could be reduced if operators adopt measures to capture and treat stormwater runoff onsite (e.g., increased landscaping, bio-swale, permeable pavement, etc.).

None of these approaches are really applicable for Downtown Sudbury since a large portion of parking is already under the control of the City. These approaches would also need to be implemented at a City-wide level so as not to deter development in the Downtown.

8.4.4 CAPITAL (RESERVE) FUND

Many municipalities direct a portion of parking revenues to a dedicated capital reserve fund. A key advantage of a capital reserve fund is that it would allow the City to invest in parking infrastructure (e.g. pay and display machines) without going into deficit. This fund could in turn be used to help finance the capital costs of one or more new parking structures, as recommended in this plan.

A potential variation on this approach would be to enact a directed tax reserve for the Downtown. This approach, similar to Tax Increment Financing (TIF), would use the estimated net increases in property taxes that would result from new development stimulated by a capital investment (e.g. new parking structure) and borrow against this expected future revenue. The funds from the tax uplift could be used to finance a variety of infrastructure projects required to support increased density in the area, including parking structures. Such an approach would require considerably more analysis in conjunction with other City departments.

At a minimum, it is **recommended** that a basic capital fund be established to enable the City to reserve a portion of parking revenues for future parking system improvements.