



CITY OF CORPUS CHRISTI

PARKING MANAGEMENT STUDY AND STRATEGIC PLAN

January 23, 2017



WALKER
PARKING CONSULTANTS

JANUARY 23, 2017

EXECUTIVE SUMMARY

The City of Corpus Christi is in the midst of conducting their Downtown Area Development Plan. To support this process, the Tax Increment Reinvestment Zone #3 adopted a Project and Financing Plan that called for a parking analysis to be conducted within the Tax Increment Reinvestment Zone #3 boundaries. As a result, the City interviewed several parking consulting firms and hired Walker Parking Consultants to prepare a parking strategic plan that will create a long-term strategy for the City's parking operations and engage the private sector parking supply to support the downtown residents, business, and visitors; stimulate economic development; and integrate best management practices.

PROJECT APPROACH

This report provides parking planning and operating strategies that embody the philosophy of managing public resources in a way that supports downtown well-being, community connection, and a sense of place. This report aims to address public parking in the context of the larger vision for TIRZ #3 and the City. Since parking is such a costly asset to provide, the City is carefully considering the need for additional parking and opportunities to maximize use of current parking assets. In addition, the City is looking to implement new policies and practices that better align parking services with community expectations and the reality, and opportunity, of a high demand for parking in some locations.

Public parking plans should not lead community development; rather the broader community goals for the downtown should be supported by a comprehensive parking strategy. The parking strategy should serve as a tool to help ensure downtown success and the City's quality of life to include the following guiding principles:

- Provide a customer-friendly experience for convenience and access.
- Maintain a responsibility to optimize public investment in parking infrastructure.
- Support for a park once, pedestrian friendly vision that encourages walking around each district, but allows for choice of where to park.
- Maximize parking options for residents, employees and visitors through the integration of shared parking principles.
- Facilitate economic development through flexible policies.

Our project approach includes the following objectives outlined by the City and broken down by task:

Task 1 – Conduct public and internal stakeholder outreach;

Task 2 – Develop a downtown parking supply database;

Task 3 – Develop parking demand assessment;

Task 4 – Develop a strategic implementation plan; and

Task 5 – Presentation of final products to the City and prepare an executive summary of findings.

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For the purpose of effectively implementing the recommendations, we suggest that efforts to do so be viewed in the context of improved customer service for the public. Improved customer service and experience is indeed the overall goal of the changes. The parking system must serve the public by, first and foremost, making parking available, provide choice and a pleasant experience. Parking consumers should have options regarding where and how long they park.

Good customer service also means good stewardship of the valuable asset that the parking system represents to the City and TIRZ #3. As with any asset, the parking system will require investment and maintenance to maximize its value and performance. Serving the public means making the parking system economically sustainable.

City leaders have begun the process of creating a viable environment for several of the downtown areas. As with any situation, challenges are always present. Despite the existing challenges, implementation of the recommendations and options in this report can create real improvement in the parking system and the City of Corpus Christi. The following are key findings and recommendations associated with this effort.

TASK 1 – PUBLIC AND INTERNAL STAKEHOLDER OUTREACH

STAKEHOLDER FEEDBACK

- Several recurring and key components were identified amidst the list of comments shared in the two group sessions as well as the online survey. Of greatest significance, we heard from many people that the rates and time limits located throughout the study area were confusing and unorganized, and it is often unclear as to where one can park when in the area because there is not adequate signage.
- Several of the Stakeholders also felt that an event parking program needs to be put into place to better communicate and manage parking during events, both currently and in the future. Lastly, Walker heard that many Stakeholders were interested in creating more public/private partnerships with the local parking facility and surface lot owners to provide greater access to convenient parking spaces.

The table on the following page provides a list of detailed comments in no specific order than by labeled type.

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List of City Staff and Stakeholder Comments

	Subject	Comment
1	Parking Space Organization	Parking spaces are not well-labeled throughout the area and consumers are unsure if they can park in the space/lot.
2	Parking Space Organization	Rates and time limits do not make sense; long-term parking spaces in areas where it should be short-term and vice versa.
3	Parking Space Organization	Meters in the downtown area are confusing and there is not enough signage.
4	Parking Space Organization	Seawall has no time limits and it is often abused by employees of the surrounding businesses.
5	Parking Adequacy	People often form perceptions that parking is inadequate based on special event conditions or on-street parking conditions in a limited geographic area. These perceptions do not align with actual parking availability in the downtown area.
6	Parking Adequacy	Will need a plan for event parking locations as the areas currently used are developed in the future.
7	Parking Adequacy	There are not enough public parking spaces in Uptown District, most of the spaces are reserved for employees and tenants.
8	Parking Adequacy	Before we change things we should see if they can be managed better. Any downtown parking plan should maximize the use of existing parking resources before investing in new and costly parking garages.
9	Parking Adequacy	The City should explore opportunities for public/private partnerships and the integration of mixed uses.
10	Parking Adequacy	Employees of other businesses are often parking in front of businesses they do not work at.
11	Event Parking	Event parking program needs to be revamped. It is confusing and sometimes leaves residents stranded with no way to get to their home.
12	Event Parking	There is not enough communication regarding event street closures and process.
13	Event Parking	There are a handful of events throughout the year that cause major traffic and parking issues. A better system needs to be in place to eliminate these issues.
14	Parking Policy	Municipal ordinance and parking policies need to be updated.
15	Parking Policy	In the last 4-5 years the City has reduced minimum parking requirements for new development and the Development Services Division of the City would like to continue, or possibly enforce maximums.
16	Parking Rates	Rates are low compared to other cities.
17	Parking Rates	If rates were higher maybe the City could fund a parking garage.

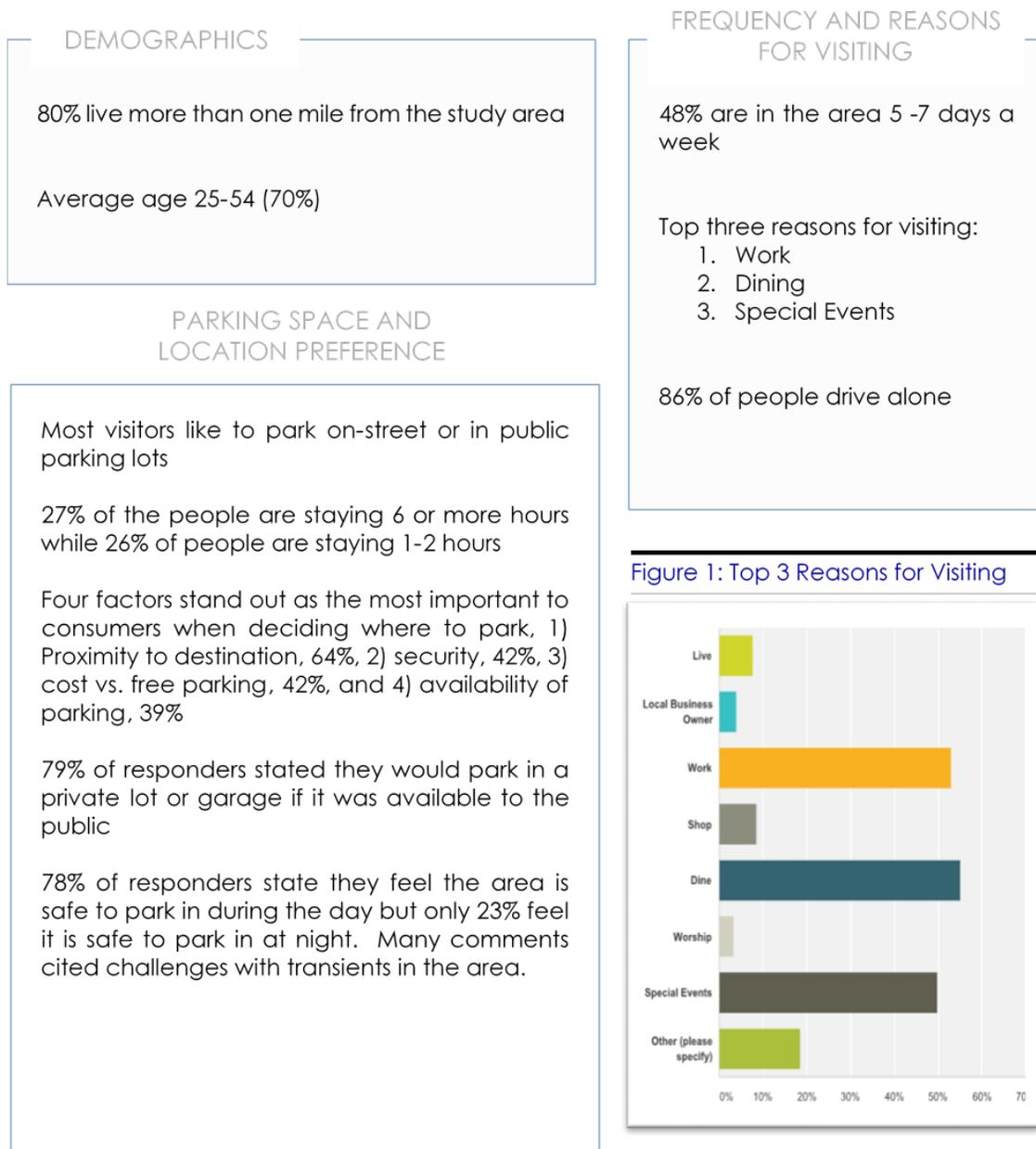
Source: Corpus Christi Staff and Community Stakeholder Meetings August 24-25, 2016

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SURVEY RESULTS

Walker developed an online survey link for the City to post on its website. The survey consisted of twenty-six (26) multiple choice questions with three (3) open-ended questions at the end asking survey participants 1) what they thought were the best aspects of parking in the downtown study area; 2) what they thought were the biggest opportunities for improvement within the downtown study area; and 3) any other general comments about the study area.

The survey ran for five weeks and approximately 409 respondents participated in the survey. A snapshot of the results is shown below.



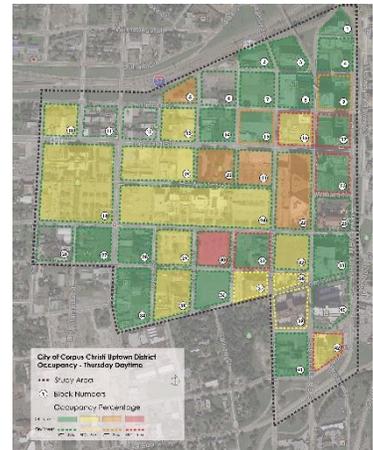
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TASK 2 - DOWNTOWN PARKING SUPPLY

OBSERVATIONS

UPTOWN Weekday Daytime

- During Walker's weekday observations, overall occupancy of the parking spaces, both on- and off-street was 47%. While there are some blocks with increased utilization, most had sufficient parking available.
- Approximately 39% of the on-street spaces were utilized during this time. There were a few blocks with increased usage, most notably around the office tower buildings, including the American Bank Plaza, the Wells Fargo building, the Wilson Plaza and the AEP Building. However, most blocks were underutilized.
- There are many lots and garages that are reserved for building tenants or restricted to specific users. This accounts for approximately 38% of the overall off-street parking spaces in the district.



MARINA ARTS Friday Evening

- Overall, 21% of the parking supply was occupied during Walker's Friday evening data collection period.
- The majority of parking consumers were parked in the on-street spaces, approximately 41%.
- Approximately 36% of the off-street spaces are defined as private garages or lots that do not allow public parking.
- The overall occupancy percentage is skewed by a few anomalies in the district:
 - The Plains Capital Garage located between Peoples St. and Schatzell St. is closed to the public after-hours. This garage has 509 spaces, however no occupancy during our data collection period because it was closed.
 - The American Bank Building garage has 917 parking spaces. It is open after-hours to the public, however only 15 vehicles were parked there.
 - The Holiday Inn garage has 500 parking spaces, however only 55 vehicles were parked there.
 - The Furman Plaza, located between Starr and Peoples, has a 349-space parking garage but is closed to the public after-hours, therefore no vehicles were counted during our data collection



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- The most congested area is the Water Street Market area (blocks 25, 29 and 32) where approximately 76% of the parking supply was occupied.

Weekday Daytime

- Overall, 41% of the parking supply was occupied during our data collection period.
- Equal amounts of patrons were parked on-street as were parked in private parking garages and lots, approximately 43%.
- The overall occupancy percentage is skewed by an anomaly in the district, the Furman Plaza, located between Starr and Peoples, has a 349-space parking garage but is closed to the general public, therefore no vehicles were counted during our data collection.
- The highest occupancy occurred in the Whataburger lot (block 36) and the IBC Bank Lot (block 40).
- The ESC lots (blocks 33 and 34) were moderately occupied.
- The Water Street Market area (blocks 25, 29 and 32) was moderately occupied, as it was during the evening.
- The two T-heads and one L-head were lightly occupied during this time.



BAYSHORE

Weekend Daytime

- There is a substantial number of parking spaces in the district and approximately 14% of the spaces were utilized during our Saturday morning observation period.
- There are no metered parking spaces in this district but ample supply of unregulated parking spaces on-street. Most of the streets in the area were clear of vehicles as total utilization was 6%. The majority of the utilization was around the YMCA where there was a Saturday morning event taking place.
- The majority of the off-street utilization was found at the First Presbyterian Church of Corpus Christi, the First United Methodist Church and the auxiliary lots to the Shoreline Hospital.
- There are several apartment complexes and condos that have their own parking lots. These were not included in the supply count as the locations were secured with gated access controls.



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TASK 3 - PARKING DEMAND ASSESSMENT**FINDINGS**

Walker was asked to develop a parking demand assessment model designed to analyze parking system users and address unmet and future parking demand in each of the four districts. The assessment addressed the current unmet demand through information obtained from stakeholders and field observations by time of day throughout each district. In addition, Walker provided an estimate of future demand based on district development program information applied to the use of three (3) growth scenario models. The growth scenarios have been based upon 1) a conservative 2.4% growth per year, as detailed in the 2015 Downtown Area Development Plan (the "DADP"); 2) a moderately aggressive 3.5% growth model per year; and 3) an aggressive 5% growth model per year.

Walker's analysis of the 2015 Downtown Area Development Plan projects the need for 11,744± parking spaces to support the proposed program growth over the next 10 years. Our analysis of parking utilization within the study area confirms the 11,744± space demand may be met with the present inventory levels. The details of our analysis estimate nearly 10,631± (91%) of the projected parking spaces will serve the development needs of planned residential and hotel room projects. For the most part, parking inventory designed for residential and hotel projects will not be eligible for shared parking opportunities within each district. It remains our experience from researching and analyzing urban markets, that it will be necessary for the developer to provide the minimum on-site parking requirements for the planned projects to remain successful. Without this on-site inventory, vehicle-dependent residents and hotel guests will choose other locations. Our analysis suggests the remaining 1,113± (9%) projected parking spaces for planned office space renovation and development will be met with existing parking infrastructure currently observed in each district.

Under the three growth scenario models, Walker has identified the Marina Arts District (evening observation) as the district with the most significant parking adequacy over the next 10 years (2.4% - 3,938 adequate spaces; 3.5% - 3,778 adequate spaces; and 5% - 3,561 adequate spaces). On the contrary, this same district will experience significantly less parking adequacy during weekday activity periods (2.4% - 2,208 adequate spaces; 3.5% - 1,895 adequate spaces; and 5% - 1,468 adequate spaces).

The SEA District has been identified as the district with the least amount of parking adequacy over the next 10 years (2.4% - 1,281 adequate spaces; 3.5% - 933 adequate parking spaces; and 5% - 458 adequate parking spaces). We encourage the City and its community partners to continue to track this progress as new development projects are announced and come on line. The parking adequacy may, and will most likely, change as infill development occurs throughout the districts.

As detailed in Task 4 of this report, and based upon current utilization and planned development projects, Walker does not propose the need to construct or build additional parking inventory at this time. Within Walker's Strategic Plan recommendations, we strongly

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suggest the need to implement a shared parking management strategy with the use of existing parking inventory and demand management practices.

TASK 4 - STRATEGIC IMPLEMENTATION PLAN

Through the combination of Walker’s observations, collected data and stakeholder input we have created a strategic plan for each district to be considered by the City of Corpus Christi. The plan is organized into two categories, Planning and Operational, and all relative recommendations are listed in order of priority. Within each category there are multiple recommendations that will improve the parking system and advance the collaboration between the City and its residents and visitors.

The strategic plan is organized in the following manner:

1. Planning Priorities
 - a. Parking Management Plan
 - b. Existing Development Potential for Parking Sites
 - c. Off-Street Parking Regulations
 - d. Organization Recommendations

2. Operating Priorities
 - a. District Based Parking Strategies
 - b. Event Parking Plan
 - c. Meter Parking System Options
 - d. Technology Improvements

The strategic plan is concluded with a 10-Year Parking Fund Proforma that considers recommended changes to the system found in the planning and operating priorities, including additional meters and flat meter rates.

PLANNING PRIORITIES

A. Parking Management Plan

It is recommended that the City, in coordination with key downtown businesses and merchant associations, consider implementing a formalized parking management plan that clearly communicates 1) locations for employee, resident and visitor parking; 2) changes in the parking system; and 3) provides event parking guidance. The management plan should consist of the following four components:

1. Formation of a parking alliance
2. Implementation of a sign package and wayfinding system
3. Creation of a public relations and communication program
4. Expansion of the ParkCC mobile app



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Formation of a Parking Alliance

A parking alliance is an effective way to encourage the public and private sector to work together to meet the goals and needs of the community. The alliance is typically organized by a non-profit organization, such as a downtown management group, and includes key stakeholders, including private land owners and event venue managers/owners. The purpose of the alliance is to establish a cohesive group that works together to provide parking for visitors and non-tenants that meet the needs of both the land owner and the community. Agreed upon conditions and requirements are established within the alliance to create standardization and uniformity throughout the parking system. The parking alliance objectives should include the following:

1. Create a parking system that allows public parking in currently restricted garages and lots
2. Determine standard and uniform signage and wayfinding requirements
3. Establish a communications methodology to alert residents and visitors to available parking, etc.

Walker suggests a parking alliance with subcommittees designed to represent the four different districts, Uptown, Marina Arts, Bayshore and SEA District. It is recommended that oversight of the alliance be governed by the Downtown Management District.

Signage and Wayfinding Package

It is Walker's professional opinion that signage and wayfinding throughout the districts should be improved as an overall step toward maximizing the use of existing parking assets. There is currently a lot of confusion regarding time limits within the districts, available off-street parking garages/lots, and wayfinding throughout the area, especially during large events.

Corpus Christi Airport



There are typically three levels of signage related to parking planning:

1. Vehicular Directional Signage - such as wayfinding signage;
2. Public Parking Directional Signage – specific to finding public parking; and
3. Public Parking Arrival Signage – located at the location itself.

While all three levels of signage play a key role in identifying public parking, without the destination or arrival signage, the system does not work.

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Public Relations and Communication Program

Communication is the key to any effective parking management system. When surveyed, many Corpus Christi residents expressed a lack of communication within the current system. Walker suggests a program focused on public relations and communication that 1) advises residents and visitors where to park, 2) alerts residents and visitors to upcoming changes and 3) notifies residents and visitors where to park when planned street closures are implemented for large events.

The public relations and communications program should:

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

Expand ParkCC App

Corpus Christi has created an app called ParkCC that allows you to pay your on-street parking fee through your phone, alleviating the need to insert your credit card or coins into the meter. Walker understands this mobile app is currently being used by approximately 18% of the parking consumers in Corpus Christi.

While this app is an excellent way to provide an alternate payment option at a meter, it is limited to just that function. When survey responders were asked if they would utilize a mobile app that contained more detailed parking info, such as parking location, rates and special events info, over 80% said they would indeed use the app. Walker proposes that the City consider expanding the features of the current app to include these expanded features. The app should include much of the same information that the website offers, giving patrons an option for how they receive their parking information.

B. Existing Development Potential for Parking Sites

UPTOWN

While Walker is not recommending the need to build additional parking inventory in the Uptown District in the near term, we have identified a potential site for future parking inventory needs. Given the location of parcel #24 to the center of the central business district ("the CBD"), Walker recommends the need to reserve this site for potential growth opportunities. The eastern part of this parcel is currently a surface parking lot utilized by visitors to the Nueces



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County Courthouse. The lot is located one block east of the Courthouse and four blocks east of City Hall. This site could serve visitors and employees to the Courthouse, visitors and employees to City Hall and even visitors or tenants of the office towers located within a four-block radius. Walker recommends the City and County form a task force to study the feasibility of developing a future parking facility on this site. The potential for developing a public-private partnership could exist to attract further private investment in the Uptown District.

MARINA ARTS

Due to recent streetscape and pending residential construction improvements in the Marina Arts District, Walker observed a fairly high number of unregulated on-street parking spaces. Many of these unregulated on-street spaces are located along the newly redesigned Chaparral Street corridor, from John Sartain Street on the south to Twigg Street on the north, as well as the Mesquite Street corridor, from William Street on the south to Starr Street on the north. While it would appear much of this unregulated parking inventory supports the restaurant and merchant business patron parking needs, Walker acknowledges this situation may in fact limit growth potential over time. Unregulated on-street parking becomes quite popular over time. Leaving these spaces unregulated may also attract long-term parking user groups, such as nearby residents and employees, often occupying the parking inventory before visitors and consumers are able to access the spaces. As this limited amount of free and unregulated parking reaches capacity on typical peak days and evenings, parking consumers will make the conscious choice to stop patronizing the businesses under the perception that parking inventory is no longer available. Walker recommends the need to meter these unregulated parking spaces to achieve the necessary turnover to allow the nearby businesses and restaurants to successfully thrive and grow beyond today's success levels. Walker recommends an 85% utilization threshold for the use of on-street parking. Any utilization beyond this threshold is considered inadequate. Essentially, what may be popular for restaurants and merchants today, will not necessarily work for future growth.

Do we need a garage?

At the time of this analysis, Walker is not suggesting the need to build additional parking inventory in the Marina Arts District. We recommend better utilization of the existing parking assets before pursuing a greater needs assessment. In the meantime, Walker recommends the City retain the partial City-owned site located on parcel #34, between John Sartain St. and Coopers Alley, and obtain the western part of the parcel for a potential future mixed-use parking garage opportunity. To assist with this transaction, Walker recommends the Educational Service Center sell the property known as site #33 for development opportunity and use the proceeds of the sale to negotiate a sale of the privately-owned portion of site #34. We believe this site to be ideal for supporting the office and professional service growth in the southern end of the Marina Arts District.

As district surface lot parking falls suspect to development opportunities, a multi-level parking garage could support the public parking needs of a walkable commercial and residential district. In the event a 3rd party organization wishes to move forward with the design and

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development of a specific-use parking garage in the district, Walker recommends the City and proposed Parking Alliance work with the organization to consider comprehensive district parking needs in their design and operating plans. Simply building new inventory to serve a specific time of day parking demand will encourage an overbuild policy for district parking inventory. As transit and ride sharing options continue to become more prevalent in today's society, we need to be mindful of the impact these options may have on the cost of providing and maintaining parking inventory.

In addition to parcel #34, Walker encourages the City to work with the private land ownership of parcel #39, located between Coopers Alley and Kinney St., to pursue a development project that includes an additional public parking component. The private development of site #39 could further support the overflow parking demand generated by the public use of the Bayshore District parks.

Ultimately Walker recommends that in order to accommodate the limited amount of Marina Arts District parking, shared parking strategies with community partners that may stand to benefit from offering their private parking inventory for public use after hours and on weekends should be utilized. Walker recognizes the use of the Plains Capital Bank parking garage (parcel #21) and the Furman Plaza parking garage (parcel #17). Given their prime location in the center of the Marina Arts District, Walker believes reasonable accommodations could be made to open this parking inventory to the public on nights and weekends. Walker also recognizes the potential shared parking use of the reserved Education Service Center parking lot in parcel #34.

During the daytime hours, Walker recommends the use of several of the underutilized parcels to satisfy public and employee parking needs. Specifically, parcels #30, serving the Best Western property, parcel #39, serving the office tower needs, and parcel #15 serving the Holiday Inn property. Each of these locations have 50% or more of their public parking inventory available during the weekday daytime hours.

 **BAYSHORE**

Walker understands the planned development of the two upcoming parks will include maintaining the existing parking inventory dedicated to the parks and the beach, however, unofficial overflow parking located on potential development parcels could soon go away. In the near-term, Walker recommends the City develop a partnership with the nearby churches to utilize their inventory for event overflow parking needs. Coupled with the use of event park and ride transit services provided by RTA, Walker believes event parking needs along Shoreline Boulevard and the parks could be reasonably satisfied. For a long-term approach, Walker recommends the use of the garage site identified in the Marina Arts District to meet future parking demand associated with capacity event and festival activity.

During our analysis of the Bayshore District, Walker received information from City staff detailing the proposed redevelopment plans for the Bayshore Park area. In addition to

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maintaining the existing surface lot inventory, Walker learned new diagonal on-street parking would be added on Kinney Avenue, just east of the realigned Shoreline Boulevard.

Walker has since learned of the competing demand for the use of the two surface parking lots and supports the need to explore charging for parking on the two surface lots as well as the proposed on-street parking on Kinney Street. To accommodate charging a fee, Walker recommends the purchase and installation of ten (10) pay stations. Eight of the machines would be installed internal to the two lots, with the remaining two machines serving the on-street parking demand. Recommending a pay by plate operation, the parking consumer could pay for their parking at any pay station using their license plate credential.



With the planned realignment of the Harbor Bridge, Walker anticipates the subsequent redevelopment of N. Broadway Street to allow for additional on-street parking improvements, adding more inventory to the current supply in the SEA District. Walker also suggests the development of either parcel #18 or #19 as a multi-level parking garage to provide additional inventory to support competing capacity events at the American Bank Center, Whataburger Field, Concrete Street and Hurricane Alley Waterpark. While we're not recommending the development of this site today, Walker believes the City should retain this site for parking inventory as the SEA District continues to redevelop and expand its visitor destinations. This garage site is central to all of the venues in the area and could easily connect pedestrian activity to existing and planned development options.

C. Off-Street Parking Regulations

Throughout Walker's observation of the parking system, it was noticed that many off-street parking lots, especially lots used for events, were not in good condition and were in need of repair. We also noticed, as well as heard from stakeholders and citizens, that it was often very confusing as to where the parking consumer was allowed to park. To better serve the community, Walker recommends the following changes to enhance the off-street parking experience for the general public:

1. Enforce the current off-street parking regulation ordinance
2. Expand the current ordinance
3. Create uniformity and standardization requirements

Enforce the Current Ordinance

Article 22 of the 2009 Corpus Christi Zoning Ordinance, No. 6106, Thirtieth Edition, addresses off-street parking regulations. The ordinance contains the following sections:

1. Section 22-1 & 2 – Development of parking spaces in conjunction with different types of development
2. Section 22-3 – Joint use and off-site facilities
3. Section 22-4 – Design standards

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The requirement to develop parking spaces for new development is exempt in the study area covered in this project and there are no parking space development requirements enforced. The joint use requirement only applies to public auditoriums and church auditoriums, neither of which provided a benefit in the study area covered in this project.

Walker recommends the City revisit the need to consider parking space requirements for residential and commercial restaurant land uses in the study area as identified in the adopted 2011 Uniform Development Code. ("the UDC") To assist with minimizing private development costs, we support the use of shared access and parking variances as detailed in Article 7: General Development Standards. We believe the near-term success of these types of land uses will greatly depend upon access and parking.

There are nine design standards outlined in Section 22-4 of the 2009 Zoning Ordinance No. 6106. Walker focuses on two standards that, on the surface, do not appear to be enforced:

1. If a parking lot contains four (4) or more vehicle spaces, all surfaces shall be paved with asphalt and/or concrete materials.
2. Screening, in the form of a solid fence or shrubbery, shall be required to protect neighboring residences from all parking lots hereafter constructed to contain ten (10) or more spaces.

There are many parking lots within the study area that are not paved and consumers are parking on dirt or crushed gravel. Examples are the overflow Omni Hotel lot in the Marina Arts District, the lot located along N. Tanchhua Street (under the Harbor Bridge) in the SEA District, several of the ancillary parking lots serving parking needs in the Uptown District, and many lots used for event overflow parking in the SEA and Bayshore District.

Walker suggests enforcing this ordinance going forward in an effort to make the districts more aesthetically appealing and to create a safer place to park with a continuing sidewalk appeal as a patron walks to and from their parking destination.

In the same light, we suggest enforcing the second design standard mentioned above, using screening in the form of a fence or shrubbery. Realizing the ordinance currently requires this product to protect neighboring residences only, we suggest that it be extended to all parking areas within the individual districts. This screening will create a more inviting sidewalk and will reduce the perception of blight within the city and make general pedestrian corridors more aesthetically appealing.

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[Expand the Current Ordinance](#)

While the current ordinance does address two very important requirements for a safer and more customer-friendly parking lot, it lacks a few components that we suggest be included.

1. Signage requirements and uniformity
2. Lighting
3. Parking lot and garage maintenance
4. Signage for private lots

[Signage Requirements and Uniformity](#)

In order to ensure that the previously-mentioned parking management plan is implemented, we suggest adding signage requirements to the current off-street parking ordinance.

Signage requirements ensure that parking signs are easy to read, create a sense of uniformity within the districts and quickly direct patrons where to park. This is most important during large events as the available lots and garages may change from event to event. Examples of signage requirements include:

1. Size of the sign
2. Inclusion of a parking symbol
3. Rate amount
4. Font size
5. Operator phone number
6. Sign material

We suggest the decided upon requirements be applicable to every parking lot or garage that provides public parking, especially for the large events.

[Lighting](#)

Parking lot lighting is important, not just from a liability standpoint, but also to help parking consumers feel safe and secure. Many parking consumers will often not park in a dimly-lit area and will instead opt to park on-street or in another lot or garage with better lighting. Therefore, it is important that a regulation be put in place to require all parking lots and garages open to the public to maintain certain lighting levels.

Parking lot lights should, at a minimum, come on at dusk, however the bigger locations should have their



[Example of Surface Lot Lighting](#)

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lights on throughout their daily operating hours.

Walker suggests reviewing lighting ordinances in similar cities to determine what works best for Corpus Christi, as well as researching recommendations provided by the Illuminating Engineering Society of North America (IESNA) before implementing a change.

Parking Lot and Garage Maintenance

The repair and upkeep of surface lots and garages is very important and should be included as a requirement in the municipal code to ensure that it is followed. Unmaintained parking areas remain an eyesore for the overall visual appeal of the district and could deter visitors from coming to the area, or perhaps force them to park further away from their destination. Asphalt or concrete repair is of vital importance to business owners and the community alike. Many times, the parking facility is the first interaction visitors have with a retail establishment and to ensure that the City of Corpus Christi continues to develop as planned, attention should be placed on the current standards regarding the parking assets.

The ordinance should include requirements to:

1. Keep the pavement in good repair, including the filling of potholes and crack repair
2. Clean up of the facility nightly, removing trash and debris
3. Maintenance of striping for parking spaces
4. Maintenance of landscape and irrigation systems

These requirements not only provide a visually appealing place to park but also provide a safe place to park by eliminating trip hazards.

Private Lot Signs

As previously shared, parking consumers are often confused about whether they can or cannot park in a parking lot. Walker respects the fact that not all parking lots or garages want to open their facility to the public and understands the reasoning for such. However, we recommend that the private lots be required to include a sign on their lot that communicates to the parking consumer that they are not allowed to park there. We further recommend that the sign is a uniform sign that all private businesses be required to install, further reducing the confusion currently experienced. And, in order to enforce this, we suggest that the policy is included in Article 22 of the City of Corpus Christi Zoning Ordinance.



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D. Organizational Recommendations

As the parking system grows it may be necessary to reorganize the parking control division and remove it from under the police department. Provided below are three common ways that municipalities organize their parking department. Walker recommends that the three different parking organization formats be considered as the parking system grows and the need for more parking personnel and management is needed.

Restructure Under Different City Department

Currently the parking organization in the city of Corpus Christi is a parking division, meaning it is a smaller division under an existing department within the city government. As additional meters are implemented, and subsequently enforced, and city-owned garages are constructed it will be necessary to grow from a parking division to a parking department in order to provide the necessary manpower it will take to manage the system.

Downtown Partnership

Some municipalities choose to organize their parking department under a downtown partnership group or business improvement district. In this practice, the downtown partnership group assumes management of the parking system and either manages all of the aspects of the system or contracts some of them out to a third party, parking management company. The benefit of this organizational format is that the downtown partnership group receives all of the parking revenue, however they also assume all of the existing system debt.

Third-Party Management

Many municipalities decide to “get out of the parking business all-together” and hire a third-party management company to manage all of their parking assets. There are three different ways to set up a third-party management contract, either through a lease agreement, management agreement or a public/private partnership (P3).

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OPERATIONAL PRIORITIES

In addition to the aforementioned planning priorities, Walker is recommending several operational-based priorities to help improve the overall perception of the Corpus Christi parking system. We believe a practical approach toward meeting and serving the needs of the community will not only encourage private investment throughout each district, but will effectively diminish the challenges each district faces today. Walker's list of recommendations includes overall district parking strategies, event parking plans, parking meter options, and the overall potential for implementing parking industry technologies. We intend to use this section of the report to identify and address comments previously shared by stakeholders during the stakeholder meeting as well as the results of the online survey. At its core, a healthy and sustainable parking system should address the importance of a well-structured parking system while eliminating consumer confusion and frustration. Listed below, separated by District, Walker includes recommendations to improve the parking system in Corpus Christi.

A. District Based Parking Strategies



Recommendation 1 - Parking Alliance

Walker recommends creating a subcommittee of the parking alliance, between the Uptown District public and private agencies. In addition, the district is starving for a branded parking system needed to advertise the available visitor parking inventory. A branded public parking sign could be designed to advertise public parking from the street level as well as a branded website could promote the locations through the use of a mobile device application or other internet-supported devices.

Recommendation 2 – District Parking Brand and Visitor Parking Options

The use of dynamic signs, detailing the number of available visitor spaces within the larger parking garages, would benefit parking consumers looking to park once and visit multiple on-site destinations. On a simpler level, a branded public parking sign could be designed to advertise public parking from the street level as well as a branded website could promote the locations through the use of a mobile device application or other internet-supported devices.

Recommendation 3 - Additional Paid Parking Areas

During our on-street observation of parking around the Nueces County Courthouse parking lots, Walker reported utilization levels less than fifty percent (50%). Should the courthouse parking demand expand to exceed available inventory in the courthouse parking lots, Walker would recommend the installation of additional 4-hour meters to accommodate 4-hour parking sessions with the courthouse. Installing metered parking on these surrounding streets at this time would merely push the low-volume traffic into the available free parking lots.

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Recommendation 4 – Loading Zone Management

To gain a greater understanding of the appropriate number of loading zones in the Uptown District, Walker recommends a survey of the business owners and delivery companies. We suspect both entities will say there are never enough zones as many delivery companies are competing for the same prime loading zones during the peak delivery hours. To further assist with a loading zone analysis, Walker suggests the coordination of delivery services to avoid peak transit hours and encourage deliveries between the hours of 10:00 a.m. and noon, and again from 2:00 p.m. to 4:30 p.m. We also recommend the implementation of loading zones on secondary streets, away from prime consumer storefront access. Competing for similar access to merchants and businesses can and will often deter consumers from patronizing a business if their access is limited.



MARINA ARTS

Recommendation 1 – Parking Alliance

Similar to Recommendation 1 for the Uptown District, Walker recommends the need to create a subcommittee of the district parking alliance. Such an alliance would enable individual businesses to establish common planning goals designed to address visitor and employee parking needs. The Marina Arts Districts has a unique fabric that allows for a 24/7 live, work, and play environment. As residents, office employees and visitors find themselves competing for the same parking inventory, the focus needs to shift toward managing the existing parking inventory in a manner that meets the comprehensive needs of the community.

Recommendation 2 - District Parking Brand and Shared Parking

Walker recommends the parking alliance focus on a parking brand identity. Similar to the Uptown District, many of the businesses provide their own employee and visitor parking inventory. When the visitor inventory reaches parking capacity, the individual business depends on the resources of the community to provide additional parking for their business. To protect against this potential lost business assumption, Walker recommends the parking alliance promote the need to share available parking inventory. When promoting shared parking opportunities, it is important to understand that operating costs will most likely require the need to charge a fee to park. Whether the operating costs are covered by private investment, community tax resources, or a parking consumer user-fee, shared parking will most likely not succeed without a planned commitment from all vested parties.

Recommendation 3 – Additional Paid Parking Areas

In order for Recommendation 2 to be successful, Walker recommends the need to implement paid on-street parking in the core Marina Arts District areas where parking meters do not exist today.

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Additional Paid Parking Areas include:

- Marina Arts Core: 201 spaces; 2-hour meters
- Marina Arts Perimeter: 128 spaces; 4-hour meter

Recommendation 4 - Loading Zone Management

Similar to the recommendation for the Uptown District, Walkers recommends a survey of the business owners and delivery companies. Again, we suspect both entities will say there are never enough zones as many delivery companies are competing for the same prime loading zones during the peak delivery hours. Unique to the mixed-use activity in the Marina Arts District, Walker recommends converting the use of a commercial loading zone space into a metered parking space after 6:00 p.m. on weekdays and all day on the weekend. Allowing the commercial loading spaces to remain unregulated after delivery hours will create a long-term, on-street parking space, discouraging the need for turnover. In some communities we've even seen loading zone spaces converted into taxicab and ride sharing spaces after hours and on weekends. As more residents and visitors continue to populate the district, it will be necessary to explore this need for alternate transit accommodations.

Recommendation 5 - Parking Rates and Hours of Operation

As in the Uptown district recommendation, as well as the other districts, Walker suggests a standardized paid meter rate of \$.75/Hour with a 2-hour time limit in the core of the district and a 4-hour time limit in the outer area. Walker also recommends standardized hours of operation as shown below:

- Marina Arts Core: Monday-Saturday; 8A-6P
- Marina Arts Perimeter: Monday-Saturday; 8A-6P

A recommendation for a visitor parking flat fee of \$3.00 for off-street parking in the Plains Capital Bank and Furman garages during nights and weekends is also suggested. The primary purpose of charging a fee for parking convenience is not the collection of revenue, although this is important to cover operating costs, but rather to allow the market participants to properly value the parking asset and thereby efficiently allocate a scarce resource.

Recommendation 6 - Event Planning and Communications

While Walker understands the importance of closing off on-street spaces on the streets that a large event occurs on, we recommend that the remaining on-street spaces outside of the event boundaries should be evaluated for the purpose of removal need.

Walker recommends representatives from the Marina District partner with a designated City of Corpus Christi special events coordinator and use City resources to promote Marina Arts District events through City-sponsored communication channels.

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Recommendation 7 – Expanding the Marina Arts Brand

The Marina Arts District has invested in a professionally looking brand and the district should take advantage of this logo by expanding the branded look throughout the district. Walker recommends each Marina Arts District parking destination incorporate a Marina Arts District-branded sign with the destination name, lot number and address. Use of the address on the sign will allow geographical information system (“GIS”) components to interact with internet mapping and wayfinding resources.



BAYSHORE

As previously mentioned, the Bayshore District has a fair amount of possibilities for defining its development outcome. As the City continues to invest in its parks, beaches, and rights of way infrastructure, we can only expect it will be a matter of time before the prime development sites along Shoreline Boulevard, Water Street and Chaparral Streets will see an increase in private sector development. As the city navigates this potential growth and development period we support the need to develop a sustainable parking system for the Bayshore parks and McGee Beach. One solution for managing parking demand is to charge a fee to park in the renovated parking lots supporting these destinations.

Walker understands the Bayshore parking lots will continue to provide for a combined ±450 totals spaces plus an additional ±40 total spaces designed for Kinney Street for park access. We recommend this allocation of spaces be designed to collect parking fees in support of continued funding for the maintenance and capital improvement projects for the parks and the beach. Due to their unique location in support of the parks and beach, Walker anticipates these spaces will not be used otherwise.

By charging a fee to park at the Bayshore parking lots, the City would have the ability to establish a rental fee for the special event use of these lots. Essentially the City could contribute the use of the lots as an in-kind contribution toward any special event requests, or create an ordinance that requires a rental fee to be paid to the City for the use of the lots. Charging \$.75 per hour for a 10-hour day could result in a per-space rental fee of \$7.50 per day.



SEA

Recommendation 1 – Additional Paid Parking Areas and Regulations

On-street parking inventory should be officially marked, signed and regulated; if nothing more, for pedestrian health and safety reasons. In the absence of enforcing existing regulations, a number of parking consumers have become comfortable with creating their own parking areas in rights of way and un-managed parking areas. Walker recommends the City address

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these potential parking areas with proper markings and signage to provide additional parking inventory for the district and to protect the safety of the parking consumer and pedestrian.

We suggest adding the following parking spaces:

- SEA Federal Courthouse area – ±82 spaces; 4-hour meter
- SEA Events – ±310 spaces; non-metered
-

Recommendation 2 - Future Parking Inventory after the Removal of Harbor Bridge

Walker understands the new Harbor Bridge is planned to open in late spring of 2020 with a planned demolition of the old Harbor Bridge to be completed in 2021. Upon completion of demolition, Walker understands a realignment of N. Broadway may be required to restore vehicular access to the SEA District from the I-37 Interchange. With the realignment of N. Broadway, Walker recommends an opportunity to add on-street parking spaces from Fitzgerald Street to Hughes Street, and possibly to Brewster Street, depending on the alignment with the existing rail line.

Recommendation 3 - Rates and Hours of Operation

Walker suggests a standardized paid meter rate of \$.75/Hour with a 4-hour time limit around the Federal Courthouse and re-aligning several east/west streets to formalize on-street parking on one side of the street. Walker also recommends standardized hours of operation as shown below:

- SEA District Federal Courthouse: M-F, 8A-6P
- SEA Event: No time limits

Recommendation 4 – Event Planning and Communications

Walker recommends representatives from the SEA District Association partner with a designated City of Corpus Christi special events coordinator and use City resources to promote SEA District events through City-sponsored communication channels.

Recommendation 5 - Expanding the SEA District Brand

The SEA District has invested in a professionally looking brand and the district should take advantage of this logo by expanding the branded look throughout the district. Walker recommends each SEA District parking destination incorporate a SEA District-branded sign with the destination name, lot number and address. Use of the address on the sign will allow geographical information system ("GIS") components to interact with internet mapping and wayfinding resources.

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B. Event Parking Plan

Walker's event parking plan consists of four components as defined and described below.

1. Utilize private parking lots and garage to shuttle patrons – Currently, the CCRTA is shuttling parkers from City Hall and County lots to the event area for large events. Walker agrees that this is a great system that reduces the parking inadequacy for the event and creates a positive customer experience. However, the system must be expanded for these larger events and one should be put in place for the days when there are multiple events occurring.

In the "Existing Development Potential for Parking Sites" section found in this report Walker has identified private lots and garages that, if opened to the public, could create more parking spaces for event attendees to park in, adding approximately 2,600 parking spaces to the event parking inventory. Some of these parking garages and lots are close enough to walk to the event area but most will need to be linked with a shuttle service. This established shuttle service should then be used for the large events and the multi-event days when parking capacity is expected to reach its maximum.

2. Increase wayfinding throughout the event areas - By promoting multiple traffic routes into the SEA and Bayshore event areas the traffic congestion is dispersed and patrons can arrive and leave the event areas with less frustration. However, these plans can't be successful without the proper promotion. Promotion of the plan involves the following:
 - Including the alternative traffic patterns on the event websites and social media pages
 - Permanent wayfinding signage throughout the traffic paths directing patrons to the event areas
 - Variable wayfinding signage in the areas to change the traffic pattern if necessary
3. Create a communication campaign - A good communication program is key in creating an event parking system that delivers and parks people at their destination with as little frustration as possible.

Communication tools should be utilized to share event parking and transit information, including:

- Event page on City website
- Parking information on event website
- Emails to affected businesses
- Social Media accounts (Facebook, Twitter, etc.)
- Mobile App

A plan should be implemented that includes all of these communication tools in order to better communicate to residents and visitors where to park during special events as well as the easiest way to get there.

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4. City event coordinator meeting - All of the components mentioned above that make for a successful parking event system are most effective when managed by a dedicated event coordinator, which the City of Corpus Christi has. A successful program requires the attention and effort of a coordinator who will focus all of their job task on event planning and managing. A few high-level typical job tasks of the coordinator should include:

- Coordinate and facilitate special events
- Serve as liaison between City departments, event organizers, business owners and vendors
- Manage the marketing and public relations activities for each event

The most important and effective job task of the event coordinator is to work with all event venues and organizers to coordinate large events and multiple events happening at the same time. Walker suggests that the coordinator meet on a monthly basis with the event venues and organizers to discuss traffic management, marketing of the events and the communication plan to everyone involved.

C. Meter Parking System Options

There are two different types of parking meters, smart single-space meters (SSMs) and smart multi-space meters (MSMs).

Following are the major differences between meter types:

- The public generally finds SSMs easier to use. SSMs are familiar and require no special instructions. MSMs require instructions; in fact, ambassadors are generally deployed to assist customers during initial rollout.
- SSMs do not require signage. Motorists see the meter and know they are expected to pay. MSMs require signage (w/arrows) advising motorists to pay at the MSM. Pay-by-space meters also require space numbers.
- SSM manufacturers charge credit card transaction fees above and beyond typical merchant processing fees – typically \$0.13 per transaction. This is how they can afford to put all that technology into every meter. MSM manufacturers do not charge these fees.
- SSMs are more susceptible to vandalism and theft. MSMs are more secure and are recommended for high-risk vandalism areas.
- SSMs have smaller coin vaults and consequently need to be collected more frequently.
- MSMs, by their nature, do not allow for 'piggybacking' (parking at a meter that has time left on it from the previous parker). This can account for increased revenues of up to 10%. SSMs require sensors to zero out the meter, which also decreases battery life.
- SSMs cannot accommodate pay-by-space or mobile license plate enforcement, which are more efficient than physically inspecting every meter.

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Multi-space parking meters introduced three key technologies to on-street parking: computers, solar power, and wireless communication. This allows customers to pay by credit card, cities to set complex rate structures, and the meters to communicate wirelessly via a central management system, providing remarkable audit control and maintenance capability. This technology doesn't come cheaply, which is why the multi-space concept was born. Until recently, it wasn't cost effective to put all this technology into every parking space, so the customer would be required to walk to the multi-space meter to pay for parking.

Depending on the specific application and manufacturer, most multi-space meters can be configured for use in one of three modes of operation:

- Pay and Display – Walker does not recommend for on-street parking
- Pay-by-Space – Requires space-numbering infrastructure
- **Pay-by-License Plate** - Walker recommends for use with license plate recognition technology

Multi-space meter costs vary greatly depending on the options, the quantity and the manufacturer. Our opinion of cost varies from a low of \$4,000 for a basic standalone unit that does not accept credit cards to \$10,000 for an on-line unit that accepts coins, banknotes, tokens, smart cards and credit cards.

D. Technology Improvements

Parking is all about mobility and connectivity, and innovations are occurring rapidly. The parking market is undergoing a variety of changes that make it easier for people to find and pay for parking, and for parking authorities to better manage it. Among them are cashless, electronic, and automatic payment systems; real-time information about parking rates and availability via mobile apps; and wireless sensing devices for improved traffic management.

The most prominent trend in the parking industry is the move toward emerging technologies to improve parking access control and payment automation. Another top trend is "real-time communication of pricing and availability to mobile/smart phones".

A specific form of real-time communication is an Automated Parking Guidance System, which monitors and displays the available spaces in a parking facility, or multiple facilities, through a series of sensors and signage. The occupancy data gathered by an APGS is used to relay space availability to customers and to provide the parking operations staff with a tool to more effectively manage the parking facilities. APGS come in varying degrees of complexity, and cost, from systems that provide overall facility counts to single space detection systems that provide real-time monitoring of each individual parking space.

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10-Year Parking Fund Proforma with Recommended Parking Rates

Walker provides planning-level revenue and expense estimates for a typical future year's operation for the City of Corpus Christi Parking Control Division. Our model reflects a tiered implementation approach adding ±427 metered, on-street parking spaces regulated by the use of ±43 pay stations, as recommended in our future planning analysis.

Recommended Pay Station Implementation Schedule

	Year 1		Year 2	Year 3		
	Phase IA	Phase IB	Phase II	Phase III	Phase IV	Totals
On-Street Spaces	16	201	128	82	310	737
Pay Stations	2	20	13	8	0	43

Source: Walker Parking Consultants 2016

Other than the initial rate modifications to accommodate a universal \$.75 per hour fee, Walker is not proposing any rate increases in our 10-year Proforma as we believe the addition of the ±427 metered parking spaces will allow the parking improvement fund to cover the operating and capital costs required to expand the on-street parking system.

Walker's implementation schedule details an initial installation of two (2) pay stations serving the proposed ±16 metered space parking additions in the Uptown District (Phase IA) and installing twenty (20) pay stations to cover the recommended ±201 core on-street spaces in the Marina Arts District (Phase IB). Metered spaces added in Phase IA and IB will be regulated by 2-hour metered time limits. As demonstrated in our increased revenue projections, we anticipate Phase IA and Phase IB of the recommended pay station installation and implementation to be completed by the end of Year 2. For a visual representation of Phase IA and Phase IB please refer to the figures shown after the 10-year Revenue and Expense Proforma.

In Year 3 of the Revenue and Expense Proforma, our model reflects the revenue and expense changes related to completing Phase II of the recommended pay station installation and implementation. In this phase, we recommend installing thirteen (13) pay stations in the perimeter areas of the Marina Arts District to regulate the proposed 4-hour metered spaces in the remaining area north and south of the core as well as on-street spaces east of Water Street. The thirteen pay stations will regulate approximately ±128 spaces.

In Year 4 of the Revenue and Expense Proforma, our model reflects the revenue and expense changes related to completing Phase III of the recommended pay station installation and implementation. In this phase, we recommend installing eight (8) pay stations in the SEA District to regulate the 4-hour metered spaces surrounding the new Federal Courthouse and Port Corpus Christi activity. The eight pay stations will regulate approximately ±82 spaces.

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10-Year Capital Improvement Program

The Capital Improvement Model demonstrates the City's return on its investment, based on the specific model revenues generated from the new pay station installation and associated citation fines. The models are broken down by pay station installation phase and may be summarized as such:

Phase IA & IB – Uptown District and Marina Arts Core

New Meter Revenues: \$133,276
New Citation Revenues: \$112,448
Capital Expense: \$380,900
Payback Period: 18.60 months

Phase II - Marina Arts Perimeter

New Meter Revenues: \$75,120
New Citation Revenues: \$63,252
Capital Expense: \$135,850
Payback Period: 11.78 months

Phase III – SEA District (Business)

New Meter Revenues: \$64,575
New Citation Revenues: \$35,140
Capital Expense: \$83,600
Payback Period: 10.06 months

Phase IV – SEA District (Special Event)

New Delineated Spaces: ±310
New Meter Revenues: \$0
New Citation Revenues: \$0
Capital Expense: \$0
Payback Period: N/A

Walker recommends approximately 10% of the cost of capital be set aside each year for future equipment replacement needs.

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Parking Control Division 10-Year Revenue and Expense ProForma – Phases I through IV

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		2017E	2018E	2019E	2020E	2021E	2022E	2023E	2024E	2025E	2026E
Proposed 43 New Pay Stations for 427 On-Street Metered Spaces											
Account #	OPERATING REVENUE		0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02
308730	On-Street Meters (Current)	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418	\$ 207,418
308730	On-Street Meters (Proposed)	\$ -	\$ 133,276	\$ 208,396	\$ 272,971	\$ 272,971	\$ 272,971	\$ 272,971	\$ 272,971	\$ 272,971	\$ 272,971
308731	Civil Parking Citations	\$ 180,416	\$ 252,582	\$ 310,076	\$ 391,256	\$ 391,256	\$ 391,256	\$ 391,256	\$ 391,256	\$ 391,256	\$ 391,256
	TIRZ #3 Financing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total Potential Gross Revenue (PGR)	\$ 387,834	\$ 593,276	\$ 725,890	\$ 871,645						
	Total Gross Revenue per Space	\$ 342	\$ 371	\$ 431	\$ 518	\$ 518	\$ 408	\$ 408	\$ 408	\$ 408	\$ 408
	OPERATING EXPENSE	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
	Personnel Costs	\$ 347,601	\$ 356,291	\$ 365,199	\$ 374,329	\$ 383,687	\$ 393,279	\$ 403,111	\$ 413,189	\$ 423,519	\$ 434,107
520040	Clothing	\$ 2,500	\$ 2,563	\$ 2,627	\$ 2,692	\$ 2,760	\$ 2,829	\$ 2,899	\$ 2,972	\$ 3,046	\$ 3,122
520050	Fuel and Lubricants	\$ 2,500	\$ 2,563	\$ 2,627	\$ 2,692	\$ 2,760	\$ 2,829	\$ 2,899	\$ 2,972	\$ 3,046	\$ 3,122
520090	Minor Tools and Equipment	\$ 1,000	\$ 1,025	\$ 1,051	\$ 1,077	\$ 1,104	\$ 1,131	\$ 1,160	\$ 1,189	\$ 1,218	\$ 1,249
520120	Office Supplies	\$ 1,000	\$ 1,025	\$ 1,051	\$ 1,077	\$ 1,104	\$ 1,131	\$ 1,160	\$ 1,189	\$ 1,218	\$ 1,249
520130	Maintenance and Repairs	\$ -	\$ 6,000	\$ 6,150	\$ 6,304	\$ 6,461	\$ 6,623	\$ 6,788	\$ 6,958	\$ 7,132	\$ 7,310
530000	Professional Services (Includes pay station mgmt fees)	\$ 1,918	\$ 29,566	\$ 34,966	\$ 35,840	\$ 36,736	\$ 64,655	\$ 66,271	\$ 67,928	\$ 69,626	\$ 71,366
530100	Vehicle Repairs	\$ 1,918	\$ 1,966	\$ 2,015	\$ 2,065	\$ 2,117	\$ 2,170	\$ 2,224	\$ 2,280	\$ 2,337	\$ 2,395
530140	Postage	\$ 250	\$ 256	\$ 263	\$ 269	\$ 276	\$ 283	\$ 290	\$ 297	\$ 305	\$ 312
530160	Rentals	\$ 20,500	\$ 21,013	\$ 21,538	\$ 22,076	\$ 22,628	\$ 23,194	\$ 23,774	\$ 24,368	\$ 24,977	\$ 25,602
530180	Non-Capital Lease Payments	\$ 1,536	\$ 1,574	\$ 1,614	\$ 1,654	\$ 1,695	\$ 1,738	\$ 1,781	\$ 1,826	\$ 1,871	\$ 1,918
530200	Telephone	\$ 252	\$ 258	\$ 265	\$ 271	\$ 278	\$ 285	\$ 292	\$ 300	\$ 307	\$ 315
530230	Equipment Maintenance	\$ 18,000	\$ 18,450	\$ 18,911	\$ 19,384	\$ 19,869	\$ 20,365	\$ 20,874	\$ 21,396	\$ 21,931	\$ 22,480
530250	Memberships/Licenses	\$ 895	\$ 917	\$ 940	\$ 964	\$ 988	\$ 1,013	\$ 1,038	\$ 1,064	\$ 1,090	\$ 1,118
530500	Printing Advertising	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
530520	Printing Outside	\$ 4,165	\$ 4,269	\$ 4,376	\$ 4,485	\$ 4,597	\$ 4,712	\$ 4,830	\$ 4,951	\$ 5,075	\$ 5,202
540030	Interest and Bank Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
547010	Travel	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400
	Bank & Bank Card Fees (3% Fee, 50% CC Payment) - Existing	\$ 5,818	\$ 5,963	\$ 6,112	\$ 6,265	\$ 6,421	\$ 6,582	\$ 6,747	\$ 6,915	\$ 7,088	\$ 7,265
	Pay Station CC Processing Fees (50% of revenue x 3%) - New	\$ -	\$ 1,000	\$ 1,563	\$ 2,047	\$ 2,047	\$ 2,047	\$ 2,047	\$ 2,047	\$ 2,047	\$ 2,047
	TOTAL OPERATING EXPENSES (OPEX)	\$ 411,253	\$ 456,099	\$ 472,666	\$ 484,892	\$ 496,929	\$ 536,266	\$ 549,586	\$ 563,240	\$ 577,234	\$ 591,579
	Total OPEX per Space	\$ 363	\$ 286	\$ 281	\$ 288	\$ 295	\$ 251	\$ 258	\$ 264	\$ 270	\$ 277
	NET OPERATING INCOME BEFORE REPAIRS & REPLACEMENT	\$ (23,419)	\$ 137,177	\$ 253,224	\$ 386,752	\$ 374,716	\$ 335,379	\$ 322,059	\$ 308,405	\$ 294,411	\$ 280,066
	Repairs & Replacement (CAPEX Reserve Fund) (1.5% of Project Cost)	-	9,005	9,005	9,005	9,005	9,005	9,005	9,005	9,005	9,005
	Estimated Net Operating Income after CAPEX Reserve Fund	\$ (23,419)	\$ 128,172	\$ 244,219	\$ 377,747	\$ 365,711	\$ 326,374	\$ 313,054	\$ 299,400	\$ 285,405	\$ 271,061
CONCEPTUAL ESTIMATE OF ANNUAL DEBT SERVICE											
	Principal Amount		\$ 600,350								
	Term		10								
	Rate		0.04								
	Average Annual PMT		\$ 74,018	\$ 74,018	\$ 74,018	\$ 74,018	\$ 74,018	\$ 74,018	\$ 74,018	\$ 74,018	\$ 74,018
	Surplus / (Deficit)	\$ (23,419)	\$ 54,154	\$ 170,201	\$ 303,729	\$ 291,693	\$ 252,356	\$ 239,036	\$ 225,383	\$ 211,388	\$ 197,043
	Estimated Annual Debt Coverage Ratio		1.73	3.30	5.10	4.94	4.41	4.23	4.04	3.86	3.66

Source: Walker Parking Consultants 2016

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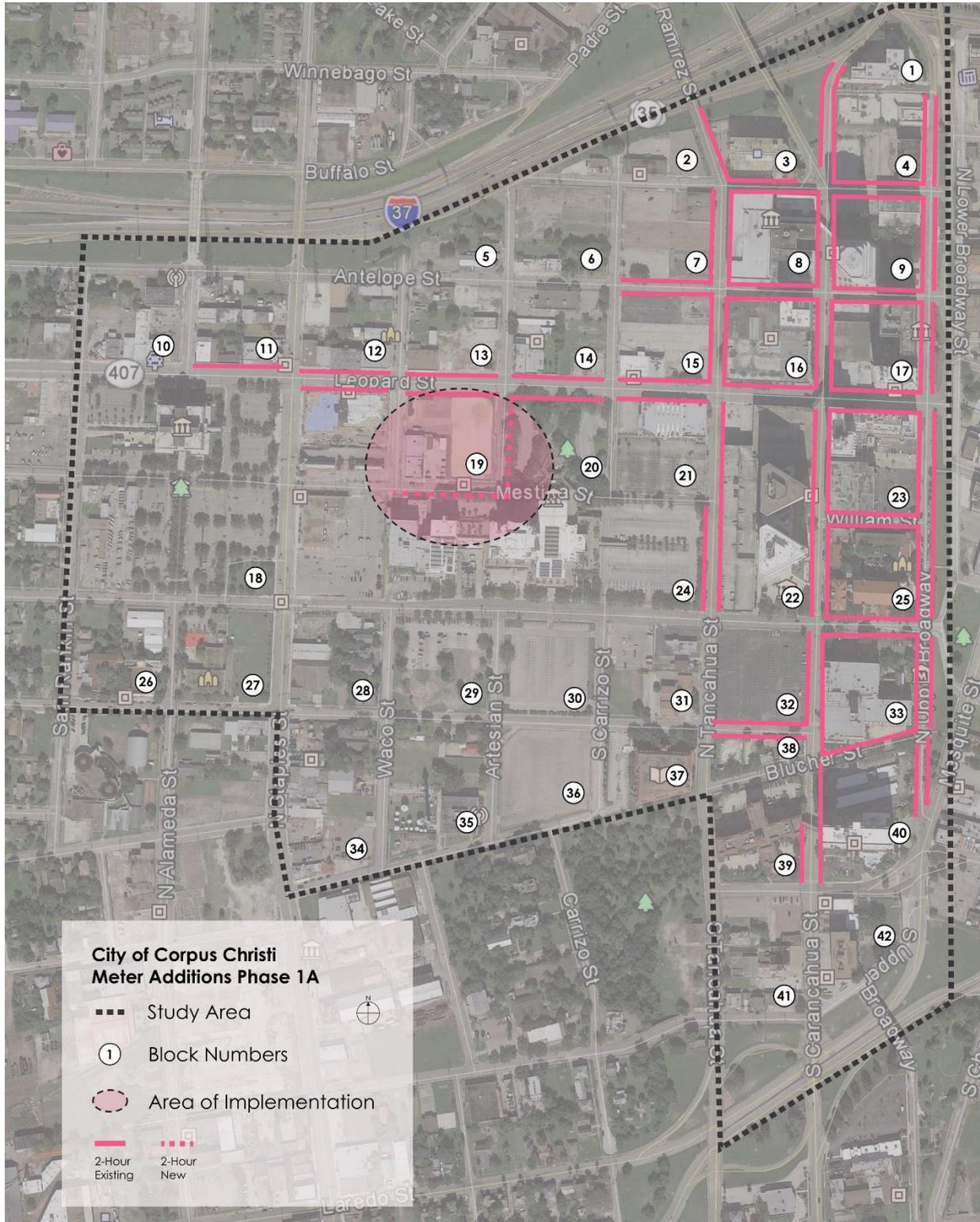
Capital Improvement Program Return On Investment by Phase

Capital Improvement Program (43 Pay Stations/427 Spaces) Corpus Christi, Texas	Phase IA & IB 22 Stations		Phase II 13 Stations		Phase III 8 Stations		Phase IV No Stations	
Revenue Category	Unit		Unit		Unit		Unit	
Projected Annual Meter Revenue (New)	\$614.18	\$133,276	\$586.88	\$75,120	\$787.50	\$64,575	\$0.00	\$0
Parking Citation per day @ \$35/per citation with 80% collection rate (New)	16	\$112,448	9	\$63,252	5	\$35,140	0	\$0
Total		\$245,724		\$138,372		\$99,715		\$0
Capital Expense Category	Unit		Unit		Unit		Unit	
Estimated Machine Cost (Installed with heater) - Manufacturer Direct	\$10,000	\$220,000	\$10,000	\$130,000	\$10,000	\$80,000	\$0	\$0
Spare Parts @ 3% of machine cost	3%	\$6,600	3%	\$3,900	3%	\$2,400	0%	\$0
License Plate Camera (LPR) hardware and software	1	\$30,000	0	\$0	0	\$0	0	\$0
Permit and Enforcement Software Database - Manufacturer Direct	1	\$75,000	0	\$0	0	\$0	0	\$0
Enforcement Vehicle	1	\$21,000	0	\$0	0	\$0	0	\$0
Estimated MSM Signage, installed (2@\$150 per MSM)	22	\$3,300	13	\$1,950	8	\$1,200	0	\$0
Estimated Marketing Costs for MSM Program	1	\$25,000	0	\$0	0	\$0	0	\$0
Total		\$380,900		\$135,850		\$83,600		\$0
Net Gain (+/-)		(\$135,176)		\$2,522		\$16,115		\$0
Payback Period (# of Months)		18.60		11.78		10.06		0.00

Source: Walker Parking Consultants 2016

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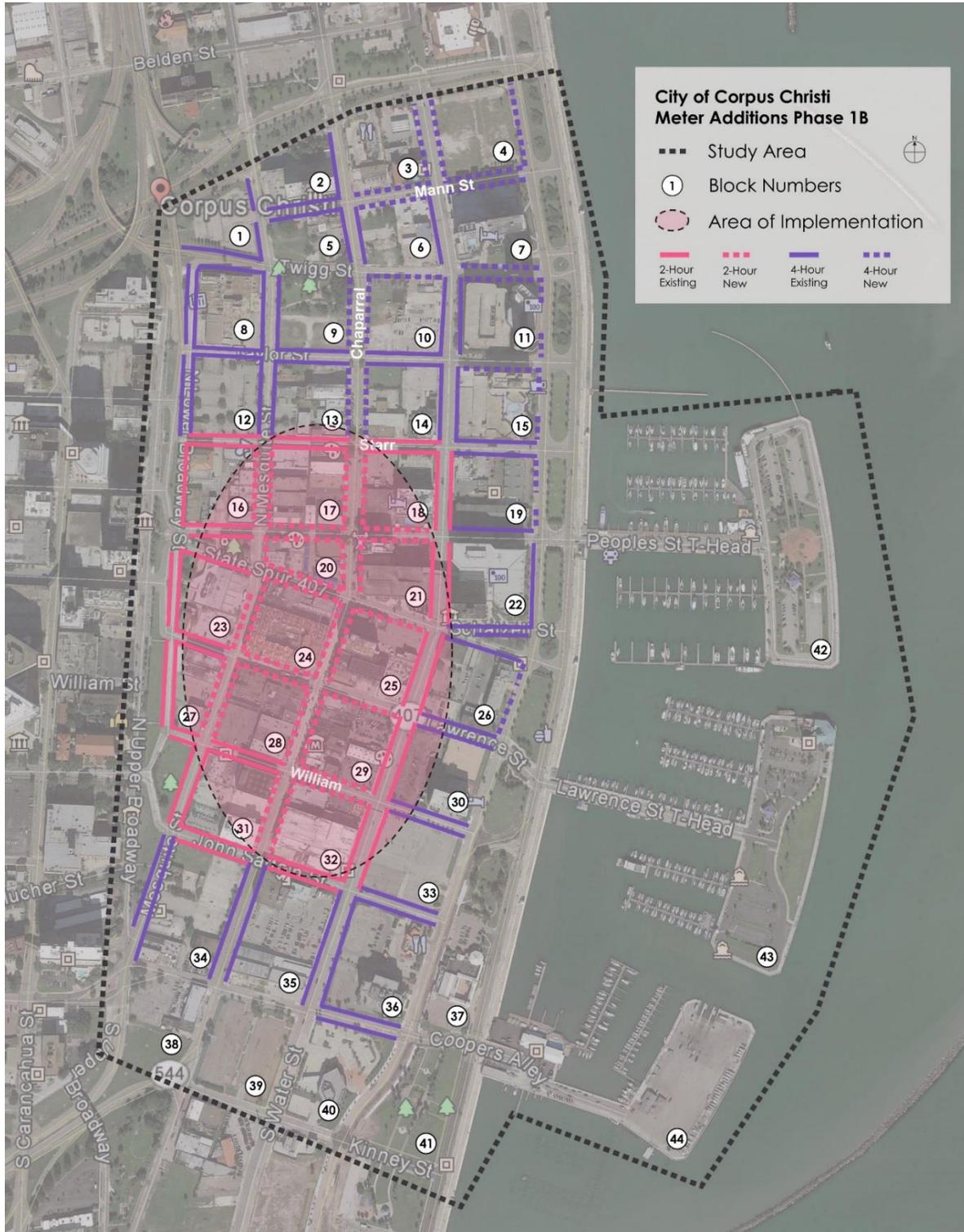
Pay Station Installation – Phase 1A



Source: Walker Parking Consultants and Google Earth 2016

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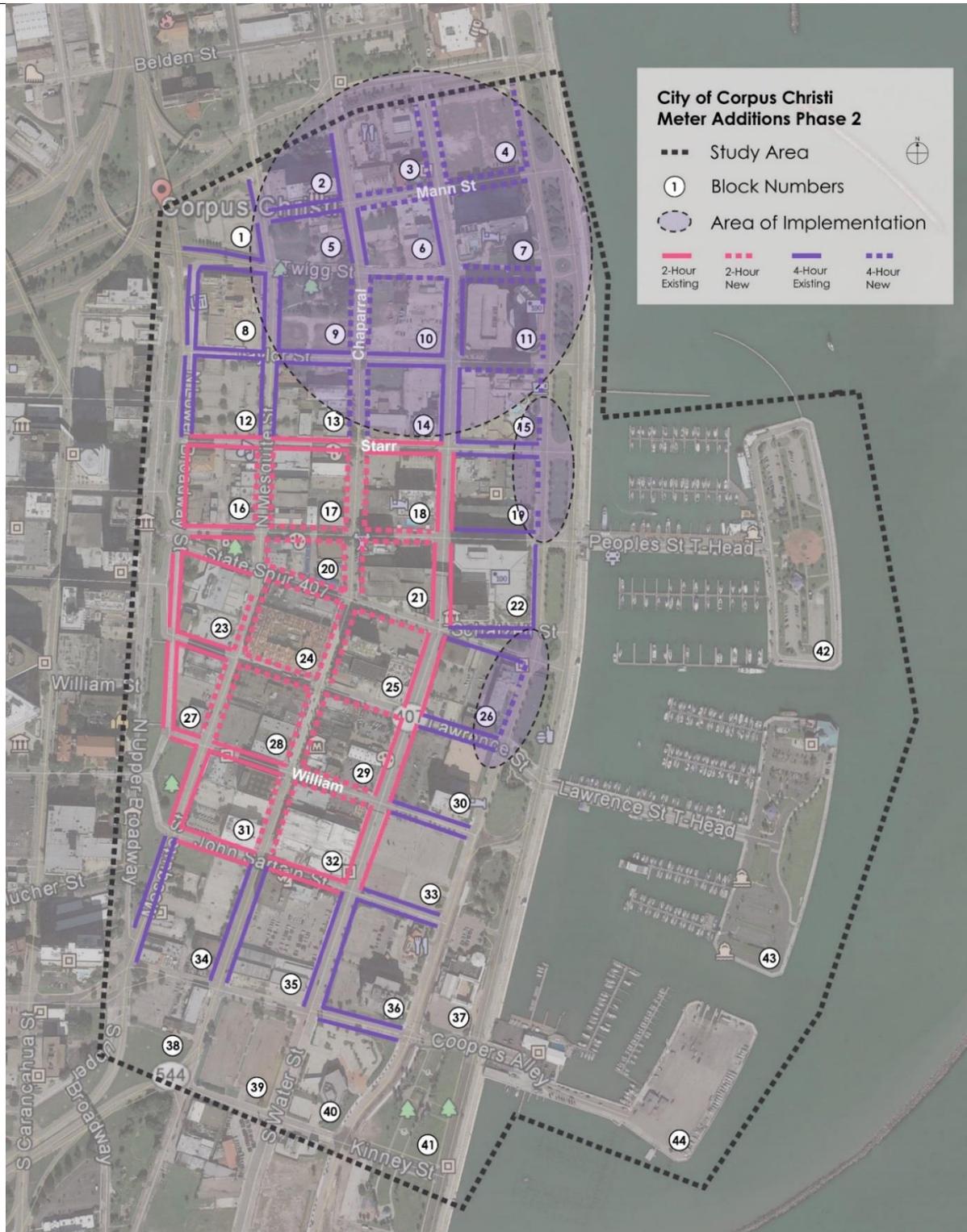
Pay Station Installation – Phase 1B



Source: Walker Parking Consultants and Google Earth 2016

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Pay Station Installation – Phase 2



Source: Walker Parking Consultants and Google Earth 2016

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Pay Station Installation – Phase 3



Source: Walker Parking Consultants and Google Earth 2016

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On-Street Space Delineation – Phase 4



Source: Walker Parking Consultants and Google Earth 2016

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Funding Mechanism Options

Provided below are funding options should the parking system not be able to fund itself or if construction of a garage is planned. The City of Corpus Christi is considering an opportunity to invest a significant amount of resources in parking additions, upgrades and renovations over the next several years. There are potentially many more changes to the parking system needed and a different means of paying for them may be necessary. There are many different ways to raise the funds needed to improve a parking system. Walker reached out to comparable cities throughout the United States and gathered a few different options that should be explored further within the City government.

- 1. Parking and Transportation Enterprise Fund** – create a fund with a goal of a self-sustaining parking system which, to the extent possible, generates a revenue stream that is sufficient to cover ongoing operating and maintenance expenses as well as outstanding debt service obligations to ensure its solvency. Operating deficits must be guaranteed by transfers from the City's General Fund. Excess revenues should be used to fund parking and other transportation-related capital and operational improvements that enhance mobility to and within Corpus Christi, as well as the funding of maintenance.

An Enterprise Fund is utilized in a paid parking system, where parking revenue is collected. The purpose of the Fund is to preserve parking revenues, segregate parking expenses, and establish a parking and transportation capital and operating budget that will allocate funds based on the City's goals.

- 2. Parking In-Lieu Fees**- In-lieu fees are a mechanism for financing parking that is used in cities throughout the country. A city charges parking in-lieu fees to a developer for each required parking space that the developer does not build. Practically speaking, a city which uses a system of in-lieu fees must therefore have some type of minimum parking requirements in place in order to determine the amount of the fee that the developer would have to pay. In the current City of Corpus Christi structure there is no required parking code in the area covered in this study. For the parking in-lieu plan to be implemented a parking code will need to be established.

An implemented parking code is necessary as Corpus Christi develops. Parking requirements for new development refer to the amount of private parking spaces that must be constructed by developers when they build new buildings or when merchants open new businesses. Almost every zoning ordinance in the country contains such requirements, and they were created in an attempt to prevent the public parking supply from being overburdened by the private development which generated the need for parking in the first place.

In order to maintain an effective parking system there has to be a balance between redevelopment and parking code. When a code is not in place all of the burden associated with the system is put on the public entity. A parking code removes some of the burden from the public and adds a mechanism to put some of it on the new development, where the increased demand is being generated.

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- 3. Tax Increment Financing–** Tax increment financing (“TIF”) is a tool that local governments can use to publicly finance needed improvements to infrastructure and buildings within a designated area known as a reinvestment zone. The cost of improvements (project costs) to the reinvestment zone is repaid by the future tax revenues of each taxing unit that levies taxes against the property. Each taxing unit can choose to dedicate all, a portion of, or none of the tax revenue gained as a result of improvements within the reinvestment zone. A reinvestment zone can be initiated by petition of the affected property owners or a municipality can initiate a reinvestment zone without the need for a petition.

Title 3, Subtitle B, Chapter 311 of the Texas Tax Code – Tax Increment Financing Act – states in Sec 311.002 that “project costs” are defined as “the expenditures made or estimated to be made and monetary obligations incurred or estimated to be incurred by the municipality or county designating a reinvestment zone that are listed in the project plan as costs of public works, public improvements, programs, or other projects benefiting the zone, plus other costs incidental to those expenditures and obligations.” Subsection I of the section states that project costs could include “the cost of operating the reinvestment zone and project facilities.” It is unclear whether this pertains to costs associated with operating a parking system.

City of Corpus Christi has an existing TIF established (TIRZ #3) that may be a tool to consider in funding improvements to the Corpus Christi parking system.

- 4. Public Improvement District –** Public Improvement District (“PID”) provides a development tool that allocates costs according to the benefits received. It is a local “self-help” funding mechanism that allows business owners within a defined area to establish a special district. A PID is established by either having the owners of a business improvement area submit a petition to initiate the district or by a legislative authority of the local government passing an initiation resolution to create the PID.

The activities in a PID are financed through a special assessment that is imposed on businesses, multifamily residential developments and mixed-use developments located within the geographic boundaries of the area.

Title 12, Subtitle A, Chapter 372 of the Texas Local Government Code states in Sec. 372.003 – Authorized Improvements - that the PID can be used for “acquisition, construction or improvement of off-street parking facilities.” It is not clear if the PID can be used for costs associated with operating a parking system.

- 5. Parking Assessment District –** Parking Assessment District is a form of Special Assessment District found in many cities across the United States. A Special Assessment District is a defined geographical area of property owners who have requested public improvement and agree to pay for that improvement through pro rata charges levied against owners within the district.

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In a Parking Assessment District, a fee is assessed to property owners based upon the average cost per space annually to maintain and operate the public parking system. The fee is calculated by taken the amount of spaces the property owner is required to provide for its patrons, based on City code, and multiplying that by the budgeted per space cost needed to operate the parking system. Like the Parking In-Lieu program this program requires implementation of a parking code.

An example of fee calculation is presented below.

XYZ Restaurant has 2,000 square feet in Old Town. The local parking code could require 9 spaces/1000 sq. ft. Therefore, XYZ Restaurant must provide 18 parking spaces. The budgeted per space cost to operate the parking system for the year is \$100/space. XYZ Restaurant is assessed a Parking Assessment fee of \$1,800/year.

Walker Funding Recommendation

Walker recommends the City pursue the development of a Parking Enterprise Fund for its Parking Control Division. When considering initial funding options for the added on-street metered spaces, we suggest using available funds from the Parking Improvement Fund and any relevant bond project options. Available funding from the TIRZ#3 should be reserved for district branding and overall wayfinding improvements related to the parking system.

Once the initial phase of meters has been installed and operational, we suggest using the new meter and citation revenues to purchase and install future-phase pay stations after annual operating and capital expense costs have been settled. With this phased approach, we believe the City will achieve its goal without incurring any unnecessary long-term debt. The continued success of the metered system will determine the actual timeline at which the phased approach is implemented.