

INTRODUCTION

This Action Plan is the implementation guide to the Parking Management Study and Strategic Plan (Parking Study) completed by Walker Parking Consultants in January 2017.

STUDY GOAL & OBJECTIVES

GOAL:

To enhance the Corpus Christi parking system by utilizing data and best practices so public and private parking is available to the diverse customers when needed.

OBJECTIVES:

- Create a long-term strategy for City's parking operations
- Engage the private sector parking supply to support the downtown residents, businesses and visitors
- Stimulate economic development
- Integrate best management practices.

It is the intent of this document to provide strategic direction to the City, Downtown Reinvestment Zone Board and Parking Advisory Committee for the next 36 months. The "Findings" section of this guide reviews the process and collected information.

BACKGROUND

In August 2015, the Downtown Reinvestment Zone (TIRZ #3) initiated a parking analysis, per recommendation from the draft Downtown Area Development Plan (DADP). The intent of the parking study is detailed in the insert to the left.

Walker was hired in August 2016 to complete the parking analysis, finalizing recommendations in January 2017. Following completion of document, the recommendations were vetted and refined through stakeholder meetings on April 13th.

FINDINGS

Walker developed the recommendations after studying the parking system in the TIRZ #3 area. The study consisted of three different fact-gathering activities, 1) perform **Stakeholder Outreach**, 2) review **Parking Occupancy** and 3)

review the **Effect of Future Growth** on the parking system.

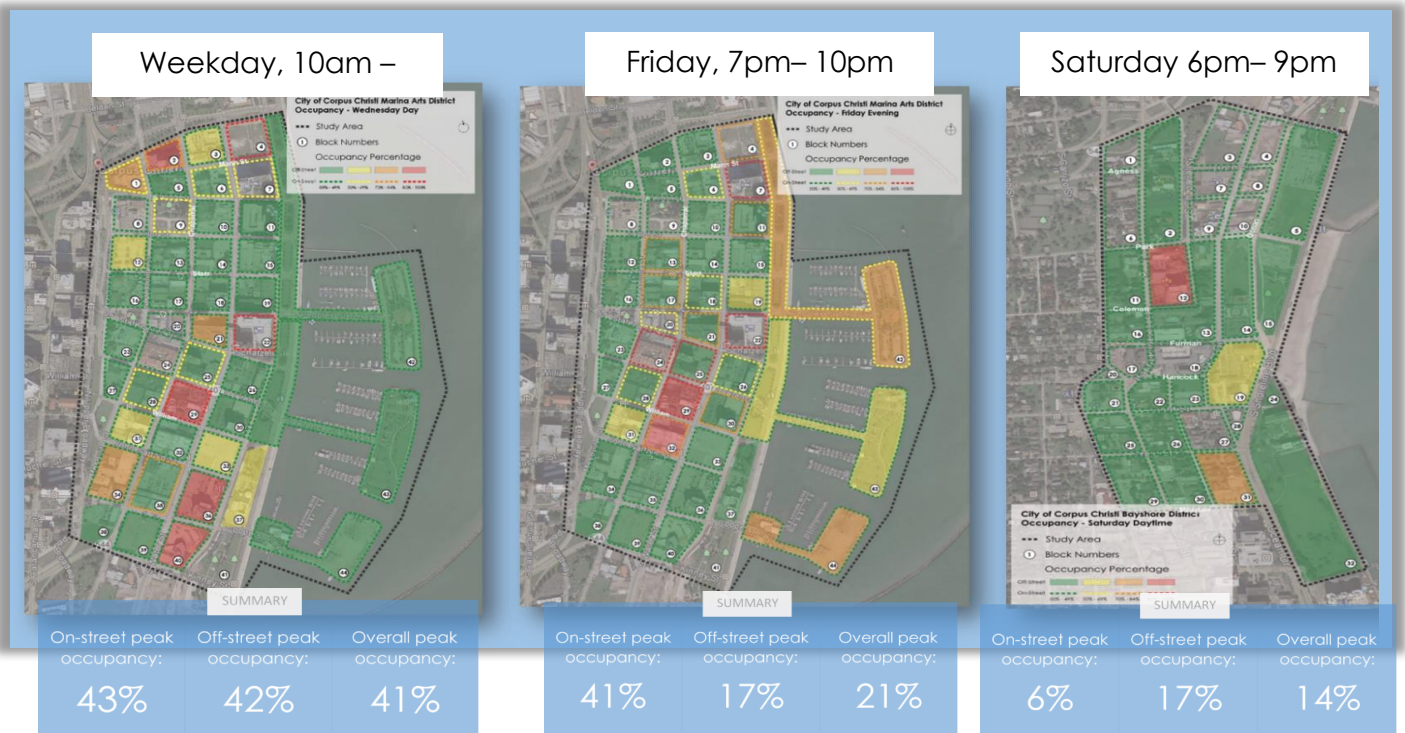
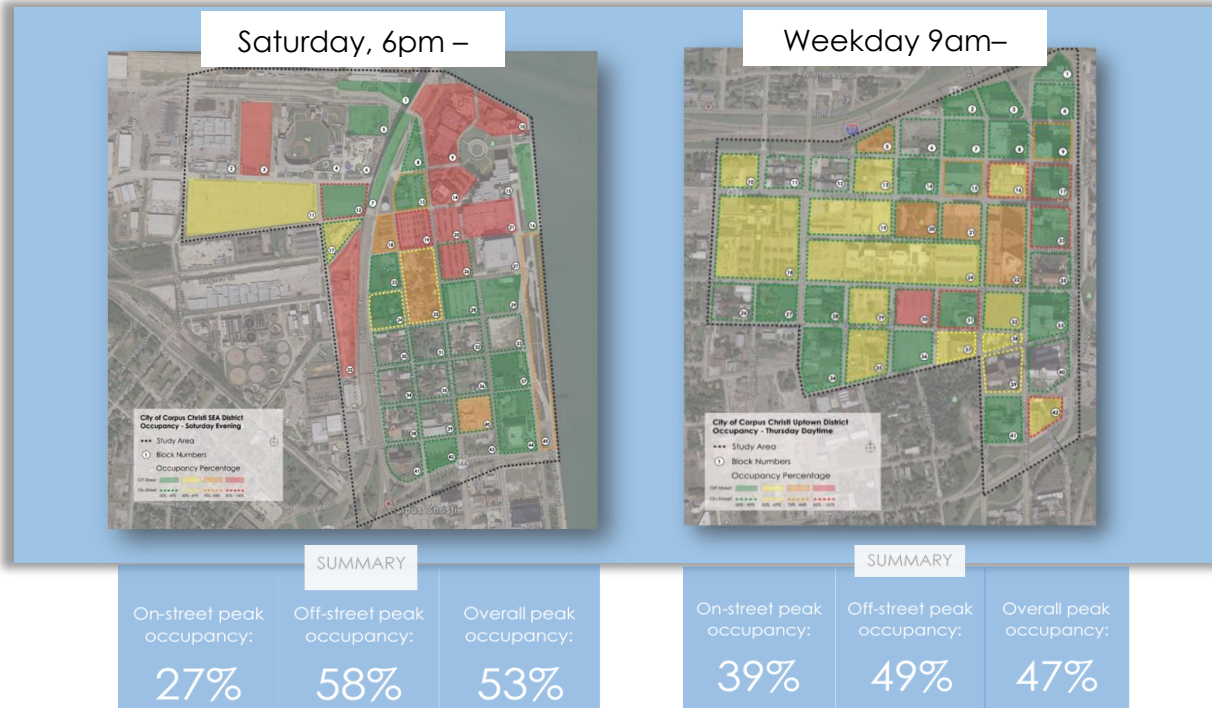
Stakeholder Outreach included an online survey that had 409 respondents, as well as multiple stakeholder meetings. Through the stakeholder initiatives we learned the following:

- Most people believe parking is relatively affordable and are willing to pay for convenience if they can park close to their destination.
- Residents don't feel safe utilizing off-street parking lots at night due to parking lot, sidewalk and street lighting conditions.
- Residents desire a consistent distribution of parking meters throughout downtown to increase convenience.

After performing the **Parking Occupancy** data collection in the SEA District, Uptown, Marina Arts and Bayshore Districts, Walker concludes:

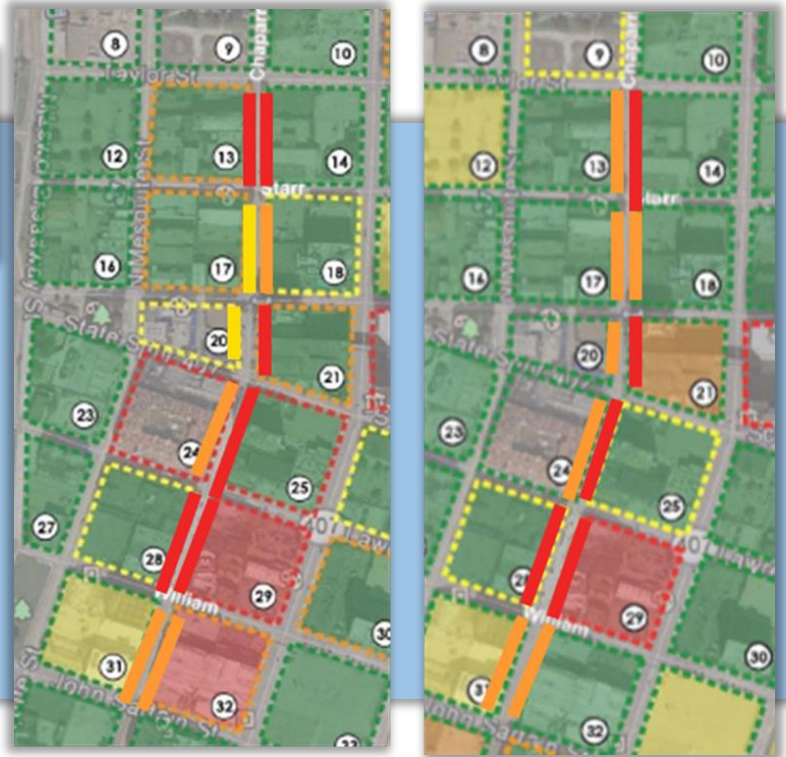
- Based on current building occupancies, the area has sufficient supply of on-street parking spaces, but better management is needed.
- Some areas experience parking deficits at certain times of the day, day of the week, or seasonally due to traffic generating businesses, venues, and events.

The results of the occupancy data collection are shown in the maps below.



Because of observed parking congestion along Chaparral Street in the Marina Arts District, and considering future development of the area, Walker reviewed this area in more detail.

Block	Supply	Friday Evening Occ	Friday %	Wednesday Occupancy	Wednesday %
13	11	11	100%	9	82%
14	4	4	100%	4	100%
17	5	3	60%	4	80%
18	10	8	80%	8	80%
20	5	3	60%	4	80%
21	8	8	100%	7	88%
24	11	9	82%	8	73%
25	13	13	100%	13	100%
28	10	10	100%	10	100%
29	11	11	100%	11	100%
31	12	9	75%	10	83%
32	17	15	88%	14	82%



Upon review of the **Future Demand** on the parking system, Walker provided two separate 10-year District Parking Models to the City. Each model included the Urban Land Institute's base parking ratios by specific land use in order for the City to continue to monitor and update as needed. The current observations concluded:

- When reviewing both the 2.4% and 5% growth models, the SEA District will have the lowest future parking adequacy
- Parking needs can be met by better managing current supply and a parking garage isn't immediately needed
- Unforeseen development in the congested areas could change the need for a garage and make it more significant

10-Year District Parking Model (2.4% Growth Rate)	
District	10-Year Parking Space Adequacy
Uptown	2,493 spaces
Marina Arts - Weekday	2,208 spaces
Marina Arts - Evening	3,938 spaces
SEA	1,281 spaces
Bayshore	2,331 spaces

10-Year District Parking Model (5% Growth Rate)	
District	10-Year Parking Space Adequacy
Uptown	1,690 spaces
Marina Arts - Weekday	1,468 spaces
Marina Arts - Evening	3,561 spaces
SEA	458 spaces
Bayshore	2,218 spaces

ACTION PLAN ORGANIZATION

The Action Plan is separated into three categories:

- District Specific Recommendations - actions that affect specific districts within TIRZ #3
- Downtown-Wide Recommendations - actions that affect all the districts within TIRZ #3
- Other Recommendations – internal or organizational actions

The table below summarizes each category and the associated action steps and priorities. Details of each action follow.

	Priority	Action	Description	Timescale	Cost
District Specific Recommendations	1	Simplify Rate and Hours	Uptown - move to 2-hour time limits throughout district Marina Arts - eliminate 10-hour time limits and employ 2-hour time limit in the district core and 4-hour time limits in perimeter of district	FY 18	\$
	2	Increase Turnover by Installing Pay Stations	Uptown - install two pay stations at Mestina St. and Artesian St. Marina Arts - add twenty pay stations to the core of the district	FY 19	\$\$\$
	3	Better Identify Supply	SEA District - delineate parking spaces throughout district with on-street painting	FY 19	\$
	4	Improve Loading Zone Function	Uptown and Marina Arts - review current loading zones and update policies and procedures based on review	FY 19	\$
Downtown Wide Recommendations	5	Create Parking Alliance & Shared Parking Program	Establish a public and private partnership to address parking supply shortage that may occur during business operations, events and future developments.	FY 18	\$-\$\$
	6	Create Communication Strategy	Develop communication strategy to promote parking options. Elements include: - signage and wayfinding - public relations and communications - expanding the ParkCC app	FY 18 - 19	\$-\$\$
	7	Enforce and Strengthen Off-Street Parking Requirements	Enforce the current City Zoning Ordinance and expand the ordinance to include signage, lighting and maintenance requirements.	FY 19 - 20	\$
	8	Improve Event Parking Plan	Enhance event parking plan with consistent communication, wayfinding and shuttle operations.	FY 19 - 20	\$-\$\$
Other Recommendations	9	Establish Parking Enterprise Fund	Establish a fund that preserves parking revenue, segregates parking expenses and establishes a parking and transportation capital and operating budget.	FY 18	\$
	10	Adjust Parking Enforcement Officer Salary	Adjust salary to comparable salaries currently being paid within Texas	FY 18	\$ - \$\$
	11	Monitor and Implement Paid Parking	Continue to monitor and add paid parking as needed	FY 19 -20	\$\$\$
	12	Coordinate Future Supply Planning	Plan for future parking garages and expansions to parking supply through coordination with development and land use planning.	FY 20 and beyond	\$\$\$

Legend

\$ = <\$25,000
\$\$ = >\$25,000 and
\$\$\$ = >\$100,000

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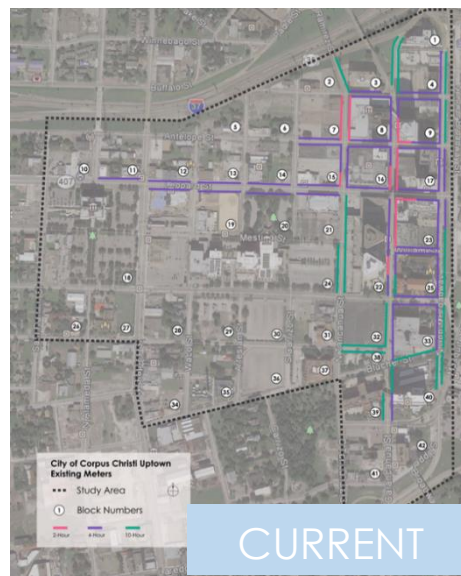
DISTRICT-SPECIFIC RECOMMENDATIONS

1 Simplify Rates and Hours

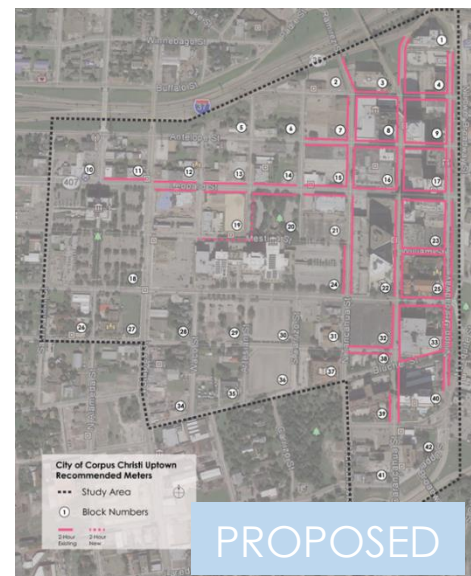
Stakeholders often mentioned that the parking rates and hours within the Downtown area are confusing. Within Uptown and Marina Arts District there are three different time limits, 10-hour, 4-hour and 2-hour (10H, 4H, 2H). Several blocks are comprised of varying time limits. Further, there different parking rates associated with these time limits. To reduce confusion and create a customer-friendly parking experience Walker recommends the following:

Uptown District

To accommodate short-term visitor parking needs, Walker recommends on-street parking in the Uptown District be limited to 2H where parking meters exist today. All references to longer-term on-street parking should be removed. Long-term parking for employees should be provided in available off-street parking locations. Walker also recommends the standardization of paid parking rates to \$.75/Hour throughout the district and hours of operation Monday through Friday 8AM to 6PM.



CURRENT



PROPOSED



CURRENT



PROPOSED

Marina Arts District

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 of Monday – Saturday, 8AM to 6PM.

2 Increase Turnover by Installing Pay Stations

Walker recommends installation of meters in certain unmetered areas, transition to a multi-space meter system and license plate readers.

In typical suburban developments, parking costs are built into construction and passed on to all consumers in the cost of the goods or services they purchase, giving the impression that there is no parking cost. Charging a fee to park increases equity by charging users for their actual parking costs, reducing the parking costs imposed on nondrivers. Paying directly, rather than indirectly, for parking benefits consumers overall because it reduces traffic and parking problems, and allows individuals to decide how much parking to purchase, giving consumers a new opportunity to save money.

When introducing metered parking in areas where meters have been previously non-existent, there is often opposition to charging a fee to park, so it is important to build support and address concerns. Charging a fee to park in these new areas tends to be more accepted if:

- Information is provided on parking availability, price, pricing methods and travel options.
- Enforcement is courteous and fair.
- Revenues are used in ways that clearly benefit communities and districts.

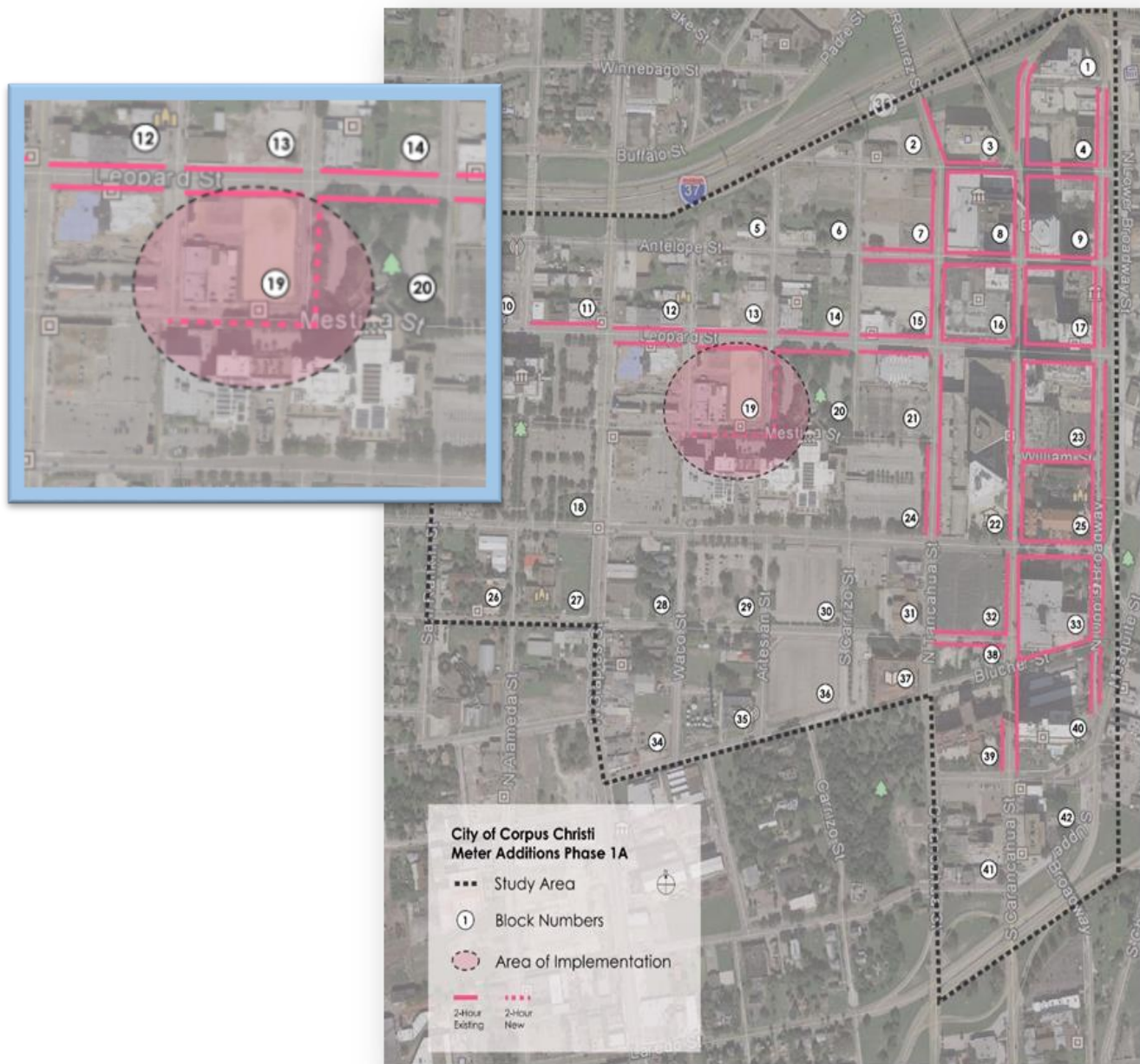
As mentioned in Recommendation #1, many on street areas in the Uptown and Marina Arts District are metered. During Walker's occupancy counts, we observed high utilized areas where parking appeared congested and not available. As illustrated pg XX, this occurred in un-metered areas, where parking was free of charge and unregulated.

- Multi-Space Meters - To assist with the management of on-street parking inventory in these areas, Walker recommends the purchase and installation of multi-space pay station, rather than continue with the single-space meter. Multi-space pay stations will reduce on street clutter and allow the motorist to pay for parking at any pay station with the use of credit card and coins. *(Paper bills are traditionally not accepted on-street, due to the high cost of maintenance and support for the use of bill acceptor devices.)*
- License Plate Reader - To integrate with a proposed license plate reader (LPR) enforcement technology, Walker recommends a Pay-by-Plate system be implemented with the use of the new pay stations. Motorist are already accustomed to using their license plate credentials with the current Pay-by-Phone system. We suggest the continued use of this solution to promote and standardize all on-street parking sessions. When incorporated with the LPR enforcement technology, the City will minimize labor costs through improved staffing efficiencies.

Walker proposes the following district-specific pay station installation locations.

Uptown District

The addition of 16 metered spaces via one pay station on each block of Artesian and Mestina Streets around the CCRTA station are recommended as an initial installation phase. Regulating these spaces with the use of a two-hour metered pay station will help promote turnover and greater short-term access to the courthouse and transit station.



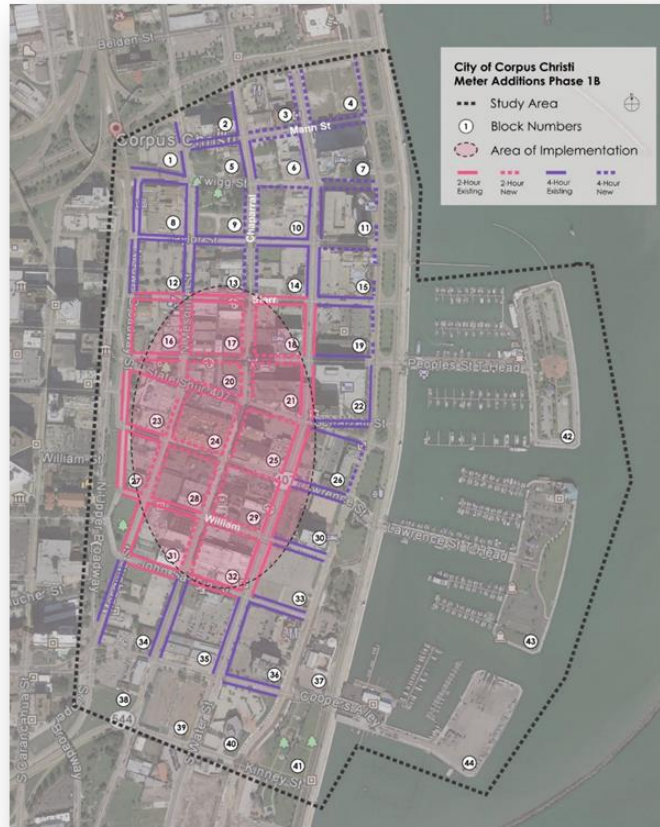
Marina Arts District

Walker recommends the installation of pay stations to regulate and manage short-term, curbside access to the restaurants, community service agencies, and retail business in this core area.

The highlighted pink area represents an initial metered pay station area for the Marina Arts District. We recognized these spaces, in the core commercial area of the district, were significantly occupied during peak activity periods during the daytime and evening observations.

The highlighted purple area represents a phase 2 installation for metered pay stations. We recognize the initial installation may push current core parking

consumers to the perimeter areas to satisfy their parking duration needs. Walker proposes the perimeter areas remain 4-hour and with the existing single-space meters and the addition of new multi-space pay stations where new utilization will impact areas where metered parking does not exist today.



SEA District

The highlighted purple areas shown in the phase 3 map demonstrate significantly-utilized areas around the new Federal Courthouse where inventory could be better managed with the use of paid parking. Walker suggests the need for 4-hour metered pay stations to coincide with courthouse activity.

3 Better Identify Supply

During our occupancy observations, Walker recognized on-street areas in SEA District where on-street parking inventory could be identified through a more formalized process. The highlighted green areas on the map designate a primary area where on-street parking should be identified with new pavement markings, parking signs and re-alignment of the traffic lanes to provide a clear parking lane.

We are not recommending installation of meters at these parking areas as there is not yet frequent daily usage. We believe formalizing these on-street areas will help manage traffic congestion during SEA District special events, as well as identify curbside parking inventory for future development, short-term business needs.



4 Improve Loading Zone Function

Loading zones can be problematic in any parking system as by nature they take up valuable on-street parking spaces. Walker reviewed the current loading zones in Uptown and Marina Arts districts and recommend the following.

- City to review the current loading zones in Uptown and Marina Arts
- Set up a program that coordinates delivery services to avoid peak hours
 - Encourage deliveries between 7am – 10am
- Implement loading zones on secondary streets and remove them from the main thoroughfares
- In the Marina Arts District convert the use of a commercial loading zone space into a parking space after 6:00 p.m. on weekdays and all day on the weekend.

2

DOWNTOWN-WIDE RECOMMENDATIONS

5

Create Parking Alliance and Shared Parking Program

Through our occupancy data collection Walker observed that there are many private parking lots and garages that are not utilized after hours or are not at peak occupancy during daytime hours. This occurs while some public parking lots in the same area are full or reaching capacity. In order to create a cohesive parking system Walker recommends the creation of a parking alliance and shared parking program made up of representatives from all four districts, organized into subcommittees that incorporate into a "Downtown" alliance. 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.

It is recommended that oversight of the alliance be governed by the Downtown Management District. Creating this program, where parking supply is shared among private and public entities, will alleviate the congestion currently experienced in some of the downtown areas.

6

Create Communication Strategy

Through the survey and stakeholder meetings, stakeholders indicated that the parking system was confusing and often times it was unclear whether a parker was allowed to park in a parking space or lot. A communication plan or strategy is needed in Corpus Christi to guide parkers to available parking spaces and to communicate information and/or changes regarding the parking system to the public. The strategy consists of three components:

- Implementation of a sign package and wayfinding system
- Creation of a public relations and communication program
- Expansion of the ParckCC mobile app

Signage and Wayfinding

A consistent signage and wayfinding package should be developed and implemented that identifies and communicates the presences of parking spaces available for public parking.

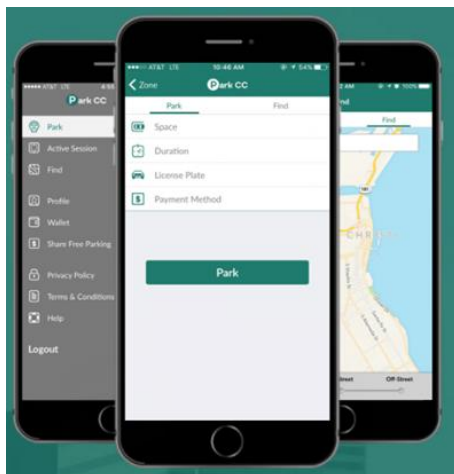
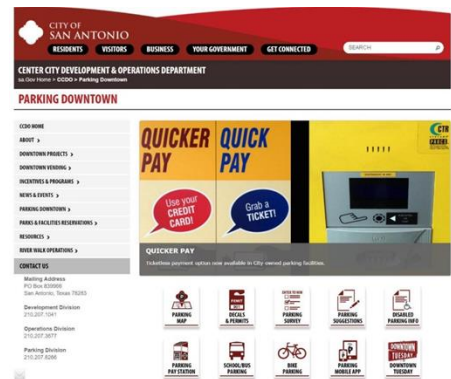
The design rules that should be followed when organizing such a package include:

- General organization principle consistently evident in the system
- Continuous directional signage for both pedestrians and vehicles
- Place in consistent and predictable locations
- Easy to understand
- Placed perpendicular to the traffic

Public Relations and Communication Program

Communication is the key to any effective parking management system. A communication and public relations program should 1) advise residents and visitors where to park, 2) alert residents and visitors to upcoming changes and 3) notify residents and visitors where to park when planned street closures are implemented for large events. This information should be distributed through:

- A comprehensive "Downtown Parking" website;
- Social media sites;
- Venue-specific websites (i.e., American Bank Center, Whataburger Field, etc.);
- Brochures and maps both distributed and posted;
- Direct mailings / email when appropriate;
- District meetings and presentations about district parking to City business and civic groups upon request.



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 proposes that the City consider expanding the capabilities of the current app to include features that give parkers more detailed information, such as parking location, rates and special events info. The app should include much of the same information that the website offers, giving patrons an option for how they receive their parking information.

7 Enforce and Strengthen Off-Street Parking Requirements

When surveyed, 77% of the stakeholders said that they don't feel safe parking in surface lots at night. In part, this uneasy feeling is because parking lots are not required to maintain certain requirements such as lighting standards, etc. The current City of Corpus Christi Unified Development Code addresses off-street parking regulations. While this code applies to new construction and requires a building permit, there is no trigger identified for informal lots or temporary lots. A registration system should be implemented for operation of any parking lot to ensure that the current code and the recommended expansions of the code are adhered to. The code expansions should include:

- Signage requirements and uniformity
- Lighting requirements
- Parking lot and garage maintenance requirements
- Signage for private lot requirements

Signage Requirements	Parking Lot and Garage Maintenance
Size of the Sign	Pavement in Good Repair
Parking Symbol	Clean Facility Nightly
Rate Amount	Maintain Parking Space Striping
Font Size	Maintain Landscaping
Operator Phone Number	Maintain Irrigation System
Sign Material	

Lighting is an important element to safety and security and the City of Corpus Christi should consider improving the current on-street lighting as well as implementing requirements for adequate parking lot lighting. Walker suggests that the City review the recommendations made by the Illuminating Engineering Society of North America (IESNA) in regards to lighting levels for different types of parking structures. At a minimum it is recommended that all lighting come on at dusk and larger lots should have lighting on throughout the day.

8 Improve Event Parking Plan

To improve the current challenges associated with parking during a large event the City should incorporate the following action items into its current event parking plan.

- Increase the utilization of private parking lots and garage to shuttle patrons
 - CCRTA is currently shuttling parkers from City Hall and County lots, expand for more events and multiple event days

- Increase wayfinding throughout the event areas
 - Include 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
- Create a communication campaign
 - Event page on City website
 - Parking information on event website
 - Emails to affected businesses
 - Social Media accounts (Facebook, Twitter, etc.)
 - Mobile App
- Develop a monthly special events planning meeting with the assistance of the City Event Coordinator
 - 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

3

OTHER RECOMMENDATIONS



Establish Parking Enterprise Fund

A Parking and Transportation Enterprise Fund is a fund with the goal of a self-sustaining parking system. This means it 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, as well as the funding of maintenance.

A Parking Enterprise Fund is utilized in a paid parking system, where parking revenue is collected. The Fund preserves parking revenues, segregates parking expenses, and establishes a parking and transportation capital and operating budget that will allocate funds based on the City's goals.

Walker recommends the City expand the role of the Parking Improvement Fund to include the management strategies 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, the Downtown Reinvestment Zone and any relevant bond project options.

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.

10 Adjust Parking Enforcement Officer Salary

Corpus Christi has experienced difficulties hiring and retaining Parking Enforcement Officers (PEO) in part because of the salary paid to the Officer. Currently the typical PEO in Corpus Christi is paid \$23,000/year for full time work. The national average of PEO pay is more than what is currently being paid to the Corpus Christi PEO's, \$24,000 - \$36,000. Research of PEO pay within the state of Texas shows that Corpus Christi falls considerably below the average within the state, shown below.

City	Average PEO Salary	Meters Enforced Per PEO
Corpus Christi	23,000	1,100
San Antonio	24,000	Unknown
Fort Worth	25,000	700
Galveston	27,000	1,500
Houston	33,490	Unknown
Austin	34,278	510
Dallas	35,000	Unknown

Because PEO positions sit vacant, the appropriate patrol of the parking meters is not occurring and many residents have figured this out, causing them to violate the system and occupy parking spaces for long periods of time. It is important to solve this challenge in order to create a parking system that is properly patrolled and creates turnover among spaces so residents and visitors can find a place to park when needed.

11 Monitor and Implement Paid Parking

As increased development occurs and corresponding parking supply is depleted, it will be necessary to implement paid parking in other areas within the districts. Walker recommends ongoing monitoring of the parking system to ensure that parking challenges are resolved quickly and effectively. Monitoring should occur by conducting occupancy counts when perceived occupancy reaches 85% and by continuously updating the demand model with future known development. The Parking Control Department should be utilized in the visible monitoring of the parking system occupancy as they are interacting with it on a daily basis.

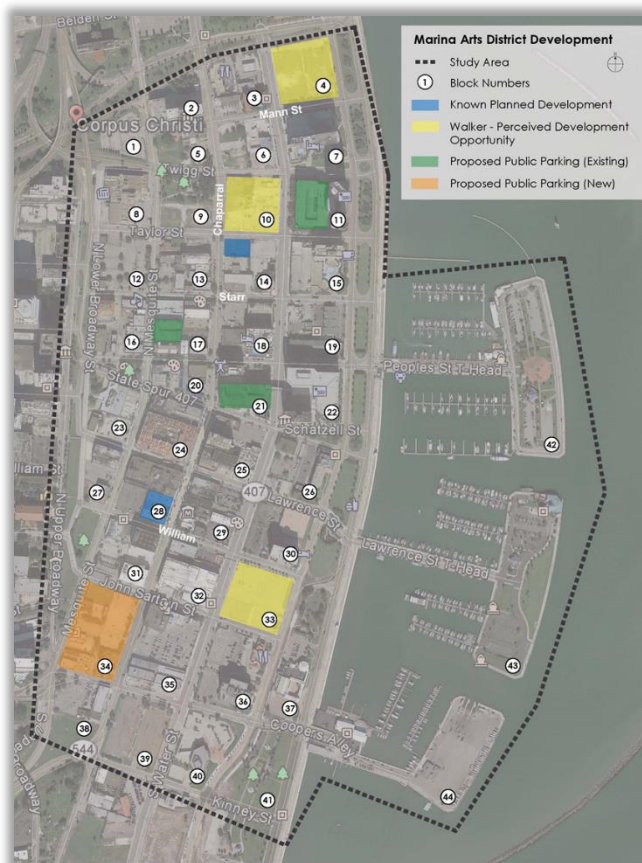
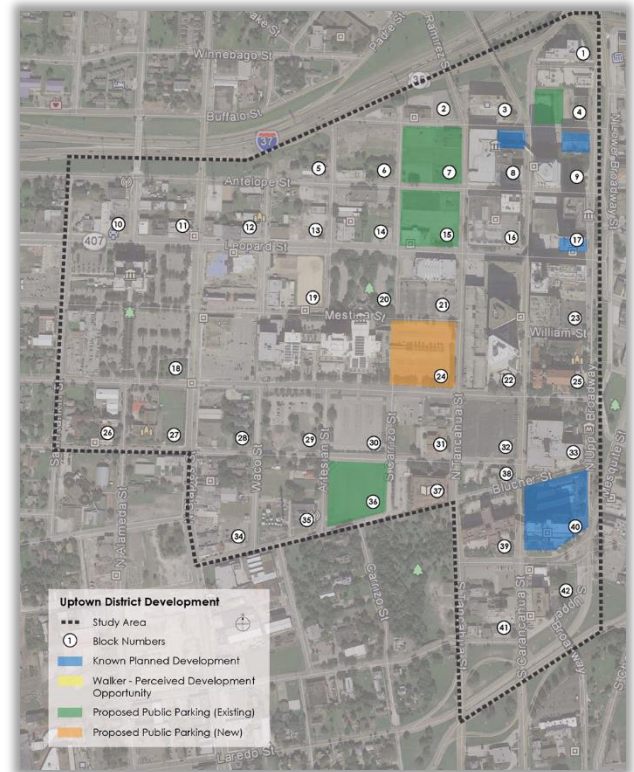
12 Coordinate Future Supply Planning

Currently there are enough parking spaces in the system to provide adequate parking. However, it may be necessary to construct a garage in the future. Walker reviewed the land plots and area within each district and recommend the following parcels of land for future garage development.

UPTOWN DISTRICT

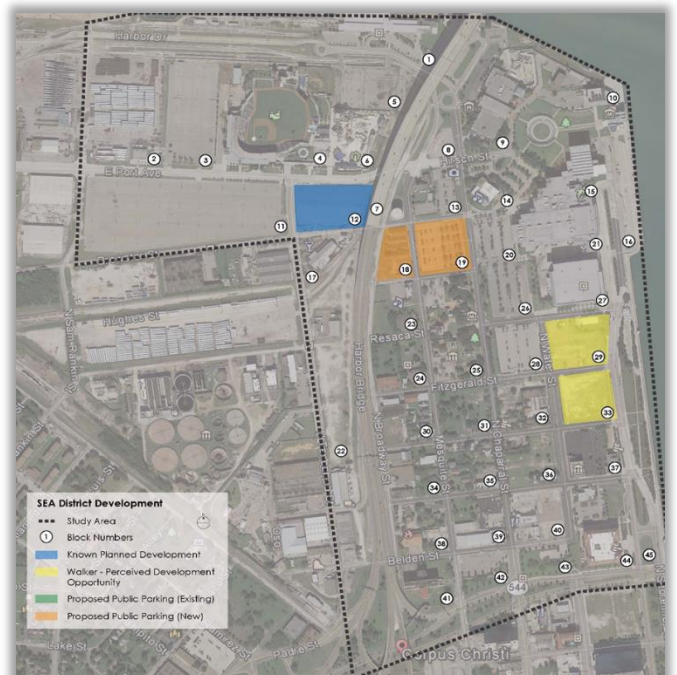
PARCEL 24– POTENTIAL GARAGE

PARCELS 4,7 AND 15 – POTENTIAL SHARED-USE PARKING LOTS



MARINA ARTS

PARCEL 34 – POTENTIAL GARAGE



SEA DISTRICT

PARCEL 18 AND 19 – POTENTIAL GARAGE