

Parking+ Downtown Parking Management Blueprint

**2023 Update: Recommendations
& Implementation Action Plan**

November 2023

THE CITY OF



PARKING+ BLUEPRINT UPDATE

This document presents a summary of updated and expanded recommendations for the 2018 Strategic Blueprint + Action Plan document, which serves as the Parking Management Plan for Downtown Kalamazoo. Since the original Blueprint recommendations, the City of Kalamazoo has assumed responsibility for downtown parking operations and management, following the dissolution of Downtown Kalamazoo Inc., while also continuing that organization's focus on leveraging downtown's walking, cycling, and transit mobility as tools for optimizing the management of, and benefits from, the area's curbside and off-street parking infrastructure.

Update Overview

The updated recommendations in this document are organized into four sections, defined by shared strategic objectives, as listed below:

1. Expanding parking supply/capacity
2. Managing parking demand
3. Improving/expanding mobility options
4. Improving parking operations

Where applicable, the recommendations in each section include a reference to the original 2018 Recommendation and Action Items, followed by an overview of key aspects of the current 2023 context that informed the updated recommendations, before defining specific Action Items recommended for this 2023 Blueprint Update.

Expanding Parking Supply/Capacity

Create a residential overnight permit parking program.

2018 Recommendation

Use excess capacity to provide off-site parking for downtown residents and residential developments.

2018 Action Items

Allow overnight resident parking on downtown streets.

- Require a resident parking permit, offered at a moderate annual fee, to park overnight on designated streets.

- This would normalize the current practice of issuing such permits upon approval of a “hardship” based application.¹
- Align with strategies for managing overnight parking with snow-clearance activities , such as alternate side parking, to balance clearance needs with resident parking accommodation.

Designate two or three public or private lots as overnight parking for residents.

- Designate two or three public or private lots as overnight parking for residents.
- Allow on-street permit-holders to use these lots during snow-clearance events.

2023 Context

This has become an even more important recommendation, as downtown’s residential population has continued to grow, while its employee population has yet to recover from the COVID-19 pandemic due to lingering impacts of increased “work from home” and remote work patterns. Additionally, the Arena District Plan is likely to necessitate the creation of an on-street resident permit program to mitigate parking impacts on downtown residential streets. The primary implementation barrier is the need to develop protocols for ensuring that snowplows can access curb lanes as needed during winter months.

Meanwhile, the opportunity to leverage excess off-street parking capacity to provide an additional parking option for downtown residents has grown significantly, as commuter parking demand has declined along with the employee population.

2023 Action Items

Use updated supply and utilization numbers to identify opportunities to meet new needs, via resident permits for overnight on-street parking.

- Review best practice approaches to RPP to identify right-fit options for downtown and other locations, where an RPP program would provide residents with parking options not currently available to anyone (overnight parking), as well as more traditional RPP implementation, which restricts parking options currently available to anyone.
 - An appendix to this update document provides an overview of resident-permit parking as a curbside management practice, as well as implementation best practices.
- Review snow-clearance best practices to identify right-fit options to remove this barrier to establishing resident-permit parking downtown.
 - An appendix to this update document provides an overview of case studies from cities characterized by significant winter snowfall.

Use updated supply and utilization numbers to identify opportunities to meet new needs, via resident permits for off-street parking.

Pilot a program of selling monthly permits to residents for Ramp 2 and for lots 6 and 20.

¹ <https://www.kalamazoo.org/parkingpermit>

- Offer a suite of permits to meet the needs of existing residents, and those of residential property developers who are interested in using City ramp permits to reduce or avoid on-site parking at their projects.
- Options to explore include:
 - Reserved 24/7 Permits, offered at the highest rate
 - 24/7 Permits, offered to residents at the standard monthly permit rate
 - Evening/Overnight Permits, offered at a discount, with added hourly payment required for parking between 9am and 5pm

Identify priority locations for adding/recapturing curbside space for parking/mobility.

2018 Recommendation

Use excess capacity to provide off-site parking for downtown residents and residential developments.

2018 Action Items

- Add on-street parking to streets that recently converted to local control.
- Reclaim curbside parking capacity from excess or disused curbcuts.
 - Work with property owners to remove redundant curb-cuts, and potentially reduce widths of overly wide curb-cuts, to recapture curbside parking capacity.
 - ✓ Parking lots with redundant driveways are also common, as are disused curb-cuts left over from previous land uses.
 - ✓ Downtown Partnership can assist local businesses and property owners to regain curb capacity at these locations.

2023 Context

This is still a priority, perhaps higher than before. Considerations for on-street parking should be planned as part of newly designed bus/bike/parklet ideas. Lessons learned include considering future mobility options when developing and constructing capital improvements.

2023 Recommended Action Items

Update supply expansion map to identify opportunities to add/recapture curb space for parking/mobility.

- Identify priority locations for adding/recapturing curbside space for parking/mobility.
 - Assess the impact of planned conversions from one-way to two-way traffic on the number of on-street parking spaces on key downtown streets.
 - One significant impact that Metro has noted is need to increase the number of their bus stops on these streets, to accommodate boarding/alighting on both sides.

- Factor for impact of Streets for All design guidelines
- Use redesign of Kalamazoo and Michigan avenues as opportunity to prioritize driveway closure conversations, focused on key locations for recapturing on-street curb capacity.

Create variable-regulation zones, or flex zones.

2018 Recommendation

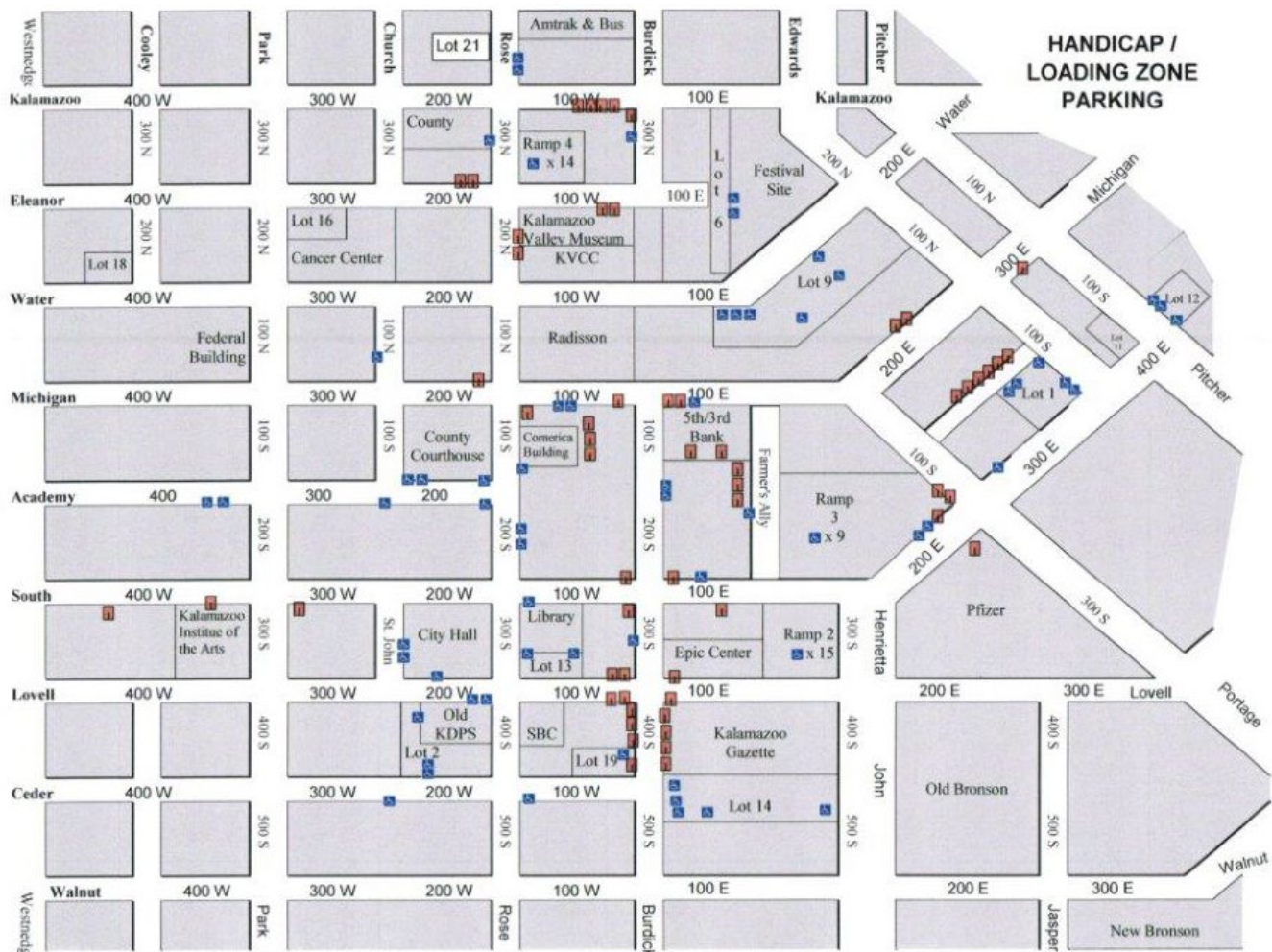
Use variable regulations to align curb-space capacities with demand patterns.

2018 Action Items

- Focus on high-demand areas where patterns/needs vary across the day and week.
 - Prioritize loading/unloading during early mornings – 6am – 10am
 - Prioritize short-term/metered parking from late-morning through the evening – 10am – 10pm
 - Prioritize passenger loading (for Lyft, Uber, taxi rides):
 - ✓ On select blocks, those with the highest concentrations of evening-based destinations
 - ✓ Thursday through Saturday evenings – 8pm - Midnight

2023 Context

Figure 1 Existing Loading Zones and ADA-Designated Parking Spaces



The potential benefit of this approach to curbside regulation/accommodations was increasing at the time of the Blueprint study and has continued to rise in the years since. Most notably, some of the best-known impacts of the COVID-19 pandemic on urban mobility further intensified demand for curb space, while also diversifying the types of curb use seeking accommodation. Innovative curb uses like parklets – public/shared gathering space and amenities installed within curbside right-of-way space – and streateries – private dining space and amenities installed within curbside right-of-way space – became mainstream strategies for supporting downtown shops, services, and restaurants. At the same time, the increased reliance on delivery services rapidly increased demand for convenient curbside access, at both the pickup and dropoff locations. As these innovative strategies progress and evolve, it is vital for to clearly communicate new curb activity patterns and regulations to the public.

2023 Recommended Action Items

Identify a set of existing loading zones to pilot as Flex Zones.

- Select at least six current loading zones for the pilot.

- Prioritize commercial blocks and loading zones that are adjacent to metered parking spaces.
- Set a new regulations schedule as follows:
 - All Days before 10am – Commercial Vehicle Active Loading/Unloading or Active Passenger PUDO Only
 - All Days between 10am and 6pm – Metered Parking, via mobile pay
 - Sunday - Wednesday after 6pm – Passenger PUDO or Commercial Vehicle Parking Only
 - Thursday - Saturday after 6pm – Use select Flex Zones to pilot Public Valet

Use signage, design, and other visual cues to distinguish these zones, and clarify which uses are accommodated at what times, to drivers.

Figure 2 Flex Zone Signage Examples



Update recommendations for Employee Parking Permits.

2018 Recommendation

Explore options for creating a permit program to allow employees to park on underutilized streets.

2018 Action Items

- Identify consistently underutilized downtown and downtown-adjacent blocks and provide permits to downtown employees, allowing them to park in these spaces exempt from time limits.
 - Permits should be linked to specific streets, blocks, or small areas.
 - Areas where Downtown Partnership currently offers a \$60 monthly permit are:
 - ✓ Park Street and west of Park Street on Lovell, South, Academy, Water, Eleanor and Kalamazoo Avenue.
 - ✓ West of Rose Street on Academy, Water, Eleanor, Church, Cooley and Kalamazoo Avenue.
 - ✓ North of Kalamazoo Avenue on Church, Rose and Edwards Street.
 - ✓ East of Edwards Street on Water and South Street.

- ✓ The East side of John Street and then to the east of that on Lovell, Walnut and Jasper Street.
- Monitor conditions so that, as downtown parking demand continues to increase, the blocks on which such permits are valid can be adjusted accordingly.
 - Impacts from proposed and under-construction developments, including the new County Courthouse and the Downtown Events Center, should be monitored closely, as these developments begin to generate new demand on currently underutilized blocks.

2018 Action Items

- Adopt strategic program elements to manage demand.
 - Limit the number of permits issued to ensure that local curbsides can accommodate the demand without constraining availability.
 - Offer permits to businesses at a nominal cost, linked to administrative costs.
 - Designate permit revenue for improvements in the area where the permits are used.

2023 Context

There is more capacity today to explore these options, while it remains important to avoid overemphasizing pricing that can be an incentive for drive-alone commuting. The new Kalamazoo Arena may shift demand for and availability of parking in downtown, and locations for employee permits may change as this and other new developments begin construction.

2023 Recommended Action Items

[Refine the current permit program to allow employees to park on underutilized streets.](#)

- Work with local employers to gather data on employee need, including rates and appropriate hours
- Strike the balance between ensuring equitable access without incentivizing excessive SOV commuting
- Low-cost permit options may be more viable now with decreased commuter parking demand.
- Use updated utilization measures to identify and adjust locations where discounted permits may be justified.

Expand off-hour sharing via mobile-pay technology.

2018 Recommendation

Use established mobile-payment system to encourage off-hour public parking in private lots.

2018 Action Items

Engage owners of private parking lots about this opportunity to monetize their off-hour parking capacities, by coordinating with Downtown Partnership and a pay-by-phone vendor.

- Lot owners can set the hours of public access, determine parking rates, and maintain their current lot-enforcement approach

- Mobile-payment vendors will provide signage, with pricing and lot identification for payments, and facilitate payment and revenue flows back to lot owners.

2023 Context

- Based on the success of the pre-pandemic pilot, this strategy should be revisited as downtown parking demand continues to increase.
- Meantime, it will be important that the City stay ahead of this to create a process and practice that can ensure that shared facilities work in coordination with the City's overall management program – thus discouraging ad hoc expansion that can create disorderly implementation and a confusing visitor parking experience.²

2023 Recommended Action Items

This is not a priority until evening and weekend utilization of City facilities increases significantly. However, the City can use this time to:

1. Develop an approach for this process, including what services to offer to private lot owners, as an incentive to participate in a City-managed program for off-hour sharing.
2. Monitor lots for signs of off-hour sharing using private vendors who are increasingly moving into this market.³

Explore Public Valet options to offset capacity impacts of street reconstruction projects.

2018 Recommended Action Items

Explore options for a Public Valet program to extend the effective capacity of key Downtown curbsides.

- Public valet offers the same curbside efficiencies as a typical valet, but is available for everyone, regardless of their Downtown destination/s – offering the convenience of curbside parking, while shifting occupancy to underutilized off-street facilities.
- This can include private lots, through signed agreements, or using public parking lots/ramps that tend to be unpopular self-parking options.
- Adjacent businesses would need to be supportive of this, and likely willing to subsidize

2023 Context

The intensified levels, and diversified forms, of demand for curbside space experienced in downtowns over the last several years makes this an important management strategy, as, if done effectively, public valet can greatly expand the effective capacity of the curbside space in which it operates. By rapidly turning over the cars accommodated at the curb, such a service can process cars quickly while using underutilized parking

² At least one startup tech company has move into this space: <https://www.airparkhere.com/>

³ [AirGarage](#), [Honk Mobile](#), and [AirPark](#)<https://www.airparkhere.com/> are prominent examples.

spaces to store the valeted vehicles. In the right location/s, public valet could thus, reduce pressure on other curbs to accommodate visitor parking demand, allowing them to be used for other priority uses and functions.

2023 Action Items

[Develop and expand an understanding of the potential of this strategy.](#)

The following case study from Birmingham is provided as an example of successful implementation, that helped offset construction impacts, and continues to provide an expanded range of parking options for downtown visitors, post-construction.

Case Study: Downtown Birmingham



During the Old Woodward parking ramp construction project, the City maintained four valet parking stands, in the center of downtown with funding provided by the Birmingham Shopping District. The program was maintained to help offset the reduced access to downtown businesses and off-street parking, created by the construction activity. Those using the valet were eligible for the two hours of free parking offered within the City's parking ramps. At its peak, the valet program was averaging nearly 400 uses per week. The City maintained this service post construction, as a convenient parking option that extends the effective capacity to curbside spaces. But, it ceased operating during COVID, and has not been reinstated. In part, this is because a recently developed downtown hotel now provides a public valet service, as a term of its development approval.

[Incorporate Public Valet as part of recommended Flex Zones pilot.](#)

- Select one or more of the recommended Flex Zones for piloting Public Valet, as described in the Flex Zones action item above.

Continue to work with Park and Ride partners to develop new lots.

2018 Recommendation

Coordinate with Metro Transit on potential new/improved park and ride options.

2018 Action Items

Encourage Metro to prioritize increasing connectivity between downtown and park and ride facilities.

- Metro identified park and ride users as a target market it could serve better, in its 2015-2025 Ten Year Vision Service Plan.⁴ The plan included an evaluation of connectivity between park and ride facilities and bus services as a long-term recommendation, to pursue within 11-20 years (2026-2035).
- Work with them to support new park and ride options with convenient transit service connections to downtown destinations.

2023 Context

This will be an important Event Day strategy for managing parking demand, once the Downtown Events Center is fully operational.

2023 Action Items

- Continue to work with Metro and downtown employers to develop this strategy as a key aspect of both downtown parking management and downtown mobility and access, ensuring equitable access to downtown jobs among those with limited access to personal vehicles for daily commuting.
- Continue collaboration to expand capacity at Amtrak and MDOT Transit Center facilities.
- Explore opportunities to leverage planned Metro service improvements that could increase park-and-ride opportunities, including expansion of micro-transit service and the recommendation in their 2022 Comprehensive Operational Assessment to create new transfer/mobility hubs outside of downtown
 - The recommended service scenario envisions three additional hubs emerging to facilitate transfers between routes, as well as between Metro's fixed-route and microtransit services.
 - These three hubs include Crossroads Mall, Gull Road Walmart, and the Walmart near 9th Street and West Main Street.
 - Each location has ample parking, making them potential sites for shared-use park-and-rides (i.e. park-and-rides that utilize excess private parking capacity in a lease agreement).

⁴ Ten Year Vision Service Plan, 2015. <http://www.kmetro.com/resources/documents>

Managing Parking Demand

Update tiered-rate approach and zones.

2018 Recommendation

Implement performance-based pricing for on-street parking downtown.

2018 Action Items

Define the primary role of parking rates as influencing consumer choice just enough to maintain optimal levels of space availability, as consistently as possible, across all parking options.

- Establish “space availability” as the Key Performance Indicator for setting/adjusting parking rates.
 - Achieving optimal availability conditions can bring about several parking-management objectives, primarily:
 - ✓ Improved customer-service, as more parking options are more consistently available, more of the time;
 - ✓ Reduced traffic and emissions, as finding a space no longer requires extra driving;
 - ✓ Simplified management, as pricing is refined to the point where few other regulations/restrictions are required to achieve desirable conditions; and
 - ✓ Rationalized revenue streams, as parking revenues increase with demand, providing resources to invest in management and/or supply strategies to maintain availability.
 - ✓ Communicating the benefits of this approach, and sticking to it until availability is consistently evident to drivers in high-demand locations and at peak-demand times, will be critical to success.

Establish Tiered Rates for on-street parking, as shown in the maps below.

Recommended Paid Parking Zone

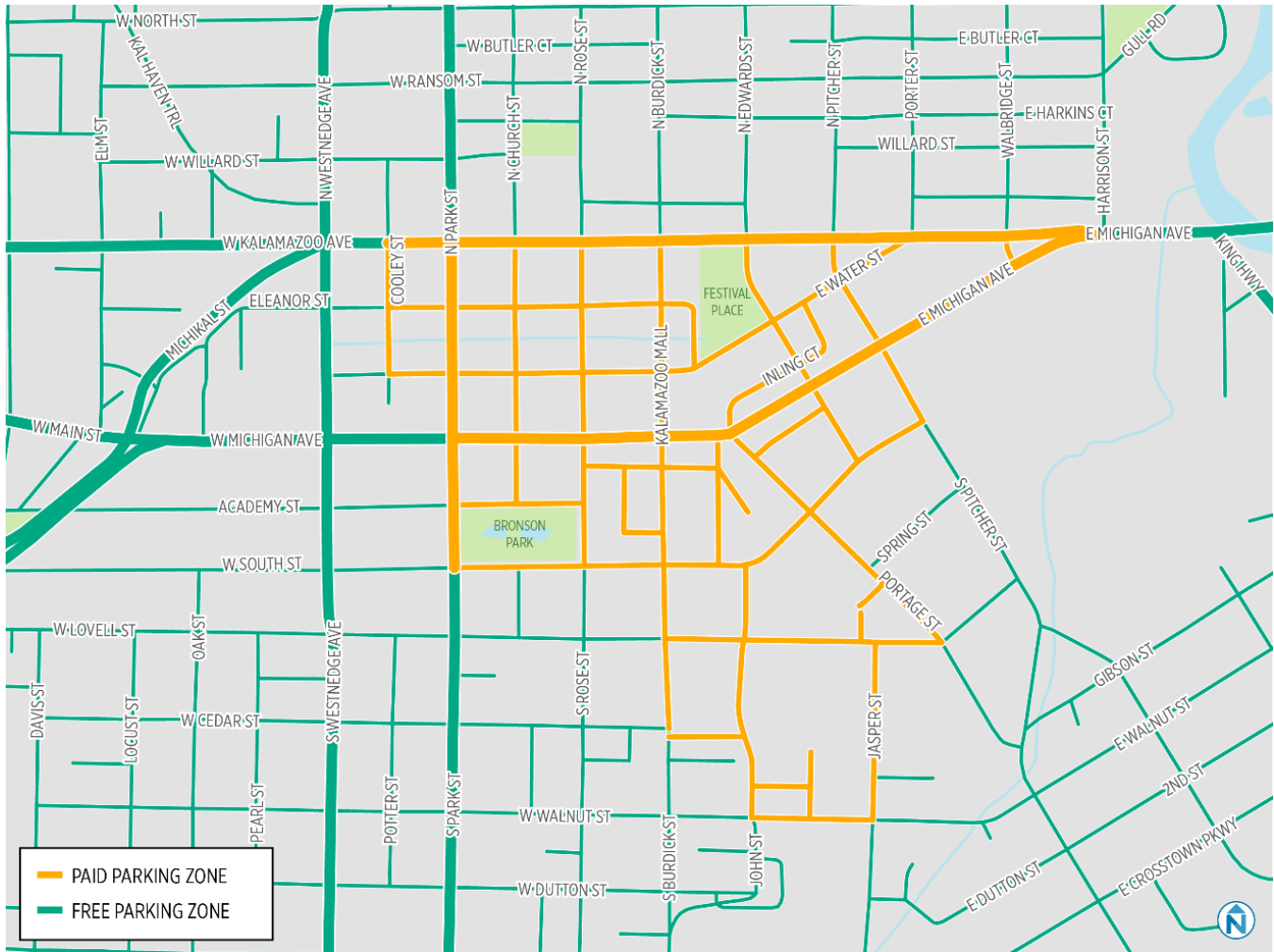
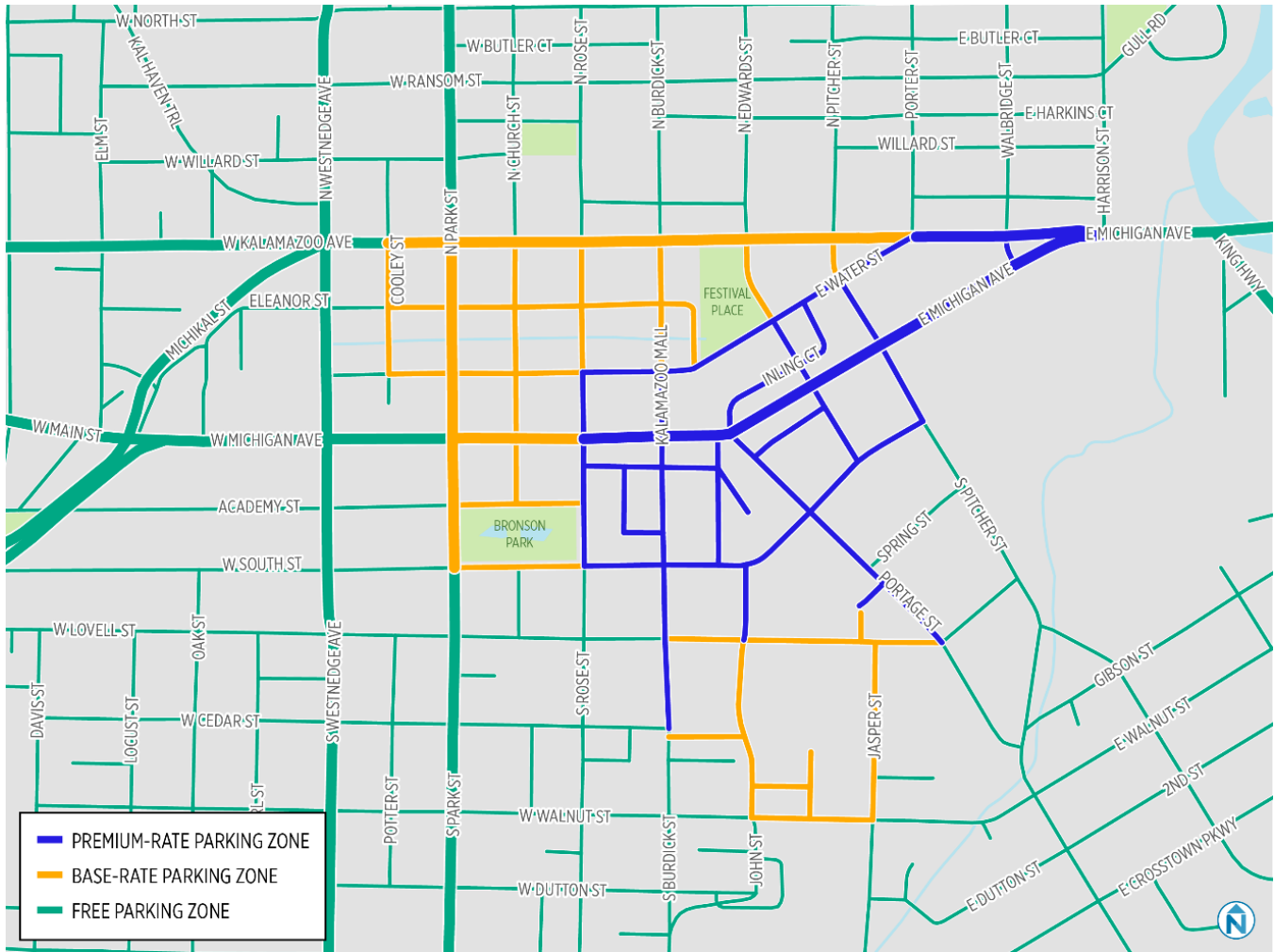


Figure 3 Recommended Premium-Rate Parking Zone



Exempt well-utilized, long-term metered spaces from these zones and rate-setting approach.

- Several blocks of metered parking allow for 10 hours of parking, and are well utilized by nearby employees.
 - The rate-setting approach outlined above is focused on downtown’s short-term parking spaces – those intended and managed to accommodate downtown visitors.
 - By contrast, these long-term metered spaces are managed and intended to accommodate area employees.
 - Therefore, the zone-based, tiered-rate approach is not recommended as an approach for pricing these spaces, which should be priced at the current rate regardless of their location within the pricing zones defined for short-term spaces.

2023 Context

The COVID-19 pandemic created significant disruption to business activity, travel demand, and curbside functions/needs. While it is likely that the distinct zones of highest, high, and moderate parking demand remain, their extent and the patterns of demand within them are likely to have changed since 2018.

2023 Recommended Action Items

Implement an updated version of the 2018 parking-rate/tiered-rate-zones recommendations.

- Set the Premium Rate at \$2.00 per hour, and apply this rate within the zones identified in the original Blueprint recommendations (as outlined above).
- Set the Base Rate at \$1.00 per hour, and apply this rate within the zones identified in the original Blueprint recommendations (as outlined above).
- Map adjacent residential areas that may be impacted by spillover demand, and thus candidates for Resident Permit Parking regulations.
- Complete peak-hour occupancy counts at least monthly for the next 12 months.
 - Focus on Tuesday and Thursday Midday times (around 1pm) and Friday Evening (around 7pm)
 - Calculate and map monthly utilization measures at the block-face level, and a rolling average for Weekday Midday and Weekend Evening times.
 - Adjust rates and/or zone boundaries if average utilization measures are above or below an 80-90% target.
 - More detailed recommended process for these adjustments is provided as an appendix to this document.
- Ensure that occupancy counts are scheduled to capture the impacts of any new significant downtown activity generator, including the under-construction County Courthouse and the proposed Downtown Events Center.

Revisit and update parking re-branding efforts.

2018 Recommendation

Develop branding for Downtown Partnership and partner-facility parking options to clearly identify parking locations as publicly available with predictable pricing and regulations.

2018 Action Items

Develop recognizable branding that helps identify publicly available, affordable off-street parking options.

- Develop a comprehensive communications plan that includes coordinated and unified wayfinding, information, signage, and branding.
- Use in web-based and print information, as well as on-the-ground wayfinding and signage.
- Extend branding to private facilities that offer a parking experience largely indistinguishable from parking in a Central City Parking facility.

2023 Context

Rebranding efforts should focus on Blueprint implementation actions that will be positively received by the public, generally, and parking users specifically, and could be linked to specific changes in the operating contract to be updated with the pending re-bid. Any re-branding efforts should be incorporated across the wayfinding system, include vehicle and pedestrian-oriented variable message signs.

2023 Recommended Action Items

Develop a rebranding strategy to promote the takeover of the downtown parking system by the City, linking this change with a reset on management and to emphasize strategic coordination between parking and mobility.

- Develop and share public information campaign on parking policy changes and benefits.
- Include promotion of First-Time Forgiveness enforcement policy, new technology, and changes in the operating contract that will receive favorable public reception.

Update meter enforcement schedules.

2018 Recommendation

Align meter schedules with demand, not the workweek.

2018 Action Items

Adopt the following meter-enforcement schedules.

- Base Rate Zone – 10am to 6pm, weekdays only
- Premium Rate Zone – 10am to 10pm, weekdays and Saturdays

2023 Context

Heavy use of the Exchange Place alley and Farmers Alley after 5pm and on weekends calls for greater enforcement in these areas beyond the midday and week timeframe.

2023 Recommended Action Items

Implement enforcement schedules as recommended in the original Blueprint document, to better align with parking demand patterns and peaks.

Continue to offer free periods within City ramps.

2023 Context

The planned introduction of pricing to the Kalamazoo Mall in early 2024 offers a great time to expand free parking offerings in the two City ramps.

2023 Recommended Action Items

Offer free 90-minute parking in the ramps in conjunction with the introduction of pricing to the Kalamazoo Mall

Formalize a Performance Monitoring program for on- and off-street City parking assets.

2018 Recommendation

Establish a Performance Monitoring Program.

2018 Action Items

Conduct regular counts in high-demand locations at peak-demand times to monitor parking performance and measure the impacts of policy and regulatory changes, including any pricing adjustments.

- Counts should be completed at least annually, but the more frequent and consistent the better.
- It is essential that count data be analyzed specific to time of day and at the block-face/facility level.
 - An area-wide measure showing ample availability can obscure chronic constraints at specific locations.
 - Daily-average measures can obscure prolonged constraints experienced during midday peaks.

Adjust Rates and Zones as Conditions Change.

- Adjust rates no more frequently than annually, at the block-level and across all of downtown, particularly during demand peaks.
 - At this level of availability, empty spaces are evident to passing drivers, removing anxiety over finding a space, or having to “circle back” for a space passed up in hopes of better options.
 - Drivers can simply choose where to park, and find a space there, even during the busiest times of the week.

2023 Context

The City has the authority to put this approach into practice, including the authority to adjust rates. Linking such changes to documented conditions, and “availability” targets and thresholds that inform them, will provide critical transparency around the purpose of charging for curb parking, and the rationale for higher/lower rates across downtown and over time.

2023 Recommended Action Items

Define an annual window for rate adjustments.

Develop a minimum and preferred program structure for periodic documentation of utilization conditions.

- To be compiled to allow analysis of patterns at various timescales – hourly, daily, monthly, seasonal – as well as changes in use patterns following pricing and other management changes.

Include the collection and analysis of this data in the requirements defined in the next RFP for operating the downtown parking system.

Explore viability of creating a Parking Benefit District.

2018 Recommendation

Establish a Parking Benefit District program.

2018 Action Items

Seek opportunities to use parking meter revenues to fund public improvements, along the following lines.

- Create an enterprise fund that dedicates a fixed portion of parking revenues for investments in recognizable public-space improvements.
- Promote these improvements and the role that parking revenues play in making them possible.

2023 Context

There may be an opportunity for overlap/cross-collaboration with a BID along the Mall/Michigan St area.

2023 Recommended Action Items

Explore updated best practices for this approach to parking management and revenue investment.

- An appendix to this document provides an overview of this concept.

Improving/Expanding Mobility Options

Explore new and innovative bike parking options.

2023 Recommended Action Items

Identify “state of the practice” bike parking facilities for outdoor racks as well as indoor/sheltered facilities.

- See summary included as an appendix to this document.
- Explore the possibility of partnering with local bike advocacy groups, Metro, and Western Michigan University to inform review of infrastructure/facility options, and to raise funds for purchase and installation.

Identify priority locations for installing covered bike parking.

- Seek sponsorships to minimize necessary fees for access until demand is significant enough to warrant fees as a demand/supply management tool.

Create a Bike Parking Map.

2023 Recommended Action Items

A new Bike Parking Map has been created, See “comprehensive Downtown Parking map” Action Item below.

Create a seasonal bike corral program.

2023 Action Items

Plan to pilot a bike valet program during National Bike Month 2024 event/s to gather feedback and promote active transportation.

Improving Parking Operations

Complete Strategic investments to present a state-of-the-art parking system.

2018 Recommendation

Replace officer handhelds and printers and invest in state-of-the-art parking meters.

2023 Action Items

Introduce pricing to the Kalamazoo Mall, then evaluate customer satisfaction.

Reevaluate enforcement approach.

2023 Recommended Action Items

Reassess role of private contractor to ensure goals are being met.

Create a comprehensive Downtown Parking map.

2023 Recommended Action Items

2018 Downtown Parking Map has been updated.



- See summary appended to this document.

Implement in-garage wayfinding.

2023 Context

As City and other public/commercial parking facilities begin to accommodate more residents, while remaining primary options for downtown commuters and visitors, guiding drivers to appropriate sections, levels, and spaces in each facility – at any given time – will become ever more important.

2023 Recommended Action Items

A “state of the practice” summary of approaches for this has been compiled to advance this recommendation.

- See summary appended to this document.

Develop a First-Time Forgiveness policy.

2023 Recommended Action Items

Integrate with other parking policies like free parking during events and the holidays.

Develop Incremental Fines policy.

2023 Recommended Action Items

Design to ensure that fines are modest for occasional mistakes, while ensuring that repeated violations incur escalating fines to discourage abuse

- Seek to include Equity safeguards to avoid harm to the economically vulnerable.

Implementation Guide & Action Plan

Below is an Implementation Guide for the recommendations presented in this document.

Recommended Action Items	Key City Partners	Key External Champions	Level of Priority/Challenge	Costs & Key Factors	Phasing & Sequencing with other Action Items
Expanding Parking Supply/Capacity					
Create a residential overnight permit parking program.	DPW, Parking Operator	Residents' associations, residential property owners, developers	High/Low	Implementation and administrative costs should be recaptured via permit rates.	Concurrent: Implementation with Employee Permits actions could streamline implementation processes and costs. Immediate: Engage with residents and property owners and managers to gauge demand, and determine optimal locations, restrictions, and hours. Immediate: Work with DPW and enforcement teams to develop optimal permit creation, distribution, management, and compliance-monitoring plan and practices. Short-term: Implement first program zones by 2025. Mid-term: Market availability to developers to attract investment in properties lacking sufficient off-street parking. Monitor effectiveness, and develop protocols for adding new zones by 2026.
Identify priority locations for adding/recapturing curbside space for parking/mobility.	DPW	Business Community	High/High	Piloting these with roadway reconstruction should minimize direct capital costs. Potentially fundable via Parking Benefit District revenues.	Prerequisite: Tiered Curbside Parking rates Immediate: Engage with businesses near locations identified for potential recapturing/adding curbside space. Immediate: Work with DPW to identify which locations could be added to planned/funded road reconstruction projects. Short-term: Identify any viable locations along Kalamazoo and Michigan Avenues, and add to reconstruction plans, by 2025. Mid-term: Market and promote any early implementation examples to businesses where additional locations have been identified, to build support for continued implementation, and potentially for direct funding.
Create variable-regulation zones, or flex zones.	DPW, Parking Operator	Business Community	Medium/Medium	Signage only Potential for increase revenue where off-hour loading zones become paid parking	Prerequisite: Tiered Curbside Parking rates Immediate: Engage with businesses near locations identified for potential zones – clarify benefits of right-scheduling loading zones to recapture parking capacity at high-demand times. Immediate: Identify pilot location with strong support. Short-term: Work with DPW to identify which locations could be added to signage procurement and installation capital plans. Short-term: Pilot at least one zone by 2025.
Update recommendations for Employee Parking Permits.	DPW, Parking Operator	Downtown Employers	Medium/Medium	Staff time Potential revenue opportunity if permits are priced, and located where parking is free or underutilized	Prerequisite: Tiered Curbside Parking rates Concurrent: Implementation with Resident Overnight Permits actions could streamline implementation processes and costs. Immediate: Engage with employers in areas with significant jobs and underutilized on-street parking, to identify potential interest in, demand for, and willingness to pay for on-street parking permits to meet employee parking needs. Immediate: Identify blocks where long-term permits/meters could be implemented without constraining vital short-term parking capacities.

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City of Kalamazoo

Recommended Action Items	Key City Partners	Key External Champions	Level of Priority/Challenge	Costs & Key Factors	Phasing & Sequencing with other Action Items
Expand off-hour sharing via mobile-pay technology.	Parking Operator, if offering enforcement as part of partnership	Downtown lot owners	Low/Low	While increasing the supply of public parking is not a key priority today, some private lots offer some of the most convenient off-street parking in downtown. Unlocking these options could help encourage more visitors to make more trips to improve overall economic development. Potential revenue sharing opportunity	Prerequisite: Continue free period in City garages. Short-Term: Identify set of most desirable potential participant facilities, based on location in high-demand locations, and significance of underutilized evening and/or weekend capacity. Short-Term: Engage with owners of these facilities to gauge interest in monetizing off-hour capacity, and define standard set of agreement parameters for hours, pricing, enforcement, and revenue distribution. Medium-term: Seek to have at least three (3) lots, or total of 100 spaces, participating by 2025.
Explore Public Valet options to offset capacity impacts of street reconstruction projects.	DPW, Parking Operator	Downtown businesses, particularly retail businesses on or affected by streets being rebuilt	High/Medium	This can be a costly service to provide, though this can be offset by combination of fee revenue and business subsidies. Finding the right operator can be a real challenge, as this is not a common parking-management strategy in this region/state.	Prerequisite: Tiered Curbside Parking rates; Continue free period in City garages. Immediate: Engage parking managers in Birmingham, MI for insights into successes, setbacks, and lessons learned from their construction-timed public valet program. Short-Term: Assess costs/benefits of developing a program to coincide with the period of major downtown road reconstruction. Short-Term: Identify potential funding sources for piloting a program. Medium-term: TBD
Managing Parking Demand					
Update tiered-rate approach and zones.	DPW, DDA	Downtown businesses, particularly retail businesses in premium-rate zone	High/Low	Revenue Positive Increased revenue can be spent on targeted improvements to further build support for this important resource-management tool.	Concurrent: Update meter enforcement schedule; Continue free periods in garages; Formalize performance-monitoring program; Explore viability of Parking Benefit District Immediate: Identify recommended new rates for each zone; order appropriate signage to mark changes Short-Term: Time rollout to coincide with positive improvements to parking operations, such as new parking maps as well as reminders of standing policies like free garage parking. Long-Term: Commit to performance-monitoring program to inform future rate and zone adjustments.
Revisit and update parking re-branding efforts.	DPW, DDA	Led by new PR Firm, collaborating with Southwest Michigan First	High/Medium	Consultant costs: ~\$50,000	Concurrent: Any mobility improvements that can be implemented at the same time, to help the re-branding of parking as just one part of downtown access and mobility.
Update meter enforcement schedules.	DDA, Parking operator	Business community, especially restaurants and others with consistent demand peaks in evenings/weekends	High/Medium	Promote new period of free parking during early mornings as a benefit for businesses and customers of coffee shops, cleaners, bakeries, etc.	Concurrent: Tiered Curbside Parking rates; Continue free periods in garages; Formalize performance-monitoring program; Explore viability of Parking Benefit District Immediate: Identify recommended new hours for premium zone; order appropriate signage to mark changes Short-Term: Time rollout as part of comprehensive update to parking program, with most changes likely to be popular. Long-Term: Commit to performance-monitoring program to inform schedule adjustments if necessary.

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Recommended Action Items	Key City Partners	Key External Champions	Level of Priority/Challenge	Costs & Key Factors	Phasing & Sequencing with other Action Items
Continue to offer free periods within City parking ramps.	DDA, Parking operator	Southwest Michigan First is a communication partner	Medium/Low	Key part of messaging around “comprehensive update to parking program” with popular changes emphasized to offset changes likely to be less popular.	Concurrent: Time rollout to coincide with as many “Managing Parking Demand” actions as possible.
Formalize a performance-monitoring program for on- and off-street City parking assets.	DPW, Parking operator, DDA	Vendors	High/Medium	Staff time impacts Data collection and analysis Potential \$15,000 for technology to use LPR data for occupancy counts Could be rolled into new contract for parking operator	Concurrent: Tiered Curbside Parking rates; Continue free period in City garages. Immediate: Assess costs/benefits of various approaches to acquiring and assessing performance measures. Short-Term: Seek to have sufficient data to inform rate, zone, schedule adjustments, as necessary, by 2025. Long-Term: Continue to track evolving technology to reduce costs and increase frequency/reliability of KPI data collection
Explore viability of creating a Parking Benefit District.	Treasury, DDA	Business community, particularly those in priced curbside-parking zones	Medium/Medium	Revenue impacts can be limited to new/increased revenue from pricing changes	Concurrent: Tiered Curbside Parking rates; Formalize performance-monitoring program Immediate: Work with DDA to assess level of enthusiasm among downtown businesses; work with treasury to confirm viability of creating an “enterprise” fund to receive a defined portion of meter revenue Short-Term: Project revenue-capture levels and discuss investment priorities with DDA and its partners. Long-Term: Market any/all improvements made possible by PBD approach as part of the new parking management program.
Improving/Expanding Mobility Options					
Explore new and innovative bike parking options.		Collaboration with Bike Friendly Kalamazoo to get feedback on and promote new bike parking options	Medium/Medium	\$60,000 - \$85,000 for design and construction of one bike room/bike house \$20,000-\$30,000 for bike lockers accommodating up to 12 bikes	Immediate: Work with Bike Friendly Kalamazoo to identify needs, preferences, and areas of potential innovation Short-Term: Market rollout as part of the new parking management program Medium-Term: Install at least one innovative form of short- or long-term parking facility by 2026.
Create a Bike Parking Map.	DPW, Parking operator (posting and placing maps in appropriate public spaces)	Downtown businesses (promoting maps online and in stores)	Medium/Low	Done	Immediate: Focus on dissemination and promotion, via City and partner organizations
Create a seasonal bike corral program.	DPW	Bike Friendly Kalamazoo	Medium/Medium	Staff time	Immediate: Work with Bike Friendly Kalamazoo to identify needs, preferences, and optimal locations Short-term: Allocate funding and staff capacity to construct and maintain new infrastructure. Partner with key stakeholder to promote the program. Short-Term: Install first corrals by Spring 2025, market as part of the new parking management program
Improving Parking Operations					
Technology Improvements, including smart meters and hand-held devices.	DPW, Parking operator, DDA	Business community	High/High	\$365,000 to \$425,000	Immediate: Install pay stations in the Kalamazoo Mall Short-term: Evaluate customer satisfaction of Kalamazoo Mall meters Mid-term: Install smart meters in the recommended tiered pay zones.

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Recommended Action Items	Key City Partners	Key External Champions	Level of Priority/Challenge	Costs & Key Factors	Phasing & Sequencing with other Action Items
Reevaluate enforcement approach.	DPW, Parking operator, DDA	Business community	Medium/Medium	Staff time	Immediate: Engage enforcement staff to understand what is and is not working smoothly under the current system. Short-Term: Define preferred approach in new operator contract. Medium-Term: Develop compliance-monitoring program and target increased compliance rates + reduced citations.
Create a comprehensive Downtown Parking map.	DPW, Parking operator (posting and placing maps in appropriate public spaces)	Downtown businesses (promoting maps online and in stores)	Medium/Low	Done	Immediate: Focus on dissemination and promotion, via City and partner organizations
Develop a public-facing mobile solution for real-time space availability.	Treasury, DDA		Medium/High	Technology procurement and development costs: <ul style="list-style-type: none">▪ \$200 per space installation▪ + \$20/space/month ongoing cost	Prerequisite: Tiered Curbside Parking rates Immediate: Assess costs/benefits of various approaches to acquiring and promoting availability measures. Medium-Term: Continue to track evolving technology to reassess costs/benefits of initiating a program. Long-Term: Opportunity to implement as part of another refresh of the parking management program, to demonstrate commitment to smart, pragmatic progress and innovation.
Implement in-garage wayfinding	Parking operator	Collaboration with Kalamazoo Downtown Partnership to promote new system	Medium/Medium	Procurement and installation of signage costs: <ul style="list-style-type: none">▪ Starting around \$500 per sign, depending on size, sign material, and level of customization	Short-term: Engage stakeholder to understand needs and gaps Mid-term: Develop and install new signage that aligns with citywide parking branding.



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