



missoula parking commission

STRATEGIC PLAN UPDATE 2013



MPC Board Meeting Work Session
December 5, 2012



MEETING ATTENDEES

Rod Austin – Chairman of the Board

Theresa Cox – Board Member

John Roemer – Board Member

John Smith – Board Member

Carol Williams – Board Member

Anne Guest - Director

Consultant:

L. Dennis Burns, CAPP, Kimley-Horn and Associates

Invited Guests:

Ellen Buchanan, Director, MRA

Linda McCarthy, Director, MDA

Jim Galipeau – JCCS Accounting firm

Public Attendees:

Scott Sproul, Downtown Merchant



MEETING AGENDA

- The meeting was opened with a welcome and introductions by MPC Director Anne Guest, followed by opening comments from Rod Austin.
- Dennis Burns presented the format for the work session which included the following session topics:
 1. 2008 MPC Strategic Plan Review
 2. Current Context Discussion
 3. Looking Ahead - Identification of Key Strategic Areas
 4. Strategic Plan 2013 – 2015 Format
 5. Wrap-up and Adjournment
- **Major Session Topics**
 1. **Review of Current Strategic Plan**
 - » Context
 - » Accomplishments
 - Recent Work –
 - › Draft Annual Report
 - › Updated Parking Guide
 - › “Park Place” Grand Opening
 - » Outstanding Items
 - New meters
 - › (Needs to be tied to meter rate adjustments)
 2. **Current Context Discussion**
 - » **Downtown Master Plan Implementation Committee 2013 Priorities**
 - Downtown Master Plan Implementation Committee – 2013 Priorities: (in priority order)
 - › Wayfinding – City wide with great commitment for the downtown
 - › Front St. and Main St. one-way conversion into 2 two-way streets
 - › Downtown housing strategy – to encourage the residential element in the downtown at all levels
 - › Educate the community and downtown about the DTMP
 - › Celebrate our successes
 - › Educate those who were not originally involved and get input on new strategic goals
 - » **Missoula Downtown Association 2013 Priorities: (Not in priority order)**
 - Evaluate the MDA’s role in Advocacy (of political issues when the MDA is asked to weigh in on and advocating in the best interest of the membership)
 - Promote, recruit and retain downtown businesses
 - Development of the Board of Directors



- » **St. Patrick Hospital/Riverfront Triangle Parking Study**
 - Review Major Study Recommendations
 - Discuss relevance for MPC Strategic Plan Update
- » **Hip Strip District Plan**
 - Review current status
 - Discuss relevance for MPC Strategic Plan Update
- » **Anne Guest Retirement**
 - Succession Planning
- 3. **Looking Ahead - Identification of Key Strategic Areas**
 - » Develop a list of key program goals and objectives
 - Link to MPC Vision and Mission
 - Link to Downtown Master Plan
 - › St. Pat's/Riverfront Triangle
 - Link to supporting key downtown institutions/agencies
 - › MDA
 - › BID
 - › MRA
 - › Missoula in Motion
 - › MRTMA
 - » **Financial Planning**
 - Revenue enhancement/diversification
 - Bond Capacity
 - On-going Supply/Demand Assessment/Park+ Model
 - » Is there a need or desire to expand the program mission/scope?
 - District Boundaries?
 - New Programs or Services?
 - Neighborhood Support Services?
 - » Are there internal areas that need to be addressed?
 - Refreshed policies and procedures?
 - Staff Training materials/processes?
 - Equipment/system upgrades?
 - Human resources/staffing assessment?
 - External operations audit?
 - Leadership transition planning?



Notes from Strategic Planning for the Missoula Parking Commission

12-5-12, 8:00 am – 11:30 am

Missoula Redevelopment Agency Conference Room, 140 W. Pine

■ Dennis began with opening comments:

- MPC has a good framework in place from the Parking Study as part of the Downtown Master Plan.
- MPC has accomplished most of the 9 primary recommendations.
- The study identified strategic areas that require some on-going focus.
- Following today's work session, MPC should focus on defining key priorities for the next 3 – 5 year planning horizon.

■ Anne opened the meeting with following comments:

- Currently the Parking Commission has the best team of staff in its history. They are highly qualified, functional and very supportive.
- Anne referred to the Strategic Planning process recently conducted by the MDA Board of Directors and the Downtown Master Plan Implementation Committee.
- She stated that she would like specific strategic goals for the Parking Commission that are in line with the DTMP, the Implementation Committee and the MDA.
- Anne reviewed the accomplishments to date from the parking strategic plan that was done as a component of the DTMP and the one major recommendation that still needs to be accomplished i.e. on-street multi-space meters.
- This led to a discussion about the successes of the MPC and how it is becoming recognized as an effective model by similar cities i.e., Ft. Collins, CO, Great Falls, MT, Billings, MT, etc. Key elements being a vertically integrated organizational model, having mutual respect and trust between the City government (Administration, City Council) and the other downtown and economic development related agencies.
- Missoula is somewhat unique in regards to how the MPC and MRA are "component units of the City", yet have a great deal of independence and authority.
- It was also acknowledged how well the various agencies – MPC, MDA, MRA, & BID – work together and share their individual expertise with each other.
- It was mentioned that it is important to the development side of the MPC to establish new revenue streams.



- Another suggestion was to improve on the MPC's marketing/branding programs. The Annual Report, which is receiving final editorial review, is one example of this endeavor.
- A significant discussion related to succession planning for the Director's position began as part of this strategic plan update work session. Defining key position qualifications, capturing and documenting institutional/ historical knowledge, identifying how the position has changed, etc. were just some of the issues discussed. In regards to timing, Anne is on no fixed calendar and would like to accomplish several major goals and ensure a smooth transition before retiring. A two – three year timeline was discussed.
- Anne introduced Rod Austin, current MPC Board Chair. She shared her appreciation of Rod's engaged style and his overall support and leadership.

■ **Rod's comments:**

- Rod spoke about the MPC's increasingly important role as a partner for future economic and community development.

■ **Current Context Discussion:**

- Following the work session agenda, Dennis led the group in a review of "current context" discussion items including the following:
 - » The DTMP Implementation Committee and the recent strategic planning session establishing 2013 priorities.
 - » The MDA recent strategic planning session and the three 2013 goals.
 - » The St. Patrick Hospital/Riverfront Triangle Parking Study. The current developers have until January, 2013 to complete their due diligence on the feasibility of developing this property. One of the main elements is a hotel offering significant meeting space and not just rooms. If this is not feasible, then the MPC's attention could be diverted to the Saw Mill Project and their need to have the Parking Commission's presence for parking funds/management for that project.
 - » The Hip Strip is growing and needs to have a comprehensive parking study done to determine the amount of inventory, availability and need for parking management. In talking about the Hip Strip, it is important to consider the effect of Orange St. on traffic flow.
- MPC's jurisdiction was discussed in the context of whether to expand it to include all of the City limits. What effect this could have on the Parking Commission's resources.
- Other projects were discussed i.e. new Poverllo Center.
- It was agreed that MPC acting as a limited funding partner with other agencies/projects is the trend for the future.
- This led to a discussion of making downtown customer friendly and how a progressive on-street rate structure could be part of that. With new technology, on-street parking time limits could



be extended or even eliminated. The pricing of the rates would address the need for ensuring turnover.

■ **Looking Ahead:**

- As a result of the recent TDM study, there will be a more formalized role for the Parking Commission in TDM funding and strategies.
- In looking ahead for the Parking Commission and future planning, the idea of bringing together a peer panel for Missoula was well accepted.
- Moving forward with development of an enhanced parking program branding/marketing/communications strategy was endorsed.
- MPC may need to look at Kimley-Horn's Park Plus model to assist in mapping our on-street and off-street parking as well as knowing the ratio of turnover and overall resource utilization to be better informed as it relates to future supply additions.
- It was also mentioned that the MPC's current office space is not large enough to accommodate the addition of future staff that might be needed as the Parking Commission continues to grow.
- John Roemer ended the meeting by summarizing the board's initial list of strategic program priorities:
 - » Expand MPC's jurisdiction
 - » Purchase land for future development or parking
 - » Website development including marketing and branding
 - » Build a maintenance reserve
 - » Develop a demand/use model and partner with the City and the BID
 - » Plan for larger office space
 - » New on-street meter system
 - » Encourage other Board members to attend IPI conference
 - » Entertain LPR for more effective enforcement
 - » Examine how to enhance MPC's services for the downtown



2013 MPC STRATEGIC PLAN UPDATE

Preliminary Action Items



Action Item # 1: Expand MPC's Jurisdiction

Action Item Description:

Expand the Missoula Parking Commission's jurisdiction from its current limits to match the boundaries of the Downtown Master Plan or other larger area.

Background:

Planning and development activities in a variety of areas surrounding downtown have raised potential parking management and development issues that could create opportunities for the MPC to provide new services in these areas. Examples include: the area just north of St. Patrick's Hospital and in the area known as "The Hip Strip". However, both of these areas are outside the MPC's current jurisdiction.

Issues/Opportunities:

The goal of this action item is not necessarily to expand the scope of the MPC's programs, or to impose parking management on areas that are functioning effectively without these services, but merely to proactively remove legislative and logistical barriers in advance should these areas desire to request services from the MPC in the future.

Responsible Parties:

- MPC
- City Council
- MRA

Related Projects:

- St. Patrick's Hospital/Riverfront Triangle Parking Study
- Hip Strip Area Planning
- Greater Missoula Downtown Master Plan

Next Steps:

- Research and identify required steps to expand the Parking Commission's boundaries
- Identify preferred MPC district boundaries
- Draft an ordinance for board review and approval
- Submit ordinance for City Council review and authorization

Timeframe/Status:

- First half of 2013



Action Item # 2: Purchase Land For Future Development Or Parking

Action Item Description:

In alignment with the MPC's goal of being a more active partner in community and economic development, the MPC should consider investing in land acquisition as part of its planning and development strategies. This type of activity is common among well-developed public parking systems.

These investments will likely be a combination of reactive/opportunistic acquisitions and more strategic investments. The use of the land acquired will be surface parking to meet short-term local parking needs until the development potential in the area increases to require structured parking or some form of mixed-use development.

In some cases, the acquired real estate may be used as an investment vehicle to help diversify MPC revenue streams or the real estate may be leveraged in other ways to help stimulate economic development.

Background:

This type of activity is not without precedent for the MPC. The development of the surface parking lot in the Riverfront Triangle District is a one example of a previous initiative. The opportunity associated with the half block of the old Poverello site is a good example looking forward.

Issues/Opportunities:

Being proactive as it relates to identifying preferred locations for future parking is a critical part of parking system planning. Development and maintenance of a range of parking options, at a variety of price points, is important to meeting the overall parking needs of the community.

Responsible Parties:

- MPC
- MRA

Related Projects:

- Poverello Center
- Hip Strip Area Planning
- Greater Missoula Downtown Master Plan

Next Steps:

- Assess financial capabilities
- Develop a due-diligence process for opportunity assessment
- Develop a revenue/expense model for opportunity assessment

Timeframe/Status:

- On-Going



Action Item # 3: Website Development Including Marketing and Branding

Action Item Description:

Refresh and update the Missoula Parking Commission's brand identity and marketing materials. Update and expand the MPC's website to provide a greater range of information and customer services.

Background:

This program element was part of the previous strategic plan and some progress has been made. One example is draft MPC Annual Report document presented to MPC Board.

Issues/Opportunities:

Having a clean, professional logo and well-developed collateral and promotional materials is part of a having professional program that is a positive reflection on the community it serves. Linking this professional image to quality services and customer experiences is the key to effective brand development and maintenance.

More and more, the first impression of an organization is made on-line and there is a greater expectation for this virtual parking program experience to meet a growing set of needs. This includes access to general program information, to how to access program services to actually fulfilling customer needs (such as on-line citation payment or on-line monthly parking contract applications, etc.)

Responsible Parties:

- MPC Director
- MPC Board

Related Projects:

- Annual Report
- Updated Parking Brochure (Electronic and Hard-Copy)
- Park Place Grand Opening
- Downtown Signage Plan

Next Steps:

- Conduct a Program Branding and Marketing Work Session (Dennis Burns/Vanessa Rogers/Todd Pierce (?))
- Develop draft branding and marketing action plan to MPC Board

Timeframe/Status:

- First half of 2013



Action Item # 4: Build A Maintenance Reserve—Conduct Regular Facility Condition Assessments

Action Item Description:

Develop a separate reserve fund for parking structure capital repairs and maintenance. It is a known fact that, while extremely durable, concrete does have a natural deterioration cycle and that a program of routine maintenance and periodic restoration work will extend facility life and help ensure patron safety. The restoration work is predictable and expensive and thus having a dedicated facility maintenance reserve is a well-accepted parking management best practice.

Background:

In the past the MPC has had significant cash reserves on hand and has funded facility maintenance needs from these cash reserves. However, with the recent investments in capital projects, the agency's cash reserves are much reduced from past years.

Issues/Opportunities:

There will also be increased pressure to access remaining cash reserves for a variety of new projects. Thus it is recommended that a dedicated maintenance reserve fund be created to ensure that funds will be available when needed to address prioritized facility maintenance projects based on a regular program of parking facility condition appraisals.

Responsible Parties:

- MPC Director
- MPC Board

Related Projects:

- Bank Street structure concrete stairs replacement
- Bi-annual parking facility condition appraisals

Next Steps:

- Define a specific maintenance reserve set-aside amount appropriate for the current mix of MPC structured parking assets
- Develop an approved parking structure condition appraisal schedule
- Prioritize recommended maintenance projects and incorporate them into an annual facilities maintenance budget

Timeframe/Status:

- 3rd Quarter of 2013



Action Item # 5: Develop A Demand/Use Model In Partnership With The City And The Bid

Action Item Description:

A fundamental planning responsibility of any parking program is to understand its parking inventory and utilization and also to look ahead to project future parking needs. The MPC would benefit from having a flexible, GIS-based parking demand model to address this on-going program need.

Background:

The MPC has all the basic parking inventory data and past utilization data from previous parking studies. Before this data get too old, it could be migrated and updated into a new parking demand modeling tool developed by KHA.

Issues/Opportunities:

KHA's "Park +" parking demand modeling tools is GIS-based and could be integrated with other City GIS programs.

Responsible Parties:

- MPC Director
- MPC Board
- City Planning
- MRA

Related Projects:

- City GIS Upgrade Project

Next Steps:

- Schedule a demonstration of the Park+ program with MPC, MRA and City Planning and GIS staff

Timeframe/Status:

- First half of 2013



Action Item # 6: Plan For Larger Office Space

Action Item Description:

As the parking program's scope and services continue to expand it was noted that the current parking program's office space is already at capacity. No new staff could be added to the current space. As the parking program grows, new, larger office space will be needed.

Background:

The MPC has operated in its current office space since 1990. The size of the current office space is just over 2,000 square feet.

Issues/Opportunities:

With the increased number of facilities, the introduction of new off-street and on-street parking technologies and the introduction of new services/programs, staffing needs will increase over time. New MPC office space in the 3,000 – 4,000 square foot range is recommended.

The concept of potential co-locating MPC with the BID, MDA and even possibly MRA should be further evaluated in terms of timing and the potential for operational synergy.

Responsible Parties:

- MPC Director
- MPC Board

Related Projects:

- New Meter Introduction

Next Steps:

- Begin assessing the real estate market for possible MPC office locations
- Coordinate with MDA/BID/MRA regarding the desirability/interest in a co-location option

Timeframe/Status:

- 3rd Quarter of 2013



Action Item # 7: New On-Street Meter System

Action Item Description:

The MPC is about to embark on a long awaited on-street parking technology upgrade. This will be a major advance for the parking program and the city. This will be an extremely important and technically challenging process, requiring an on-street parking rate increase and the introduction of new hardware and software systems. However, it will also provide new customer service options, and an increase in on-street meter revenue

Background:

In 2011, the MPC did a pilot program to test out single space credit card meters. While generally successful, certain issues were identified in the process. One of the outcomes was recognition of the need to raise rates to \$1/hour to address the increased communications and transaction processing costs. Another outcome was the realization that a multi-space meter option might be preferable going forward.

Issues/Opportunities:

There are some exciting customer benefits being considered as it relates to this technology upgrade, including pay-by-cell phone and progressive pricing.

There are also many potential challenges related to system configuration, public process, new technology introduction, system specification/testing/acceptance, etc. It is highly recommended that a system specification/RFP process led by a parking consultant be utilized to protect the interest of the MPC.

Responsible Parties:

- MPC Director
- MPC Board
- City Purchasing

Related Projects:

- On-Street Rate Increase

Next Steps:

- Engage a consultant to develop the on-street technology upgrade system specification/RFP
- Coordinate with MPC desired system operating methodologies and desired system features
- Coordinate with MPC and the City on purchasing requirements RFP language/formatting

Timeframe/Status:

- First half of 2013



Action Item # 8: Encourage Other Board Members To Attend LPI Conference / Participate In The New LPI "Program Certification Program Pilot Project"

Action Item Description:

Typically, the MPC Director attends the International Parking Institute's (IPI) annual parking conference and trade show. In 2011, Board Chair, Rod Austin also attended. Ron found great benefit in attending and recommended that other board members consider attending to enhance their awareness of the breadth and scope of the parking industry.

In 2013, the IPI is embarking on the development of a new "parking program accreditation process". This will be a process whereby a parking system or program can apply to be "accredited" by the IPI.

Background:

Rod Austin attended the IPI conference in 2011 in Pittsburgh.

The new "parking program accreditation program" is currently under development and will be looking for "pilot program candidates" to undergo a beta version of the accreditation process. The MPC has expressed interest in being one of the initial program participants.

Issues/Opportunities:

The International Parking Institute's annual parking conference and trade show is the largest parking educational conference in the country and also has the largest industry trade show. It is the single best opportunity for broadening a board members understanding of the parking industry.

Participation in the initial parking program accreditation process is a unique opportunity to assist in the development of a new industry program, while at the same time benefitting the MPC by learning from the program accreditation evaluation process. The MPC will also be able to boast that they were among the very first "accredited parking programs" in the world.

Responsible Parties:

- MPC Director and Staff
- MPC Board

Related Projects:

- Strategic Plan Update

Next Steps:

- Budget funds for one Board Member to attend the IPI Conference in 2013
- Budget funds for IPI Program Accreditation Pilot Program

Timeframe/Status:

- First half of 2013
- Second half of 2012



Action Item # 9: Entertain Mobile License Plate Recognition (LPR) For More Effective Enforcement

Action Item Description:

Another best practice within the parking industry related to on-street parking enforcement is the use of "mobile license plate recognition (LPR) software". It has proven to increase operational effectiveness, provide the ability to expand service areas without increasing staff and to improve citation collection ratios. For all these reasons, it is recommended that the MPC evaluate the potential benefits of this, now proven, technology.

Background:

Now on its third system version, mobile LPR has become an industry standard. Many of the initial issues with "valid read rates" have long been solved and the applications are much more user friendly.

Issues/Opportunities:

While not a top priority recommendation, this system upgrade can improve overall operational metrics, reduce costs and increase overall system revenues. Some issues specific to the MPC's operational practices will need to be addressed (such as the potential issuance of multiple citations per vehicle). However, this application is one more way to further enhance program revenues and reduce costs.

It is recommended that this investment be evaluated after the successful implementation of the new on-street meter technology.

Responsible Parties:

- MPC Director
- MPC Board

Related Projects:

- On-Street Meter Technology

Next Steps:

- Evaluate Mobile LPR technology at the annual IPI conference

Timeframe/Status:

- First half of 2014



ACTION ITEM # 10: Examine How To Enhance MPC's Services For The Downtown

Action Item Description:

This broad action item is intended to keep the MPC's focus on providing high quality customer service and to keep the idea of "enhancing the downtown experience" in the forefront of its thinking.

Background:

This focus on the downtown experience emerged as part of the original parking strategic plan which was created as part of the larger downtown master plan. It also embodies the concept that the MPC's focus should be broader than simply parking, and embrace an overall "access management" approach to the downtown.

Issues/Opportunities:

There are many concepts in the previous action items that will enhance the downtown customer's experience. Some examples include more and easier parking payment options, the ability to pay-by-cell phone, the ability to get text messages re: meter time remaining and extend your parking payments remotely, progressive pricing options, investments in enhanced parking website and mobile device parking availability information, etc.

Additional, less obvious contributions include support of transportation alternatives, investments in parking planning, future facility development and linking parking to larger community and economic development initiatives, etc.

Responsible Parties:

- MPC Director
- MPC Board

Related Projects:

- On-Street Meter Technology
- Downtown Master Plan

Next Steps:

- Continue community involvement and active participation with other community agencies

Timeframe/Status:

- On-going