

2017 Transforming Local Government Conference

Case Study Application



Due August 12, 2016

Email to: Ryan Spillers rspillers@transformgov.org

Application Information

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| Case Study Title | Drive-Less Initiative for Parking in the Downtown Core |
| Jurisdiction Name | City of Aspen |
| Jurisdiction Population | approx. 6,800 |

Rapid Fire Session?

Would you like the application to be considered for our Rapid Fire Session? (Rapid Fire presentations are fast-paced, entertaining, interactive presentations. Each jurisdiction will have five minutes to make their presentations using 15 PPT slides set on auto-forward primarily containing photos/graphics. Participants will be seated at round tables to facilitate an energetic idea exchange. A cash bar will be available.)

YES

NO

Project Leader (primary contact for application correspondence)

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| Name | Mitch Osur |
| Title | Parking Services Director |
| Department | Parking Services and Transportation Department |
| Phone | 970-429-1766 |
| E-mail | mitch.osur@cityofaspen.com |
| Full mailing address, including zip code | 540 East Main St. Aspen, Co81611 |
| Twitter account | |

List additional presenters' contact information below:

1. Presentation title and description of the innovation. 100 word maximum

Drive-Less Initiative for parking in the Downtown Core:

Aspen only has 650 parking spaces in the Downtown Core, which is insufficient for local employees, shop owners, and visitors during the peak summer and winter tourist seasons. The City discovered that around 60% of the parking spaces in the Downtown Core were typically occupied by employees and store owners. These groups arrive early in the morning and tend to stay in the parking spaces all day. Visitors, meanwhile, tend to drive around the Core excessively, seeking open parking spots.

To decrease traffic congestion in the Core, while also freeing up at least 10% more spaces for visitors, the City determined to try a new set of parking incentives for a 3-month test period. During June, July and August of 2016, the City:

- * Raised parking prices in the Core by 50%
- * Enforced 4-hour maximum parking limits in the Core to increase turnover
- * Kept parking prices in the residential area and the City parking garage the same, lower rate
- * Started a free "downtownner" door-to-door electric shuttle service from the garage and other locations to the Core
- * Implemented a "Drive Less" campaign (which now has 800 members)
- * Promoted the use of the "We-cycle" program, Aspen's shared bike program.

2. When and how was the program, policy or initiative originally conceived in your jurisdiction? 100 word maximum

The plan was in response to the excessive amount of traffic in the Core, which was in turn caused in part by the lack of available parking spaces, a high number of visitors, and high usages of space by locals. City Council and Parking Services collaborated on a plan to achieve several goals:

1. Reduce car traffic in Aspen overall
2. Cut down on traffic congestion in the Core by making it easier for searching cars to find spaces
3. To have no more than 90% parking occupancy in the Core.
4. To increase transit, carpool, pedestrian and bicycle trips
5. Encourage employees and locals that must drive into town, to park anywhere other than in the Downtown core.

The Parking Department developed the plan, and collaborated with the Transportation Department and others to implement it beginning June 1, 2016.

3. How exactly is the program or policy innovative? How has your innovation changed previous processes, products, or services? 100 word maximum

Parking is a very difficult conversation in Aspen. Most locals and employees feel they should be able to park for FREE all day directly in front of their place of employment. As a result, conversations about parking, whether it be parking prices or the number of parking spaces, are very passionate. The difficulty of the conversation is compounded by the need to accommodate a very high number of visitors in this small resort town, as well as a strong local interest in keeping traffic levels down. The use of Dynamic Pricing for parking spots, in combination with a unique variety of well-rounded carrots and sticks (such as the electric-shuttle), as well as the return to the community of the additional \$150,000 in parking charges collected, makes this an innovative program.

4. Explain how the program or initiative substantially stretched or improved the boundaries of ordinary governmental operations. 200 word maximum

The program stretched boundaries in a few ways. First the idea of doing something as a 3 month test before we implemented the plan full time allows us to make sure it worked and gave us the ability to tweak the plan a little if needed.

Secondly the idea of giving \$150,000 back to the locals that did the right thing in either \$40 bike-tune up cards, \$40 worth of bus passes or a FREE membership to the local bike share program, a \$50 value was very innovative.

Thirdly the idea of using carrot's and stick's to try and change behavior is very creative in local government.

5. What individuals or groups are considered the primary initiators of your program? How does the innovation engage stakeholders or demonstrate high performance teaming? Were strategic partnerships and/or community networks developed as a result of the innovation? 200 word maximum

This plan was put together by the parking department at the request of council. Engaging stake holders is part of the reason for the success of the program.

The parking department met with the major retailers, restaurants and employers before the program was rolled out to explain to them the goals of the program, what behavior we were looking to change, the alternatives to parking in-town other than the Downtown core and that this is only a 3 month test and we would review the results in early September.

The Parking Department also reached out to the 2 local newspapers in town and got many articles written about the reason for the plan and the expected results.

In addition we updated our websites and ran ads in the papers for 3 weeks leading up to the implementation date to explain the changes.

6. If a private consultant was used please describe their involvement, identify the consultant and/or firm and provide contact information. 100 word maximum

No consultant used

7. To what extent do you believe your program or policy initiative is potentially replicable within other jurisdictions and why? To your knowledge, have any other jurisdictions or organizations established programs or implemented policies modeled specifically on this project? Please provide verification of the replication. 200 word maximum

Dynamic Pricing is the new buzz word in Parking. So many people are using this general concept in many big cities. I believe this is the first in a town as small as 6,000 citizens. I believe this is very replicable in any city.

What made this program unique was the 3 month test and the fact we were giving back to those that played by the new rules.

8. What were the costs? What were the savings? 100 word maximum

There were no costs to this plan, other than time by me and my employees.

The 3 month plan is projected to bring in \$150,000 in increased revenue and if we ran the plan for the busiest 7 months it will generate around \$300,000 in increased revenue.

Plus if the plan works the City will increase its sales tax from increased revenue because people can park in town and spend more money in retailers and restaurants because they can park closer to their desired location and are not as frustrated with town when they get a chance to walk around.

June sales tax revenue was up 20% and July will be even bigger.

9. Please describe the most significant obstacle(s) encountered thus far by your program.

The biggest obstacles we ran into was to convince City Council that the plan would achieve the goals we hoped to achieve.

We solved that obstacle by getting council to try a 3 month test and gave them an out if it did not work. In addition I gave council many articles and back up documentation that convinced them that the plan was on solid ground.

The second biggest obstacle was to get the citizens to understand the goal and give the plan a try.

We overcame that obstacle with community outreach in person and in the local's papers.

These obstacles were overcome because the plan worked!

10. What outcomes did this program or policy have? What baseline data did you collect? How did you measure the change based on the intervention, and why do you believe in the credibility of this assessment? 200 word maximum

We set out specific metrics to evaluate the success of the program. Here are the results after 60 days of a 90 day test.

1. Reduce core parking by 10%, so far reduced by 12.53%, Down 20,558 parking spaces
2. Increase core parking revenue by 25%, so far increased by 26.06%, Up \$132,063
3. Increase the use of the parking garage by 15%, so far increased by 17.13%, up by 3,142 cars
4. Increase the number of cars carpooling by 10%, so far increased by 9.29% or up 1,063 cars
5. Increase the number of cars parking at the intercept lot by 20%, so far increased by 30.40% or up 1,063 cars
6. Increase car turnover in the core. We did not have an exact number, but so far we have 8% more cars paying for only 1 hour than last year.

I used a company out of San Francisco called Smarking to help me gather and understand all of the daily parking numbers.

11. Has the program received any press or other media coverage to date? If yes, please list the sources and briefly describe relevant coverage. 100 word maximum

We had 2 blog written about our success. First one on 6-1 introducing the plan.

<https://blog.smarking.net/visualizing-seasonal-parking-demand-cdda5c5c8b86#.g6r4m5ru9>

Second one on 7-15 talking about the results so far.

<https://medium.com/@kelly.clonts/6252a614228d>

Also have had 3 or 4 mentions in Parking News, a daily newsletter from Parking Today

. Plus many articles in the Aspen Times and the Aspen Daily News

12. Has the program received any press or other media coverage to date? If yes, please list the sources and briefly describe relevant coverage. 100 word maximum

13. Please provide any key references and their contact information who can be interviewed/called to discuss the innovation and its impact. 100 word maximum

Randy Ready, Assistant City Manager of Aspen at randy.ready@cityofaspen.com Steve Skadron, Mayor of Aspen at steve.skadron@cityofaspen.com
Kelly Clonts, Transportation Specialist at Smarking at kelly.clonts@smarking.net
John Krueger, Director of Transportation at the City of Aspen at john.krueger@cityofaspen.com

14. You've been to a lot of conferences. TLG should be a unique experience for everyone. Describe how your case study presentation will be different than other conference presentations. 200 word maximum

- How will you make the session creative and unique?
- How do you plan to be both entertaining and educational?
- Include a description of how your session will facilitate group activities and/or interaction.

I love to give presentations and am very dynamic and energizing when in front of a group. I would present the information with the facts and figures and ask the group for thoughts and ideas throughout the presentation. Pushing for lots of interaction and thinking outside the box in problem solving ideas.

During the group activities I would start out with a few fun games with prizes to get the group to think about alternative options and how to see things in different ways.

I would also engage the group to talk about parking issues that they may have in their town and what might be able to be done solve those issues in a way that makes all stakeholders happy.

I would also ask lots of questions and Listen, Listen, listen and then discuss.

I would talk about specifics how to get the outcome we are looking for and how to interact with with government agencies and city council.

15. Anything else you would like to add? *200 word maximum*