
PARK
CBUS
Strategic
Parking
Plan 2.0
8AM - 10PM
PAYMENT
REQUIRED
NO
STOPPING
ANY
TIME
zone #
90005
PARK
COLUMBUS
Contactless Parking
Ways to Pay
ParkMobile
THE CITY OF
COLUMBUS
Prepared by
Kimley»Horn

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City of Columbus

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Introduction

This document provides a summary of the tasks completed for the Columbus Strategic Parking Plan 2.0 (SPP 2.0) effort.

The SPP 2.0 components collectively serve as an update to the Strategic Parking Plan 1.0 (SPP 1.0) the City of Columbus commissioned in 2019. These planning efforts aim to assess the current state of the parking and associated street curb space systems, gather parking and curb data to analyze utilization, and ultimately recommend locally appropriate parking and curb management strategies to improve neighborhood access, mobility, and vitality.

Unlike the preceding SPP 1.0 planning process, SPP 2.0 does not recommend specific location-based parking and curbside management strategies. Instead, SPP 2.0 recommends program and city-wide strategies that support the updated mission, vision, and scope of the Mobility Enterprise Program and complementary initiatives including:

- Zone In – Columbus Zoning Code Update
- LinkUS – High-Capacity Transit Initiative
- Downtown Multimodal Study
- Downtown Strategic Plan and Parking Study
- Bike Plus – Columbus Bikeways and Micromobility Plan

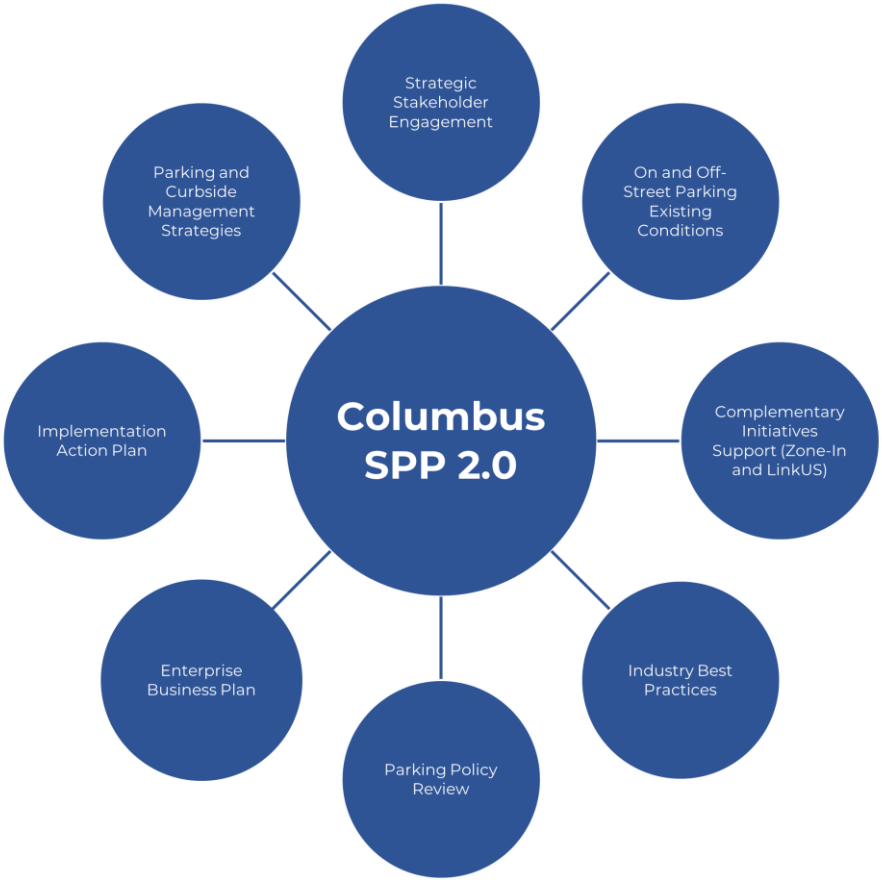


Figure 1: SPP 2.0 Elements At-a-Glance

Guiding Principles

Five key takeaways emerged over the course of the SPP 2.0 planning process. Further information regarding the recommendations associated with these five key takeaways can be found in the Parking and Curbside Management Strategies section of the plan. These five takeaways represent key principles the Division of Mobility and Parking Services should utilize as it implements SPP 2.0 Plan recommendations.

1. **Manage the Curb to its Most Beneficial Use**

   Curb demands are evolving, driven by workplace location and customer habit changes, residential development patterns, and the application of new technologies. Once used primarily for parking and vehicle storage, the curb can perform at a more beneficial level to support broader safety, economic development, and sustainability goals. A higher performing curb, one that facilitates access and increases mobility options, should be a cornerstone of the City's curb management philosophy. Plan recommendations including Revising Loading Zone Program Rules, Flexibly Utilizing the Curb, Developing a Critical Access Needs Mitigation Program, and Modifying the On-Street Demand-Based Pricing Program support this guiding principle.

2. **Embrace and Leverage Technology**

   Technology advances are everywhere, including in the parking, curbside, and mobility industry. Columbus has a track record of embracing technology through the SMART Columbus USDOT program. City leadership should continue to embrace and leverage technology to facilitate safe and effective access to parking and mobility services. This means piloting new technologies and dedicating resources to better manage the wealth of data that is created through these smart systems. Plan recommendations including Developing an Electric Vehicle Charging Program, Piloting Innovative Curbside Safety and Efficiency Tools, and Considering Integration Enhancements support this guiding principle.

3. **Enhance and Expand Mobility Options**

   In the past several years, the Division and Enterprise have rebranded to incorporate and provide multiple mobility options to Columbus residents and visitors. The City should continue to seek opportunities to foster and sustain viable mobility options for an ever growing and densifying city. Plan recommendations including Actively Managing the Shared Micromobility Program, Exploring Car Share Market Incentivization, and Implementing a Parking Impact Study Program support this guiding principle.

4. **Develop Sustainable Revenue Streams**

   Changing market demands have created new financial realities for the Mobility Enterprise Program. Coupled with new program responsibilities, it is incumbent on City and Division leadership to seek out new revenue streams to enable the program to be financially viable long-term while advancing broader City goals. The Division should price the public services it offers based on their market value and think outside the box to leverage its

existing and future assets for the betterment of the program. Plan recommendations including Developing a City Facility Rate Adjustment Process, Following a City Off-Street Investment Strategy, Revising the Permanent Meter Removal Policy, and Exploring a Third-Party Facility Management Program support this guiding principle.

5. **Foster Parking and Mobility System Safety**

   Proactive management of curb, parking, and mobility programs coupled with properly resourced enforcement operations will lead to safer outcomes for the traveling public. The Division plays a critical role in supporting the City's Vision Zero goals as a primary manager of the public right of way. Safety for the traveling public and city staff should be at the forefront of every decision made by the Division, whether it be investments in infrastructure, technology, staff training, or new public programs. Plan recommendations including Piloting Innovative Curbside Safety and Efficiency Tools, Exploring TNC Regulations, Updating the Parking Citation Fine Structure, and Integrating Stakeholder Communication Strategies with Program Implementation support this guiding principle.

The Planning Process

The City engaged Kimley-Horn and CCI Engineering Services throughout a two-phased twelve month period to complete this plan. *Figure 2* illustrates the SPP 2.0 work timeline. Phase I of the SPP 2.0 planning process commenced in Summer 2023 and included strategic stakeholder engagement, an on-street parking and mobility existing conditions analysis of German Village, and a visioning workshop with Division of Mobility and Parking Services staff. The visioning workshop culminated in an updated mission and vision for the Mobility Enterprise Program which reflects new offerings and responsibilities.

Phase II of the SPP 2.0 planning process commenced in Fall 2023 and included a program-wide assessment of on-street paid and permit parking districts, public off-street parking facilities, SPP 1.0 audit, support of City and partner agency complementary initiatives, industry best practice research, a parking and curbside management strategies update, and Mobility Enterprise Program business planning exercise in support of the FY 2025 budget process.

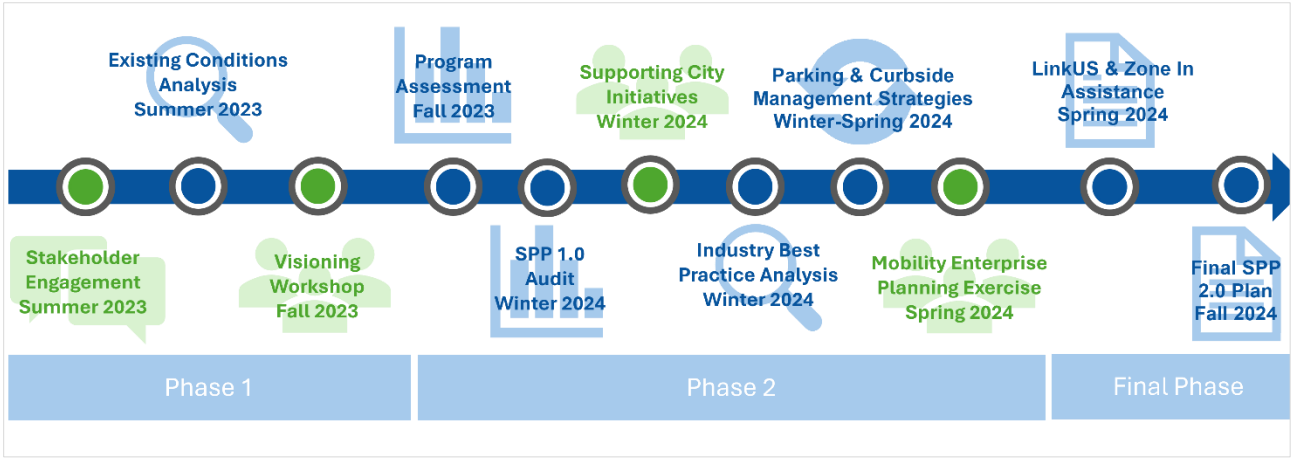


Figure 2: Project Schedule

Stakeholder Engagement

Visioning Workshop

At the onset of the planning process the project team conducted a Visioning Workshop with key staff from the Division of Mobility and Parking Services including operations and planning team members. The purpose of this Visioning Workshop was to develop an updated mission and vision for the organization in light of recent Division name changes and the introduction of new program offerings. The then current mission and vision statement, developed shortly after the completion of SPP 1.0, were used as a reference point. The then current mission and vision statements were as follows:

Existing Vision Statement
"To be relentless in the delivery of a positive parking experience by providing innovative tools to find available parking that is predictable, equitable, and compliant."

Existing Mission Statement
"The Division of Mobility and Parking Services aims to manage congestion, increase mobility options, and operate parking in a city experiencing enormous growth while preserving the uniqueness of our neighborhoods for all to enjoy."

Since these vision and mission statements were developed by the City, the Division of Parking Services undertook a name change to the Division of Mobility and Parking Services. This name change reflected a Departmental reorganization that shifted Transportation Planning functions to the Division and the assumed management of the COGO bike share network in addition the shared and micromobility program management. Based on the facilitated discussion and internal collaboration and coordination the following revised vision and mission statements were established:

Revised Vision Statement
To be a national leader in parking, mobility and curb management systems, deploying innovative strategies, state-of-the art infrastructure, and a focus on delivering positive user experiences in our rapidly changing city.

Revised Mission Statement
The Division of Mobility and Parking Services is committed to providing safe, equitable and predictable mobility and parking options for all residents, guests and visitors in the City of Columbus. We aim to increase mobility choices, manage congestion, and facilitate access to goods and services in a city experiencing enormous growth.

These revised vision and mission statements better reflect the value the Division of Mobility and Parking Services provides to the City of Columbus given its expanded scope of offerings to the Columbus traveling public.

Strategic Engagement

Mobility & Parking Services and Department of Development staff participated in the strategic engagement phase of SPP 2.0. The Department of Development also collaborated with the project team regarding the importance of parking and mobility infrastructure to broader city initiatives and planning efforts. It should be noted the engagement phase for SPP 2.0 did not include a broad public engagement effort. Instead, Mobility and Parking Services intends to implement task-specific public engagement as part of each implementation item. The City's various special improvement districts, Downtown Columbus, Inc., and multiple city departments are key partners in the Division of Mobility and Parking Services efforts to optimize parking and access.

Special Improvement Districts

Facilitated discussions took place with administrative leaders within Columbus' Special Improvement District (SID) zones in and around Downtown, which include the areas of:

- Downtown (Capital Crossroads and Discovery District)
- Franklinton
- Short North including Fifth Avenue and Fourth Street corridors
- University District

Flexible Curb Use in Short North

There was general acknowledgment that the historical land use patterns and newer development in the key Broad Street and High Street corridors has made these areas more walkable and supportive of biking and transit options. A tension now exists between the desire for new developments to embrace multimodal lifestyles by providing fewer on-site parking spaces and the need to mitigate excessive parking spillover into surrounding residential streets. Going forward, the role of targeted strategies like **flexible curbside management** and **residential parking permit program reform** in these areas may therefore become more relevant for managing localized parking and access challenges.

As post-COVID-19 work patterns evolve and visitor and worker patterns in urban centers like Downtown shift in response to the new "Return to Work" era, street safety will become an ever-increasing focus of public concern. City acquisition and management of both on-street and off-street parking assets must account for public safety considerations and perceptions.

The SID representatives are amendable to innovative parking approaches like **progressive pricing**, **dynamic curb space uses**, **time limits**, and **asset-light technologies** like mobile pay, but the primary stakeholder desires are for ease of use, standardization, predictability, and fair and effective pricing across on-street and off-street public parking areas.

DCI

Facilitated discussions also occurred with DCI (Downtown Columbus, Inc., formerly Columbus Downtown Development Corp.) leadership to learn more about their priorities for improving the experience of people living and working downtown.

Key corridors that DCI is exploring for future opportunities include High Street, Gay Street, The Scioto Peninsula, and Fourth and Main Streets. During the course of this strategic planning process, DCI introduced in partnership with the City, the vision for the Capital Line, a highly amenitized urban trail and linear park that will loop through Downtown on a number of key street corridors. The project will be implemented in phases, beginning with the popular Gay Street Corridor, which is also Downtown's most heavily demanded zone for on-street parking. The project reinforces the importance of assessing parking, loading and critical curb access needs in a holistic manner to ensure business and customer needs continue to be met while embracing street redesigns that emphasize placemaking and people-oriented public spaces.

A prominent topic of interest is the prospect of **office-to-residential conversions**. Leaders are interested in identifying several properties with high conversion potential and assessing their walkability from nearby public parking garages with excess capacity.

Preston Center Office-to-Residential Conversion

The continued availability of adequate **on-street loading spaces** that facilitate business activities and commerce are a high priority for DCI. The group is open to using alleys, as identified through curb space critical access needs analysis, as alternatives to on-street loading spaces displaced by BRT routes, bike lanes, and other types of transportation infrastructure.

Micromobility options, which are seen by DCI as important transportation assets that will likely grow in popularity in coming years, come with safety concerns. Riders should be encouraged to ride e-scooters, bikes, and e-bikes safely through targeted regulations, street design, and clear signage so that they are better integrated into the wider transportation network. Improved device parking management is also desired.

Complementary Initiatives

Several significant city-wide initiatives were underway during the development of the SPP 2.0. These complementary initiatives impact how the parking and curbside system will function in the future. The two most significant initiatives, **Zone In** and **LinkUS,** have conducted their own robust stakeholder engagement programs to gather feedback from the public and disseminate program information and updates. Much of this feedback has been directly relevant to the work of the Division, with an emphasis on parking and mobility-related topics. The SPP 2.0 consultant and project team coordinated with these two initiatives throughout the planning process and leveraged their stakeholder engagement processes to develop SPP 2.0 recommended strategies.

Ongoing Communications and Outreach

The Division of Mobility and Parking Services communicates to its customers and stakeholders through a variety of venues. Information about the Division, parking tickets and vehicle impoundment, parking kiosks and mobile payment, parking management plans and permit parking, and parking programs and policies can be found at www.ParkColumbus.com. Innovative features such as a vehicle impound lookup, permit parking application and management center, and "how to videos" are all located on the agency's website.

The Division also communicates initiative updates and educational materials through its award-winning public marketing campaign, "**My Buddy Charles**". This video series has developed over two dozen short informational videos over the past several years on a variety of topics and is considered best practice within the parking and mobility industry. The popularity of the program has encouraged the Department of Public Service to utilize "My Buddy Charles" for other campaigns including staff recruitment and shared mobility education.

My Buddy Charles – Read the Signs Episode

Existing Conditions Analysis

SPP 1.0 Project Progress Audit

Study Area	Recommendation	Project Status		
		Not Started	*In Progress*	*Complete*
Downtown	1.1 *Create a Downtown Parking Benefit District*			■
	1.2 *Increase Meter Rates to Higher Baseline Level and Expand Mobile Pay*			■
	1.3 *Review, Modify, and Consolidate Meter Time Limits*			■
	1.4 *Implement Minimum Transaction Fixed-Fee for Metered Spaces*			■
	1.5 *Implement Demand-Based Pricing*	■		
	1.6 *Make Transition to Asset Light Concepts: Multi-Space Meters and Mobile Pay Only*			■
	1.7 *Create a Downtown Parking Collaborative*	■		
	1.8 *Create Curb Flex Zones for Transportation Network Company (TNC) Pick-Up and Drop-Off*	■		
	1.9 *Leverage Smart Columbus Initiatives to Add Real-Time Space Availability Information for On-Street Spaces*			■
	1.10 *Introduce Progressive Pricing*	■		
	1.11 *With New Development, Cultivate a Public-Private Partnership to Add Off-Street Parking Supply as the Area Builds Out*	■		
University District	2.1 *Restore and Expand Meters on High Street*			■
	2.2 *Create a Parking Benefit District for the University District Study Area*	■		
	2.3 *Implement Time-Restriction Simplification and Permit Parking Reform*			■
	2.4 *Transition to Virtual and Online Permitting with License Plate Recognition (LPR)-Based Enforcement*			■
	2.5 *Expand Paid Parking Across All Managed Parts of the Study Area*			■
	2.6 *Introduce Demand-Based Pricing*			■
	2.7 *Consider Modification of Meter Time Limits on High Street*			■
	2.8 *Create Curb Flex Zones for Transportation Network Company (TNC) Pick-Up and Drop-Off*	■		
	2.9 *Implement Progressive Pricing*			■
	2.10 *Create a Special Parking Area for the High Street Corridor and Modernize Off-Street Parking Requirements*	■		
Franklinton	3.1 *Create an East Franklinton Special Parking Area*			■
	3.2 *Modernize Off-Street Parking Requirements*			■
	3.3 *Begin Existing Parking Meter Time-Limit Conversion and Consider Asset Light Meter Expansion*			■
	3.4 *Actively Promote and Facilitate Shared Parking*			■
	3.5 *Create Curb Flex Zones for Transportation Network Company (TNC) Pick-Up and Drop-Off*	■		
	3.6 *With New Development, Cultivate a Public-Private Partnership to Add Off-Street Parking Supply as the Area Builds Out*			■
South of Downtown	4.1 *Implement a Deliberate Process of Granting Parking Requirements Variances*			■
	4.2 *Consider the Creation of One or More South of Downtown Parking Management Districts*		■	
	4.3 *Implement a Time Restriction and Residential Parking Permit Zone Simplification Program*		■	
	4.4 *Transition to Virtual and Online Permitting with License Plate Recognition (LPR)-Based Enforcement*			■
	4.5 *Leverage Formal Partnerships to Enhance the Management of Parking and Mobility in the Area*		■	
	4.6 *Modernize Off-Street Parking Requirements*	■		
	4.7 *Create Curb Flex Zones for Transportation Network Company (TNC) Pick-Up and Drop-Off*	■		
	4.8 *Consider Asset Light Meter Expansion in the Brewery District*			■

Table 1: SPP 1.0 Improvement Strategies Audit Summary

As part of SPP 2.0, the implementation status of the SPP 1.0 recommended strategies were assessed. While most of the SPP 1.0 recommendations were either implemented by the City or were in-progress over the course of the SPP 2.0 project, several implementation items had not yet commenced.

For those projects not started, SPP 2.0 recommends the following strategic actions:

1.5	Implement progressive pricing, rather than periodic rate-setting, for the Downtown on-street meter system.
1.7	Continue pursuing a Downtown Parking Collaborative under the Downtown PBD.
1.8	Use modern monetization and incentivization technologies to manage the curb flex zones.
1.10	Review average demand rates and structure progressive pricing at meters to increase turnover.
1.11	Use an investment scorecard to assess off-street parking areas for Public-Private Partnership opportunities.
2.2	Continue developing a University District PBD through the development of a 5-year financial budget.
2.8, 3.5, 4.7	Build out flex loading/rideshare zones; include mounted camera technology to manage and price.
2.10, 4.6	Mesh parking demand and need considerations with the new "Zone-In" Code update process.

For more detail on these revised strategic actions, see the Implementation Action Plan section.

German Village On-Street Utilization

Unlike the preceding SPP 1.0 planning process, SPP 2.0 does not recommend specific location-based parking and curbside management strategies. However, over the course of the SPP 2.0 development, the Division was undertaking a separate parking study for the German Village neighborhood. This plan was recommended in SPP 1.0 and was currently under development. The utilization of German Village's extensive on-street parking system was surveyed at four representative time periods in July and August 2023, as shown in the figures below.

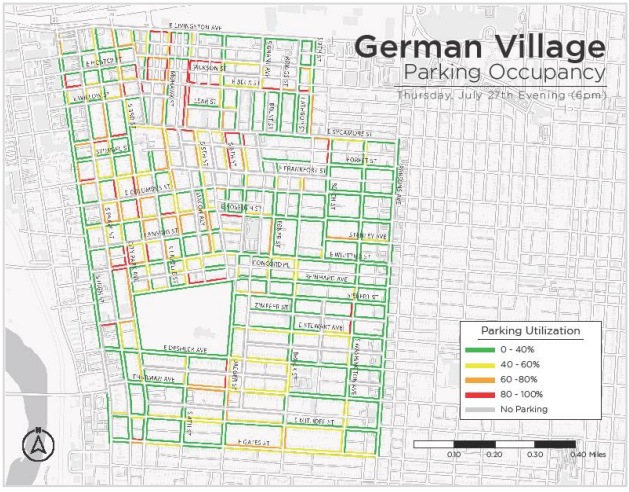


Figure 3: Thursday, 7/27/23 - 6:00PM Utilization

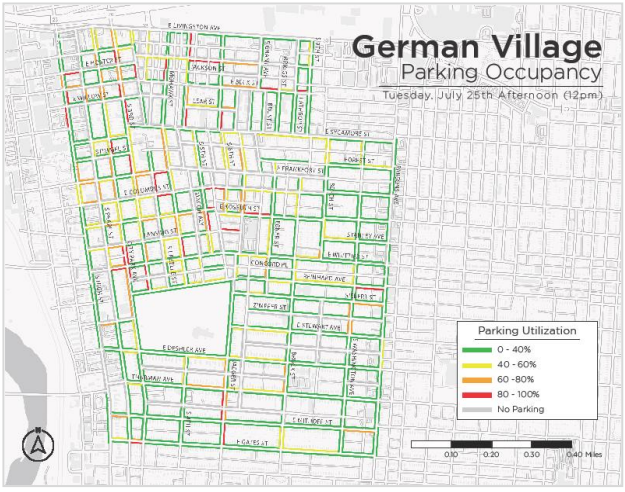


Figure 4: Tuesday 7/25/23 - 12:00PM Utilization

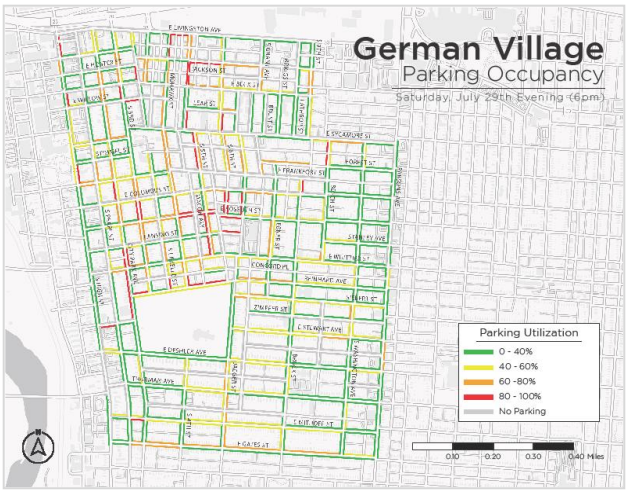


Figure 5: Saturday 7/29/23 - 6:00PM Utilization

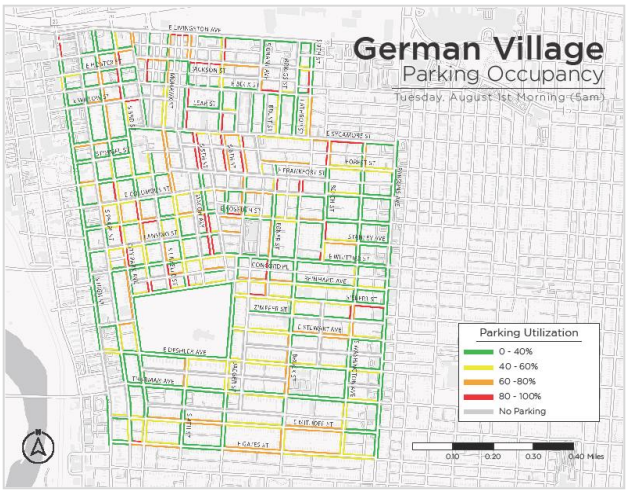


Figure 6: Tuesday 8/1/23 - 5:00AM Utilization

Blocks in the northeast portion of the neighborhood showed the highest utilization during the survey periods. Of note, a higher concentration of commercial businesses are located on these blocks compared to the rest of the neighborhood, which is mostly residential. Based on these study findings, and stakeholder feedback, the City plans to expand the current permitting program and implement the German Village Parking Management Plan in 2025.

The German Village Parking Management Plan will significantly expand permit parking by removing the three existing permit zones and replacing with one larger, comprehensive "GV" permit zone, including portions of Schumacher Place. Through a one-year phased approach started Spring 2025, the City will implement consistent 8am-Midnight 3-hour parking restrictions with a permit exemption. The permit plan implementation will also include the use of virtual permitting and license plate recognition (LPR) enforcement as has already been implemented in other permit districts across the city. Resident permit annual fees will range from $10 to $25 annually based on income level and business permit annual fees will range from $50 to $350 annually. These permit eligibility requirements and fees are subject to future adjustments based on periodic City evaluation, as indicated in the Reform the Residential Parking Permit Program recommendation.

Paid On-Street Parking Performance Analysis

An analysis tool for modeling on-street paid parking performance metrics such as parking duration, vehicle turnover rate, number of transactions by facility, and revenue by facility was built as part of SPP 2.0. The analysis tool was built utilizing transaction level data from Park Mobile contactless payment and Flowbird multi-space meter platforms. The tool was designed to be a self-service tool for city staff to utilize post-planning process as updated transaction level data is created.

The projection outputs of this tool can be adjusted using the following additional levers:

1. Parking Date Range
2. Extension (of parking session time)
3. Platform (mobile pay app, multi-space kiosk, etc.)
4. Parking Zone Type

Example output charts showing the capabilities of this analysis tool are shown below.

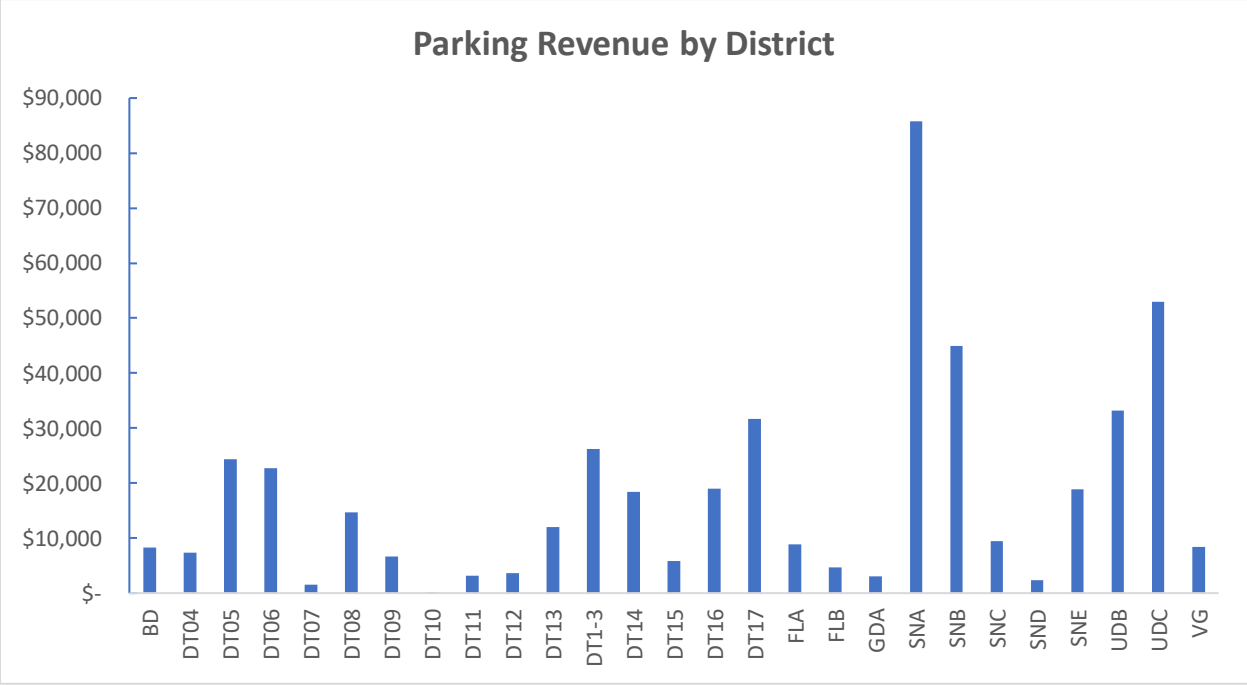


Figure 7: Parking Revenue by District for the month of January 2023

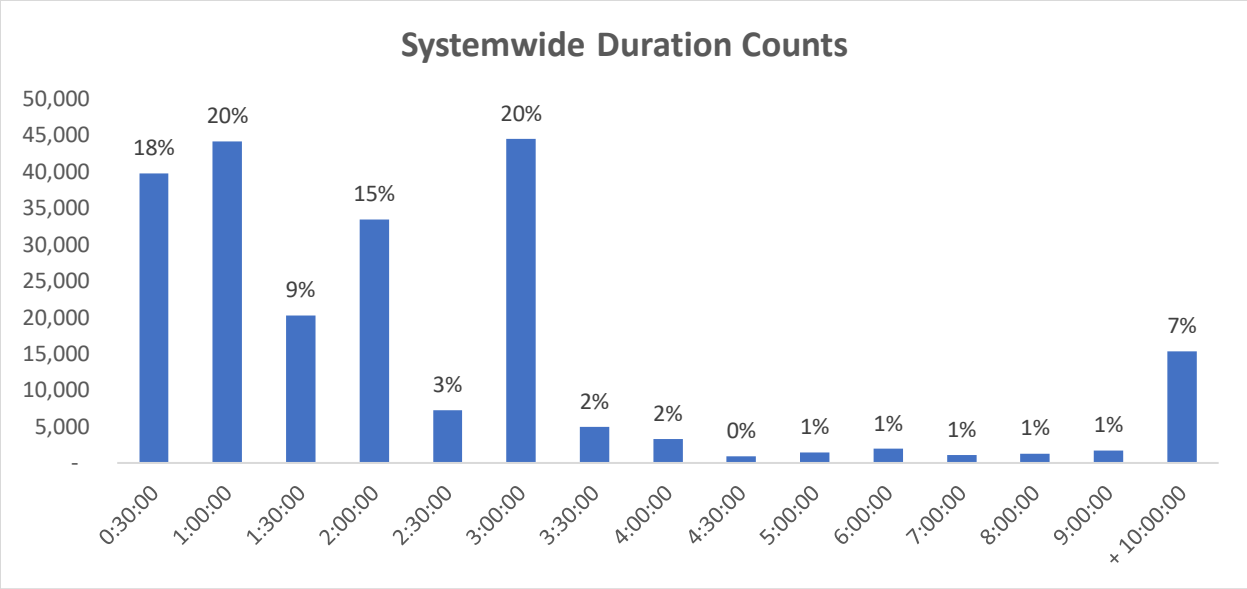


Figure 8: Systemwide Duration Counts for the month of January 2023

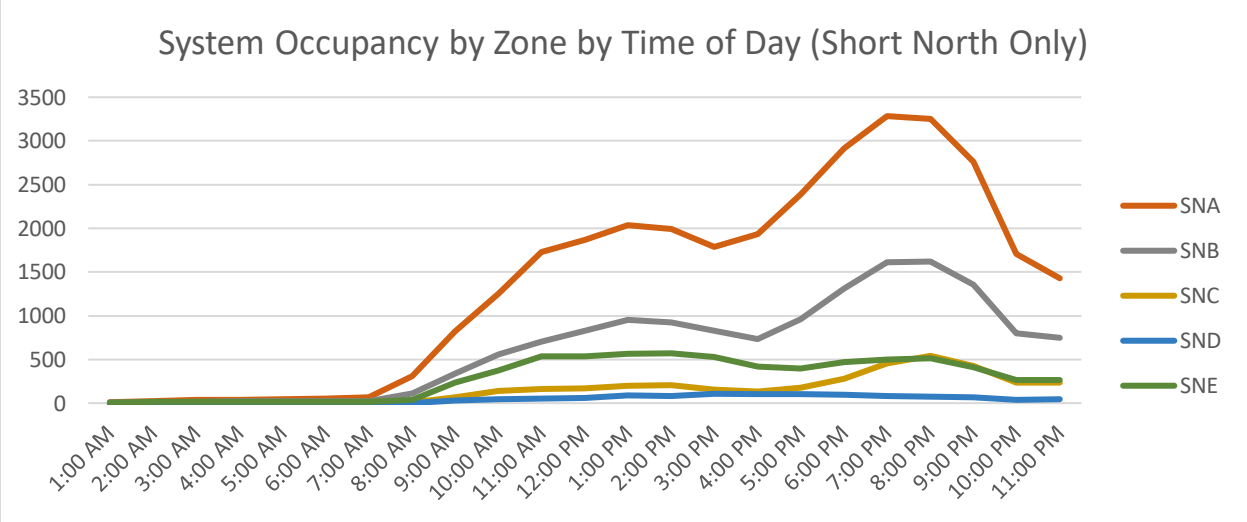


Figure 9: Short North Occupancy by Zone for the month of January 2023

Paid On-Street Parking Performance Analysis: Summary of Findings

For the purposes of the paid on-street parking performance analysis, the month of January 2023 was analyzed. Utilizing transaction level data from the Park Mobile contactless payment and Flowbird multi-space meter platforms the analysis yielded findings on how users interact with the on-street paid parking system. These findings included:

- 86% of transactions were three hours or less in duration, with 38% of transactions of one hour or less in length.
- The greatest parking demand zone Downtown was in Analysis Zone DT17, bounded by Spring Street to the north, Fourth Street to the east, Broad Street to the south, and High Street to the west and including high demand portions of Gay Street.

- The greatest parking demand zone in Short North Arts District was in Analysis Zone SNA, located along and to the west of High Street.
- The longest parking durations observed Downtown were in Analysis Zone DT6, bounded by State Street to the north, High Street to the east, Mound Street to the south, and Second Street/Civic Center Drive to the west. These durations were observed at over seven hours in length.
- The highest turnover in the paid parking system was observed in the University District, analysis Zone UDC. UDC is located generally between Tenth Avenue to the north, High Street to the east, King Avenue to the south, and Neil Avenue to the west.

General observations from the paid on-street parking performance analysis indicate there are significant differences in the overall demands, durations, and turnover by district, specifically in the Downtown area. As future rate and restriction modifications are made, the on-street analytical tool should be utilized along with the Department's comprehensive data dashboard currently under development to inform system changes.

Downtown Off-Street Facilities

Structural Review

With the creation of the Mobility Enterprise Fund, the Division assumed responsibility for three legacy parking garages previously under the management of DCI (formerly CDDC) in 2021. The City commissioned a series of structural condition assessments in 2023 to prioritize and budget for necessary structural repairs and on-going maintenance needs. A review of these assessments was conducted to assist the Division in establishing a twenty-year comprehensive asset maintenance program for its parking facilities.

Facility	Year built	Type	Inventory
Riversouth – *232 S Front Street*	2009	above-grade	766
Fourth and Elm – *78 N Fourth Street*	2010	above-grade	679
Dorrian Green – *50 S Belle Street*	2018	below-grade	630
		TOTAL	**2,075**

Table 2: Structurally Reviewed Parking Garage Facilities

The structural condition of each facility was assessed by Advanced Engineering Consultants, LLC. This assessment included a review of roofing, waterproofing, hardware, electrical, HVAC, elevators, and finishes, among other elements. To project the lifespan of these components, Kimley-Horn assessed ongoing maintenance practices at each facility. The firm combined these observations with long-term industry best practice cost assumptions to project repair and replacement costs through 2043, summarized in Figure 10. These estimates are annualized over the twenty-year timeframe and include inflationary factors. While the City will not incur these costs on a consistent basis year over year, it is important for the Division to budget for them to have adequate funds as repair costs are incurred.

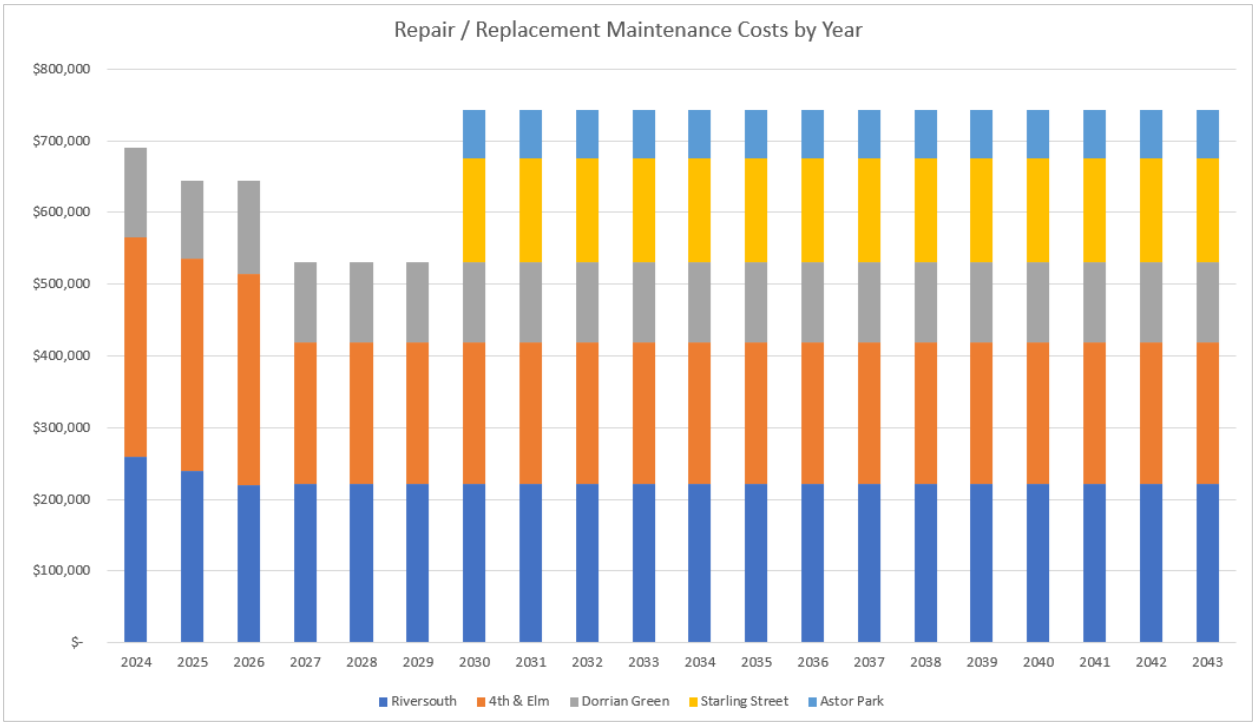


Figure 10: Estimated Parking Structure Maintenance & Repair Costs by Year through 2043

Market Rate Assessment

With construction of two new facilities in 2022-2024, the Division now operates five* public parking garages in the Downtown area. A rate assessment was performed to determine how these facilities compare to the wider local off-street transient and monthly parking market with which they compete.

The rate comparisons are shown in Figure 11 and Figure 12.

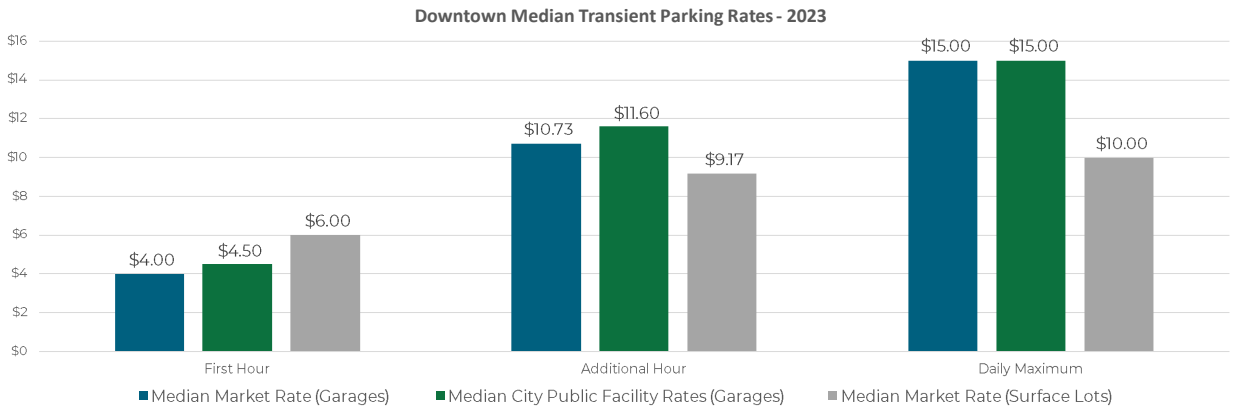


Figure 11: 2023 Downtown Median Transient (Hourly) Parking Rates

**The Starling Street Garage consists of two separate structures but is operated as a single facility*

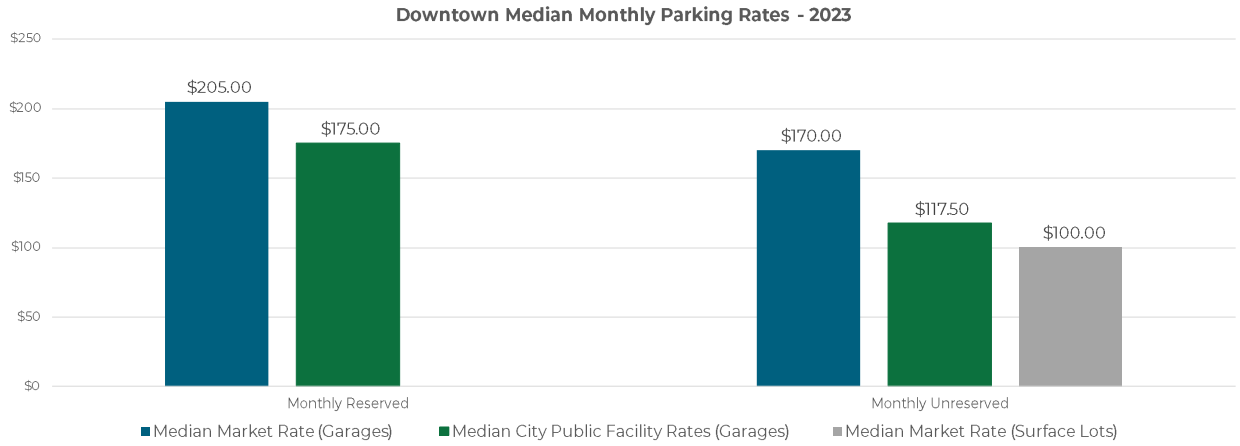


Figure 12: 2023 Downtown Median Monthly Parking Rates

This analysis found the City facilities' transient rates are aligned with the market while the rates for reserved and unreserved monthly spaces are underpriced compared to the market. Based on these findings, a city facility rate adjustment process was developed. More information on this process can be found in the Parking and Curbside Management Strategies plan section.

Complementary Initiatives

Over the course of the SPP 2.0 planning effort, the Division of Mobility and Parking Services and the broader City were engaged in multiple transportation and policy initiatives. These Complementary Initiatives impact the parking and curbside system in many ways and were considered during the strategic planning process. A summary of these Complementary Initiatives and the resultant outcomes of these planning processes are documented in the following sections.

Zone-In Columbus

In 2024, the City of Columbus updated its zoning code for the first time in more than seventy years. An updated zoning code is an important part of guiding growth in a smart and equitable way. The "Zone-In" project goals included:

- Modernize the zoning code to reflect the community's current and future needs, values, and aspirations.
- Support growth that prioritizes environmental and economic sustainability through improved transit, additional housing opportunities, and the creation of job centers.
- Encourage thoughtful investment in neighborhoods that have experienced racial and economic segregation and help undo the harm caused by past urban development policies.
- Guide the design and development of main streets, neighborhoods, and activity centers to support community goals while celebrating the unique character of Columbus neighborhoods and creating a sense of place for residents.
- Ensure the Columbus zoning code is fair, understandable, and accessible.

The Zone-In project included the elimination of minimum parking requirements for new developments along major transportation corridors. It is anticipated that zoning code reform will continue in future phases to include a broader City geography. In response to the removal of minimum parking requirements, the Division of Mobility and Parking Services leveraged the SPP 2.0 effort to proactively develop a new section of City Code and accompanying Rules and Regulations to implement a Parking Impact Study process for these new zoning districts. More information on the new Parking Impact Study process can be found in the Parking and Curbside Management Strategies plan section.

LinkUS

LinkUS is Central Ohio's comprehensive transportation and development initiative. The LinkUS Plan provides for expanded sidewalk and trail infrastructure, fixed route and on-demand transit service, and at least five high-capacity transit corridors. Three of these corridors, the West Broad Street Bus Rapid Transit (BRT), East Main Street BRT and Northwest Corridor BRT are currently under design.

West Broad Street Corridor

The West Broad Street Corridor is slated for a new BRT line that will improve transit access throughout the corridor and into Downtown. With center-running transit lanes and protected bicycle facilities at the curb, this route will impact the corridor's curb uses as street redesigns are implemented and multi-modal access needs alter existing curb designations like vehicle parking and loading. In Spring 2025, 90% design for this project will be completed.

East Main Street Corridor

The East Main Street Corridor is slated for a new BRT line that will connect Downtown to points east including the suburbs of Bexley, Whitehall, and Reynoldsburg. The BRT will generally utilize center-running lanes with some areas of mixed traffic. Within the City of Columbus, general purpose traffic will utilize the curb lane, therefore impacting loading and unloading and parking conditions along the corridor. In Spring 2025, 60% design for this project will be completed.

Northwest Corridor

The Northwest Corridor is slated for a new BRT line (to be implemented in phases) that will improve transit access from Downtown, through the Ohio State University Campus Area, and ultimately to the City of Dublin. Running primarily along Olentangy River Road, Bethel Road and Sawmill Road within Columbus, this corridor differs from West Broad and East Main in that the development context along these roadways is more auto-oriented. As such, these roadways do not include traditional curb uses such as parking and loading. However, the portions of the corridor within Downtown, running along Spring and Long Streets, may impact curb uses and will require coordination with the other BRT lines in Downtown. The Northwest Corridor is advancing into 30% design in Spring 2025.

Downtown Multimodal Transportation Study

The Downtown Multimodal Study is examining how the LinkUS corridors and other investments in cycling, pedestrian, and vehicular infrastructure impact the entire Downtown Transportation System. This study was initiated in 2022 and remains ongoing at the time of SPP 2.0 completion. The study will help to inform modal priorities on key Downtown corridors. In some cases, these modal priorities will impact the curb lane and loading and unloading activities, including impact to Critical Access Needs for buildings along the redesigned streets.

Critical Access Needs Analysis

To assist the City in identifying potential impacts and mitigation options associated with LinkUS and related projects, Kimley-Horn conducted a Critical Access Needs Analysis as part of SPP 2.0. Critical access needs are defined as a use or building's curbside loading and access needs that must be met for the use or building to perform its core operational functions safely and successfully. Examples of critical access needs include but are not limited to loading, stopping and standing, and parking functions. Along the West Broad Street BRT Corridor, this analysis revealed the following findings related to curb uses.

Broad Street Curbside Critical Access

Loading, Stopping and Standing

- Mail and Package Delivery Spaces
- Mail/Parcel Boxes
- Commercial and Urban Goods Delivery
- Building Maintenance Spaces
- Solid Waste Servicing Spaces
- Passenger Pick-Up and Drop-Off Spaces
- On-Demand Delivery Spaces

Parking

- ADA-accessible parking spaces
- Short-term customer parking spaces
- "Significant on-street parking": Defined as a block in which parking is ≥50% of the total block face adjacent to multiple ground-level commercial businesses that likely rely on customer parking access and where adequate adjacent off-street parking does not appear to be present.

The City, in partnership with COTA, may implement mitigation measures for blocks identified as low intervention or higher. Figures in the Plan Appendices illustrate where these low to high intervention blocks are located along the West Broad Street BRT Corridor. West Broad Street between Hague Avenue and Wheatland Avenue features a high density of Low Intervention blocks, with three bus stops on the north side and two bus stops plus high-occupancy on-street parking on the south side of the street. Moving east from Hilltop to Franklinton sees a continuation of Low Intervention conditions, as the BRT corridor between Princeton Avenue and Hawkes Avenue is characterized by four bus stops with two on each side of the street.

As each of the BRT corridor projects advance through design, stakeholder engagement may identify specific areas of critical access impacts. City staff should continue to engage with COTA to ensure appropriate mitigation measures are coordinated with project implementation.

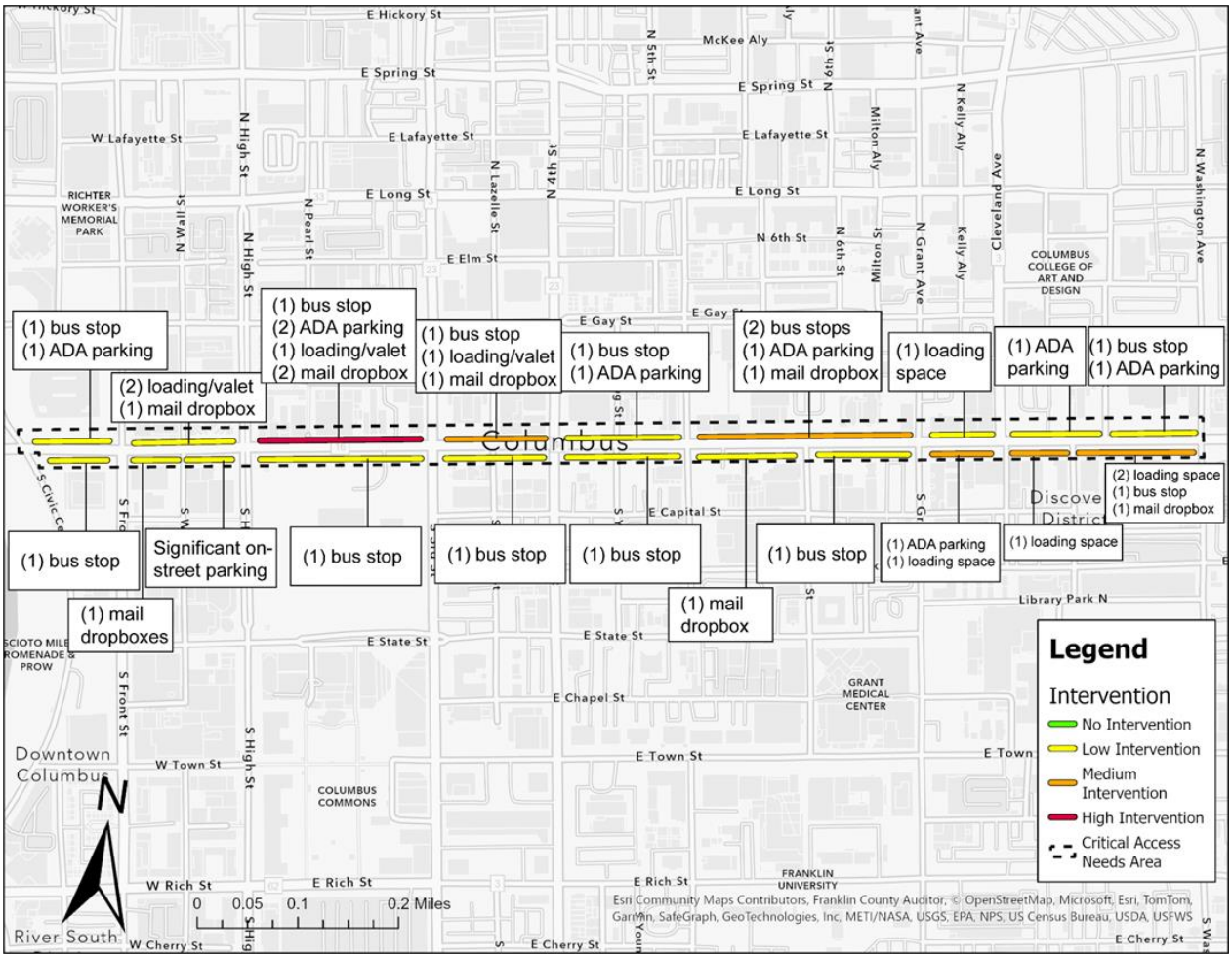


Figure 13: Downtown Critical Access Needs Analysis Map

The Downtown portion of the West Broad Street and East Main Street BRT route critical access needs analysis was explored in coordination with the ongoing Downtown Multimodal Study. A similar methodology to assess the curb space impacts of these planned infrastructure investments was developed. Figures in the Plan Appendices illustrate where mitigation measures may be implemented within the Downtown portion of the corridor. This portion is characterized by a much wider range of curb uses per block, necessitating higher intervention strategies. Main Street between Third Street and South Washington Street was also analyzed as part of the Downtown Multimodal Study. Several low and medium intervention blocks were identified due to significant on-street parking and bus stops in the area.

DCI Downtown Parking Study

Alongside Zone-In, LinkUS, and the Downtown Multimodal Study, a Columbus Downtown Parking Study commissioned by Downtown Columbus, Inc. (DCI) was completed in 2023 and evaluated during the SPP 2.0 process.

The study concluded that parking shortages would occur Downtown if office and commercial activities in the area returned to pre-COVID-19 pandemic levels and if desired targets for residential development are achieved. Current off-street parking utilization data was collected as part of the assessment and broken down into three downtown subareas.

Subarea Utilization

- West of High St – **55-71%**
- North of Gay St – **28-39%**
- South of State St – **44-59%**

The study recommended targeted streetscape improvements in support of the City's continued focus on encouraging residential and mixed-use development in Downtown and increasing the neighborhood's livability.

Priorities

- Integrate parking for new developments on-site or immediately adjacent/within a reasonable walk.
- Create easily accessible drop-off and pick-up areas for residents at multifamily developments.
- Partner with existing parking garage operators adjacent to new development to provide additional parking.
- Make improvements to key corridors to make the streets more inviting, safe, and active, which will increase residents' willingness to walk for their daily needs as well as to utilize off-site parking facilities.
- Identify strategic locations for new or improved parking garages.
- Add transit circulators and bike facilities Downtown to reduce the reliance on private vehicles.

As DCI and its partners implement recommendations from the Parking Study Assessment and the Downtown Columbus Strategic Plan, the Division of Mobility and Parking Services should utilize the Off-Street Investment Scorecard included on Page 38 in the Parking and Curbside Management Strategies plan section to gauge its involvement in any future parking garage investments.

Create easily accessible drop-off and pick-up areas for residents at multifamily developments.

The DCI Columbus Downtown Parking Study prioritized flexible use of the curb, that is reinforced through the SPP 2.0 recommendation to implement Dynamic Curb Lane Management (DCLM) and micro-freight pilot programs.

Policy Review & Industry Best Practices

Recent policy changes and technology investments made by the Division of Mobility and Parking Services have led the organization to be recognized as an Accredited Parking Organization with Distinction by the International Parking & Mobility Institute (IPMI). As the Division expands its scope of services and proactively manages parking and curb space in a growing and densifying city, it is important to ensure the program is evolving and meeting new demands and challenges. There were several municipal code and regulation areas of emphasis that were reviewed as part of SPP 2.0. They included:

- Parking Benefit Districts
- Parking Citation Fine Structures
- Shared Mobility Service Delivery
- Permanent Meter Removal Policies
- Flexible Use of the Curb
- Parking Management Assessments
- Residential Parking Permit Programs

Key sections of the City of Columbus Municipal Code that pertain to parking and curb restrictions, specifically provisions in Title 21, Title 33, and Title 43 were reviewed. Industry best practices were researched from multiple peer cities and agencies including:

- Austin, Texas
- Las Vegas, Nevada
- Louisville, Kentucky
- Minneapolis, Minnesota
- Portland, Oregon

Alongside this best practice research City of Columbus staff participated in interviews with the five benchmark cities. Interview questions centered around current conditions, parking/curb management challenges and how to overcome them, innovative strategies that have been implemented, and how success is measured. Each city explained they face their own unique challenges with regards to parking and curbside management.

Las Vegas has challenges with rideshare and how to properly manage curb use. The City has piloted rideshare programs that focus on meeting the City's unique needs. Often rideshare drivers will disregard parking rules, so designating passenger loading zones helped decrease parking violations, congestion, and increased safety.

Louisville has challenges with enforcement operations following the COVID-19 pandemic. The City has combated these enforcement challenges by aligning meter rates and citation fine amounts to encourage parking turnover and access, implementing LPR technology, and creating more affordable off-street parking options for long-term parking. They document success via conducting parking inventories of all off-street facilities; most of which are 50% full on weekdays. The City of Louisville seeks to innovate the curb by implementing more ADA parking and bike lanes to provide additional mobility options to users. The City also utilizes a multi-payment application approach to make parking more accessible to all users.

Minneapolis has seen an increase in parking demand with a decreasing parking supply due to changing curb uses support mobility options. The City has also committed to densifying development via the elimination of minimum parking requirements. These policy priorities are advancing broader city goals but also place greater stress on the City's on-street parking system. Shared micromobility in Minneapolis has been taken on by the City which has been successful in managing this mobility option, but has also faced challenges related to sustainable funding of public bike share and user compliance with dockless e-scooter parking.

Portland is focused on investing in parking alternatives rather than developing more off-street parking facilities. They've also implemented strong policies against employee on-street parking and encouraged the use of city public parking facilities for longer stays through employee specific rate structures. The City's goal is to use curb space for alternative mobility and access uses rather than simply for parking.

Several other cities were also included in this research. For the cities listed above, several aspects of their programs were benchmarked against the City of Columbus program. The section below outlines each area of emphasis and how industry best practices can be used to implement these themes in Columbus.

Parking Benefit Districts

Under the current Columbus Municipal Code, the Director of Public Services (Director) has the power to grant district locations and allocate parking revenue. Under the Parking Benefit Districts (PBD) Rules and Regulations, 100% of revenue generated by public paid parking is allocated to PBDs. Revenue can be used for special programs, parking enforcement, and any back-end management.

Austin, Texas

The City of Austin, Texas has an established PBD program. In its Municipal Code, 51% of the funds generated by on-street and off-street public parking within the district are allocated to the PBD. This includes maintaining parking operations like stations, meters and parking facilities. The remaining revenue is set aside to pay for improvements within the districts.

Minneapolis, Minnesota

The Minneapolis City Traffic Code provides guidelines for how PBD revenue is distributed. The revenue can be used for cost of inspection, installation, operation, maintenance, replacement, regulations, enforcement, control, and use of the following:

1. Parking spaces, payment equipment, and payment services.
2. The parking of vehicles in the areas where metered parking does not exist.
3. Other street transportation related purposes.

Key Takeaways: *Parking Benefits Districts*

The benchmarked cities generally provide flexibility in the disbursement of revenue generated by public paid parking operations and facilities. These disbursements are focused on system upkeep but also potential improvement and expansion of the parking system.

Parking Citation Fine Structures

The City of Columbus' Municipal Code outlines the City's fifty-five unique parking violations. These violations relate to different infractions including location-based, payment-based and credential-based violations. While the City has various citations, there is little codified structure to the payment timeline following the date of issuance. Benchmarked cities provide the option for early payment which results in a low starting fine cost which grows as the citation ages. Late fees and early payment options incentivize citation payment compliance, as in some cases the fine doubles in cost over the ticket's life cycle.

Austin, Texas

The City of Austin's citation structure includes a variety of citation types, four of which are listed below that pertain specifically to curb management infractions:

1. Commercial Vehicle Loading or Unloading – Bike Lane Obstruction
2. Parking – Transit Priority Lanes
3. Parking – Extending Time Beyond Limit
4. Parking – Expired Meter

Each of these citations has a standard fine which is required after twenty days of the citation's issuance. Prior to the twenty days, if the recipient pays the citation, they will be assed an "Early

Payment Fine". This fine is assessed at a lower cost than the citations standard fee. A breakdown of the parking violation and associated fees can be seen on the next page.

Parking Violation	Standard Fine	Early Payment Fine
Commercial Vehicle Loading/ Unloading – Bike Lane	$300.00	$150.00
Parking – Transit Priority Lane Obstruction	$500.00	$350.00
Parking – Extending Time Beyond Limit (Pay by Space)	$40.00	$25.00
Parking – Expired Meter (Covers Traditional Meters)	$30.00	$20.00

Table 3: Austin Parking Violation Fine Structure

Las Vegas, Nevada

The City of Las Vegas' Municipal Code outlines how the City structures parking citations and associated fine amounts. The citation fine structure is built off the standard fine amount. Each standard fine can accrue additional late fees after the fine's payment deadline. After thirty days of the citation's issuance, the fine takes on an additional late fee and the City sends a notice to the recipient. After fifteen days of the notice, if the fine is still unpaid it takes on a second late fee on top of the first. Examples of this fine structure can be seen in the table below.

Parking Violation	Description	Infraction	Late Fee 1	Late Fee 2
11.44.020 (A)	Three Minute Passenger Loading Zone	$25.00	$10.00	$10.00
11.44.020 (B)	Immediate Loading & Unloading Zone	$75.00	$75.00	$75.00
11.44.060	Commercial Loading Zone	$75.00	$75.00	$75.00

Table 4: Las Vegas Parking Violation Fine Structure

Key Takeaways: *Parking Citation Fine Structures*

Additional cities such as the City of Minneapolis were assessed for their citation fine structure. Like Las Vegas, the City of Minneapolis implements a late fee system where the preliminary fine takes on additional late fees each period the fine is not paid. These benchmark cities use tiered fine structures to promote safety and mobility at the curbside. Progressive violation rates are used to discourage idling at bus stops, parking in transit lanes, and loading in bicycle lanes, among other mobility concerns.

Shared Mobility Service Delivery

The Columbus City Code gives the Public Service Director authority to promulgate Rules and Regulations governing Shared Mobility Device (SMD) vendor operations and license issuance. The City recently issued an RFP process which limits the introduction of new vendors to a proscribed selection procedure. This process aims to further streamline shared mobility service delivery through the consolidation of bike share and scooter operations into a holistic shared mobility program.

Louisville, Kentucky

Louisville's Dockless Vehicle Policy grants the Department of Public Works authority over the shared mobility applications. All shared mobility vendors must apply for an Operating Authority License. The permit application considers contact information, fixed facility addresses, and proof of irrevocable credit. Unlike Columbus, the document is unique in that it is self-servicing, tailored specifically for shared micromobility. Licenses are sequential and allow the Department of Public Works to assess vendors on compliance and utilization. This structured system can be seen below.

1. **First Operating Authority License** – Probationary in nature, only lasts six months from the date of issuance.
2. **Subsequent Operating Authority Licenses** – Considered "full" (non-probationary), lasts exactly twelve months from the date of issuance.

The City of Louisville also has a strategic implementation approach where the number of vehicles in operation by the vendor is dependent on the city zone. Vendors with 151-350 vehicles must have 20% of their SMDs within an opportunity zone. The shared mobility service must also provide the City with a distribution plan to ensure the service is accessible in these opportunity zones.

Key Takeaways: *Shared Mobility Service Delivery*

The industry best practice for shared mobility service delivery is to have a SMD specific application process with a license system that allows the City to maintain system compliance. Additionally, the system must have defined zones that focus on accessibility and prevent oversaturation. This system allows for proper device distribution and analysis of whether or not the shared mobility provider is meeting program goals.

Permanent Meter Removal Process

The Columbus City Code outlines how an individual or entity would request temporarily removing paid meter service. Although the code does allow for the permanent removal of meters, there is no specified method or application for the permanent removal of meters. Should the entity seek temporary meter removal they are required to pay a fee for each metered day that the parking meter is out of service. There are rules that outline a method for permanent removal however this method is not codified. In the Rules and Regulations, the entity seeking permanent removal must pay five years of lost revenue to recoup removal cost.

These five years of lost meter revenue has traditionally been calculated on a per meter basis, facilitated by information extracted from the City's legacy single-space smart meter system. This process has become more challenging in recent years due to the City's shift to an asset-light paid parking system in the form of mobile payment and multi-space kiosks.

Austin, Texas

Austin, Texas codifies flexible meter removal for various reasons, including streetscape redesign, adjacent development, and conversion of space to service-only usage. The Municipal Code does not state removal fees. However, the code allows the City to assess compensatory responsibility to property owners for meter removals.

Minneapolis, Minnesota

The Minneapolis City Code outlines flexible fee structures for the permanent and temporary removal of meters. The entity requesting the removal must compensate the City for the loss of revenue from the removal of the meter. Additionally, they must pay any fees related to the labor, enforcement, and administrative requirements needed for the removal.

Key Takeaways: *Permanent Meter Removal Process*

The benchmarked cities outline the codification of meter removal. Code should highlight the criteria and method a requesting entity would undertake for the permanent removal of meters. Benchmarked cities also leave the discretion to the governing entity to remove meters at any time as deemed necessary.

Flexible Use of the Curb

Current code in Columbus allows the Department of Public Service the authority to designate curb space for a wide variety of parking and public access functions. This currently includes passenger loading zones, general loading zones and valet loading zones. This will also soon include smart loading zones, as the City is in the process of implementing a Dynamic Curb Lane Management pilot program. The department has the authority to modify administrative policies that deal with application, inspection, and fee assessment. Current Rules and Regulations outline loading zones' application, design and fee structures.

Pittsburgh, Pennsylvania

The City of Pittsburgh outlines flexible curb use through "smart loading zones". A smart loading zone is a space dedicated for passenger or goods loading along the curb that is regulated by camera or digital tracking software. Smart loading zones' location and hours are determined by the Director; rates are outlined on the next page.

Loading Duration	Total Cost
0-15 Minutes	$0.00
16-30 Minutes	100% of Hourly Metered Parking Rate
31-60 Minutes	200% of Hourly Metered Parking Rate
61-120 Minutes	300% of Hourly Metered Parking Rate

Table 5: Pittsburgh's Cost for Loading based on Duration

Louisville, Kentucky

The Louisville Department of Public Works has the authority to set design standards, determine use, and oversee the administration of loading zones. The department can establish loading zones and set loading times. The City has established guidelines for loading zones which are formalized in the City Code. These guidelines determine maximum loading zone curb length, emergency curb use, and any changes of use.

Austin, Texas

The City of Austin manages curb use based on a vehicle permit issuing system rather than curb space. Commercial vehicles are issued a commercial vehicle loading permit which allows them to load at designated locations. Commercial vehicle loading permits are categorized by the size of the vehicle and allowed loading duration. The City Code also outlines the administrative policies that all commercial vehicles must follow. Rules and Regulations include "loading without a permit," "bike lane obstruction," "adjacent lane obstruction," and "loading beyond the time limit." All these infractions result in a fine.

Key Takeaways: *Flexible Use of the Curb*

Use of the curb should be properly assessed and designated based on demand. Having special permits or pricing the curb can lead to efficient turnover and increased flexibility. Additionally, codifying the process for the implementation of flex zones is observed in all benchmarked cities.

Parking Management Assessments

The Columbus Department of Public Service sets parking rates for all on- and off- street facilities owned by the City. Rates are determined by market demand on adjacent streets. They are guided by standards published in Columbus' *Parking Meter Rate Adjustment Rules and Regulations*. These guidelines are determined by occupancy data and approved by the Director. Rate changes are capped at $0.50 every six months and are limited by a minimum transaction fee of $0.50.

Austin, Texas

The City of Austin's Rules and Regulations establish a progressive pricing structure for publicly accessible on-street parking. The City has ten distinct "Pay to Park Areas" (PPAs) which geographically distinguish unique parking zones within Metropolitan Austin. These unique parking zones align with established neighborhood boundaries and/or special event traffic

generators. Rates are standardized across all PPAs but vary based on enforcement hours. Parking sessions are limited to 10 hours and are priced based on session duration. Parking session durations and corresponding rates can be seen below.

Parking Session	Hourly Rate
1st Hour	$2.00
2nd Hour	$2.00
3rd Hour	$3.00
4th Hour	$3.50
5th Hour	$4.00
6th Hour	$4.50
7th Hour	$5.00
8th Hour	$5.00
9th Hour	$5.00
10th Hour (Maximum for Single Parking Session)	$5.00

Table 6: Austin Hourly Paid Parking Rate

Phoenix, Arizona

The Phoenix City Code grants the Street Transportation Department flexible authority to set rates based on the results of a parking demand study. Rate changes are limited to a codified range of $0.50 to $3.00 per hour and are set by the Director. Rate setting can occur within City Code prescribed zones that are grouped by similar parking demand generators and/or traditional neighborhood boundaries.

Key Takeaways: *Parking Management Assessments*

Industry best practices demonstrate the value of flexible rate setting for on-street parking. Rate ranges should reflect the street's dynamic environment by following a more market-oriented approach.

Residential Parking Permit Programs

The Columbus City Code permits the Director the authority to create permit zones. Before implementation, the Department of Public Service is required to conduct a parking study to determine the demand for on-street parking. Rules and Regulations outline the method for creating, adjusting, or removing on-street residential parking. Additionally, the parking study should consist of five steps.

1. **Intake** – All permit parking zone establishments/modifications begin with a formalized request from an area commission, civic association, business district, special improvement district (SID), or the Department of Public Service, either through staff recommendation or through the Parking Impact Study process as part of the Zone-In initiative.

2. **Outreach** – Regulations require the Department of Public Service to meet with relevant stakeholders to document the need and potential impact of permit parking in the proposed area.
3. **Parking Study** – A parking study analyzing land-use makeup and on-street parking occupancy is used to determine whether a permit zone is needed, as well as potential zone boundaries.
4. **Establishment** – Once approved, permit zones are designated by the Department of Public Service and marked with appropriate signage displaying zone details.
5. **Evaluation Period** – Existing permit zones are evaluated at the request of an area commission, business district, SID, or the City itself. Zones are analyzed based on occupancy changes and permit utilization rates, enabling the Department of Public Service to determine whether they should be kept or removed.

Washington, DC

Washington, DC codified residential permit zone boundaries in their Rules and Regulations. The regulation also outlines the progressive pricing model that is used throughout all the permit zones. The pricing structure can be seen below.

Residential Parking Permit	Price
First Vehicle	$50
Second Vehicle	$75
Third Vehicle	$100
Subsequent Vehicles	$150

Table 7: Washington DC's Residential Parking Permit Price

Portland, Oregon

The City of Portland utilizes an Area Permit Parking Program. This resident and business focused permit program is used to increase accessibility, reduce traffic congestion, and minimize greenhouse gas emissions. The City Code outlines the process and standards a zone must abide by to become and/or remain in a zone. All zones should have an on-street occupancy of 75%, and 25% of this occupancy should originate from outside of the zone. The zone also needs to meet one of the two guidelines; consist of at least forty individual blocks or consist of at least 8,000 linear feet of curb space.

Each permit zone is governed by its own Area Parking Committee which promulgates governing policies unique to the individual zone. Permits are issued annually, with cost, operating hours, and business application windows varying by zone. For a complete list of costs, see the table on the next page.

Parking Zone	Permit Rate
Zone A, B, C, D, E, F, H, I, J, K, L, R, S, T, U	$82.50
Zone M	$202.50
Zone G, N	$377.50

Table 8: Portland Residential Parking Permit Rate by Zone

Key Takeaways: *Residential Parking Permit Programs*

Progressive pricing structures are used by benchmarked cities to reflect the demand for curb space. They keep permits accessible but also limit the number of vehicles that take up on-street parking. Pricing should be determined using parking studies that analyze parking occupancy and historic permit issuance in each area.

Parking, Curbside, and Mobility Management Strategies

As the Division of Mobility and Parking Services expands its mission and vision, supports the continued growth of the community, and navigates ongoing shifts in parking and curbside demands, it is important that Division policies, programs, and projects reflect this continued evolution. Based on a current system assessment, SPP 1.0 audit, policy review and industry best practices, and informed by identified Complementary Initiatives, there are several parking and curbside management strategy updates recommended for the Division to undertake. These strategies are organized under five focus areas including:

- On-Street System
- Off-Street System
- Mobility System
- Policies
- Operations

Specific recommendations are organized under these five focus areas. More information regarding the recommended implementation timeline and level of effort for these strategies can be found in the Implementation Action Plan section.

ON-STREET SYSTEM

Revise Loading Zone Program Rules

The City is seeking to reinforce loading zones on Columbus streets as an essential curb use through improved administrative policies supported by improved signage and technology solutions.

The following new rules and Code provisions are recommended:

1. Implementing demand-based, pay per use progressive pricing structure loading zones.
2. Creation of a new parking code violation for improper use of loading zones.
3. Outlining a process to determine the appropriate location of these zones.
4. Locating and installing curb flex zones to accommodate dual loading and TNC (ride app) needs.

Loading Activity on High Street interfering with transit lane operations

Currently loading zones are used free of charge and are established by request. Applicants are required to pay an annual fee if the loading zone is approved. It is recommended that loading zones be established on a demand basis and a pay per use progressive pricing structure be implemented to utilize these zones. An initial free period of five to ten minutes should be provided to users, at which point a per minute fee should be assessed to encourage zone turnover and availability.

Presently, there is no clear fine structure for vehicles parked illegally in loading zones, which perpetuates this undesired behavior. Some peer cities have had success establishing a dynamic fine structure to tailor fines to specific neighborhood contexts. The Parking Citation Fine Structure plan section details the recommended fine structure for this new violation type.

Additionally, curb flex zones help address the needs of both commercial loading and TNC activity, which often compete for the same limited curb space. The City should work with these operators to determine the optimal locations for these zones based on fleet GPS/telematic information. There are modern technologies that delivery services can use to determine zone availability ahead of arrival to better facilitate this need throughout the day. Curb flex zones should be established based on demand data derived from operators, deployed technology, and study observations.

Flexibly Utilize the Curb

The deployment of key technologies will enable the Division of Mobility and Parking Services to effectively manage and monitor curb space usage, including the implementation of the following features:

1. Cameras with vehicle identification capabilities to collect vehicle type, duration, and other parking compliance parameters that are more traditionally handled by teams of parking enforcement officers. The Division is currently engaged with a technology vendor to implement a Smart Loading Zone pilot program at several high-demand locations in Downtown, Short North, and University District. There has been an acknowledgement from all parties regarding the challenges in launching and scaling this technology solution given regulatory and field installation constraints.
2. Leveraging the ParkColumbus mobile application to display curbside availability to users and integrating this platform with other curb management technology platforms. Explore additional mobile payment applications to serve curbside customers.
3. Piloting micro freight programs like Amazon Lockers adjacent to the curb in high-demand, mixed-use corridors. Specifically, the City should work with Amazon and other on-demand delivery operators to identify locations experiencing high delivery demands and observed non-compliance issues to implement this pilot program.

These new technology solutions have the potential to encourage curb space turnover through user-friendly digital platforms and diversify curb uses to better reflect customer demands.

> ***"Explore additional mobile payment applications to serve curbside customers"***
>
> The Division of Mobility and Parking Services is committed to diversifying its asset-light parking system to increase customer choice and increase system resiliency.

Develop a Critical Access Needs Mitigation Program

The reallocation of limited public right-of-way is occurring through city-led street redesign capital projects, LinkUS BRT corridors, the Capital Line project along Gay Street, and others. A curb space critical access needs mitigation program will enable a process to identify and ameliorate the loss of vehicle curb space access along these and other key streets throughout the City.

A hierarchy of mitigation steps for blocks identified as Low, Medium, and High Intervention (based on the number and type of curb conflicts present on those blocks) could involve tactics such as:

1. Relocating loading zones with signage to adjacent side streets or alleys.
2. Relocating or redesigning local bus stops in partnership with COTA.

3. Identifying and (temporarily or permanently) signing nearby on-street or off-street parking options for businesses on affected blocks to support continuous customer parking needs for commerce and access.
4. Enhancing parallel alley networks to facilitate loading and unloading and customer parking access.
5. Identifying opportunities for co-located curb uses such as coordinated valet services or flex/rideshare zones to serve multiple businesses and buildings.
6. Developing creative design solutions to incorporate high priority curb uses into new street designs or to ensure such uses can be accommodated with future private development projects.

Reform the Residential Parking Permit Program

Columbus' Parking Permit (RPP) program is especially important for maintaining access and managing parking usage in the busiest mixed-use areas of the city like Short North, East Franklinton, German Village, and the University District. Permit parking areas are anticipated to expand in the future as the City continues to grow and densify. As described earlier in this plan, the Division's recent development of a Parking Impact Study process in conjunction with the Zone In initiative is an effort to proactively identify future permit program needs and to strategically implement new RPP areas as needed.

University District Residential Permit Parking

To further develop this program to meet mixed-use neighborhood needs, the Division should consider the following reforms to the RPP program:

- A higher base permit fee and scaling the permit fee structure to charge more per vehicle for households with multiple registered vehicles.
- A household vehicle permit issuance limit to manage overall RPP program demand, where BRT and other multimodal transportation options create viable alternatives to vehicle ownership.
- A household vehicle permit issuance limit where RPP permits issued exceed more than two permits/parking space. This permit to parking space ratio would be implemented on a district level.
- An increase in the existing fee structure for RPP zone parking violations to incentivize compliance with the program.

Parking and access needs in special districts like Short North are complex— the Division and its city partners should accommodate demand from many visitors and significant resident populations. The goal of this RPP program reform is to evolve the rules for rapidly redeveloping mixed-use zones within the system.

The RPP Program should accommodate demand from many visitors and significant resident populations.

The use of progressive rate structures coupled with household vehicle permit issuance limits can effectively prioritize resident access and better manage limited curb space. The Division should also explore opportunities to improve the user experience for purchasing guest parking passes.

OFF-STREET SYSTEM

Develop a City Facility Rate Adjustment Process

Monthly reserved and unreserved rates at city-owned parking facilities in Downtown Columbus were assessed during the planning effort and found to be priced below market rate as of 2024. This was due, in part, to the adverse effects the COVID-19 global pandemic had on parking demand in and around the Downtown. Based on the findings of this market assessment, the following City Facility Rate Adjustment Process is recommended:

1. Implement progressive pricing for nearby on-street parking to encourage turnover, discourage long-term on-street parking, and incentivize use of off-street facilities. Under current rate structures a vehicle could park during the business day for approximately $10 compared to a minimum of $12 in city off-street public parking facilities. Introducing progressive pricing and setting an 8-hour business day rate of $15 would encourage parkers to utilize off-street parking facilities.
2. Once city off-street parking facilities reach a daily occupied average of 85-90%, begin increasing facility parking rates to align with market over a three-year period. Currently, city monthly unreserved rates are $52.50 below the market median rate. Phasing rate increases will allow customers time to adjust to new monthly parking rates while allowing the City to reevaluate market conditions on an annual basis.
3. Conduct annual rate surveys to better understand any market condition changes during this multi-year rate adjustment period and every year thereafter.

Follow a City Off-Street Investment Strategy

With input from city staff, a scorecard (shown in Table 9) was developed to assist the City in evaluating new managed off-street parking assets. These investments could be pursued outright as new city-owned properties or as Public-Private Partnerships (P3s).

The scoring system accounts for factors such as overall block-level density, housing availability, neighborhood growth expectations, and broader city planning and development goals.

Factor	Low Score (0 points)	Medium Score (1 point)	High Score (2 points)	Total Score
Location	More than 0.25 mile (3-4 blocks) from high demand parking area[1]	Between 0.125 mile (1-2 blocks) and 0.25 mile (3-4 blocks) from high demand parking area[1]	Less than 0.125 (1/8) mile (1-2 blocks) from high demand parking area[1]	
Multiple Users	Supports demand from associated development only during one-time period (weekday, weekday night, weekend)	Supports demand during two time periods (weekday, weekday night, weekend)	Supports demand during three time periods (weekday, weekday night, weekend)	
Revenue Potential	Does not cover operational costs[2]	Covers operational costs with little to no excess net revenues[2]	Covers operational costs plus surplus net revenues[2]	
Community/Economic Benefit	Does not meet city development goals	Only meets some city development goals	Meets all city development goals	
Cost Drivers	Significant aesthetic and functional design requirements	Moderate aesthetic and functional design requirements	No aesthetic and functional design requirements	
Public-Private Partnership	Does not include a public/private component	Small number of public spaces in largely private facility	Full shared parking facility in public-private facility	
Management Covenants	Rate and space allocation restrictions	Either rate or space restrictions	No rate and space allocation restrictions	

Table 9: Off-Street Investment Scorecard

[1] High demand parking area defined as one or more blocks with 60-80+% average parking demand.

[2] Costs include debt service, operations and maintenance, and management.

Scoring

12+ points indicates an investment that the Mobility Enterprise Program (MEP) should consider for city ownership and management.

8-12 points indicates an investment that the MEP should consider as a P3, with the City managing daily operations and the private partner accepting debt service.

< 8 points indicates a facility that the MEP should not consider as a financially worthwhile publicly owned or managed parking asset.

The Division of Mobility and Parking Services should utilize this scorecard when evaluating potential structured parking investment opportunities. The Division should work with City partners in the Department of Development to operationalize the use of this scorecard when potential P3 opportunities are identified. Over time the scorecard should be reviewed for any needed adjustment, in particular if City development goals and plans change significantly.

Explore Third-Party Facility Management Program

With the creation of the Mobility Enterprise Program in 2022, the Division of Mobility and Parking Services assumed management responsibility for multiple city public parking facilities. Through a third-party contractor, the City manages the day-to-day operations of publicly-available City-owned facilities for the benefit of the parking public. Proactive management of these parking facilities by the Division has allowed the City to leverage these public parking assets to further broader community goals and objectives.

The City should initially explore leveraging its existing third-party contractor to manage City-owned and non-public parking facilities at the Downtown campus. The City owns and internally operates several parking facilities near Long and Front Streets. While these facilities are prioritized for City employee and City fleet parking during business hours, they are often available during nights and weekends to support adjacent land uses and special event parking demands. Utilizing the City's third-party contractor would allow the City to maximize its investment in these parking facilities by supporting broader parking demand needs.

Furthermore, expanding management to non-city public parking facilities could have a positive impact on overall customer service in and around Downtown. It is recommended the City explore leveraging its third-party contractor relationship beyond city facilities to other non-city public parking facilities. This type of program has been comprehensively implemented in Las Vegas, NV and Sacramento, CA to create a more unified public parking system. Working on behalf of private property owners, this strategy has the following community benefits:

- Increased compliance using city enforcement resources.
- Standard signage and customer communications to decrease customer frustration.
- Opportunity to create consistent customer pricing options and offerings.
- Integration with on-street parking system.

Third-party facility management is also an opportunity for an additional source of revenue for the City, revenue that could be reinvested back into the Mobility Enterprise Program portfolio, while also offering private facility owners economy of scale benefits. These benefits include but are not limited to:

- Enforcement staffing resources
- Software and hardware technologies
- Janitorial and porter services
- Light maintenance services

Common revenue sharing agreements consist of a **50-50**, **60-40**, or **70-30** split between the property owner and the city operator.

Develop a Parking Facility License Program

Several benchmark cities were assessed to understand their management of privately-owned off-street parking facilities. These cities developed codes that regulate parking facilities' design and operation. Additionally, these cities require operators to hold a parking lot license to operate publicly accessible parking.

Starling Street City Parking Facility

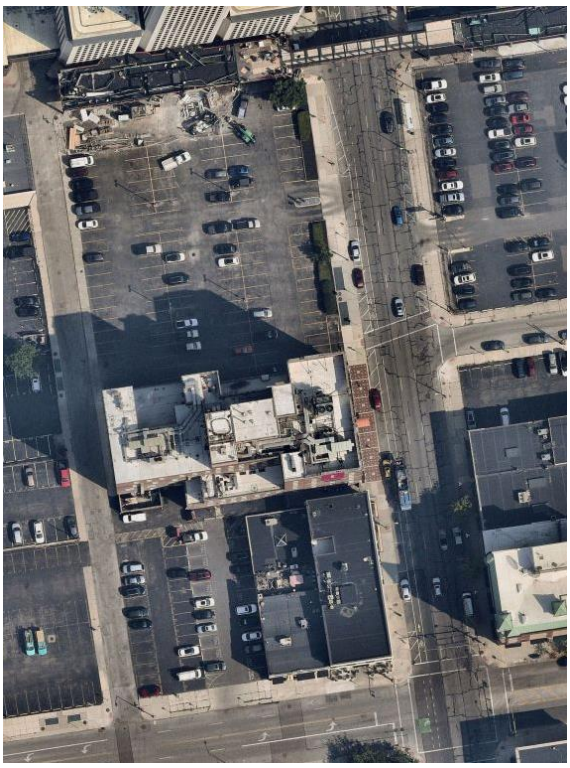
It is recommended the City implement a parking lot license program that would permit individuals to operate publicly accessible parking facilities. These licenses would provide standards for the operations of parking facilities. Criteria such as standardized signage, payment methods, lighting, parking surfaces, accessibility, and more would all need to be met to qualify for the license. The license requirements would also require information from the parking operator on enforcement and towing practices. It is recommended the license be administered by the Division of Mobility and Parking Services in the form of a permit issued through the Department of Public Service. Annual fees should be assessed based on the size of the parking facility and be priced in order for the City to cover the administrative costs of operating the program. City administration of the program would include:

- Developing and overseeing an application process.
- Reviewing and making a determination on applications.
- Field reviewing parking facilities for adherence to standards.
- Adjusting standards from time to time based on industry best practices.

As the parking lot license process is implemented, the City should engage with off-street parking operators to collaborate on the initial set of standards, application and renewal process, and overall program design. Implementing such a program would increase customer satisfaction, reduce non-compliance with parking regulations, and mitigate predatory enforcement and towing practices.

Explore a Surface Parking Lot Redevelopment Program

A significant portion of the property in Downtown Columbus is dedicated to surface parking lots. This existing land use pattern was encouraged by past market conditions and development trends that prioritized the desire for easily accessible and affordable parking, serving nearby office towers and retaining regional workforce in the urban core. Over time, this land use pattern has inhibited the City's goals of creating a vibrant, mixed-use downtown to complement the employment base. More so, current property tax codes disincentive investing in improvements on surface parking lots, thereby driving down the property tax liability on these sites. Surface parking lots, as they exist today, carry a very low property tax liability compared to properties with buildings on-site.



Surface Lots at Intersection of 4th & State St

It is recommended the City explore a surface parking lot redevelopment program to disincentive parking lot land banking and encourage the redevelopment of these parcels. The City, inclusive of the Department of Development, should explore various policy tools either currently in the City code or that would require code changes that could be employed to incentivize redevelopment activities. Any revenues generated by these programs could be placed in a restricted fund and utilized for public improvements in the Downtown to support redevelopment efforts, including new public parking facilities and mobility investments. As the City considers the feasibility of these policy options, extensive stakeholder engagement and collaboration will be critical, including with property owners, parking facility operators, key stakeholders such as DCI and the Special Improvement Districts, and the broader development community.

The City should explore a surface parking lot redevelopment program to incentivize redevelopment.

This strategy encourages redevelopment of surface lot parcels, consistent with the City's continued focus on residential, mixed-use development and creates a transit supportive and more walkable urban environment.

MOBILITY & EMERGING TECHNOLGY SYSTEMS

Actively Manage the Shared Micromobility Program

Prior to 2025, the City's shared micromobility program consisted of two primary elements: a traditional docked bike share system known as CoGo, which also included hybrid and dockless e-bikes, and a Shared Mobility Device (SMD) program offering dockless devices such as e-scooters. The City managed CoGo through a vendor contract and the SMD program through a general Department of Public Service annual revocable permit. In 2022, the Mobility Enterprise Program assumed active management of the SMD program, and in 2023, it assumed management of CoGo (previously administered by the Department of Recreation and Parks). This active management has included increased coordination with operators and other city departments, the implementation of slow zones, no ride zones, digital parking zones, and analyzing trip data to better understand customer travel patterns. More recently, the City solicited a Request for Proposals for one or more operators to provide shared micromobility services to Columbus users to establish a more coordinated system of shared mobility within the City and region with the following goals:

VEO Scooter Micromobility

- Financial sustainability, including minimization and/or elimination of operational subsidy from the City of Columbus and regional partners.
- Strategy for cost-effective expansion of the system to improve equitable access.
- Strategy to manage operational challenges surrounding device parking within the public right-of-way.

It is recommended the Division of Mobility and Parking Services continues to actively manage the shared micromobility program utilizing the following strategies:

- Developing a shared micromobility-specific license (via contract agreement) with its own unique terms and conditions that continues to be managed by the Department of Public Service.
- Developing service level agreements (SLAs) as part of the vendor contract, including a liquidated damages clause for continual non-performance.
- Integrating the services offered under the city license with that of the overall public parking system and broader transit system.
- Authorizing Division staff to enforce non-compliance with permit conditions to maintain public safety through code revisions to Title 21.

- Reducing the number of operators to more effectively manage the program, considering the tradeoffs of encouraging market competition with ensuring efficiency of administration for city staff..
- Requiring the use of digital parking zones throughout high demand parking areas.
- Piloting on-street, below the curb, shared micromobility parking corrals to reduce clutter on sidewalks and preserve pedestrian ADA access.
- Developing an administrative fine process to levy fines against permit holders and device users for repeated issues of non-compliance.
- Periodically reassess operator performance and modify permit requirements and operator service level agreements as needed.

Explore Car Share Market Incentivization

The City has existing Rules and Regulations allowing for the operation of dedicated, round-trip and one-way, free floating car share operations to operate in the public right-of-way. The program rules allow for multiple car share operators to exist in the City. Post-pandemic market conditions have destabilized the car share industry nationally, and in Columbus there are limited options for users to utilize car share as a viable mobility option. In recent years two car share operators have left the local market due to these challenging market conditions.

It is recommended the City engage with an EV car share provider to build out a network of EV car share vehicles that run on a modern car share platform. This system should be distributed across a range of city neighborhoods and be mindful of Columbus' Opportunity Neighborhoods (particularly those areas with lower rates of vehicle ownership). With peers like Minneapolis/Saint Paul as models, high-quality EV car share programs include a mix of Level 2 and Level 3 (DCFC) chargers in convenient on-street locations. Often it is advantageous from an electrical utility installation perspective to offer several chargers at each site, with some dedicated for EV car share use and a portion open for public (paid or free) use.

"The City should explore engaging with an EV car share provider to build out a network of EV car share vehicles that operate on a modern car share platform."

An EV car share program would help achieve the City's Climate Action Plan goals while also providing an additional mobility option to residents.

Implementing an electric car share program would increase viable mobility options for residents, support the Zone In and Parking Impact Study Process, and help achieve the City's Climate Action Plan goals by expanding the electric vehicle fleet. Further exploration of this partnership program should be included in a broader EV readiness assessment. More information on this assessment can be found in the next section. The region's pending award of a Charging and Fueling Infrastructure (CFI) Grant by the USDOT, led by MORPC and to which the City is a partner, offers an opportunity to pilot an EV car share program in conjunction with grant implementation.

Develop an Electric Vehicle Charging Program

In recent years, Federal, state, regional, and local funding opportunities have helped cities build out full-fledged, reliable public EV charging networks. Since these installations require extensive utility work and are fixed once completed, municipalities are careful with their deployment strategies to deliver the most convenience for users and value to the overall system.

Building on the electrification momentum created by the Smart Columbus program and the CFI Grant process, it is recommended the Division develop an Electric Vehicle (EV) Readiness Study that would enable Columbus to develop a highly intentional, efficient network with right-sized public charging stations. The EV Readiness Study should include the following components:

- Robust stakeholder engagement with end users and districts/neighborhoods.
- Community charging market assessment.
- Funding opportunities assessment.
- Future EV demand forecasting.
- Identify potential EV charging stations.
- Develop sample EV charging station design.
- Provide implementation guidance, including opportunities for program revenue generation.

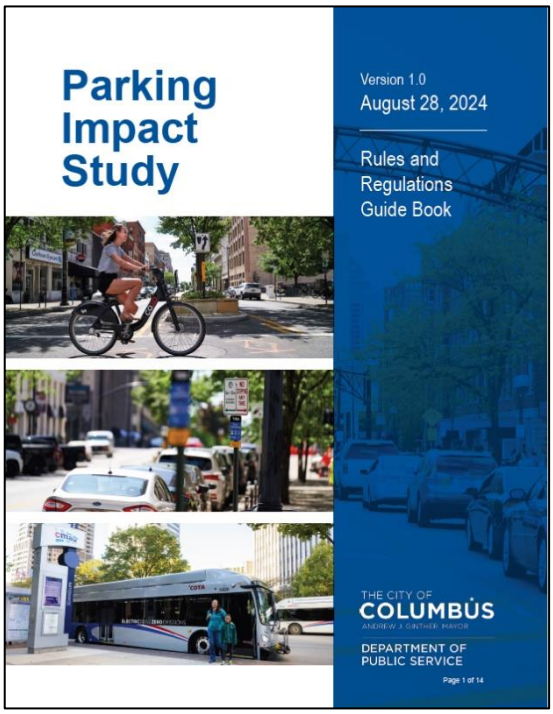
Important factors for identifying potential EV charging stations include:

- Equity
- Safety and Resiliency
- Current and Future Market Demands
- Infrastructure Limitations
- Shared Mobility Opportunities

POLICIES

Implement a Parking Impact Study Process

The Parking Impact Study process was adopted in August 2024 in coordination with the Zone In initiative that created six new zoning designations for several transit and growth corridors. In support of broader City policy goals to support affordable housing, promote transit ridership and remove barriers to equitable development, Zone In districts were adopted with no minimum parking requirements for new development. The Parking Impact Study program was developed in response to resident concerns that without minimum parking requirements, parking demand will spill over onto neighborhood streets, creating a daily impact.



Parking Impact Study Rules and Regulations

To address this, Zone In includes a mobility and parking review process for proposed developments to quantify potential parking and mobility impacts associated with a site application:

- The City completes a development site plan review to determine appropriate management strategies for the adjacent curb lane, such as ADA parking, paid or time limited parking, rideshare and delivery zones, bicycle facilities or transit stops.
- An off-site impact review is done for larger development projects to identify potential impacts to on-street parking in the surrounding area.
- Findings of the impact study may identify the need for mitigation measures to maintain parking access for existing residents on surrounding neighborhood streets and make it easier for new residents to get by without a car.

Figure 14: Parking Impact Study Process

Required mitigation strategies are determined by the size of the development project, amount of parking being proposed and expected on-street parking impacts in the surrounding area.

Mitigation strategies are used to proactively manage curb lane access and potential spillover parking, while increasing access to mobility options.

Tier	Aggregate Demand	On-Street Mitigations
Tier I	70.0 - 79.9%	Programmatic (1)
Tier II	80.0 - 99.9%	Programmatic (2) + Fee
Tier III	100%+	Programmatic (3) + Fee

Table 10: Mitigation Effort based on On-Street Demand

Projects creating minimal impacts require a multiyear commitment to mitigation through programs designed to lessen the need for driving and parking. Many of these are already considered by the City when reviewing parking variance requests:

- Shared Parking Arrangements
- COTA/Transit Pass Program
- Secure On-Site Bicycle Parking
- Bike/Scooter Share
- Ride Share Passes
- Other Solutions (proposed by the developer)

Category	Mitigation Examples
Active Transportation	Secure Bike Parking Bike and Scooter Share Micro Mobility Infrastructure
Transit	Transit Pass Compensation
Sustainable Transportation	Car Share High Occupancy Vehicles (ex- shuttles)
Parking Management	Shared Parking Agreement Loading Zones for Critical Access Needs
Other Transportation Demand Mitigation (TDM) Efforts	Rideshare credits Multi-modal Information & Education Employee/Resident Incentive Programs

Table 11: Mitigation Examples

Larger developments expected to create greater parking demand and spillover require use of multiple mobility program mitigation options coupled with a parking management fee.

The fee mitigation helps to address city costs for administering new on-street parking management strategies to maintain curb access for surrounding neighborhoods. Strategies may include residential permit parking zones and enforcement operations to directly benefit existing residents by preventing spillover. Fees are subject to annual review and adjustment. Per current Rules and Regulations, the Division of Mobility and Parking Services will proactively engage with neighborhood residents if the need for a new permit zone is identified.

City parking Rules and Regulations enacted to support Zone In, coupled with increased mobility options and proactive curb lane management, allow for regular review and adjustments as needed to ensure these strategies effectively address evolving neighborhood needs.

Modify the Parking Benefit District Program

Parking Benefit Districts (PBDs) were established in 2018 with the development of the Short North Parking Plan. New PBD rules effective March 2020 established a second PBD in the Downtown as part of the SPP 1.0 implementation. Rules and Regulations governing the program outline how to establish, modify, or remove a PBD, revenue distribution, use of PBD funds, notification and reporting requirements. Since the COVID-19 pandemic, PBD revenues have struggled to cover operational costs in both the Downtown and Short North. To date, the Downtown PBD has not shared revenue back with the district and has not been formalized with a standing committee. The Short North PBD has performed better than Downtown but has also had a revenue and expense imbalance. Despite this, the Short North PBD has helped to fund a variety of parking and mobility program investments to improve access and affordability for employees, customers and residents in the neighborhood, demonstrating the public benefits that can be accrued through Parking Benefits Districts. Moving forward, the Division should conduct an assessment of fund performance, including consideration of which programs are most consistent with PBD objectives and have the most value for continued funding given revenue limitations.

It is recommended the PBD Rules and Regulations be modified in light of these new market realities. Specifically, the following recommended actions should be considered through modified policies:

- Modify the Neighborhood Committee representation structure to provide increased flexibility to the City with regard to how committees are structured and the process for approving PBD investments.
- Modify Section VI – Revenue Distribution to up to 50% of net revenue to be disbursed to the PBD. Also modify administrative and operational costs to include direct expenses related to the administration and operations of the PBD, thereby narrowing the expenses that should be attributed to the fund. Lastly, remove the reference to the City's general fund.
- Conduct a periodic review (every two to three years) of existing PBD financial performance measured against the financial performance of the MEP. Consider financial health of the overall MEP in any adjustments to PBD fund disbursements.

These recommended actions, taken at the administrative level, will allow for a more sustainable PBD program that more clearly articulates PBD revenue disbursement for the City and its stakeholders.

Parking Benefit District Rules and Regulations should reflect new market realities.

Modifications to the existing rules and regulations will help ensure current PBDs continue to meet program goals while maintaining sustainable program-wide performance.

Modify On-Street Demand-Based Pricing Processes

In 2020, the City implemented demand-based pricing for on-street parking meters. The process to adjust rates based on demand is documented in DPS Parking Meter Rate Adjustment Rules and Regulations. These governing policies require rate changes twice a year based on observed demand and including a methodology for collecting and analyzing parking demand, rate floors and ceilings to adjust pricing based on prescribed parking occupancies, and a public notification process. The current Rules and Regulations do not allow flexibility for the implementation of special event rates or progressive pricing rates.

There are several recommendations for the City to consider modifying and enhancing its demand-based pricing process. These recommendations include:

Evaluation Flexibility and Regularity

Allowing the City additional flexibility in how many times it evaluates rates by adjusting the current rule and regulation language in Section V - Assessment and Evaluation to "may be evaluated" as opposed to the current language indicating "will be evaluated." The Division should prioritize the consistent collection of reliable occupancy and turnover data to inform these evaluations. Significant emphasis should be placed on continuous analysis of transit and micromobility and each mode's impact on parking demand.

Data Source Flexibility

Providing flexibility to the City to utilize data aggregation to analyze on-street parking occupancy in addition to the methods listed in the Rules and Regulations. The Division should leverage the Department's comprehensive data dashboard currently under development to aid in recommending pricing changes. This data dashboard will integrate all Division vendor data sources into one tool to better understand and visualize system performance.

Special Event Rates

Adding enabling language to allow the City to implement special event rates based on request or study. The notification process for the implementation of these rates would follow the existing rule and regulation procedures. These special event rates may be applied to a zone or zones where there is a significant, unique parking demand not typically observed on a daily basis. Examples of these special event conditions would include Ohio State campus events, Downtown special events including those that include significant parking and lane closures, and other special events that require significant parking and lane closures, thus constraining parking supply.

Hours of Operation Modification

Consider modifications to meter hours of operation through either a demand-based or land use-based pricing process. Under the demand-based approach, meter hours should be extended if peak occupancy exceeds 60% and reduced if peak occupancy falls below 40%. Alternatively, the City could implement a land-use based pricing model in which parking fees are aligned with the operating hours of surrounding businesses and traffic generators. Under either modification scenario the City should maintain hours of operation consistency across a managed parking zone to continue establishing predictable customer expectations on when to pay for parking.

Progressive Pricing Rates

Provide enabling language to adjust rates in progressive pricing zones. The current rules and regulations advise on rate adjustments based on parking occupancy. Language should be added advising on rate adjustments based on observed parking duration, or length of stay, in progressive pricing zones. When a progressive pricing zone is established, the following parking duration advisement is recommended:

- 3 Hours or Less – Rate increases by $0.50/hour for each additional hour purchased.
- 3 to 5 Hours – Rate increases by 100% of base rate for each additional hour purchased.
- 5+ Hours – Rate increases by 200% of base rate for each additional hour purchased.

The goal of these recommended rate adjustments is to encourage parking turnover every three hours. Areas of observed parking turnover greater than three hours should have increased price adjustments to encourage parkers to stay no longer than three hours.

Proper enforcement and management practices are necessary for progressive pricing zones to function effectively. Parking zones should utilize LPR technology to track transactions, preventing parkers from using multiple short-term sessions to avoid long-term rates. Rates should accrue within each zone across multiple payment methods, enabling individuals to park for their desired length of time at a price that reflects market demand.

Hourly Base Rate	Observed Duration	Hour 4	Hour 5	Hour 6	Hour 7	Hour 14
$1.00	3 hours or less	$1.50	$2.00	$2.50	$3.00	$6.50
$1.00	3 to 5 hours	$2.00	$3.00	$4.00	$5.00	$12.00
$1.00	5+ hours	$3.00	$5.00	$7.00	$9.00	$23.00

Table 12: Example Progressive Pricing Structure

Explore TNC Regulation and Partnerships

Transportation Network Companies (TNC) such as Uber and Lyft have provided additional mobility options for the traveling public. As these services have grown in popularity, so to have congestion and unsafe operations around the loading and unloading of passengers in high demand areas. To provide a uniform experience for drivers and customers across city boundaries, the State of Ohio does not allow municipal-level regulation of TNC activities (per

ORC Sec. 4925.09 Regulations), which constrains the City's ability to require operators to utilize incorporated rideshare pickup and drop-off zones at the curb. Additionally, regulations upholding safety and vehicle quality standards are not allowed under this Ohio Code provision.

Without city-sponsored legislation there have been lukewarm results associated with pilot programs aimed to better manage TNC congestion and increase safety. The most recent Short North TNC/rideshare late-evening pilot program, that initially utilized COTA bus stops and later established dedicated loading zones for TNCs, has been challenged with enforcing posted regulations and ensuring compliance with program rules. Therefore, the City should consider petitioning the state legislature to allow municipalities to regulate TNC curb uses, driver behaviors, and vehicle standards. Allowing for more active management of TNC operations could lead to safer and more effective pick up and drop off operations. Allowing cities to regulate TNCs would enable Columbus to implement the following TNC programs:

- Required use of designated pick up and drop off zones.
- Required adherence to geofenced no ride zones for special events.
- Required training for drivers to adhere to City specific safety and operations Rules and Regulations.
- Required vehicle mechanical integrity inspections conducted by a TNC employee or contractor and reported to the City
- Allow for administrative fees to be assessed to fund program operations including but not limited to enhanced signage and pavement markings, wayfinding signage, and staff support.

It should be noted the City did pass legislation to regulate TNCs upon their arrival to the market, however the state quickly passed ORC Sec. 4925.09 to provide regulation uniformity statewide. It is recommended the Division work with city licensing officials, peer Ohio cities, the City Attorney's Office and TNC/rideshare operators collaboratively to develop this State legislation for the betterment of both TNC/rideshare operations and the safety of the traveling public. 48 states and the District of Columbia have passed regulations governing TNCs. Most of these statutes are concerned with establishment of service and liability insurance. However, several states including Illinois, Michigan, and Texas have codified provisions governing vehicle inspections and administrative fees. Statewide zone/location regulations are rare, as they are typically enacted via local ordinance.

Along with pursuing active regulatory management of TNCs, the City should work to incentivize performance consistent with its mission and vision. Potential strategies include fare bonuses for consistent adherence to designated loading and no-ride zones, compliance-based access to higher fare trips, and vehicle maintenance/purchase rebates. While the City cannot yet regulate TNC curb uses, it can geofence these areas and collaborate with vendors on how they are displayed to drivers. Through this collaboration, the City can track compliance and reward it via pre-existing app bonus structures. Rebates are another potential form of incentive and have been used before in the Columbus rideshare landscape. These may be a useful tool to ensure drivers complete required trainings and inspections.

Revise the Permanent Meter Removal Policy

There is currently no specific city code that establishes the authority to permanently remove a parking meter from service. A Department of Public Service General Policy and Procedure provides a mechanism by which the City allows for the permanent removal of parking meters from the public parking system. While the City generally discourages the removal of parking meters on blocks where paid parking has been established, there are instances where this is needed for public and private projects. Currently, when this request is made, the applicant is required to pay five years of estimated lost meter revenue per meter taken out of service.

It is recommended the City adopt a code specific to the permanent removal of parking meters from the public parking system, similar to language found in Section 2155.055 for the temporary removal of parking meters and associated fees. Moreover, the General Policies and Procedures should be merged with the General Policy and Procedure for the Request for On-Street Parking Out of Service dated August 16, 2022. These General Policy and Procedure documents should become Department Rules and Regulations as is the standard for most Mobility Enterprise Programs.

With regard to permanent removal fees, the City should retain the requirement to pay for five years of lost meter revenue. This timeframe is long enough that it allows the MEP to properly budget any revenue shortfalls that would be anticipated from long-term metered parking losses. However, this calculation should be revised from using historic lost meter revenue as the basis for the applicant fee and instead calculate the total potential lost meter revenue for each space given its current rate and restriction. For example, if one metered parking space is being requested for permanent removal and that space is currently operational 8am-10pm Monday-Saturday at $1.00 per hour the total five-year fee for that space should be $21,140 based on the calculation below:

- **14** Hours of Operation @ $1.00/Hour = $14/Day
- **302** Operating Days Excluding Sundays and City Holidays
- $4,228 Annually X 5 Years = $21,140 Total Fee

This fee should be assessed to all public and private projects, regardless of the type of project. Projects that take exception to this rule would be required to file an appeal with the Director and indicate, in writing, why these fees would provide an undue hardship to the project's success. If the project can replace the on-street paid parking it is displacing within one block of the site, the fee would not be charged so long as the net loss in on-street parking spaces equals zero. Assessing this fee will allow the Mobility Enterprise Program to have adequate funding for its operations, debt service obligations, and future program investments while still supporting new public and private investment.

Fees related to the permanent removal of metered parking should capture the market value of losing this valuable curb space.

While necessary in some instances, the permanent removal of metered parking may create hardships for the surrounding curbside environment and require additional City intervention and resources. It may also impact market-based pricing of remaining parking supply.

Update the Parking Citation Fine Structure

Throughout the SPP 2.0 planning process, Columbus and many stakeholders identified a need to establish parking violation provisions for curbside uses not currently reflected in the Code that are core SPP 2.0 priorities, namely **1.) loading zones**, **2.) bike lanes**, and **3.) bus lanes**. The revised parking fine table on Page 54 reflects these new violation types and recommends adjusted fine amounts to address the routinely high rates of outstanding fines in the parking system. Fine adjustments are made to achieve compliance and are determined based on the severity of safety impact to the traveling public. The goal of aligning parking fine amounts with the severity and impact to the traveling public is to positively impact parker behavior to seek compliant areas for parking and loading activities. Benchmark city best practices were used to further inform these adjustments.

Additionally, some cities throughout the country are implementing specialized citation fine structures calibrated to specific geographic areas (i.e. highly congested zones) or times of day (i.e. peak demand periods) to target compliance in areas facing the greatest challenges to curb management. The proposed fine schedule on the next page does not include specific recommendations for time or place-based citations; however, it is recommended the Division explore such approaches as needed. A potential pilot for consideration is one of the late-night Short North rideshare zones, which as noted earlier in this plan continue to experience compliance challenges.

Code Section	Violation	Current Fine	Recommended Fine		
			Early (within 7 days of issuance)	Standard (8-29 days after issuance)	Late(30+ days after issuance)
New Code	Commercial Vehicle Loading – Beyond Time Limit	N/A	$50	$75	$100
New Code	Commercial Vehicle Loading – Non-Payment	N/A	$50	$75	$100
New Code	Commercial Vehicle Loading – Bike Lane Obstruction	N/A	$100	$125	$150
New Code	Stopping, Standing, or Parking in a Transit Priority Lane	N/A	$100	$125	$150
2151.01(1)(z)	Parking prohibited in disability space	$500	$500	$550	$600
2131.27(b)	Parking Near Emergency Vehicle	$63	$50	$75	$100
2151.01(1)(bb)	Obstructing bus loading area	$63	$100	$125	$150
2151.01(1)(p)	Parking prohibited in front of schools	$63	$50	$75	$100
2151.01(1)(r)	Parking prohibited in street or alley 23 ft. or less in width	$63	$50	$75	$100
2151.12	Blocking driveway or garage	$63	$100	$125	$150
2157.04	Parking, standing of vehicles prohibited snow emergency	$63	$50	$75	$100
2151.01(1)(a)	Parking prohibited on a sidewalk, shared-use path, curb, or street lawn area between a curb and right-of-way line, except a bicycle	$55	$100	$125	$150
2151.01(1)(aa)	Parking prohibited within 1 ft. of wheelchair ramp	$55	$100	$125	$150
2151.01(1)(b)	Parking prohibited within 5 ft. of drive	$55	$50	$75	$100
2151.01(1)(c)	Parking within an intersection	$55	$100	$125	$150

2151.01(1)(d)	Parking prohibited within 10 ft. of fire hydrant	$55	$100	$125	$150
2151.01(1)(dd)	Parking in a bike lane	$55	$100	$125	$150
2151.01(1)(e)	Parking prohibited on crosswalk	$55	$100	$125	$150
2151.01(1)(h)	Parking in or near a safety zone	$55	$100	$125	$150
2151.01(1)(i)	Parking within 50 feet of railroad crossing	$55	$50	$75	$100
2151.01(1)(j)	Parking near fire station entrance	$55	$50	$75	$100
2151.01(1)(k)	Parking near street excavation or obstruction	$55	$50	$75	$100
2151.01(1)(l)	Double Parking, Standing or Stopping	$55	$100	$125	$150
2151.01(1)(m)	Parking prohibited, bridge, viaduct or tunnel	$55	$50	$75	$100
2151.01(1)(o)(1)	Parking prohibited, signs, no parking	$55	$50	$75	$100
2151.01(1)(o)(2)	Parking prohibited, signs, no stopping	$55	$50	$75	$100
2151.01(1)(w)	Parking prohibited on service road	$55	$50	$75	$100
2151.01(1)(x)	Parking prohibited 20 ft. of junction of alley & street	$55	$50	$75	$100
2151.01(1)(y)	Parking prohibited within 10 ft. of bulk refuse container	$55	$50	$75	$100
2151.13	Funeral service parking in front of church or funeral home	$25	$40	$60	$80
2151.14	Parking prohibited for displaying vehicle for sale	$25	$40	$60	$80
2151.15	Parking limited for displaying advertising	$22	$40	$60	$80
2151.16	Parking limited while offering materials for sale	$25	$40	$60	$80
2151.17	Parking for washing, greasing or repairing	$25	$40	$60	$80

2151.18	Parking in permit parking area	$50	$50	$75	$100
2151.21	Fail to register or display	$50	$50	$75	$100
2151.25	Parking in dedicated car-sharing parking space	$50	$50	$75	$100
2105.16	Individual Parking Spaces	$47	$40	$60	$80
2137.09	Lights on Parked Vehicle	$47	$40	$60	$80
2151.08(a)	Motor running or brakes not set	$47	$40	$60	$80
2151.01(1)(f)	Parking prohibited within 20 ft. of crosswalk	$39	$50	$75	$100
2151.01(1)(g)	Parking prohibited within 30 ft. of stop sign	$39	$50	$75	$100
2151.04	Stopping not to obstruct street or crossing	$39	$50	$75	$100
2155.02	Meter spaces limited to vehicles only	$39	$40	$60	$80
919.23(C)	Parking on grass in city park	$30	$50	$75	$100
2151.01(1)(cc)	Parking in a loading zone	$30	$50	$75	$100
2151.01(1)(v)	Parking prohibited on expressway	$30	$50	$75	$100
2151.09(a)	Parking more than 72 hours	$30	$40	$60	$80
2151.2	Overtime, truck, bus, boat, trailer or house vehicle	$30	$40	$60	$80
2151.22	Inoperable motor vehicles on public property	$30	$40	$60	$80
2151.26	Overtime parking	$30	$40	$60	$80
2155.05	Meter non-payment	$30	$40	$60	$80
2151.01(1)(n)	Parking prohibited within 1 ft. of another auto	$25	$40	$60	$80
2151.01(1)(s)	Parking prohibited in front of church	$22	$40	$60	$80

2151.01(1)(t)	Parking prohibited in parkway	$25	$40	$60	$80
2151.01(1)(u)	Parking prohibited in front of auto mail box	$25	$40	$60	$80
2151.03	Parking without 10 ft. clearance	$25	$40	$60	$80
2151.06(b)	Parking facing wrong direction	$25	$40	$60	$80

Table 13: Columbus Existing & Recommended Parking Fine Structure

Municipalities have successfully incentivized prompt citation payments and lowered the frequency of outstanding fines with the introduction of lower citation fee amounts for "early" payment. The early fine amounts shown in Table 13 above are recommended based on the structures implemented in peer cities.

In addition to updating the parking violation fine rates and introducing new violation codes to support broader city goals and policies, the Division should explore removing the parking violation fine table out of the city code and into Department Rules and Regulations. By moving the fines associated with parking violations into Department Rules and Regulations, these fines can be adjusted based on need similar to that of on and off-street parking rates. These fine adjustments would occur annually as part of the yearly budget process, allowing City Council and other interested stakeholders the ability to provide feedback on any recommended fine adjustments. Violation fine adjustments should be made based on market research of similar operations nationally, collection rates, and observed compliance rates. A high-level review of the Ohio Revised Code (ORC) indicated this recommendation could be implemented without state legislative adjustments.

Pilot Innovative Curbside Safety and Efficiency Tools

The Division of Mobility and Parking Services enforces parking violations to maintain compliance and increase safety for the traveling and parking public. The Division utilizes traditional methods of maintaining compliance including the use of enforcement officers in the field who observe violations and issue parking infractions. In recent years the Division has added new technologies to support enforcement officer efficiency including the use of mobile License Plate Recognition (LPR) units and electronic handheld devices.

Non-Compliant Loading Activity on E Long St

It is recommended the City pilot additional innovative curbside safety and efficiency tools to increase enforcement officer safety and efficiency. These tools include:

- Fixed LPR systems to collect parking compliance data
- Technology integrations to alert staff of non-compliant activities
- Predictive analytics to optimize enforcement beat coverage

As the City, COTA, and its partners implement priority transit lanes, high-capacity transit corridors, and on-street bicycle facilities, it will become important to maintain compliance within these curb zones. Therefore, it is recommended the City explore piloting innovative curbside safety and efficiency tools quantify non-compliance in the curb lane and optimize enforcement resources.

OPERATIONS

Modify the Enterprise Program Budget

The Mobility Enterprise Program submits an annual budget for City Council approval as part of the overall city budget process. Moving to an enterprise program from a special revenue program (beginning in 2022) has allowed the Division of Mobility and Parking Services to account for all program revenues and expenses in one fund, and better track performance over time.

As the Division and Program's scope of services has expanded, it is important to account for program revenue and expenses in a way that clearly shows program performance. It is also important to account for all necessary short- and long-term program expenses to realistically understand the financial health of the fund. There are several recommended actions the City should take to modify its Enterprise Program Budget, starting with the 2025 Annual Budget Process.

Utilize a Management Scenario Financial Tool

A Management Scenario Financial Tool was developed as part of the SPP 2.0 process to develop expense and revenue scenarios based on recommended policies and programs to determine their effect on the financial health of the Mobility Enterprise Program. Levers were developed to model expense and revenue factors by program, while debt service was held constant to reflect the City's provided budget. Off-street levers included:

- Permit and Transient Growth Rates
- Permit and Transient Rate Adjustments
- Staffing Changes
- Facility Improvements

On-street program levers were developed including:

- Systemwide Rate Changes
- Zone Dependent Pricing Models (tiered, progressive)
- Compliance Rates
- LPR Vehicles
- Multispace Meters
- Staffing Changes

The tool is a quick and effective way to model these policy and program changes to determine how these changes impact revenues and expenses and can be used as an input to the annual budget process.

Track Revenue and Expenses by Program

Currently, Enterprise Program revenues and expenses are not tracked by program. It is recommended on-street, off-street, and mobility revenues and expenses are accounted for separately to better understand program performance. As illustrated in the Management

Scenario Financial Tool, the on-street program is the only program performing with a net positive revenue as compared to the off-street and mobility programs. And while the Mobility Program does generate earnings, it is not currently accounted for in a way to compare revenue to program expenses. See **Figure 15** for an example of the tool dashboard.

> ***"On-street, off-street, and mobility revenues and expenses should be accounted for separately."***
>
> Tracking revenue and expenses in this manner will enable the Division of Mobility and Parking Services to better understand overall program performance.

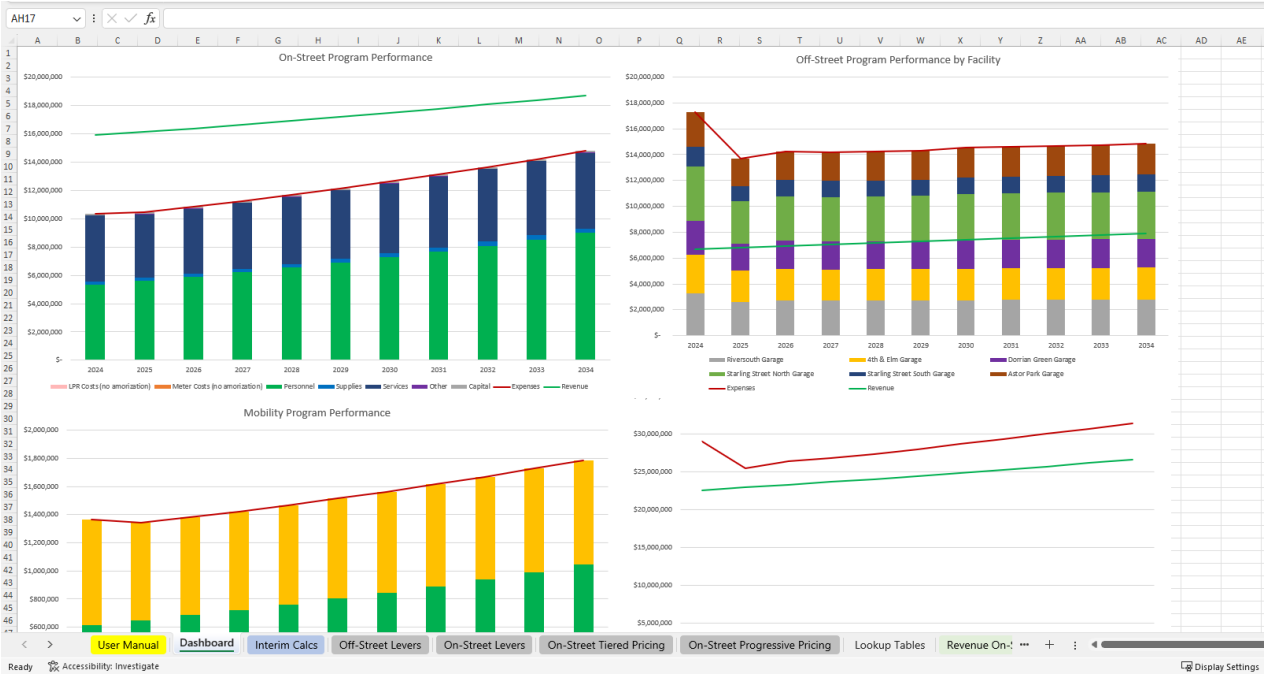


Figure 15: Management Scenario Financial Tool Dashboard

Develop a Financially Sustainable Long-Term Enterprise Program Budget

The current Enterprise Program ten-year pro forma operating statement has a significant negative ending fund balance. This negative ending fund balance is, in part, due to the conservative nature of forecasting significant program expenses with nominal program revenues. However the significant program expenses currently being forecasted, and resultant program deficit, does not incorporate required and necessary off-street parking facility investments to maintain these assets in good working order (**see Figure 10**). Utilizing the Management Scenario Financial Tool as an aid, staff should develop scenarios to generate additional programmatic revenue and/or reduce programmatic expenses. Specifically, staff should focus on off-setting Mobility Program expenses with complementary revenues and seek additional Off-Street Program revenue through rate adjustments as demand dictates. Lastly, based on demand the City should continue to evaluate the expansion of paid and managed parking areas and explore new funding streams for flexible curbside management

programs. These new funding streams could capitalize on new programs such as a public EV charging system or through the application and award of federal, state, regional, or local grant dollars to fund pilot or ongoing projects and programs.

Consider Technology and Data Integration Enhancements

The ParkColumbus public parking program is a complex and sophisticated system of vendor technology solutions. The program includes technology solutions focused on:

- Parking Citation Management and Enforcement
- Parking Citation Adjudication
- Parking Permit Management
- License Plate Recognition (LPR) Enforcement
- Mobile Payment Application
- Multispace and Single Space Meters

Multiple vendors must integrate in real-time 24/7 to enable the program to work and work efficiently for the public. In addition to meeting operational needs, these systems individually produce a wealth of data about how the system is used and how it is performing. To enhance program operations and performance insights, the following recommendations should be considered for implementation:

Data Aggregation and Visualization

Parking performance data is generated from a variety of vendor hosted technology solutions. To provide greater visibility into system performance in an effective and automated manner, the City should seek analysis and visualization tools to make more data informed decisions and communicate system performance to the broader public. This system should seamlessly integrate with the City's vendors and produce these insights with little strain on city resources. The Division should leverage Department resources such as the Data Solutions team to implement this data aggregation and visualization solution.

Multiple Payment Options

Progressive Pricing Integration

The two primary ways a customer can pay for parking is through the Park Columbus mobile payment application and multi-space meter system. Both programs are license plate-based payment systems. To effectively implement progressive pricing in areas that offer both payment platforms it is recommended the City work with each payment system provider to integrate payment transaction data in one

system. This integration will allow for progressive pricing to be implemented and encourage parking turnover in prescribed zones.

Modify Staffing Resource Needs

The Mobility Enterprise Program has expanded its scope of services over the last several years. This scope of service expansion includes the active management of the shared mobility program, contract administration and management of the City's off-street parking portfolio, and more active management of curbside parking. The latest scope of service expansion included the integration of Transportation Planning Staff from the Division of Traffic Management into the Enterprise Program and Division of Mobility and Parking Services.

Looking forward, the program will be asked to take on responsibilities of managing a Parking Impact Study process, Critical Access Needs program related to LinkUS and the BikePlus plan, and the resultant outcomes of several Complementary Initiatives. The program is also expected to support the City's economic development goals through strategic investments and partnerships to implement public off-street parking solutions. Lastly, with curb demand changing and increasing, the Enterprise Program is being asked to develop new initiatives such as a Loading Zone Program, Rideshare Zone enforcement and in general to more flexibly manage curb space in high demand areas. With these new demands comes a need for additional staff resources, in addition to retaining current staff. Several recommendations the City should consider for implementation to support these efforts include:

Operations Staff Recruitment and Retention Program

Nationally within the parking industry, staff recruitment and retention has been challenging, specifically for field enforcement operations. Columbus has not been immune to these national trends, with increased staff turnover of operations staff. This has led to staff vacancies in both the Customer Support Office (formerly the "Business Office") and Enforcement that has an impact on the delivery of services and the customer experience. It is recommended the Division explore ways to conduct a salary market study for current positions and continue to seek opportunities to reclassify positions as necessary to increase both pay scales and the ladders of opportunity for operations staff. This staff reclassification has already occurred in the Customer Support Office with the reclassification of Cashiers to Office Administration staff. Providing increased compensation and future growth opportunities within the Division may lead to increased staff retention and recruitment rates.

Enforcement Staff Retention and Expansion

Aside from vacant budgeted positions within the Enforcement operation, there is a need for increased enforcement resources as the City expands managed parking and develops new curbside management programs. While there are recommendations to automate some features of enforcement over time and embrace technology, there continues to be a need for boots on the ground enforcement to provide adequate coverage in high-demand areas.

It is recommended the City conduct an enforcement beat analysis to determine where there are gaps in enforcement coverage, both in scale and hours of operation. An enforcement beat

analysis process includes a preliminary phase of determining existing conditions and the difficulty of traversing a route for parking enforcement officers for each block-face. The secondary phase translates the block-face resistance into a relative enforcement time per beat. In the last phase of the analysis, the route boundaries are modified based on the previous two sets of analysis to alleviate locations with higher relative enforcement times and equalize enforcement times across beats. Enforcement beat modification will result in determining where additional resources are needed to adequately enforce a particular area of the City. It is anticipated enforcement beat modifications will result in higher compliance rates, a metric that should be tracked over time during this process.

Along with embracing efficiency in the enforcement process, the City should pursue technology investments which enhance parking enforcement officer safety. In many cases, safety and efficiency are intertwined, such as through the use of handheld and mobile LPR technology. These devices reduce the amount of time needed to issue a citation, limiting potential exposure to hostile customers. It is recommended that safety-specific enhancements also be explored, specifically body-worn camera technology. Acting as a deterrent, body cameras protect enforcement officers by discouraging hostile customer interactions and providing crucial evidence in instances in which such interactions occur. Technology investments should be bolstered by programmatic improvements such as de-escalation training and time-of-day staffing, mandating the pairing of enforcement officers for late-night shifts in certain locations. The combination of technology and programmatic improvements to enforcement officer safety will allow these individuals to assume a more ambassadorial role, improving customer relations while reducing risk.

Technology enhancements should be made with data capabilities and staffing skills in mind. The City should explore parking management improvements via tools such as artificial intelligence and telematics to improve the analysis of parking utilization, turnover, and compliance. Staff should be hired to operate the tools and synthesize their results, aiding in decision making processes.

Program Management Staff Expansion

The Division has taken on new programs in the past several years and it is anticipated additional programs will be implemented in the coming years. It is important the Division is properly staffed to provide proactive curbside management solutions to the public and be responsive to constituent needs. It is recommended the Division expand the program management staff by adding at least two new Planners or Management Analysts to the staff. These positions would focus on the administration of the new Parking Impact Study process, new Loading Zone Management Program, and Critical Access Needs Program. The additional staff resources will also allow the Division to continue staffing Department and city working group meetings and ensuring the Division of Mobility and Parking Services has a seat at the table for broader discussions impacting the curbside, parking, and mobility systems.

Integrate Stakeholder Communications Strategies with Program Implementation

The ParkColumbus program has an award-winning education and awareness campaign called "My Buddy Charles" that provides information related to the parking and mobility system. The program was born out of the program's meter modernization effort to educate the public on how to use new meter technology and the Park Columbus mobile payment application. The program also contracts with an engagement and marketing firm to produce additional educational and awareness materials to increase compliance and user satisfaction.

As the SPP 2.0 recommendations are implemented, it is recommended the City establish a standard feedback mechanism for public comments, questions, and concerns about new parking and mobility strategies. User satisfaction scores generated from this feedback can be used to help measure whether an implementation was successful and if additional education and awareness is needed on the topic, as well as to inform future program improvements.

Additionally, the ParkColumbus program should develop customer surveys for everyday users of the system when interacting with staff or going online to pay or dispute a parking ticket, apply for and pay for a parking permit, or receive a parking ticket. These customer feedback tools would build upon the work the Division has already completed with QR code surveys at the Customer Support Office for customers retrieving their vehicles from the Impound. This customer satisfaction survey can also be used for employee training purposes and can highlight potential opportunities for improvement in the system. These customer satisfaction surveys should be focused on how the system works as opposed to whether the customer liked the outcome of their interaction with the program.

Develop Program Key Performance Measures

The ParkColumbus program generates a wealth of data from various vendor hosted systems. As the City works to develop an integrated data visualization and analytical dashboard through its internal Data Solutions team it will be important to harness that dashboard to track key performance measures. These key performance measures will allow Division staff to understand how the system is performing over time and understand how system investments impact the program performance. Key performance measures the City should consider tracking on a quarterly basis include:

Parking Supply

- On-Street Paid Parking Spaces (by time limit and rate)
- On-Street Time-Limited Spaces (by time limit)
- On-Street Specialized Spaces (loading, valet, rideshare, etc.)
- Off-Street Publicly Owned Spaces (by rate & restrictions)
- Off-Street Private Spaces

Parking Demand

- On-Street Hourly Occupancy (by zone, space type)
- On-Street Average Duration of Stay (by zone, space type)
- Off-Street Peak Occupancy (by facility type)
- Daily On- and Off-Street Paid Parking Transactions

Parking Revenue and Expenses

- On-Street Paid Parking Revenue
- On-Street Permit Revenue
- On-Street Administrative & Maintenance Costs
- Off-Street Permit Revenue
- Off-Street Hourly Revenue
- Off-Street Administrative & Maintenance Costs
- Citation Revenue
- Enforcement Costs

Enforcement

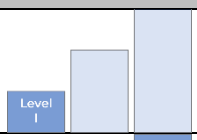
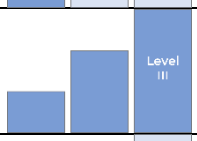
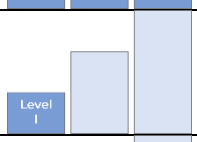
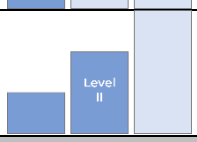
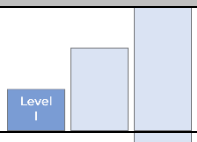
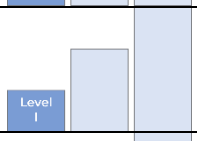
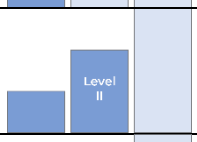
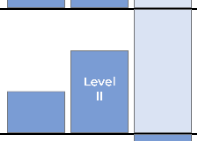
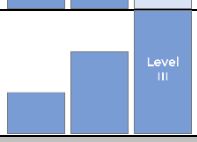
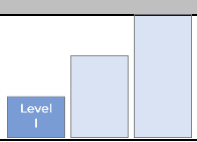
- Citations Issued (by type)
- Violation Rate (by subarea and stall type)
- Capture Rate
- Compliance Rates (by zone/subarea)

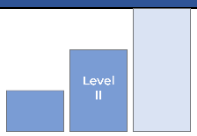
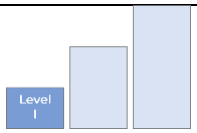
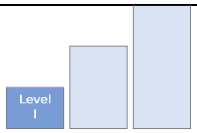
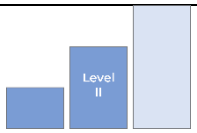
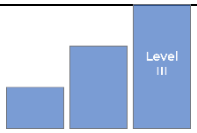
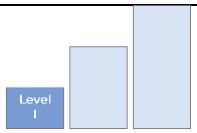
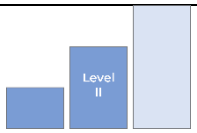
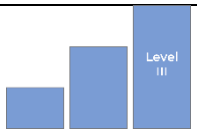
Mobility

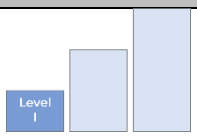
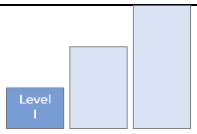
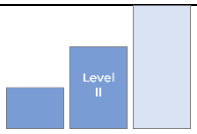
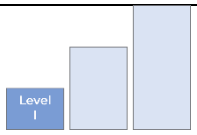
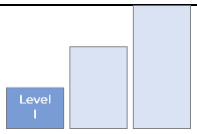
- Shared Mobility Device Fleet (by type)
- System Ridership (by device type and subarea)
- Vendor and User Compliance (by geofence restriction, parking zones, fleet distribution, etc.)
- System Revenues (by permit, revenue share agreement, etc.)
- Administrative & Infrastructure Costs

As the Division implements pilot projects and new programs, staff should identify specific key performance measures to monitor and conduct periodic performance assessments to inform if and how programs should be scaled or modified. Program performance should be assessed in the context of overall return on investment, which should include impacts to the Mobility Enterprise Fund, and also may consider broader Departmental or Citywide policy goals that may not have immediately quantifiable metrics associated with them. Where possible, staff should work to identify goal-based metrics to provide a more holistic assessment of program performance.

Implementation Action Plan

Strategy	Implementation Timeframe	Estimated Level of Effort
On-Street System		
Revise Loading Zone Program Rules		
Flexibly Utilize the Curb		
Develop a Critical Access Needs Mitigation Program		
Reform the Residential Parking Permit Program		
Off-Street System		
Develop a City Facility Rate Adjustment Process		
Follow a City Off-Street Investment Strategy		
Explore Third-Party Facility Management Program		
Develop Parking Lot License Program		
Explore a Surface Parking Lot Redevelopment Program		
Mobility System		
Actively Manage the Shared Micromobility Program		

Strategy	Implementation Timeframe	Estimated Level of Effort
Explore Car Share Market Incentivization		
Develop an Electric Vehicle Charging Program		
Policies		
Implement a Parking Impact Study Program		
Modify the Parking Benefit District Program		
Modify On-Street Demand-Based Pricing Program		
Explore TNC Regulation		
Revise Permanent Meter Removal Policy		
Update the Parking Citation Fine Structure		
Pilot Innovative Curbside Safety & Efficiency Tools		

Strategy	Implementation Timeframe	Estimated Level of Effort
Operations		
Modify the Enterprise Program Budget		
Consider Technology and Data Integration Enhancements		
Modify Staffing Resource Needs		
Integrate Stakeholder Communication Strategies with Program Implementation		
Develop Program Key Performance Measures		

Appendices

Visioning Workshop PowerPoint Presentation (8-22-2023)

German Village Existing Conditions Analysis (9-27-2023)

BRT Curbside Critical Access Needs Analysis Memo (10-3-2023)

SPP 1.0 Scorecard Memo (1-3-2024)

Parking Policy Review (2-19-2024)

Parking Facilities Maintenance Memo (2-21-2024)

Zone-In Columbus Collaboration and Recommendations (3-11-2024)

Benchmark Study (3-18-2024)

On-Street Analytical Tool Methodology Memo (3-19-2024)

Off-Street Parking Rate Assessment (4-8-2024)

Off-Street Investment Scorecard (4-8-2024)

DCI Downtown Parking Study Memo (4-19-2024)

BRT Curbside Critical Access Needs Analysis Memo #2 (5-1-2024)

Management Scenario Financial Tool (7-24-2024)

Complementary Initiatives Visualization Memo (9-11-2024)