



TO: Mountain Village Town Council

FROM: Jim Loebe, Transit Director and Rob Johnson, Transit Operations Manager

DATE: July 11th, 2024

RE: Discussion Regarding 2024-25 Winter Parking Rates, Policies, and Plan

Executive Summary: Early last winter, following a parking demand management study by Walker Consultants, the Town adopted comprehensive changes to its parking policies, which centered around the reinstatement of day user fees in the Gondola Parking Garage (GPG). Staff presented a detailed review and analysis of the effects of the policy changes at the May regular council meeting. At council's request, this work session is being held to contemplate changes to the coming winter season's parking policies and rates. The analysis from the May meeting is included for reference at the end of this memo.

OVERVIEW

The main objectives of the new parking program are to:

1. Reconcile parking supply to meet demand
2. Reduce Single Occupancy Vehicles (SOV's)
3. Bolster revenues to offset maintenance and operations costs
4. Build a capital reserve for future expansion and capital expense

Optimizing each objective can be achieved by adjusting policies and pricing based on experience.

DISCUSSION POINTS

RECONCILING PARKING SUPPLY TO MEET DEMAND

- GPG filled once last winter compared to 44 days during the winter season 2022-23
- User profiles in GPG remained consistent to survey data collected in 2019
 - ~50% permitted employees
 - ~50% day users
- The number of employee vehicles in GPG is very consistent
 - Hovers around 200
 - 400+ employee / commuter permits issued
- Day users are the main variable that strain system capacity
 - Weekends – especially holidays
 - Good snow conditions

- The TMV parking system was able to meet demand with the policy changes implemented but at times there were strains on capacity
- **STAFF RECOMMENDATIONS**
 - Rates and policies in all revenue lots (with the exception of HPG) appear to be producing desired results with utilization at optimal levels during busy times
 - Consider adjusting rates and policies in HPG to encourage more uniform utilization
 - Consider policy changes that reduce or eliminate day parking fees for vehicles with 4 or more occupants
 - Consider adjusting parking fine amount based on public feedback
 - Recognize that demand elasticity may change over time
 - Increased utilization with same pricing and policies
 - Policy changes in TOT
 - Natural growth

REDUCTION IN SINGLE OCCUPANCY VEHICLES

- This data point was not collected last season due to new system implementation
- More data is needed to accurately measure a reduction from past surveys
- With 400+ employee permits issued and license plate scan profiling, the number of commuter / employee vehicles in GPG did not change materially from survey data collected in 2019
- **STAFF RECOMMENDATIONS**
 - Consider policy changes that waive / reduce / credit permit fees for commuters with 4 or more occupants
 - Waive permit fees for organized vanpools
 - Conduct several surveys throughout the coming winter season
 - Pending survey results, consider adjusting cost of commuter permits

BOLSTER REVENUES TO OFFSET MAINTENANCE AND OPERATIONS COSTS

- This objective has largely been met
- **STAFF RECOMMENDATIONS**
 - Don't mess with the sauce

BUILD A CAPITAL RESERVE FOR FUTURE EXPANSION AND CAPITAL EXPENSE

- Absent large scale capital maintenance requirements, this objective will be met
- **STAFF RECOMMENDATIONS**
 - Don't mess with the sauce
 - Consider developing or tapping into additional revenue streams

NEXT STEPS

- Incorporate recommended rate and policy changes from this session into the 2024-25 TMV Parking plan for approval at the September council meeting
- Begin parking agreement discussions with TSG for 2024-25 season immediately

Material From the 5/16/24 Regular Council Meeting

Overview

The goals of the new parking plan are to reconcile parking demand with parking supply, reduce the number of single occupancy vehicles, defray maintenance costs, and build a capital reserve for future expansion. Data collected from the past winter season aligns positively with the program's goals.

Day user fees were reinstated in GPG on December 22, 2023 and continued through April 7, 2024. Accordingly, hourly rates were adjusted at Heritage Parking Garage and the North Village Center parking lot. Day user fees were implemented at the South Village Center and Meadows Lots. Overnight rates were adjusted in all applicable lots. A new permitting system was also implemented to accommodate commuting employees, TMV residents, and local parking system users. Over the course of the winter Town staff reviews over 1,100 permit applications and issued 900+ permits.

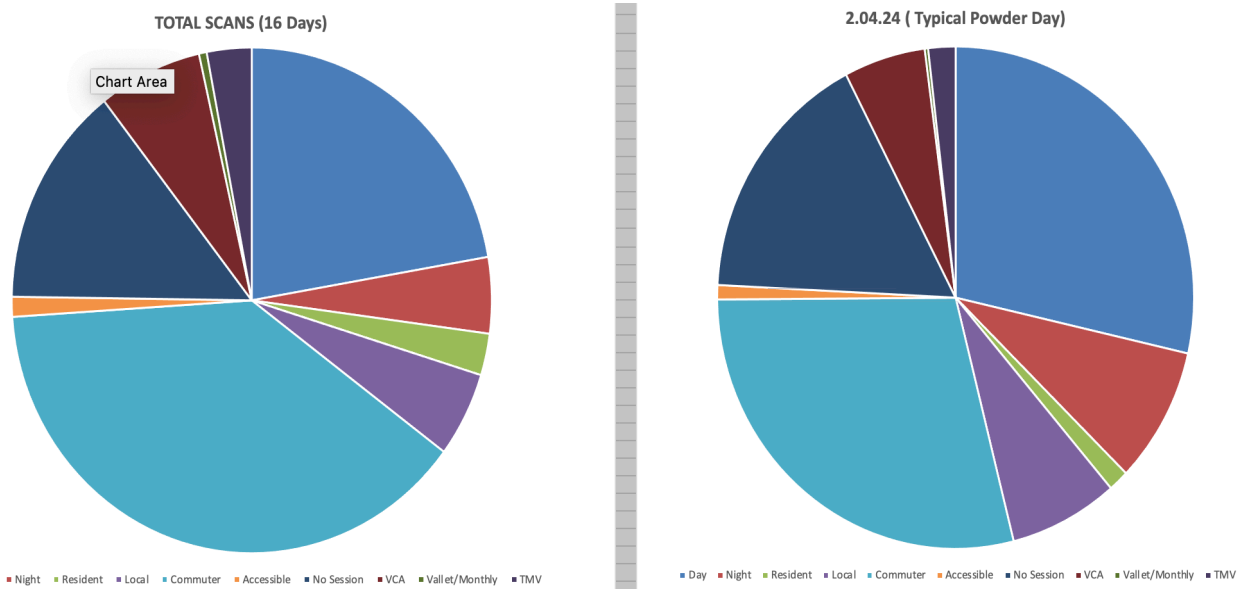
Overall parking system utilization was down in all revenue lots during the 2023-2024 winter season compared to the 2022-2023 winter season. GPG utilization is down slightly from the 2022-2023 winter season, hovering just below 70% (above 90% on the weekends), but up considerably from the last time the Town charged for day use in GPG during the winter of 2014-2015. The data verifies the assumption that fewer free options are available for all categories of parking system users compared to 10 years ago.

Revenues were up at all lots for the 2023-2024 winter season compared to the 2022-2023 winter season. Total revenues were up 222.74% the 2023-2024 winter season compared to the 2022-2023 winter season. Permit revenues were up 391.51% year over year.

GPG recorded 14 days during the 2023-2024 winter season with over 400 cars during the noon "snapshot" window. The snapshot refers to cars counted in all lots within 30 minutes of noon each day. Vehicles were diverted to other TMV public parking facilities on three occasions due to GPG being at capacity. There was only one day (2/4) during the 2023-2024 winter season when all public parking facilities in TMV were at capacity requiring diverting guests and/or employees to Telluride. By contrast, during the 2022-2023 winter season, GPG recorded 44 days with over 400 cars during the noon "snapshot" window, with 23 days that vehicles were diverted to other TMV parking facilities due to overflow. There were three instances where all TMV public parking facilities were at capacity where guests and/or employees were diverted to Telluride.

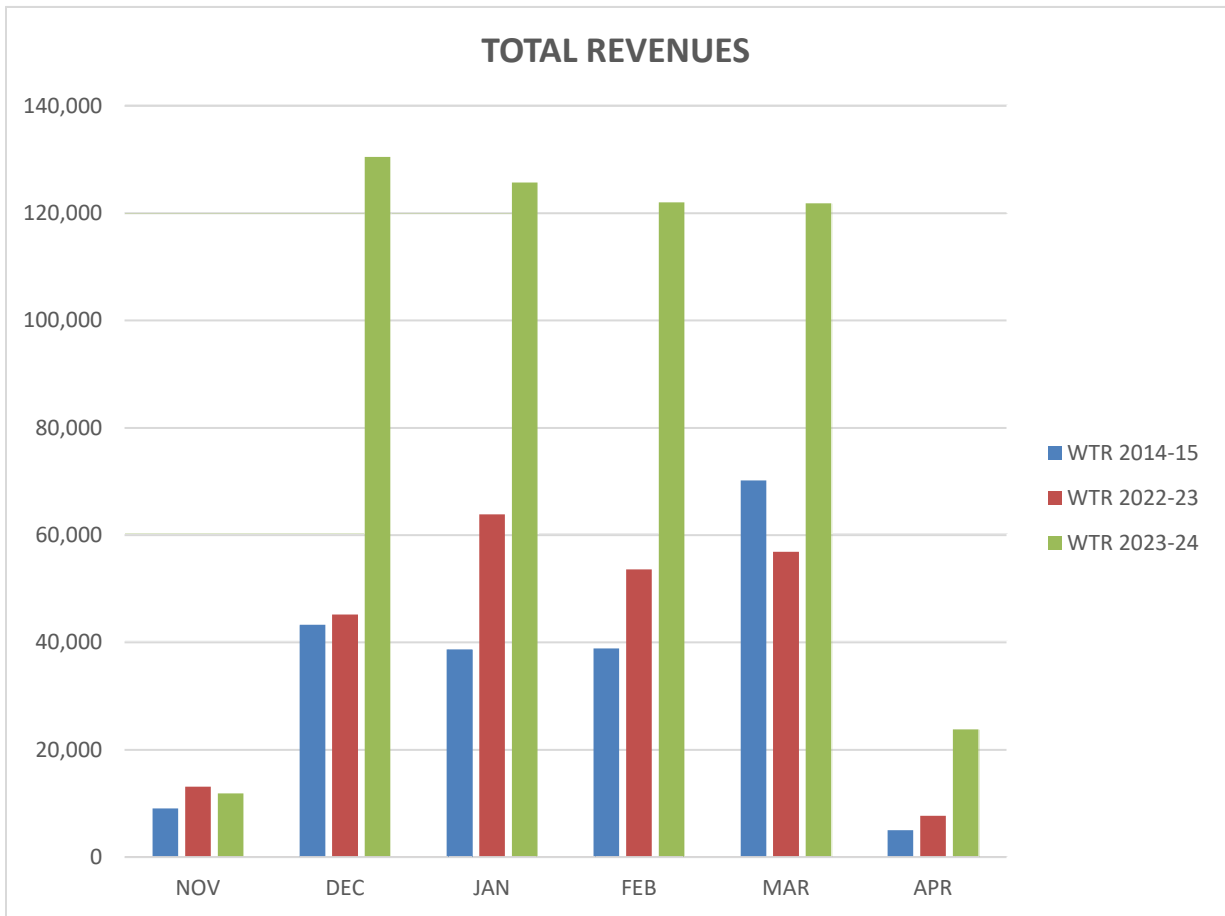
License Plate Scan Data – Data was collected on random days during the winter season. The scan data was consistent with the survey data collected during the winter 2019-2020 season. Day recreational use continues to account for a little over 50% of GPG users on high demand days, permitted users accounting the balance.

LICENSE PLATE SCAN RESULTS						
16 DAYS OF SCANS	TOTAL	TOTAL %		Typical Powder Day	2.04.24	2.04.24%
Day	768	22.25%		Day	124	28.57%
Night	168	4.87%		Night	38	8.76%
Resident	92	2.67%		Resident	6	1.38%
Local	188	5.45%		Local	32	7.37%
Commuter	1,337	38.73%		Commuter	125	28.80%
Accessible	44	1.27%		Accessible	4	0.92%
No Session	491	14.22%		No Session	72	16.59%
VCA	242	7.01%		VCA	24	5.53%
Vallet/Monthly	18	0.52%		Vallet/Monthly	1	0.23%
TMV	104	3.01%		TMV	8	1.84%
Total	3,452	100.00%		Total	434	100.00%



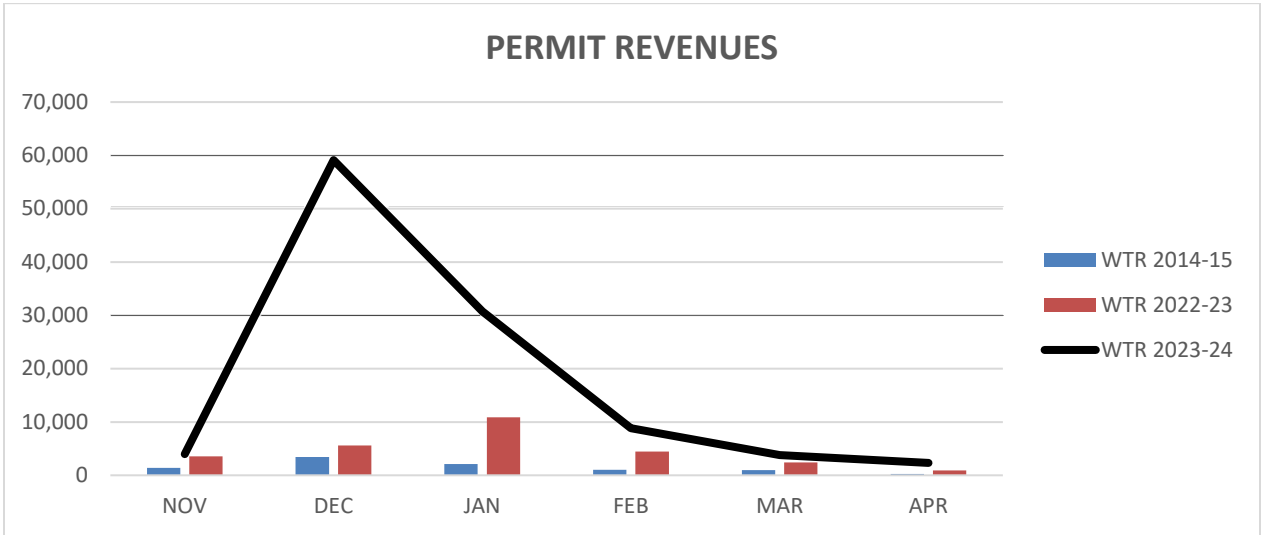
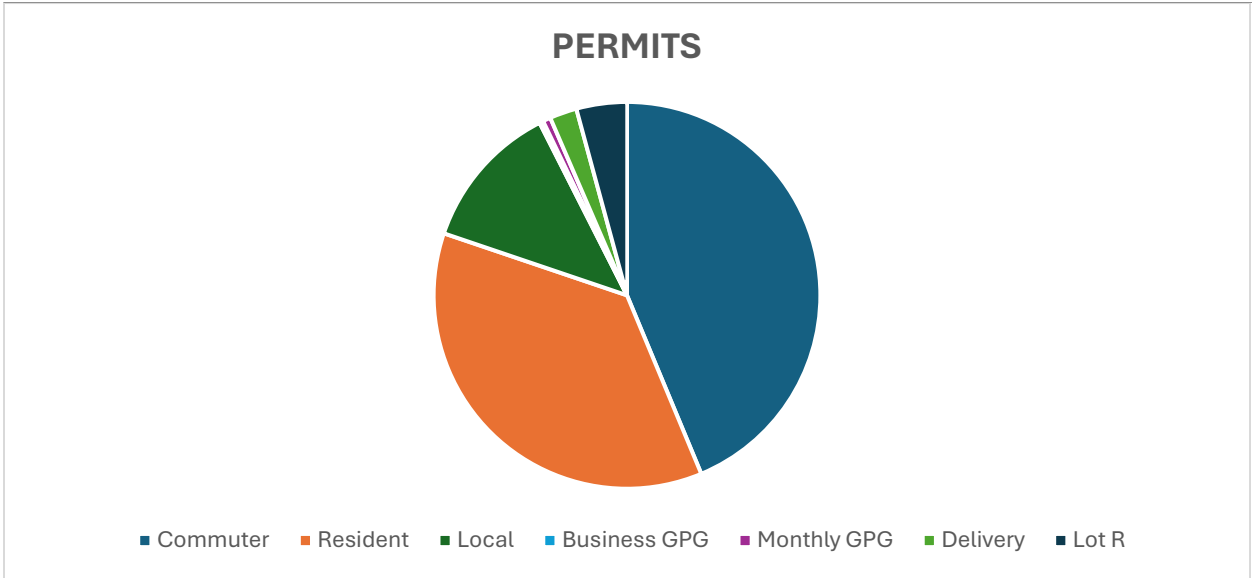
Total Revenues – Total parking revenues increased substantially during the 2023-2024 winter season compared to past winter seasons.

TOTAL REVENUES			
	WTR 2014-15	WTR 2022-23	WTR 2023-24
NOV	9,091	13,152	11,858
DEC	43,307	45,199	130,498
JAN	38,724	63,882	125,713
FEB	38,871	53,638	122,019
MAR	70,189	56,928	121,837
APR	5,006	7,715	23,800
TOTAL	205,188	240,514	535,725



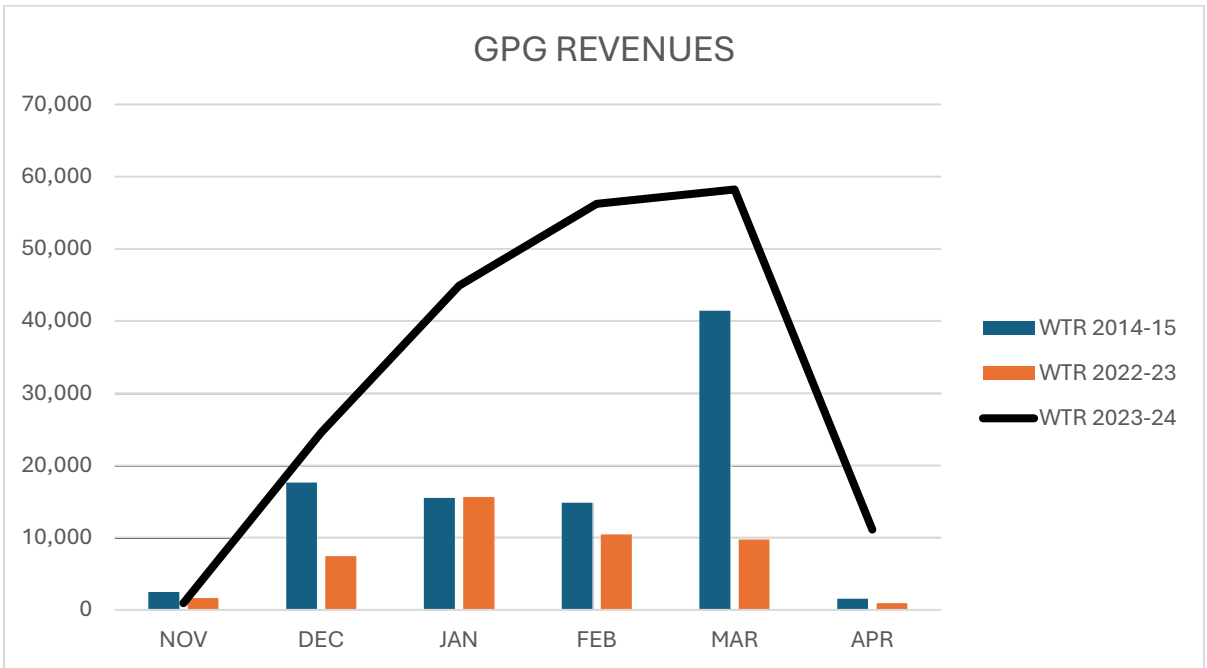
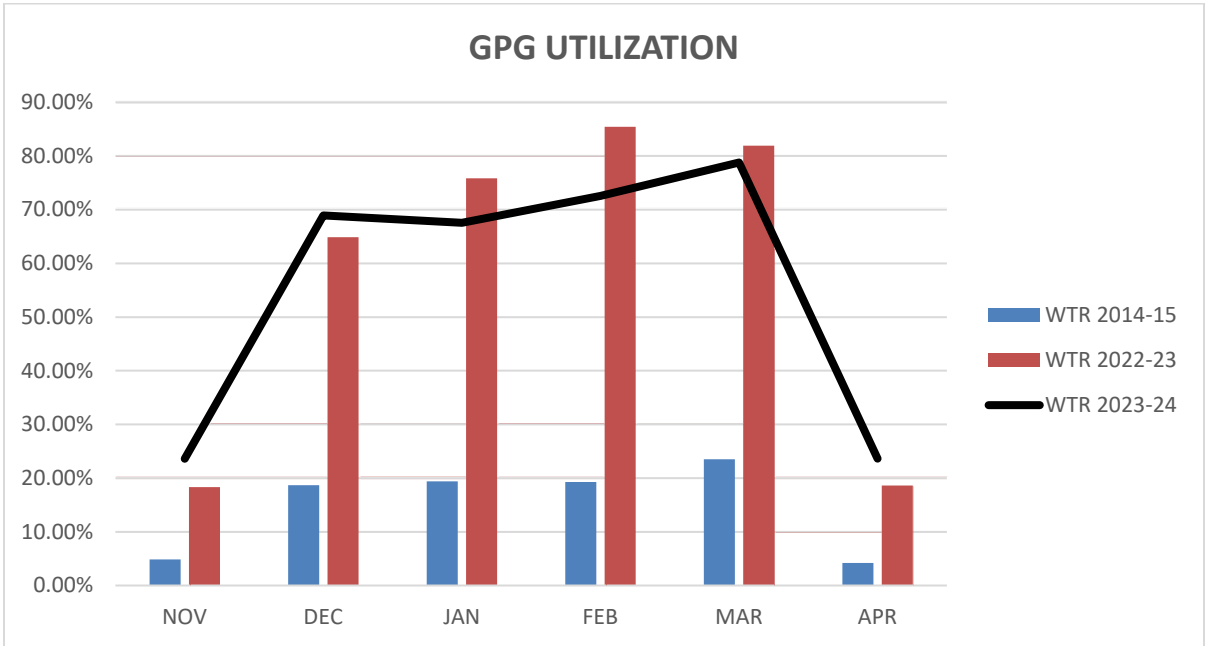
Permits – With the reinstatement of day user fees in GPG, a new and expanded permit system was launched for the winter season. The old paper file and sticker system was replaced with T2’s UpSafety online permit management and enforcement platform. After ironing out the launch bugs, the system more than met the needs of the Town. Comments from permit applicants ranged from glowing praise to complete consternation, with the bulk of the feedback trending on the positive side of the scale. The local implementation team provided quick and personalized response to applicants who encountered issues during the application process, which garnered overall positive feedback.

PERMITS		PERMIT REVENUES			
Commuter	404	MONTH	WTR 2014-15	WTR 2022-23	WTR 2023-24
Resident	337	NOV	1,410	3,575	3,950
Local	114	DEC	3,425	5,600	59,115
Business GPG	3	JAN	2,125	10,850	30,716
Monthly GPG	6	FEB	1,045	4,450	8,855
Delivery	21	MAR	965	2,390	3,780
Lot R	39	APR	245	910	2,325
Total Per T2	924	Total	9,215	27,775	108,741



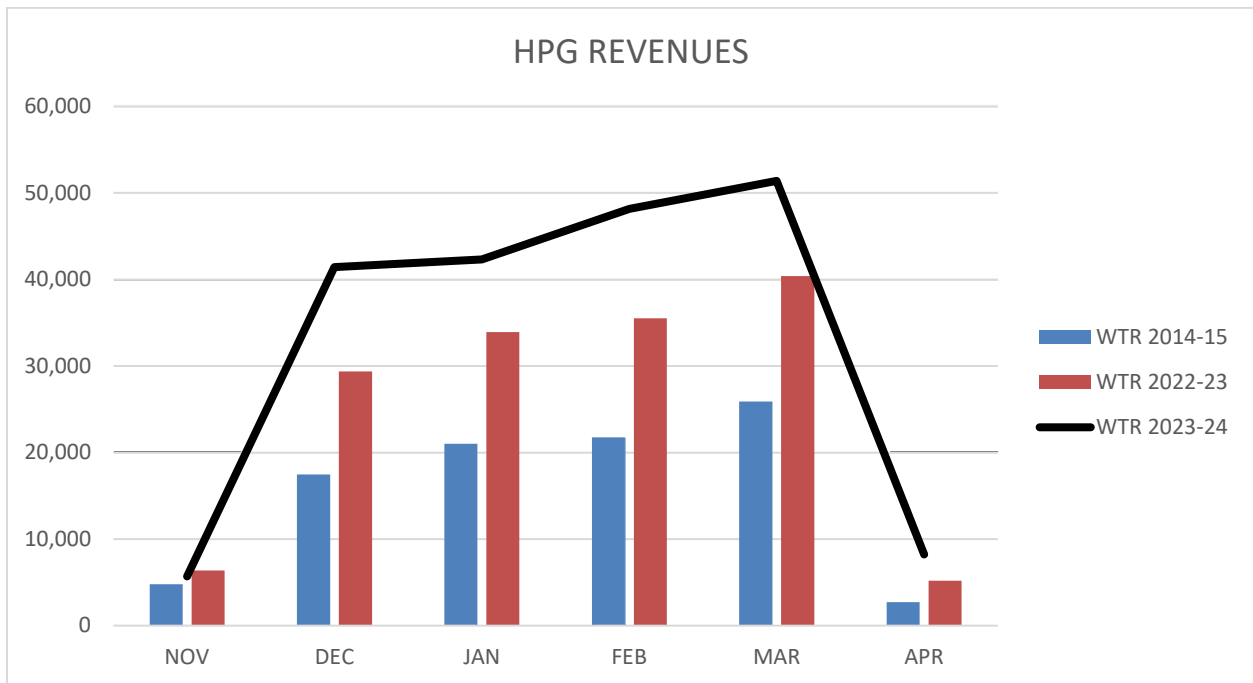
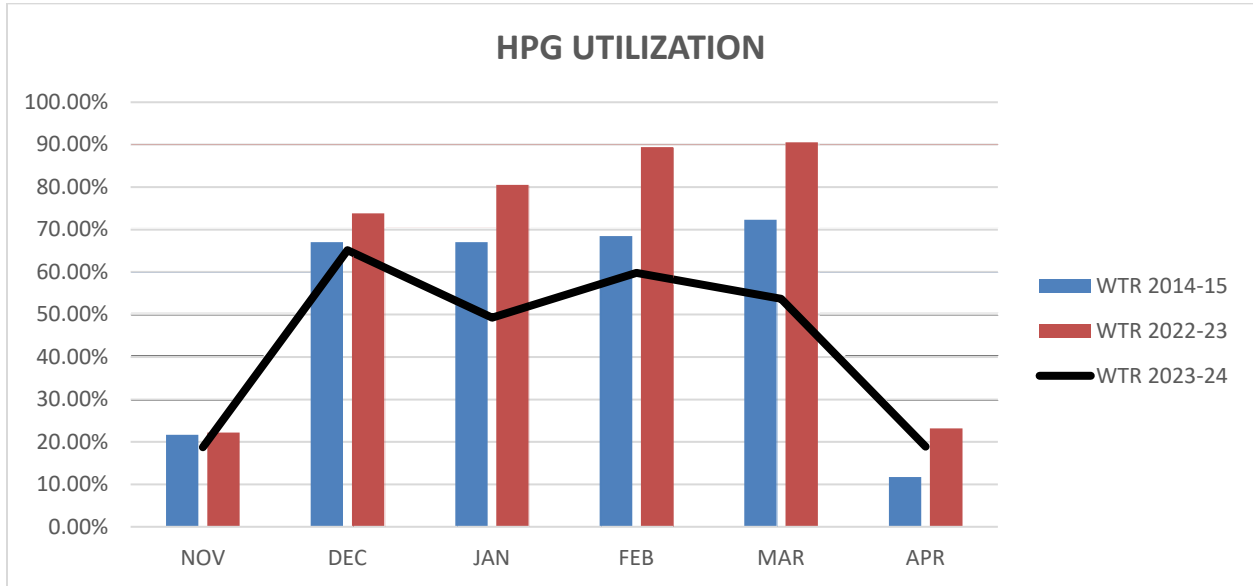
Gondola Parking Garage – Season utilization is down slightly with day and overnight revenues up substantially compared to prior seasons. Day rates (6:30am – 5pm) in GPG Monday through Thursday was \$10/day and Friday through Sunday, \$15/day. The garage was free to users from 5pm to 2am. Overnight parking was \$30 for 24 hours. Being the Town’s busiest and largest public parking facility, this is where staff focused the bulk of its daily active management activities.

GPG UTILIZATION				GPG REVENUES			
MONTH	WTR 2014-15	WTR 2022-23	WTR 2023-24	MONTH	WTR 2014-15	WTR 2022-23	WTR 2023-24
NOV	4.84%	18.33%	23.60%	NOV	2,491	1,620	925
DEC	18.66%	64.85%	68.92%	DEC	17,639	7,445	24,555
JAN	19.38%	75.84%	67.56%	JAN	15,505	15,630	44,905
FEB	19.28%	85.45%	72.55%	FEB	14,848	10,445	56,250
MAR	23.52%	81.94%	78.78%	MAR	41,425	9,760	58,223
APR	4.18%	18.60%	23.65%	APR	1,564	925	11,115



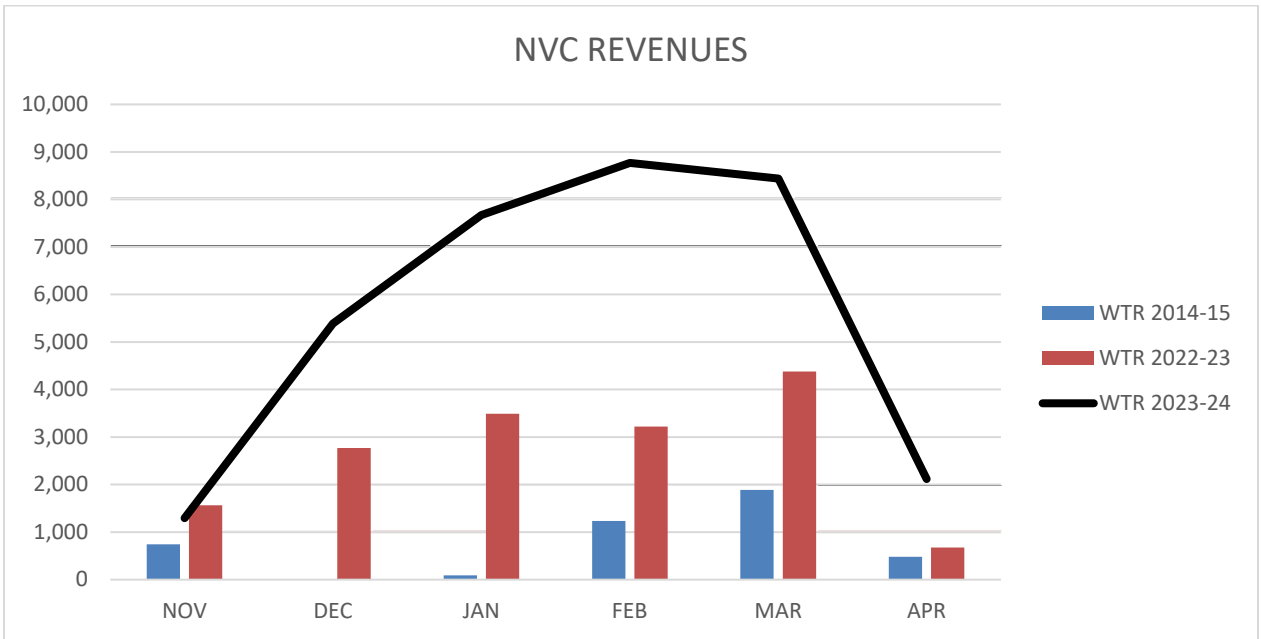
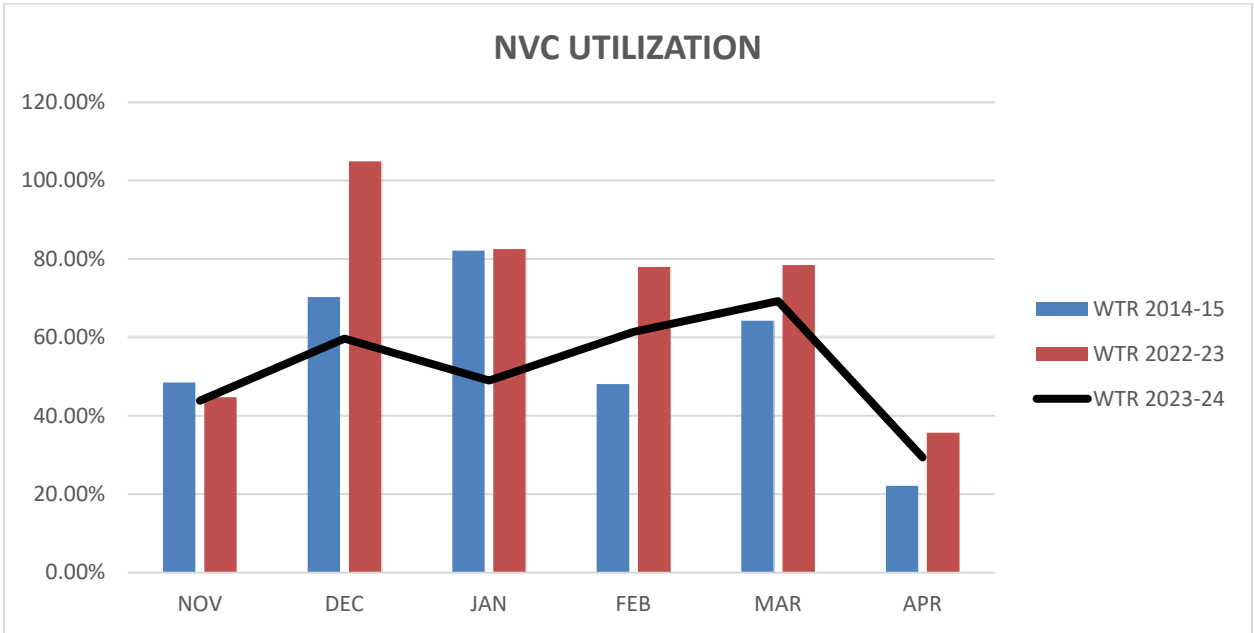
Heritage Parking Garage – Revenues were up for the season although utilization decreased substantially. Rates in HPT were \$5 per hour Monday through Thursday and \$10 per hour Friday through Sunday. Overnight parking was offered at \$50 for 24 hours.

HPG UTILIZATION				HPG REVENUES			
MONTH	WTR 2014-15	WTR 2022-23	WTR 2023-24	MONTH	WTR 2014-15	WTR 2022-23	WTR 2023-24
NOV	21.70%	22.17%	18.74%	NOV	4,790	6,393	5,689
DEC	67.04%	73.86%	65.16%	DEC	17,465	29,384	41,438
JAN	67.04%	80.52%	49.24%	JAN	21,004	33,910	42,312
FEB	68.46%	89.45%	59.84%	FEB	21,740	35,521	48,145
MAR	72.31%	90.57%	53.68%	MAR	25,909	40,398	51,395
APR	11.73%	23.14%	18.87%	APR	2,719	5,206	8,240



North Village Center – Utilization and revenue patterns in NVC were very similar to HPG with season utilization decreasing as season revenues increased.

NVC UTILIZATION				NVC REVENUES			
MONTH	WTR 2014-15	WTR 2022-23	WTR 2023-24	MONTH	WTR 2014-15	WTR 2022-23	WTR 2023-24
NOV	48.53%	44.77%	43.87%	NOV	742	1,564	1,294
DEC	70.32%	104.90%	59.74%	DEC	0	2,770	5,390
JAN	82.19%	82.58%	49.03%	JAN	90	3,492	7,670
FEB	48.14%	78.00%	61.42%	FEB	1,238	3,222	8,769
MAR	64.26%	78.45%	69.29%	MAR	1,890	4,380	8,439
APR	22.13%	35.73%	29.42%	APR	478	674	2,120



Challenges

- Short Roll Out Window
 - Only having several weeks from final approval to implementation, pre-planning played a huge part in the successful roll out of the new system. Admittedly, not everything went according to plan, and some unforeseen kinks had to be addressed, but within a month of implementation the system transitioned into operational mode. Throughout the season, problems were addressed in real-time. Many of the challenges listed below can be attributed to the short roll out window.

- Communication
 - TMV conducted multiple rounds of press releases, email blasts, and text blasts to announce the parking program changes. The vast majority of residents, second homeowners, commuters, and businesses were aware of the changes prior to implementation. Some regional skiers and annual visitors were missed by the digital communication program.
 - Parking program changes were noticed and discussed in open session by Council on multiple occasions. Even with ample opportunity for public comment, some system users were taken by surprise as the changes were implemented.
 - On-site communication by parking staff was the most effective communication channel. Attendants were in place to explain the program, assist customers with digital payments, and deal with complaints.

- Implementation and System Administration
 - An implementation and systems administration team did not exist when the parking policy changes were approved. Existing employees were utilized to implement and administer the parking systems. Several hundred man-hours were necessary to add all permits to the T2 system. The implementation was performed by Jim Loebe, Jason Marchand, Jodi Miller, and Morgan White. Implementation of the new rates and systems was fairly smooth.
 - Operation of the new parking systems occurred with minimal problems. There were a few issues with ParkMobile. Notably, Apple Pay functionality in ParkMobile caused issues on multiple occasions. Most other payment issues were attributable to user error. Payment issues declined throughout the season as system users gained experience with mobile payments.
 - Code Enforcement reported minimal enforcement issues. Code Enforcement staff was generally pleased with the T2 system and ParkMobile

- Staffing
 - Hiring and maintaining parking staff was difficult. Three FTS attendants were hired. Only one completed the season. Two PTS attendants were hired and helped on the weekends the final month of the season. The FTS attendant positions do not come with housing. The wage grade for the position does not lend itself to the ability to hire employees with housing. Alternative staffing plans are being considered to solve this issue.
 - The budget for parking included one FTYR attendant that would also help with the gondola when parking was slow. During the winter season, it became apparent that a parking supervisor position was necessary to administer the permit and payment system as well as lead a parking crew. A Parking Coordinator position was created at the end of the winter season. It has become apparent that this position will take

on additional responsibilities including leadership, systems administration, and maintenance as we prepare for the 2024-2025 winter parking season.

- Wayfinding / Signage
 - Permanent signage could not be produced in the short timeframe between approval and implementation.
 - Temporary signage was designed and placed in all lots for the winter season. Inadequate, and at times, contradictory signage made enforcement challenging due to the short roll out window.
 - Comprehensive wayfinding updates are underway and will be in place before the end of the summer season.

Internal Assessment and Feedback

- The Good
 - Overall successful implementation
 - Excellent customer service and public education
 - Achieved goals of the program
 - Communications
 - Learning curve: future staffing needs, signage needs, revenue and utilization trends
 - Dedicated and monitored feedback system
 - Compliments: Love the mobile payment system; love the new permit system; I can always find a space; love Mo – she’s a great representative of your organization!
- The Bad
 - Mobile payments: challenging for some user groups, prone to user error, zone and rate configuration clunky and hard to customize for the Town’s rate structures
 - Misconception that charging for parking was to generate revenue
 - Temporary and inadequate signage
 - Complaints: Make it free again; mobile payment system stinks; bring back the meters; I don’t always carry my phone – how am I supposed to pay; not able to start a parking session in Heritage - no cell connection; \$75 parking ticket, you’ve got to be kidding me!; payment instructions are inadequate; you’re just putting another tax on the employee and making it impossible for us to live here; rates in Heritage are too high
- BDAC Feedback
 - Overall positive
 - Consider solution for businesses with short-term, in-close parking needs in SVC, NVC, and Heritage.
 - Consider additional free or highly reduced parking product for visitors / residents requiring short-term visits to the core.
 - Allowances in the permit system / hours of enforcement for evening shift employees
 - Allowances in the permit system for non-TMV business employees living out of permit boundaries (i.e. massage therapists / sitters providing services in hotels)
- TSG Feedback
 - Front line staff was excellent
 - Timing of communication poor
 - Pricing fair
 - Guests felt day rates were cheap when compared to other resorts
 - Permit pricing was not adequate to encourage carpooling
 - Request to reconsider on-street MVB parking not entertained by the Town

Conclusion

Implementation and operation of the 2023-2024 winter parking program exceeded expectations. The goals of the program were achieved. Staff encountered many challenges and received valuable feedback from all parking stakeholders. Staff learned from those challenges and feedback. Staff is fine tuning the administrative and operational processes integral to a successful parking program. Communication, staffing, wayfinding / signage, permitting, and digital payment systems are being evaluated and improved. Staff feels the lessons learned and planned improvements will lead to improved parking services for the 2024-2025 winter season.