

Partnership Workplan & Deliverables

City of Burlington and the Burlington Business Association

January 1, 2017 – December 31, 2018

Introduction

The workplan within the Partnership Agreement will move forward under the goals clearly defined in the Downtown Parking & Transportation Management Plan:

1. **A vibrant Downtown** – The downtown parking and transportation system resources must be maximized to ensure the continued vitality of downtown Burlington.
2. **Great Customer Service** – The parking system is often the first and last impression for people driving downtown. These experiences should consistently be positive and dependable.
3. **A Sustainable System** – The parking system must minimally generate sufficient revenues to meet its operational and maintenance needs while aiming to also support downtown infrastructure and marketing.

FY17-FY19 Workplan & Deliverables:

Building on the momentum in FY16, the partners seek to implement the following scope of work consistent with the Downtown Parking & Transportation Management Plan. The workplan and deliverables will be updated prior to the beginning of each fiscal year to the mutual agreement of both parties and will be documented in writing.

1. Downtown Improvement District (DID)

Downtown Improvement Districts have been a successful public / private structure for downtowns to better coordinate parking and transportation services as well as other services (enhanced streetscape improvements, events, security, etc.). An evaluation of the likely benefits and costs of a downtown-wide DID along with a recommended governance and assessment structure is needed for Burlington stakeholders to determine whether a downtown-wide DID makes sense for Burlington.

- BBA will
 - Lead a collaborative business planning process that engages City and downtown stakeholders in exploring various models and structures for a Downtown/waterfront Improvement District (DID) that could, among other

duties, oversee and operate the City's proposed Parking & Transportation Management District (PTMD).

- Convene a DID Working Group with a representative each from CSM, CEDO and DPW to develop a scope of work for a DID business plan consultant, execute a procurement process for selecting a business plan consultant, review consultant deliverables, and coordinate outreach to various constituencies.
- Convene a DID Advisory Committee as established by the City Council to ensure engagement of input by diverse downtown constituencies
- Develop a business plan for the implementation of a full-service Downtown Improvement District (DID) that would coordinate the Parking Management District (PMD) among other functions.
- Present plan and associated recommendations to the City Council and relevant Commissions.
- CSM and CEDO will:
 - Serve on the DID Working Group and support the DID Advisory Committee.
 - Collaborate with BBA and the DID consultant to engage downtown stakeholders in exploring various models and structures for a Downtown/waterfront Improvement District (DID).
 - Work with BBA to develop a business plan for the implementation of a Downtown/waterfront Improvement District (DID) that would coordinate the Parking & Transportation Management District (PTMD).
- DPW will:
 - Serve on the DID Working Group and support the DID Advisory Committee.
 - Actively participate in the DID / PTMD report in recommending what future downtown/waterfront parking policy and operations should be coordinated by the DID / PTMD.
- FY'17 deliverables:
 - BBA: Convene DID Advisory Committee by March 15, 2017.
 - BBA: Conclude a successful DID consultant selection process by May 31, 2017.
 - BBA: Finalize DID business plan schedule by June 30, 2017 that has the report to be completed by December 31, 2017.

The Business Plan will present:

- Narrative outlining the existing improvement districts in the downtown.
- Explanation of the value a full-service DID could deliver to the community.
- A minimum of two options for the DID including governance, funding and scope of services.
- A preferred recommendation from the consultant and the DID Advisory Committee.
- Financial structure and pro forma budgets: Refine the study's financial structure for a new parking management district including how the following funding sources are incorporated, or not, into the district: DID assessments, public parking revenue, enforcement revenue and other transportation programs.
- Capital improvements the DID may undertake.

- Governance structure: Refine the study's recommended governance structure for a new parking and transportation management district through working with key stakeholders.
- A proposed baseline level of City services that would be supported through property taxes and a proposed enhanced level of services provided through the DID assessment.
- Implementation Plan: Draft a phased implementation plan for the establishment of the management district and its associated funding.

2. Transportation Options & System Efficiency

Expand Transportation Demand Management (TDM) Options

Transportation Demand Management (TDM) refers to a collection of strategies and policies that seek to decrease commuting by Single Occupancy Vehicles (SOV) and increase the value and convenience of using sustainable modes of transportation through a set of incentives and disincentives. The City and BBA will work to expand and enhance Transportation Demand Management services in coordination with an entity such as Downtown Improvement District and/or a Transportation Management Association (TMA) such as CATMA.

- DPW will:
 - Implement initial recommendations from the 2015 City of Burlington TDM Action Plan included as Exhibit C and use the City's experience as an employer to influence future downtown TDM efforts.
 - Determine, as part of the DID evaluation, the annual municipal contribution to downtown TDM activities – whether through DID funding, Traffic Fund revenues or some other source – and then budget accordingly.
- BBA will:
 - Be an advocate and conduit of information to downtown businesses for TDM programs and services until a DID/PMTD is formed.
 - Lead the effort to evaluate and then recommend a downtown-wide DID / PTMD that will be structured to expand TDM services.
 - Assist downtown development / construction projects identify parking and transportation resources to mitigate construction-related impacts.
 - Partner with a TMA to develop a menu of TDM services to downtown/waterfront commuters with a base level to be covered by a portion of the DID assessment and higher levels available at the employers' choice.
- Downtown Parking & Transportation Committee will:
 - Provide guidance during the interim pilot period on downtown TDM initiatives.
- FY17 deliverables:
 - City: Continued CATMA membership and increased employee participation.
 - City: Implement initial recommendations from 2015 City of Burlington TDM Action Plan.
 - BBA: Complete written plan by June 30, 2017 that lays out implementation of a base level of TDM services to be made available to all downtown

- commuters in FY18 / FY'19 once a Parking & Transportation Management District (PTMD) is established.
- BBA: At least one additional downtown employer joins CATMA by June 30, 2017.

Improve Bicycle Parking

Consistent with the three main goals for this plan (a vibrant downtown, great customer service, and a sustainable parking system), the City and its partners need to improve the bicycle parking system as well as the parking system for motor vehicles. This improvement will require clear direction, collaboration among stakeholders and consistent funding. During the pilot period, the City will lead the development and maintenance of the bike parking facilities, and BBA will promote the various bike parking facilities.

- DPW will:
 - Develop public bicycle parking facilities in the downtown/waterfront area
 - Secure additional funding (Traffic Fund, the Downtown Improvement District assessment and/or Tax Increment Financing) for the expansion of bicycle parking facilities downtown.
- BBA will:
 - Lead development and implementation of a bicycle parking program in collaboration with the City and other entities until DID/PTMD is established.
 - Promote existing bike parking facilities.
 - Coordinate bike locker rentals, and ensure the process is convenient for the public, which will be evaluated at the end of the pilot period and adjusted as needed.
 - Work with the DPW to secure additional funding (Traffic Fund, the Downtown Improvement District assessment and/or Tax Increment Financing) for the expansion of bicycle parking facilities downtown.
 - Work with bicycling organizations and the DPW to inventory existing facilities, prioritize new or expanded bicycle parking facilities, and then install those facilities during the pilot period.
 - Develop a program that will effectively publicize and promote downtown bicycle parking facilities in particular and bicycle transport in general with other entities that have installed lockers downtown (GMT, Local Motion).
 - Offer guidance and support to downtown businesses regarding siting, design, installation, and promotion of bike parking and storage facilities.
 - Work with DPW after the pilot period to determine the optimal roles for each entity to well manage the various aspects of the downtown bicycle parking system.
- FY17 deliverables:
 - BBA: Unify bike locker rental system with clear online rental information by April 31, 2017.
 - BBA: Include secure bike parking on the Go! Burlington / ParkBurlington interactive map tool by June 30, 2017.
 - City: Complete plan to improve bike parking adjacent to the Downtown Transit Center by June 30, 2017 with installation scheduled within the 2017 season.

3. Garage Improvements

Complete Garage Capital Repairs

Engineering firm Hoyle Tanner & Associates (HTA) has identified roughly \$9.2M in repair and replacement projects for the City's three downtown garages to achieve their full lifecycle and maintain functionality. Phase I work is completed in College Street Garage and underway in Marketplace Garage. DPW plans to execute the majority of this work over the term of this pilot, but has broken the work down into several phases for each garage.

- DPW will:
 - Complete design work for Phase II garage capital repairs.
 - Secure approval for financing for Phase II garage capital repair work.
 - Procure and oversee contractors to complete Phase II garage capital repair work.
- BBA will:
 - Communicate construction schedules and user impacts to downtown businesses and the community at large regarding parking garage construction schedules and user impacts.
 - Assist with identifying and securing alternate parking within either the private or public parking supply for parkers displaced by these events.
- FY17 deliverables:
 - City: Complete design work for Phase II capital repairs for Marketplace and Lakeview garages by June 30, 2017.
 - City: Initiate Phase II capital repairs in College Street Garage by June 30, 2017.
 - BBA: Provide widely-distributed construction updates including special accommodations no less than once a month during construction periods.

Upgrade Parking & Revenue Control Systems (PARCS)

A parking and revenue control system is the operational foundation for efficient garage management. Burlington's current system is dated and limits services that can be provided to customers. A new PARC system will provide merchant validation options, offer various leasing options such as nighttime leases, interface with employee identification cards and will enable the garage system to increase revenue by approximately 10% without rate increases.

- DPW will:
 - Oversee all aspects of PARCS equipment procurement and installation to achieve the identified system functionality.
 - Convene a PARCS Working Group that includes BBA representation.
 - Develop technical specifications outlining future system requirements, prepare bid documents and solicit bids for a complete upgrade of PARCS equipment – all with concurrence of the PARCS Working Group.
 - Review bids with the PARCS Working Group and advance the most responsive bidder through the City Council approval process.
 - Oversee the installation of the new / upgraded PARCS equipment.

- BBA will:
 - Serve as a member of the PARCS Working Group.
 - Identify specifications needed to respond to the needs of downtown stakeholders, including merchant validation program and an online sales service that could include monthly parking leases, garage parking advance purchases, and special event parking purchases.
- FY17 deliverables:
 - BBA: Deliver document summarizing prioritized PARCS features requested by the business community including a validation program that could replace 2 Hour Free parking in Marketplace Garage by February 28, 2016.
 - City: Convene the PARCS Working Group by January 31, 2017.
 - City: Contract for PARCS equipment upgrade signed by June 30, 2017, with installation scheduled to be completed no later than December 31, 2017.

Improve Garage Operations and Maintenance

The Downtown Parking & Transportation Plan recommended improvements to the operations and maintenance of the municipal parking garages and lots – to both improve the customer experience and preserve the lifespan of these aging assets.

- DPW will:
 - Oversee the development of a Standards of Care and a Maintenance Plan.
 - Oversee the implementation of, and adherence to, the Standards of Care and the Maintenance Plan.
 - Update job descriptions for garage staff based on the future operational needs of the municipal garages once the PARCS is installed.
 - Provide regular reports on performance to the Downtown Parking & Transportation Committee and BBA.
- BBA will:
 - Provide input on the Standards of Care and Maintenance Plans.
 - Communicate with customers to gauge their satisfaction with their garage parking experience and to proactively communicate any closures, repairs or other service disruptions to the public.
- FY'17 deliverables:
 - City: Complete Standards of Care and Maintenance Plans by February 28, 2017.
 - BBA: Notify public of closures, repairs or other disruptions that are occurring according to notification policy.

4. On-Street Meter Improvements

Adjust and Improve On-Street Meter System

The Downtown Parking & Transportation Plan recommended additional upgrades to the City's existing meter stock, as well as introduction of new technologies for accepting payment for curbside parking and reorganization of the current system of curbside regulation management and administration across the downtown area.

- DPW will:
 - Work with BBA to staff the Downtown Parking & Transportation Committee and bring forward their recommendations to the DPW Commission.
 - Advance policy changes for on-street meters according to the recommendations in the Downtown Parking & Transportation Plan.
 - Conduct assessment of pay-by-phone pilot and implement long-term pay-by-phone service.
- BBA will:
 - Prepare and issue communications informing the public of these initiatives as they occur.
 - The parties will collaborate to develop metrics measuring the success of each initiative BBA will publish periodically to the general public.
- FY17 deliverables:
 - DPW: Bring proposal for on-street meter adjustments to the Downtown Parking & Transportation Committee and the DPW Commission by June 30, 2017. If proposal includes consideration of Sunday enforcement, present proposal to City Council prior to sending it to the DPW Commission.

5. Communications, Online Tools & Promotions

The range of downtown parking and transportation services are only effective if they are well understood by the public and well used. Real-time parking availability, real time transit tracking, online ticket payments, bike parking locations, car sharing options are just some of the key tools we need to help the public use to improve the experience of those traveling to and from our downtown.

Develop Expanded Parking & Transportation Website for Burlington

- DPW will
 - Determine functionality needed for expanded website.
 - Host the website.
 - Work with BPD to develop an e-commerce solution to accept online payment for garage and lot leases.
- BPD will
 - Develop an e-commerce solution to accept online payment for permits, fees and fines – and help integrate this into the parking and transportation website.
- BBA will
 - Develop and maintain a comprehensive mobile-friendly parking and transportation web site through the pilot that will include the following components:
 - Identification of public parking assets in downtown Burlington – both publicly and privately owned – including their rates and hours of operations.
 - Creation of an interactive map to identify parking and transportation resources based on a user’s identified location or mode.

- Inclusion of key transportation partner links to outline all transportation options available to the general public – parking, transit, bicycling, carpooling, ride matching, etc.
 - A 'news crawler' function updating the general public of upcoming events which may impact the availability of parking or transportation.
 - Link to City's to-be-developed online payment system for permits, fees, fines and pay-by-phone meters.
 - General parking information to announce changes and promote new offerings to the general public.
 - Other relevant real time information about transportation services.
- FY17 deliverables:
 - BBA: Procure firm to enhance website by March 31, 2017 and complete initial upgrade of website including interactive map by June 30, 2017.
 - City: Complete plan by June 30, 2017 for implementing online e-commerce solution in FY18 minimally for parking tickets.

General Communication/Marketing Responsibilities:

- BBA will:
 - Assist large downtown construction projects in addressing needs of adjacent businesses by helping to create effective traffic control and parking management plans and then broadly updating the public about current impacts and special accommodations.
 - Post weekly to social media accounts (i.e. Twitter, Facebook, etc.) as well as periodic postings to Front Porch Forum.
 - Design and implement communications; marketing and promotion activities associated with the various downtown parking and transportation options recommended in the Parking Transportation Management Plan.
 - The following communication tools will be developed by the BBA and kept current in collaboration with the City, downtown stakeholders, CATMA, and the Downtown Parking & Transportation Committee.
 - Go! Burlington / ParkBurlington website
 - Social media accounts
 - Press releases and announcements to all media sources
 - Print flyers, announcements, posters, newsletters as deemed appropriate
 - Meetings, workshops and programing as deemed appropriate
 - Design and develop an annual report incorporating the collected data and publishing the analyzed impact of various policy initiatives and system improvements in terms of utilization, availability, economic impact and success in achieving stated policy objectives. The information/data for the report will be collected through the assistance of the DPW and other city departments/agencies as deemed appropriate.
- FY17 deliverables:
 - BBA: Develop written agreements with project developers (City for Great Streets work, Devonwood for Burlington Town Center work, etc.) regarding business assistance and public outreach support BBA will provide during construction to mitigate traffic and parking impacts.

- BBA: Complete communications activities on the frequencies established above. BBA: Written plan developed by June 30, 2017 to complete FY17 annual report within 4 months of the end of the fiscal year.

Branding and Wayfinding

- DPW will
 - Work with BBA to determine scope and specifications of branding effort for public and private parking assets
 - Review and approve branding proposal for use in public facilities and within the City's ROW
 - Collaborate with BBA and other downtown stakeholders to expand the downtown wayfinding program for all modes
 - Contract to construct sign and wayfinding system in the public ROW and in municipal garages
- BBA will:
 - Coordinate the design of a universal signage and branding effort for all private/public parking assets that relates to existing City wayfinding and creates a professional and unified image of parking options in downtown Burlington.
 - Create a geolocation signage plan for each public/private facility indicating where the facility is located relative to surrounding businesses and attractions.
 - Lead the effort to add pedestrian-oriented signage within garage facilities, including a possible advertising program to give local businesses visibility while raising revenue for garage upkeep.
 - Work with private parking operators to promote the City's new wayfinding brand, including and up to acquiring signage in the same theme to identify and promote their facilities.
 - Collaborate with DPW and other downtown stakeholders to expand the downtown wayfinding program for all modes.
- FY'17 deliverables:
 - BBA: Complete design for an interior wayfinding signage package by June 30, 2017 to be installed in at least one garage by December 31, 2017.

Coordination and Collaboration with Private Parking Facilities

Private parking accounts for approximately 50% of all parking in the Downtown District. Partners will work collaboratively to open more private spaces to public use and create a coordinated public/private parking system.

- Planning & Zoning will:
 - Advance a proposal along with CEDO and DPW to the Downtown Parking & Transportation Committee and then the Planning Commission that would adjust the minimum parking requirements in the downtown and unencumber existing private off-street parking assets from past zoning requirements so that private parking resources can fully participate in shared parking arrangements.
- The BBA will:

- Work with private parking owners and operators to help ensure the efficient usage of private downtown parking.
- Create and maintain a comprehensive database of off-street parking spaces to include: property owner contact information, management entity contact information, total spaces, rates, usage, terms of public access, and any municipal permit limitations.
- Serve as a parking broker and respond to parking needs by downtown users including businesses, employees, special events and construction crews; working to match available resources with needs.
- Facilitate the incorporation of private parking facility owners in the overall marketing/branding, promotional, wayfinding and merchant validation programs to match the parking needs of employees, visitors and the community with available assets.
- Get private parking facility owners to adopt the ParkBurlington brand.
- FY17 deliverables:
 - City: Present proposal to adjust downtown parking requirements in a way that unencumbers existing private off-street assets to Downtown Parking & Transportation Committee and get Committee's feedback by June 30, 2017 for FY18 Planning Commission review.
 - BBA: Develop comprehensive database of downtown off-street parking assets by June 30, 2017.
 - BBA: Secure written commitment by June 30, 2017 to enhance public parking signage on at least one private parking facility by December 31, 2017.

6. Data Collection

The Downtown Parking & Transportation Management Plan recommended a smart use approach that uses data to set pricing and policies. A robust data collection program is needed to be able to have sufficient data to make informed pricing and policy decisions.

- DPW will:
 - Conduct at least quarterly counts on-street and in municipal lots and garages and produce the results into a summary format.
- BBA will:
 - Coordinate at least quarterly counts in private lots and garages and produce the results into a summary format.
- FY17 deliverables:
 - BBA: Collect off-street parking data on at least a quarterly basis and compile for inclusion into the annual report by June 30, 2017.
 - DPW: Collect and compile on-street parking data on at least a quarterly basis and provide to BBA for inclusion into the annual report by June 30, 2017.

7. Support Downtown Parking & Transportation Council

The advisory Downtown Parking & Transportation Council will be re-established by City Council resolution for the duration of the pilot and will advise the City of Burlington and the

Burlington Business Association on implementing the Downtown Parking & Transportation Management Plan including policy matters and proposed changes to parking rates and hours during this pilot period.

- DPW will:
 - Attend Parking & Transportation Council meetings and provide committee with information and tools to ensure a productive experience for committee members – including proposed changes to parking rates and hours.
 - Bring Council recommendations to the DPW Commission for consideration and action.
- BBA will:
 - Staff and provide administrative support to the advisory committee.
 - Attend Council meetings and provide Council with information and tools to ensure a productive experience for committee members.
 - Bring Council recommendations to the DPW Commission for consideration and action.
- Downtown Parking & Transportation Council will:
 - Advise DPW on parking rates, policies, and prioritization of investments.
 - Guide the implementation of the Downtown Parking & Transportation Management Plan.
- FY'17 deliverables:
 - BBA: Convene and facilitate at least quarterly Council meetings with meeting notes and other key documents on the ParkBurlington / Go!Burlington website.
 - DPW: Ensure that the Council reviews and guides proposed policy and rate changes prior to advancing items to the DPW Commission for approval.

