Chagrin Falls Parking Commission Plan Concept – PUBLIC DISCUSSION DRAFT

June 17, 2016

Concept Draft Introduction

The purpose of this document is to frame a recommended approach to a comprehensive parking plan for Chagrin Falls. This concept is not being offered as a finished product. It is intended as a framework for public discussion and modification by the members of the Parking Commission to develop a final proposal to Village Council. It is expected that multiple changes to this concept may be recommended for very good reasons by the public and/or members of the Commission.

Plan Objectives and Background

The subject of parking is complex with many considerations that argue for a comprehensive approach. However, there is no perfect solution that can please all parties. No sub-issues within the Village parking challenge can be solved perfectly, because many interrelate and there are real constraints. The geography of the Village and its residential "ring" around a commercially dense Village Center limits the practical solutions available to attack this complex problem. Therefore, the objective of a comprehensive parking program should be to structure a plan that is optimized as much as possible across the range of considerations within practical physical and financial constraints. Compromises are unavoidable and it is likely that there will be no one in the Village who will like all elements of any program implemented.

Managing the parking process in the Village has been an identified problem for over 100 years. Newspaper articles from the late 19th and early 20th centuries lamented that the shortage of hitching posts that discouraged people from the countryside from patronizing Village stores.

It is also important to recognize that no program can be viewed as permanent or static. Once implemented, circumstances will change over time, and the actual effects of the changes will be learned and adjustments will be required. It is not possible to predict all of the consequences of a complete program. The core of a comprehensive parking program is managing and changing the parking behaviors of people. We can try to predict the effects of actions taken, but it is highly probable that there will be unpredicted results. It is an expected natural part of the plan that subsequent requirements will be identified and adjustments will have to be implemented. Parking is a dynamic issue that will require dynamic adjustment over time.

The primary objective is to relieve parking congestion during peak periods of routine activity. No practical plan can solve the parking congestion that occurs during major events such as Blossom Festival, Art in the Park and other such events. The reality is that the Village has a concentrated business district that is surrounded by essentially fully developed and occupied real estate. There are no obvious, easy and low cost ways to increase materially the overall public and private parking capacity in close proximity to the central business and historic residential district. Therefore, the intent of this concept is to optimize the use of available parking capacity (public and private) and "incentivize" parking behaviors that can relieve congestion. Longer term options – such as building a sizable parking structure – are discussed and need to remain under consideration as potential future actions. However, such a facility would take years to complete from a practical perspective. This parking concept retains the potential benefits of longer term options, but focuses on actions that can be implemented in the near term and have material impact on the situation within 9-12 months of approval in a final form by Village Council.

The last formal parking study was published in April 2000. Much has changed since then, but much remains the same. While supporting statistics could be updated, the basic directional findings of the 2000 study are believed to be applicable today. Therefore, the Commission has not initiated and does not recommend that a new study be conducted. Intuitively and from observation, peak parking demand periods occur between 9AM and 4PM Monday thru Friday and between 5PM and 10PM on Fridays and Saturdays. During the summer months, the peak weekend periods are observed to extend through most of the day. It is also observed that the parking challenge is far worse during the late Spring through mid-Fall "good weather" period with substantially less congestion during the Winter months.

The parking challenge confronting the Village is both controversial and logistically difficult. In 2016, the Village's public parking pool starts from an eclectic combination of parking formats, including: large areas of free public parking with primarily 2-hour stated limits; a relatively small percentage of "fee for parking" metered spaces; street side free parking on most public Village roads; pockets of private parking spread throughout the Village Center. It is interesting to note that some of the highest value parking spots (e.g. Main Street) are free, while some of the lowest value spots (e.g. Bell, South Franklin) are metered – a curious distribution of metering from a value perspective.

Parking Stakeholders and Constituencies

This parking plan concept considers the different interests four different Village constituencies:

Building Owners, Business Owners: Building owners will desire solutions that maintain the commercial attractiveness and consequently the values of their properties. Business owners will want solutions that attract and prioritize parking for

revenue generating patrons. Business owners will also prefer solutions that provide reasonable and economical parking for employees. It is essential to understand the importance of a vibrant business and commercial district to the economics of the Village. In 2015, businesses and their employees (thru withholding taxes) contributed 46% of the total taxes collected by the Village. This included 14.4% of the total Real Estate Taxes and 59.5% of the total Income Taxes collected. Parking is an important issue for Village businesses and their employees and any plan must be sensitive and fair to commercial stakeholders to reinforce the long term economic interests of the Village.

Employees: Employees have generally parked for free in the Village using various creatively chosen solutions. There is a wide range of employee situations in the Village at retail, commercial, financial, government and hospitality enterprises. Employees in all categories will desire conveniently located parking at practical cost levels.

Village Visitors and Business Patrons: Chagrin Falls is a destination. The signature features of the Village – the waterfall and Riverside Park – attract thousands of people in peak time periods and good weather. Adding to the attraction, a strong and diverse retail, commercial, entertainment and hospitality business profile drives a consistent and generally predictable flow of people into the Village Center every week. Some of these visitors are planned patrons of Village businesses. Some are casual impulse business patrons. Some are not patrons at all and come to simply enjoy the charm of our community. All need reasonable parking solutions that balance availability and cost. It should be noted that from a selfish Village perspective, not all visitors are equal. It is in the Village's economic interest to prefer and prioritize parking solutions that provide relative advantage to the constituencies that contribute directly and indirectly to the Village economy and tax receipts.

Residents: Village residents who live within and outside the central business district area of concern have their own parking interests. Residents will desire convenience for their own personal movement through and use of the Village. Further, because the infrastructure maintenance and upgrade of the Village is funded through taxes – approximately 56% of which came from taxes paid by residents in 2015 – the economic impacts (both costs and potential revenues) related to the parking issue have direct economic impacts on residents. It will generally be in the interests of residents to have the costs of parking (operating and infrastructure) borne by the parking users.

Parking is not free to the Village, even if no fee is charged the user. Parking Infrastructure, management, maintenance and enforcement have direct and indirect costs. Each of the constituencies contribute differently in creating and ultimately bearing these costs. The plan concept endeavors to fairly apportion the costs across the user constituencies.

Problem Statement

For the purpose of this plan concept, the problem is synthesized into a simple hypothesis. Data collected in previous parking studies conducted for the Village and supported by updated anecdotal information, suggest that employee parking represents between 60% and 80% of parking utilization during peak periods. For this purpose, peak periods are defined generally to be 9AM to 4PM (normal daily business hours) Monday thru Friday and 5PM to 10PM on Friday and Saturday evenings (peak hospitality establishment hours.)

Employee parking is not revenue generating for businesses and to some degree actually discourages revenue generating patrons. Chagrin Falls has a reputation as a place of uncommon attraction, but where it is also hard to find convenient parking at peak times and particularly in certain areas, such as the theatre and restaurant district. Perception is reality. While it is impossible to determine conclusively how much this discourages people who would otherwise patronize Village businesses, there is unquestionably some negative effect.

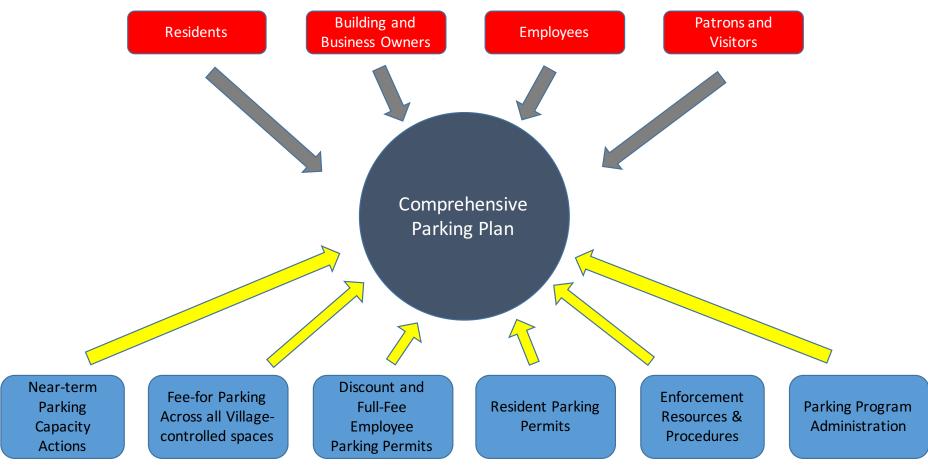
Solving the Village parking challenge can have long term solution components and near/intermediate term solution components. The intent of this approach to a comprehensive plan is to implement near/intermediate term, low-investment actions that deliver benefits immediately upon implementation, while maintaining flexibility to consider longer term solutions that may involve substantial financing, construction and logistical considerations. For the purposes of this plan, the differentiation between short and long term plan components is as follows:

- Near/Intermediate term solution options that can have material effects in the first year to eighteen months after implementation with manageable investment;
- Long term solutions that can deliver major impact, but which require complex planning and may require substantial investment or subsidy by the Village that will take 2+ years to plan and execute before benefits are realized.

The primary focus of this plan concept is on actions that can "move the needle" in the near/intermediate term, while retaining options for continued consideration of longer term opportunities. Whether the focus is on the long term or the near/intermediate term, any comprehensive Village Parking Plan needs to consider the interests of all four of these stakeholder groups. The graphic on the next page illustrates the interaction of the interests of these stakeholders and the range of elements that must be considered in a comprehensive parking plan.

Chagrin Falls Parking Plan

Stakeholder and Constituent Interests



Parking Plan Elements

Long Term "Solution" Considerations

It is frequently suggested that the ultimate solution to the Village's parking challenge is the construction of a multi-level parking structure at some location in the Village. Such a facility would undoubtedly increase capacity and change fundamentally the dynamics of the Village's parking reality. At the same time, such a project will unavoidably be a complicated engineering, construction, permitting and financial endeavor. Any such project would probably have a multi-year cycle from concept thru all project phases. It is estimated that such a project would take 2-3 years following a serious start before any actual positive impact on Village parking capacity could be realized. As of the date of this preliminary plan concept, no serious parking structure concept or activity is underway. Therefore, while a parking structure may indeed be a long term opportunity and can not be discarded as a long term consideration, this is not a practical solution in the near term to the Village parking challenge.

There are two possible obvious locations for a sizable structure in the Village and several other potential locations for smaller facilities. The most obvious and most frequently mentioned location for a structure is the parking lot behind the Franklin Street shops and across from Village Hall on West Washington (referred to by many as the "Muni Lot".) A second location might be in the southeast corner of the Plaza parking lot, adjacent to and below the Intermediate School, although this location also includes private property considerations. Other possible smaller facility locations options are financially challenged, both because they involve privately owned property and for practical design and construction limitations. For example, access and egress from such a facility and access between levels consumes significant structure footprint, reducing effect space additions and undermining project economics. There are some creative solutions that have been suggested that combine the use of current privately and publicly owned properties. However, beyond conceptual definition of these options, no real discussions or analysis of the feasibility (physical or financial) have been conducted.

Beyond the design, engineering, construction and financial challenges associated with a multi-level parking structure, the disruption to Village traffic and existing parking situation could be severe during the construction period. This disruption impact would need to be carefully considered and accepted before any parking facility structure project was initiated. Using the Muni Lot as an example, constructing a structure on this site would take this parking capacity (~25% of all Village-controlled spaces) out of service for most of a year and would disrupt traffic on Washington Street – a major emergency services access pathway. Losing this high-value, heavily-used capacity for a year would cause major harm to Main Street business establishments during the construction period. It seems probable that some portion of the Village merchants could fail or elect to leave the Village due to the inevitable disruption – with negative effects on Village finances. As a comparison, the economic effect from the City of Cleveland's Euclid Corridor Project on Euclid Avenue businesses between Public Square and East 9th Street in Cleveland was devastating. Repeating that experience in the Village is obviously undesirable. The impact on Chagrin Falls would be an order of

magnitude greater than the Euclid Corridor experience due the high percentage of tax receipts generated for the Village by businesses located in the Village Center – the source of 46% of Village tax revenues in 2015.

For the reasons outlined above, while a parking structure may indeed be part of a long term opportunity and can not be discarded as a long term consideration, there are complicated issues that need to be considered in general and for specific project options. Accordingly, it is concluded that constructing a multi-level parking structure can not be part of a practical near-intermediate term solution to the Village parking challenge. More study of location options, financial considerations, engineering/logistics issues and implementation effects of specific facility proposals must be conducted carefully to assure an effective facility project, if one is commissioned.

Near-Intermediate Term "Solution" Considerations

A comprehensive parking program must consider various issues from the perspective of the four Village stakeholders previously identified. Seven categories of actions have been identified for integration onto a comprehensive plan:

- 1. Implement "Fee for Parking" in all Village-controlled Parking Spaces
 - Expanded "courtesy period" in direct metered spaces adjacent to retail
 - Expanded hours to cover peak periods
- 2. Village Parking Capacity and Infrastructure Actions
- 3. Employee Parking Alternatives
- 4. Employee Parking Incentives/Permits (Discount and Full Price)
- 5. Resident Parking Permits
- 6. Enforcement and Administration
 - Parking fine level increase and administrative structure refinement
 - Increased Enforcement Staff/Resources/Processes
- 7. Use of Parking Revenue

The sections that follow present detailed rationale and explanation of the recommended actions in each of these seven categories of action.

The table on the next page provides an executive summary of the recommended actions of the comprehensive parking plan that are proposed to be phased in over the next year.

Plan Element	Action Description		
"Fee for Parking" in all Village-controlled	Implement "fee for parking" in all Village-controlled parking locations in the		
Parking Spaces	Village Center; Maintain current \$0.50 per hour rate; Extend pay period to		
	8AM-8PM M-Th and 8AM to 10PM F-Sat.		
Village Parking Capacity and Infrastructure	Negotiate with targeted private lot owners to lease (or acquire access for		
	in-kind services) of spaces within 5-10 minute walking distance; Designate		
	specific Muni Lot and Plaza lot spaces for employee parking.		
Employee Parking Alternatives	Through economic incentives, motivate the relocation 150-200 employees		
	of Village Center businesses who, currently parking in Village Center parking		
	spaces to locations within 5-10 walk.		
Employee Parking Incentives/Permits	Issue (through employers) permits to employees at a discounted rate that		
	are applicable only in designated employee parking locations; Offer full-		
	price permits allowing employees to park in normal Village-controlled		
	spaces.		
Resident Parking Permits	Issue optional annual parking permits for nominal monthly cost, enabling		
	residents to park throughout the Village Center without payment at meters		
	or kiosks.		
Enforcement and Administration	Increase base parking fine to \$15-\$20, doubling if not paid within 30 days		
	and retain license plate renewal restrictions for delinquent violators after		
	60 days.		
Use of Parking Revenue	Recommend to Village Council that parking revenues be restricted to		
	funding parking program operations, roads projects and capital projects in		
	the Village Center.		

1. "Fee for Parking" in All Village-controlled Parking Spaces: Unless there is a general "fee for parking" approach, management of parking is not possible and the hidden cost of parking (infrastructure and administration) will be borne by the Village (i.e. residents and businesses through taxes) as opposed to parking users. Converting to a broad "fee for parking" approach for all Village-controlled parking spots creates a consistent management mechanism and set of incentives to manage.

The key recommended parameters of a "fee for parking" structure include:

- All Village-controlled spots would be converted to "fee for use";
 - o Concept assumes the hourly rate would be maintained at \$0.50 per hour;
 - Potentially consider creating up to 75 spaces at the Cleveland Street Armory location that could be "permitted" as free employee parking with special permits issued to authorized employees of Village Center businesses who desire a free option but who are willing to walk the extra distance. It should be noted that this location is ~10 minutes walking distance from the Village Center;
- "Courtesy Time" on Main Street is recommended be increased to 20 minutes;
- Use of parking kiosks in parking lots to provide for minimum disruption of winter snow plowing requirements;
- Kiosks could be used in some street locations, but the recommendation is to use meters in all street parking spots for
 ease of management (avoidance of high profile signs and space painting) and elimination of visual ambiguity about
 what spaces are "fee for parking");
 - o Consider increasing some metered locations (e.g. Theatre District) to three or four hour periods;
- Meters and Kiosk acquisition should consider advanced technology to enhance parking enforcement and
 administration capabilities. This technology involves sensitive electronics and credit card processing placed in outdoor
 environments. While Kiosks can be located in partially "environmentally-controlled" locations, smart meters can not
 and are more exposed to the elements. Further, these smart devices require Internet access to function, raising both
 cost and reliability concerns;
 - Research about serviceability and reliability in cold weather needs to be conducted. The Police Department has stated that normal maintenance is currently conducted internally and they expect that smart meters and kiosks will require more external maintenance activity beyond the internal capability of Village staff raising costs of operations significantly. It is also known that the cost of coin operated electro-mechanical meters such as those currently in use are less than half the purchase cost of smart meters;

Concern has also been raised by Village Administration that the costs of credit card processing has been previously researched and is higher than expected. Ben Himes, Chief Administrative Officer of the Village stated that he believed that the hourly parking rate may need to be increased above \$0.50 per hour to support the cost of smart meters, even in reliability and service concerns are overcome.

Note: The advisability of implementing smart meter technology should be considered by Village Administration (cost, service and reliability factors). However, this decision should be made expeditiously so as not to delay the implementation of the overall parking program;

Increasing paid hours to 8AM to 8PM Monday through Friday and extend to 10PM Friday and Saturday

Note: Adding evenings and Saturdays as paid parking periods is a major change, but the economic incentives and sanctions during the very peak usage periods (when relief is most important) are critical components of the plan concept. Ignoring control actions during the full peak periods of use would make it impossible to manage parking during these periods and is simply not consistent with the objective to relieve congestion during these periods.

2. Village Parking Capacity and Infrastructure: No solution to the Village parking challenge can avoid consideration of capacity. The central objective of this plan concept is to redirect 150-200 employee parking "units" to clusters of parking spaces within 5-10 minutes walking distance of the Village Center. Economic incentives (fee for parking with discounted employee permits) would motivate this transition, with lower rates offered to employees who park in these designated locations. Freeing 150-200 spaces in the Village Center will materially change the parking dynamics in the Village. It is believed that this goal can be achieved as outlined below with relatively low capital investment and be implemented in less than one year.

Potential specific clusters of possible remote parking locations have been identified that provide incremental spaces. It is also conceptualized that selected existing spaces could be designated/reserved for employee (permit) use during peak periods. Preliminary conceptual discussions have been started with various public and private owners of target locations of additional spaces. The intent would be to obtain rights of use for specific days and times for specific numbers of spaces. No commitments for any of the prospective locations have been obtained as of this date. Discussions are in-progress, but there can be no assurance that agreements satisfactory to all parties can be negotiated for any individual site. However, the six potential locations include spaces potentially in excess of the 200 space target.

The six location options include:

- 1. Lutheran Church (potentially 50+ spaces)
- 2. Intermediate School (Behind, and above the grocery store parking lot potentially 15-20 spaces permanently and up to 80 spaces potentially during the summer months)
- 3. Land east of Cleveland Plumbing on East Washington St. owned by N&W Railroad (potential for 75+ spaces)
- 4. Armory on Cleveland Street (owned by the Village; Potential for 75+ spaces, possibly free parking due to distance from Village Center)
- 5. One other private lot in close proximity to the Village Center (capacity not determined)

In addition, it is recommended that three Village-controlled clusters of spaces be designated for employee parking by permit only. These three locations are:

- A. Parking spaces along the west side of the Muni Lot (adjacent to Hergonroeder Clinic), extending on the north side along the river to the handicapped spaces. This totals ~30 spaces;
- B. The currently unmetered spaces on the north side of East Orange Street be designated employee permit spaces during peak periods. This totals 25 spaces;
- C. Twenty-two (22) spaces currently in the Plaza parking lot that are controlled by the Village and designated "All-day Parking";

Together these three locations define 77 spaces, or 38.5% of the total targeted 200 employee spaces to be designated freeing all other Village-controlled spaces for non-employee parkers. These 77 spaces are in direct proximity to Village Center.

Note: For the purposes of this plan, no other portions of the Plaza Parking lot (where the new Heinens grocery store is being developed) are considered. Large portions of the lot are privately owned and a lease agreement recently completed with the owner of the Plaza includes provisions related to parking that are related to the Heinens development. The Village is responsible for enforcement of parking restrictions for this space.

3. Employee Parking Alternatives: A central tactical goal of this plan is to incentivize relocation (over time) of the parking for 150-200 current "employee-occupied" parking spots to locations within convenient walking distances from the Village Center. The potential locations of these parking spots for relocation are defined in Section #2 – Village Parking Capacity and

Infrastructure. Employees approved for use of the defined and remote parking spaces would be issued parking permits (at various rates), applicable only for these designated spaces. The incentives for use of these spots are further defined in Section #4 – Employee Incentives/Parking Permits. Security for employees during evening periods is a logical concern and has been discussed with Chagrin Falls Police, who indicated the intent to increase patrol of appropriate spaces during these periods.

4. Employee Parking Incentives/Permits: To incentivize the movement of 150-200 employees to parking spaces either specifically designated or added to the parking space pool (see Section #2), it is proposed that discounted parking permits be issued to employees. The permits would only allow parking in designated locations and such locations would "signed" with violations issued to parkers not bearing permits who use these spaces.

It is envisioned that there may be three levels of employee permits:

- Discount Employee Parking Permits: It is proposed that discounted permits be issued for \$40 per month to employees to park in designated spaces. For comparison, monthly full-time parking cost at the proposed "metered rate" (\$0.50 per hour for 40 hours per week for 52 week) equates to \$86.67;
- Free Armory Parking Permits: It is proposed that a limited number of permits be issued enabling free parking, only at the Armory location on Cleveland Street;
- Full Price Employee Permits: It is proposed that employees have the opportunity to purchase full price (\$80) per month permits enabling unlimited parking (without paying "per use" fees) in spaces not designated for employees;

Note: Actual parking will remain on a first-come, first-serve basis and if an employee elects to park in a space inconsistent with their permit status, they will be subject to normal parking fee rates.

It is recommended that permits be issued through employers to qualify actual employment and enable employers to elect whether any employer-subsidy would be offered their employees. Permits would be "allocated" to Village Center employers and sold to the limit of available permits. Employers would purchase the permits and use their payroll systems (employee deductions) as a simple administrative tool based on their individual and unique decisions about possible subsidy of employee parking. Employer engagement in the permit process is important to assure that only true employees given access to such permits and to co-opt employers into the overall parking program process. If employers elect not to engage in the permit process, their employees would be subject to normal full parking fee rates.

It is proposed that an "over-sell" factor will be utilized to reflect the certainty that not all employee designated spaces will be occupied at all times. Determining the appropriate "over-sell" factor will require analysis and adjustment with empirical data, but it is expected that a 20% factor would be a reasonable starting point.

Note: This sets up the potential that not all employees who desire a permit could conceivably have access to one at any given time. This is sub-optimal and is expected to be a low-probability outcome. However, due to the unavoidable supply and demand constraints, this is a compromise that is probably inevitable in any permit-based program that is envisioned. There are probably simply not enough available remote spaces to guarantee spaces at all times, under all circumstances, to all employees who want to participate in the remote parking option.

- 5. Resident Parking Permits: Residents would be offered the option to purchase resident permits which would enable parking throughout the Village at all times without paying upon use. Window sticker would be issued for a fee. It is recommended that the fee be \$60 per car per year (\$5 per month). To qualify, applicants would present proof of residence (utility bill or lease) and automobile registration for vehicles registered at that residence.
- **6. Enforcement and Administration:** An effective and rigorously implemented enforcement program is a core elements of managing parking behaviors. With the conversion to a broad "fee for parking" methodology throughout the Village Center, improvements and clarifications to the enforcement process are recommended. There are two elements of enforcement and administration that have specific recommendations: Parking Fine Structure; Enforcement and Administrative Staff/Resources/Processes:

Parking Fine Structure: The current fine structure is complex and hard to administer. The current fine level (starting at \$10 if paid within 48 hours, escalating thereafter in a complex methodology) is recommended to be changed to a base fine of \$15-\$20 that escalates to \$40 if not paid within 30 days of violation. The current policy includes sanctions for delinquency beyond 30 days including restrictions on license plate issuance. These restrictions are recommended to be retained and strictly enforced.

Enforcement and Administration Staff, Resources & Processes: The proposed changes to the parking environment will add enforcement demands and add administrative requirements (e.g. permit management and increased fine collection/enforcement actions). The added parking related revenue enables the addition of the necessary enforcement/administrative equipment (vehicles, etc.), administrative process (potential software, stickers, forms) and perhaps additional staff (enforcement hours' extension, additional auxiliary police and administration hours).

7. Use of Parking Revenue: It is recommended to Village Council by the Parking Commission that increased revenues be designated for restricted use to offset parking program expenses first and with net proceeds allocated to a fund for Village Center roads, parking and capital projects. Examples of such projects and operating expense coverage by parking revenues could include: repaving and maintenance of the Muni Lot; spot maintenance of road in Village Center; replacement and maintenance of parking meters and Kiosks; funding of enforcement staff and infrastructure; funding of parking related administration; creation of a "parking capital fund" that could be designated for Council approved capital programs benefitting the Village Center district. In the event that credit card enabled meters are approved and implemented, the operating costs will be higher, and would need to be funded from parking revenues.

Costs to Implement

The capital costs to implement include infrastructure costs (meters and kiosks) that needs to be analyzed and assessed. These costs include equipment purchase cost and installation cost. Operating costs include the costs (internal and external) of service and repair, plus added enforcement and administrative expenses.

Smart Meters: The preliminary estimate (without specific volume quotations) is that the unit cost of new advanced technology meters is ~\$1000 per unit. Installation is estimated at \$200 per unit.

Standard Coin (Elecro-mechanical) Meters: ~400 per unit and \$50 to install

Kiosk: The cost of a single kiosk in the middle of the Muni lot would be ~\$8000 (+ \$10,000 hut)

There are currently ~249 unmetered Village-controlled spots, of which 99 are located in the Muni lot which are proposed to be controlled by parking kiosks. This means up to 150 new standard coin meters would be immediately required to fill-out the metering capacity (Note: existing meters would be proposed to be phased out as parking revenue accumulation takes place).

The total installed cost of infrastructure would be approximately \$200,000 for a Kiosk/Smart Meter format and approximately \$90,000 for a format of standard coin meters and the one Kiosk in the Muni Lot.

Beyond the "first installed cost," it is recommended that additional analysis be conducted on the relative operating costs, service/repair cost and technology reliability of the Smart Meter technology versus the standard meter approach. This research has not been conducted and has been deferred pending the action of Village Council on the program concept. The exact decision

on technology and product platform to be deployed is judged a detailed implementation decision that should be delegated to Village Administration.

Revenue from this program has been modelled preliminarily and it is estimated that at reasonable occupancy rates, incremental revenue will be sufficient under various assumptions to cover/exceed operating costs and is expected to provide reimbursement of initial capital outlays by the Village within 12-24 months of implementation. Net cash directly attributable to this parking program would accumulate thereafter. This does not include the indirect economic benefits expected through the positive benefits to Village Center merchants and businesses resulting from less parking congestion during peak periods.

Implementation Task Phasing (Key tasks and proposed timelines)

Task Set #1: Assign Cross-functional Project Team and Develop Detailed Project Plan

Target Completion: August 1, 2016

Task Set #2: Negotiate Capacity Agreements with Targeted Organizations for Additional Parking Spaces

Target Completion: September 1, 2016

Task Set #3: Determine Meter/Kiosk Technology to be Deployed

Target Completion: October 1, 2016

Task Set #4: Define Administrative and Enforcement Procedures (Inclusive of Resource/Staff Plan)

- Permit process definition and documentation;
- Revised enforcement ordinances and documentation;
- Staff analysis and detailed program budgeting;
- Develop communication package to stakeholders

Target Completion: November 1, 2016

Task Set #5: Purchase Infrastructure

Target Completion: December 1, 2016

Task Set #6: Infrastructure Installation

• Prioritize meters and start operationally as of date of installation

Task Set #7: Program Signage Installation

Target Completion: March 31, 2017

Full Program Launch: May 1, 2017

Summary

As stated throughout this document, there is no perfect solution to the parking challenges of the Village of Chagrin Falls. There are limited physical options to add parking options in the near term. Any major parking structure is years in the future, even if a physically and financially viable project can be developed. This plan includes inevitable and necessary compromises to create a methodology to "manage" parking behaviors in order to relieve Village Center parking congestion during peak periods. This will be accomplished by creating incentives for movement of 150-200 employees currently occupying Village Center parking spots to locations within easy 5-10 minute walking distance of the Village Center. While this is the primary tactical objective of the plan, the other features are designed for the convenience of the various stakeholders, more equitable cost assignment to Village users and administrative simplicity and effectiveness.

While any plan is the sum of individual elements, it is urged that focus be on the overall program and its effect. The reality is that the current parking situation is an irritant to every stakeholder of the Village. Non-action is not a desirable approach. It is believed that the program framed in this document represents a reasonable set of improvements and compromises to take a meaningful first step toward solving the parking challenges of the Village.

Village Controlled Parking Data			
Location	Spaces		Comment
	Metered	Unmetered	Comment
Washington Street Lot	12	99	Across from Village Hall
Retail Parking Lot			By New Heinens, Geigers and Grove Hill Restaruant
Washington Street	7	5	To Main going East
Franklin Street (South)	12		
Franklin Street (Triangle Park)		31	
Main Street (East of Triangle Park)		23	
Main Street (South from Washington	4		
"Parkside Grill" Road	6		
Bell Street	15		
Bell to Retail Parking "Access"	2		
Main (Falls Side & Bell to Orange		25	
Riverside Park Lot	9	29	
East Orange "Marked" Street Slots		25	
Main Street (Grove Hill)		12	
West Street (Game Keepers)	30		
River Street	26		
Plaza		22	
Total:	123	271	
Total Village-controlled Spaces		394	
Employee Designated Spaces (Excluded from Metering)		77	Orange (25); Muni (30); Plaza (22)
Net Metered Spaces		317	

Source: Actual walking tour count