INNOVATION SQUARE.

PARKING ANALYSIS+STRATEGY

CONTENTS

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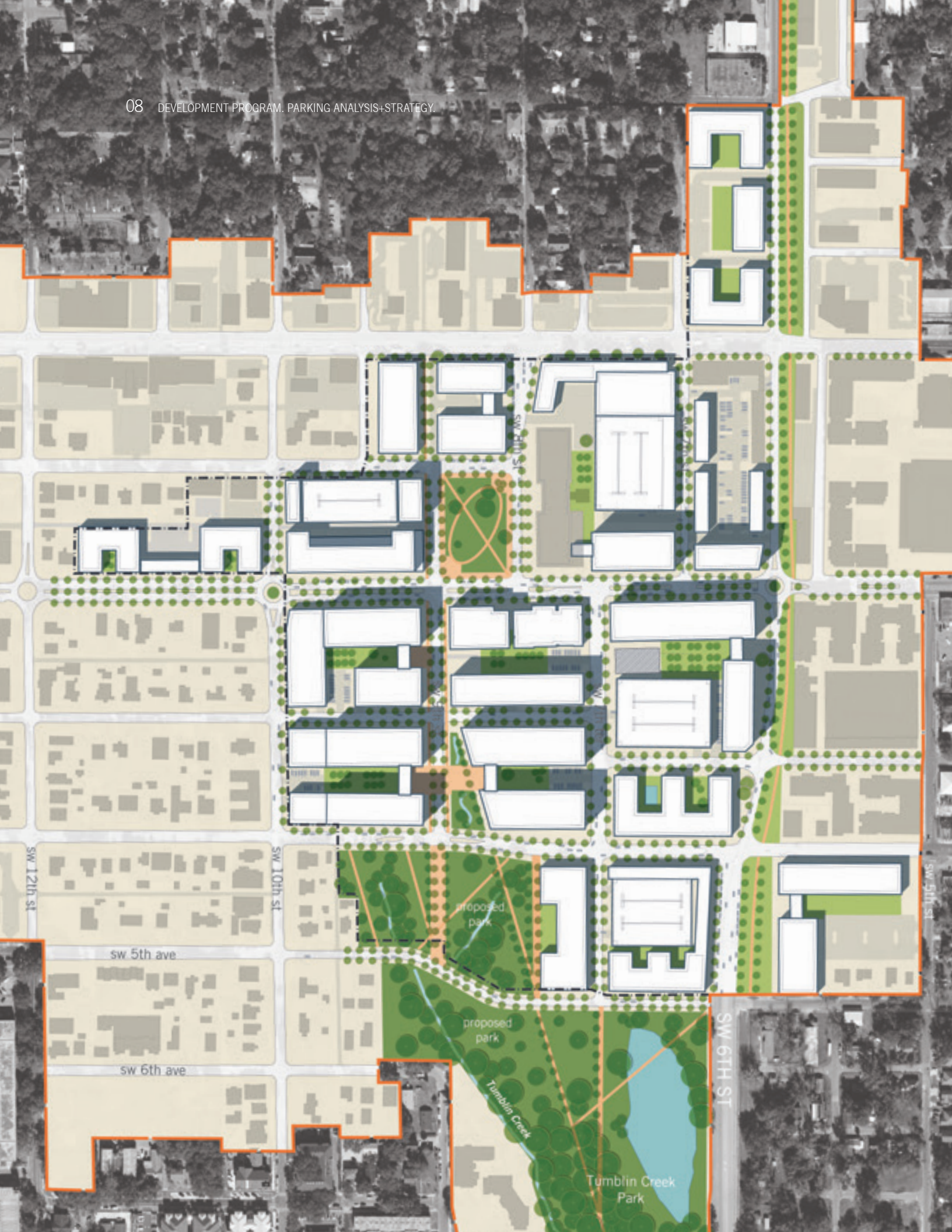
PARKING ANALYSIS+STRATEGY.

INTRODUCTION

A key component of Innovation Square's vision is to create a vibrant, urban district that encourages walkability and promotes alternative forms of transportation. Critical to that vision is ensuring that parking within the district is managed in support of that vision. The creation of the UMU-2 Zoning District was a key first step in establishing the parking management approach for Innovation Square. Typically parking requirements establish a minimum amount of parking spaces required. This method, which ties parking directly to individual building development, often results in parking that is over-supplied. A central feature of the UMU-2 Zoning District is that there is no minimum vehicular parking requirement other than what is required by the Americans with Disabilities Act (ADA) and Florida Accessibility Code (FAC) or other state or federal requirements. This allows the development of parking facilties to be decoupled from individual building development and creates the opportunity for it to be manged collectively, along with parking demand, on a district basis.

Innovation Square is now in the process of responding to several proposed developments provided by various developers. Each has its own needs and requirements especially as these pertain to parking. The Innovation Square Parking Analysis+Strategy is a way forward with regards to parking and the phased build-out of the various expected development projects. This report documents, analyzes, and evaluates existing transportation and parking assets and makes recommendations for potential transportation initiatives and additional facilities to support parking facilities and building investments. It also includes documentation of anticipated private development projects as well as the projected locations and phasing for temporary surface parking and permanent structured parking in coordination with the use of existing facilities such as the downtown parking decks. The Innovation Square Parking Analysis+Strategy is the next step towards managing parking within the district and provides the foundation for a more comprehensive analysis and plan for transportation and parking at Innovation Square.

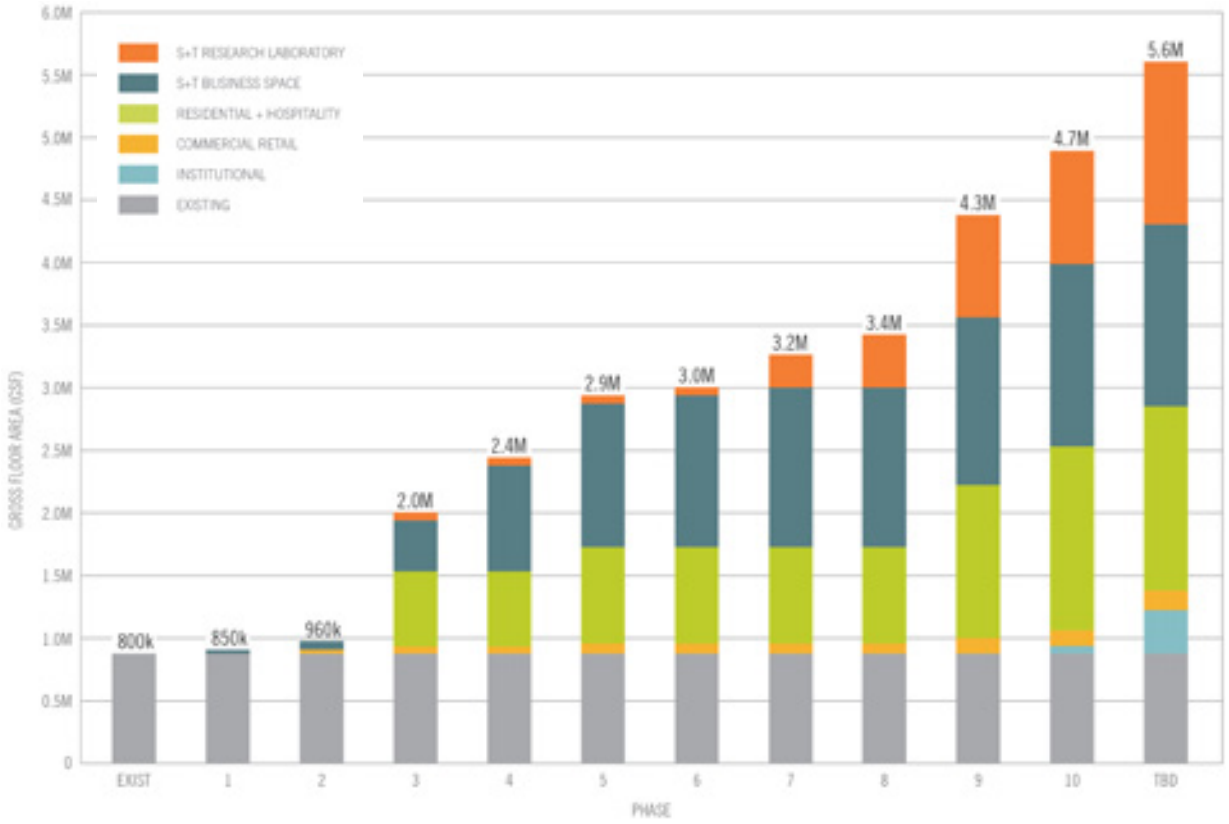

SW 10th St
SW 12th st
SW 10th st
sw 5th ave
sw 6th ave
proposed park
proposed park
Tumblin Creek
Tumblin Creek Park
SW 6TH ST
SW 5th st

PARKING ANALYSIS+STRATEGY.

DEVELOPMENT PROGRAM

With multiple stakeholders, various landowners, and fluctuating market conditions, Innovation Square is maintaining a flexible approach to implementation. While the emphasis is on science and technology research, the goal is to develop services in conjunction with the core uses in order to create a diverse and vibrant community. Phasing focuses on developing a strong central identity for the district while also allowing growth to occur organically over time. The development projections are based on numerous factors including short-term proposed development, long-term expected development, infrastructure improvements, existing building life spans and other critical relationships. Each phase has multiple components allowing for options on building type and schedule.

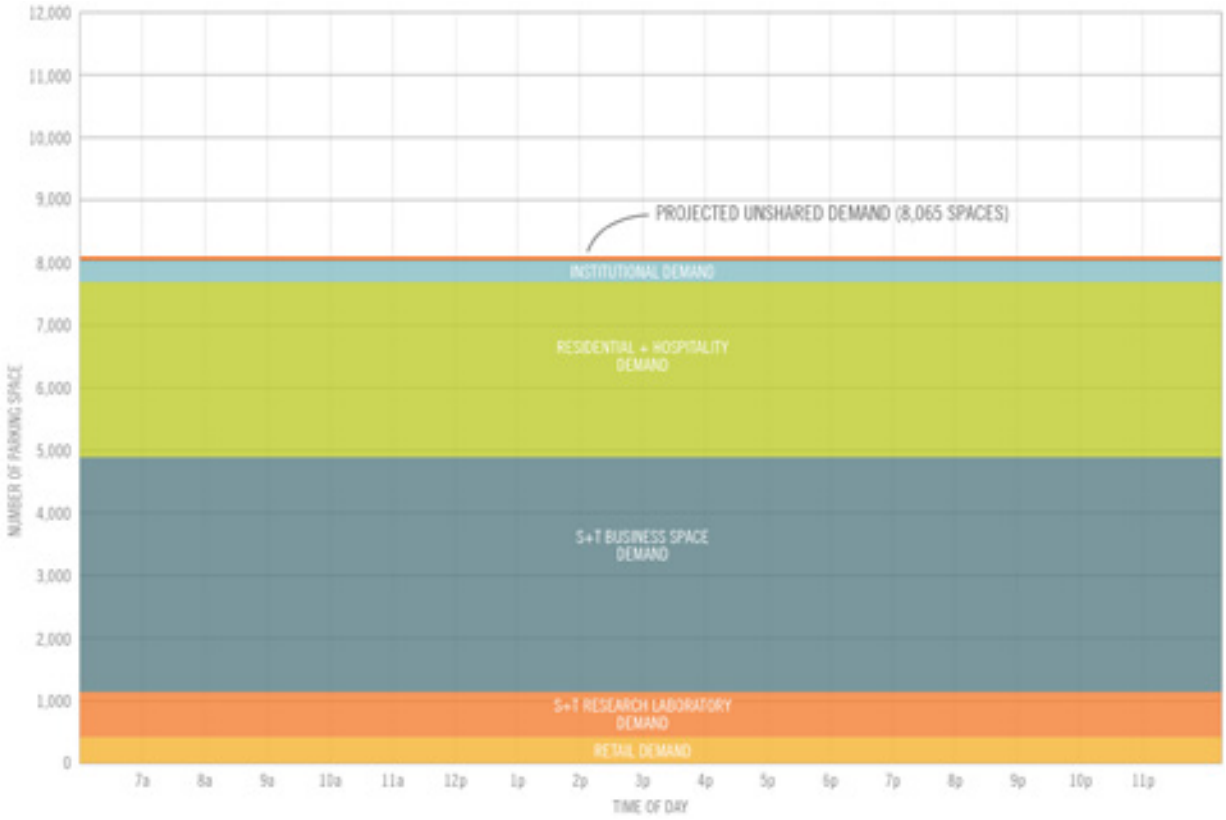
INNOVATION SQUARE PROJECTED DEVELOPMENT PROGRAM



Initial investment concentrates on developing the research element within the core district. Subsequent phasing continues to focus on investment within or immediately adjacent to the core, building a concentration of activity and shared resources. At full buildout, Innovation Square is projected to grow to an estimated 5.6 million square feet of total development including a mix of laboratory, office, residential, retail, and institutional uses.

Applying typical parking requirements to the development program reveals that over 8,000 parking spaces would be needed to support the entire Innovation Square District.These requirements would result in development where more land is dedicated to parking than buildings, disrupting the urban form and contributing to a non-pedestrian friendly environment. These requirements are based on the assumption that large numbers of people only commute long distances between home and work. Large, underutilized surface parking lots, that are rarely full, is often the result. To create a vibrant district, encourage walkability and promote alternative forms of transportation, reducing the amount of parking within the Innovation Square District will allow the transformation of the

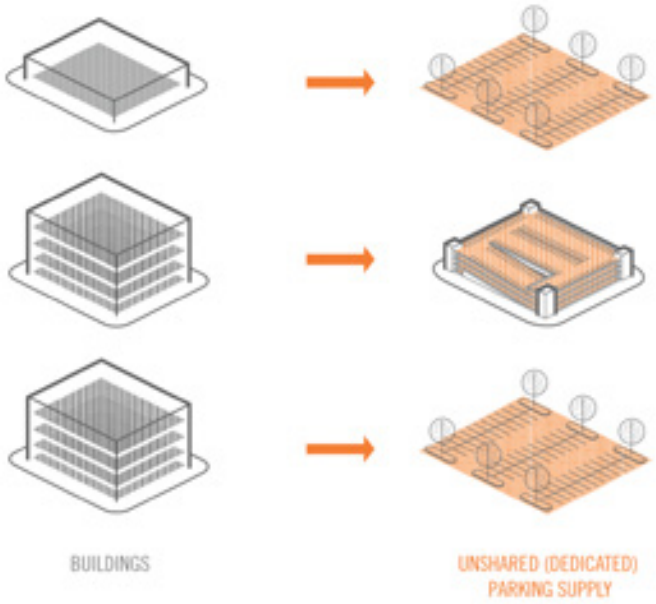
INNOVATION SQUARE PROJECTED PARKING DEMAND



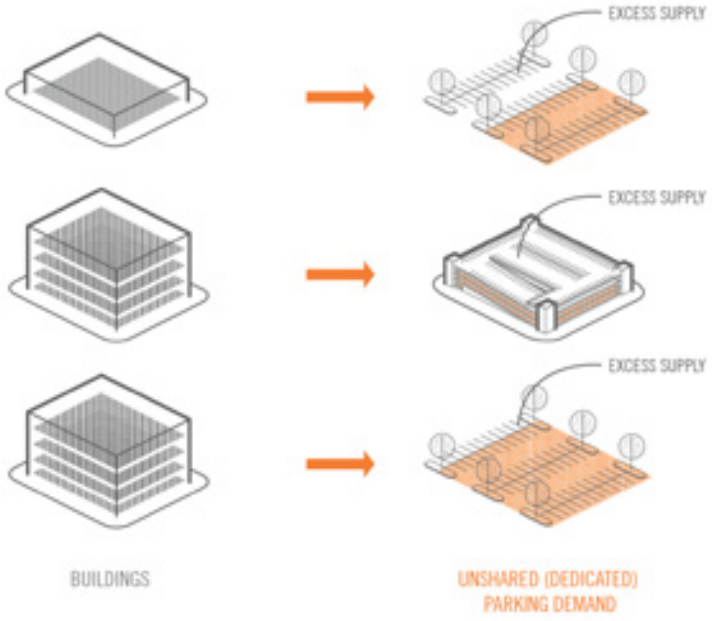
area into a truly active and sustainable community.

At Innovation Square, live, work and play activities are concentrated. Location is critical to this approach. The district is strategically located between the University and the Central Business District and has access to several transportation assets already in place. Shorter trip distances, increased connectivity and convenient transit options decrease the parking required for each building. Shared parking decks will serve the increased parking need of new development. throughout the entire district, not just one building. This allows parking capacity to be controlled and not result in too little or too much parking. This change will not happen overnight, but must be phased in over time. A transitional strategy that utilizes existing surface lots will be necessary.

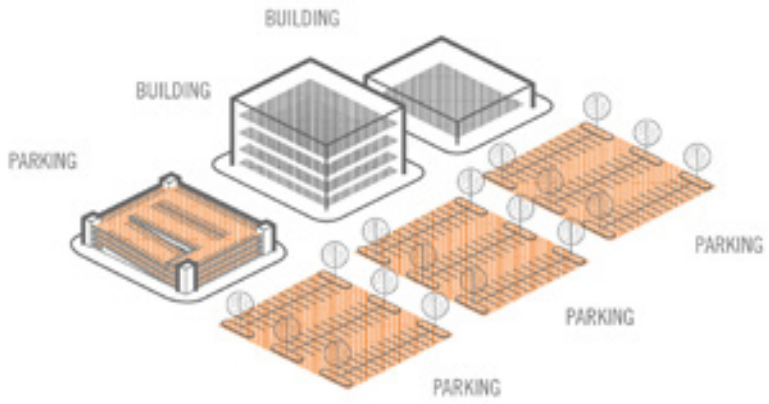
THE STRATEGIC APPROACH TO PARKING



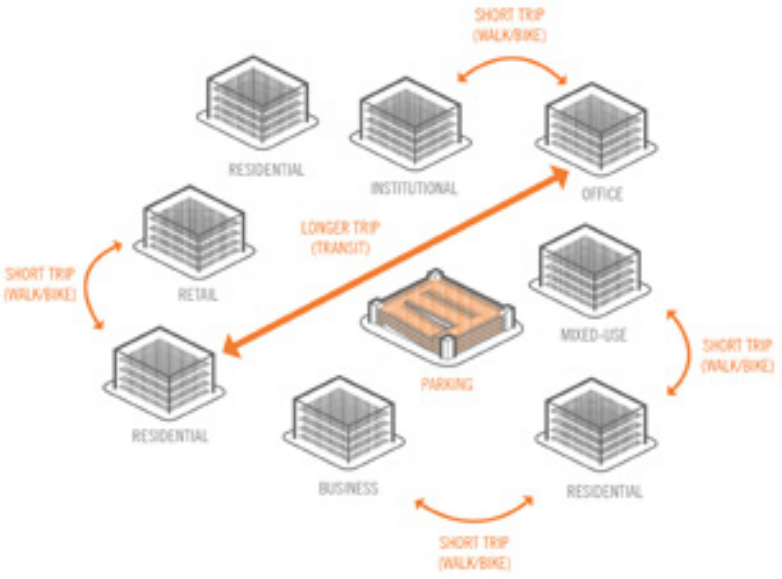
In typical development scenarios, parking is supplied with and dedicated to each individual building.



Actual demand for each building varies greatly by tenant, time of day, and many other factors. Often the result is that parking is over supplied compared to demand.



This approach ultimately results in development where land is underutilized. Land that could be otherwise developed is dedicated to parking.



"PARK ONCE" DISTRICT

At Innovation Square development and activities are concentrated and walkable. A parking strategy based on transit options, bicycle infrastructure, and other incentive programs creates a "park once" district where parking supply and demand are collectively managed.

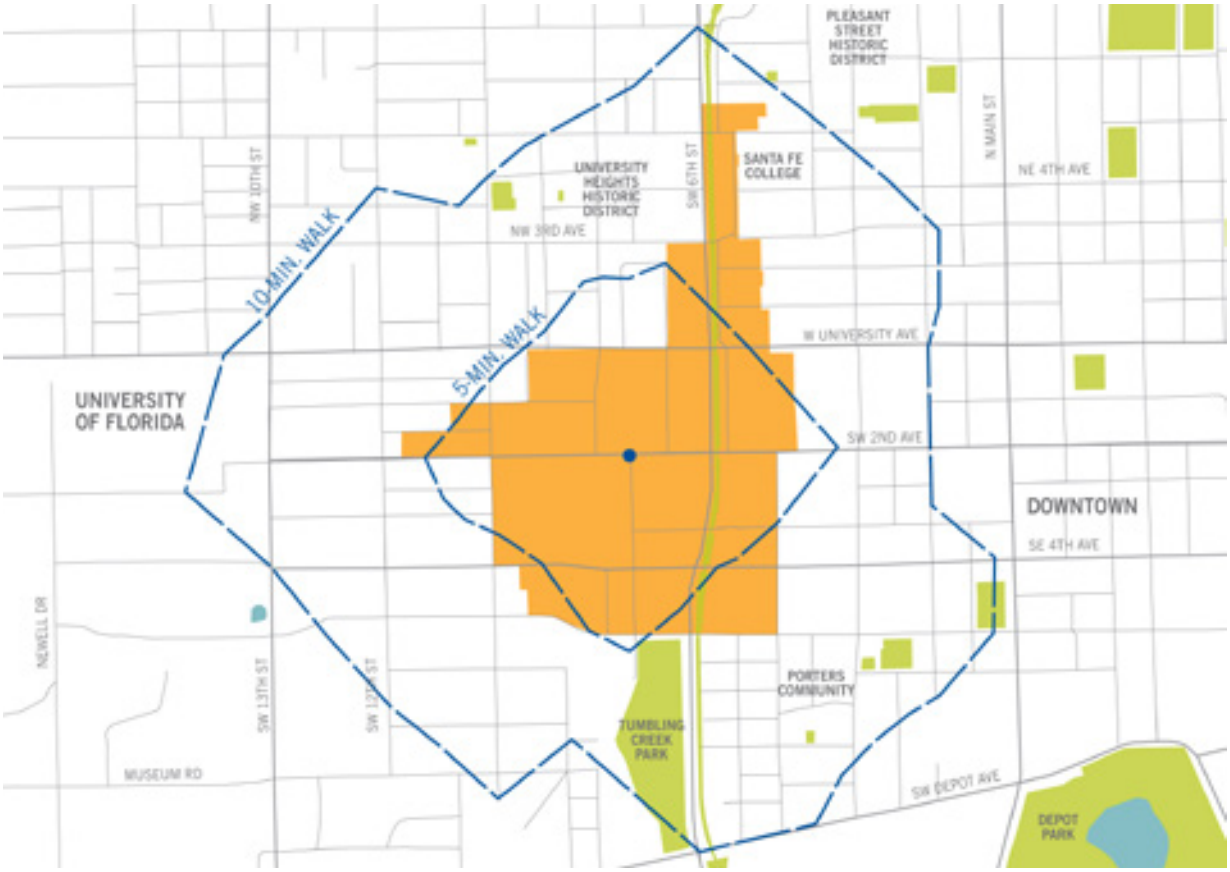

Entrance

PARKING ANALYSIS+STRATEGY.

EXISTING ASSETS

The City of Gainesville currently has a robust transit system and a well-operating transportation network. The central city and its environs enjoy a well-connected grid system that offers a number of travel routes, a pedestrian-scaled environment, bicycle facilities and vehicular travel speeds that are appropriate to a vibrant, urban area, as well as to less central urban areas. In addition to this extensive road network, the city is also served by the Gainesville Regional Transit System (RTS). Looking into the near future, Gainesville is maintaining its support for a balanced transportation system. Near term, funded transportation improvements cover a wide range of projects from expansion of bicycle facilities and signal upgrades to the improvement and maintenance of the street network itself.

District-specific parking strategies and recommendations are based on an analysis of Innovation Square's proximity and access to these assets. The district's bicycle infrastructure, bus network, and walkability all create opportunities to apply unique strategies to the district's parking and transportation management. An assessment of existing parking facilities and other transportation assets, also forms the basis to develop a phasing plan that utilizes existing parking areas to accommodate private development projects.



Walking Distance
District Boundary
Parks

PEDESTRIAN ENVIRONMENT

A walkable environment not only gives people more transportation choices, it greatly improves the ability to share nearby parking resources and promote a "Park Once" environment. Innovation Square's well-designed network of streets and pedestrian ways is key to pedestrian accessibility; this includes welcoming streetscapes, safe intersections, accommodating footpaths, and frequent pedestrian connections through buildings and plazas to allow easy permeability on foot. Prioritizing pedestrian access has been demonstrated to be very successful at activating mixed-use districts, encouraging economic development, and increasing the likelihood that travelers will bike, take transit, or park only once to come and enjoy Innovation Square.

The diagram above indicates the 5 and 10-minute walking distances from the center of Innovation Square. Virtually the entire Innovation Square District is within a 5-minute walk of its center which includes access to a wide range of existing parking facilties, bus routes, and bicycle facilities as shown on the following pages.

Surface Parking Area
Existing Parking Deck
Existing On-street Parking
District Boundary

PARKING SUPPLY

The Innovation Square District is surrounded by an ample supply of existing on- and off-street parking. Within a five minute walk radius from the site, the City of Gainesville provides convenient short and long term, unregulated and priced parking options for visitors and residents seeking to visit the district, UF, and Downtown.

ON-STREET PERMIT PARKING

Directly surrounding the Innovation Square District, there are various on-street regulations based on street location and proximity to residential neighborhoods. In general, a majority of the on-street parking in the vicinity of the Innovation Square District is regulated as permit parking, through a neighborhood decal permit program by the City of Gainesville. The purpose of this program is to help prevent commuter and visitor parking spillover into the neighborhoods, while providing ample parking supply for residents. Permits are either vehicle or zone specific, and are required for on-street parking within these zones during the enforcement hours of 8:00AM to 4:00PM, except for Zones six and seven, which required permits 24/7. The cost of permits is based on neighborhood zones. The Innovation Square District was recently approved for its own permit. The district also borders zones one, five, six, seven, nine, and eleven.

ON-STREET UNREGULATED, METERED, AND TIME LIMITED

Time-limited and metered parking spaces are predominantly located along W University Avenue, east of N Main Street and in the Downtown, as well as along and west of NW 13th Street. Along University Avenue, there are one- and two- hour metered spaces. Within a five minute walk from the boundary

REGULATED PARKING

REGULATION	PRICE	HOURS OF OPERATION
Neighborhood Decal		
Zone 1, 2, 5, 10	$100 / year	8:00am - 4:00pm
Zone 6, 7	$50 / year	24 hours / 7 days
All Other Zones	$50 / year	8:00am - 4:00pm
Homestead Decal	$20 / year or $60 / 3 years	8:00am - 4:00pm
Lot 10 Decal	$90 / quarter	8:00am - 4:00pm
On-Street Meters	$0.25 - $0.50 / hour	8:00am - 5:00pm
On-Street Time Regulated	None	8:00am - 5:00pm
SW Downtown Garage		
Daytime Rate	$1 / hour	6:00am - 6:00pm
Nightime Rate	$5 / night	6:00pm - 6:00am
Express Card	$25 / month or $20 / 3 months	24 hours / 7 days

Source: Gainesville Parking: http://gvilleparking.com/

of the district, there is ample on-street parking available to visitors in Downtown. A majority of core Downtown spaces are two-hour time limited, as well as two-hour metered and unregulated. Pricing for metered parking ranges from $0.25-$0.50/ hr and operate daily from 8:00AM to 5:00PM, with the exception of Sundays.

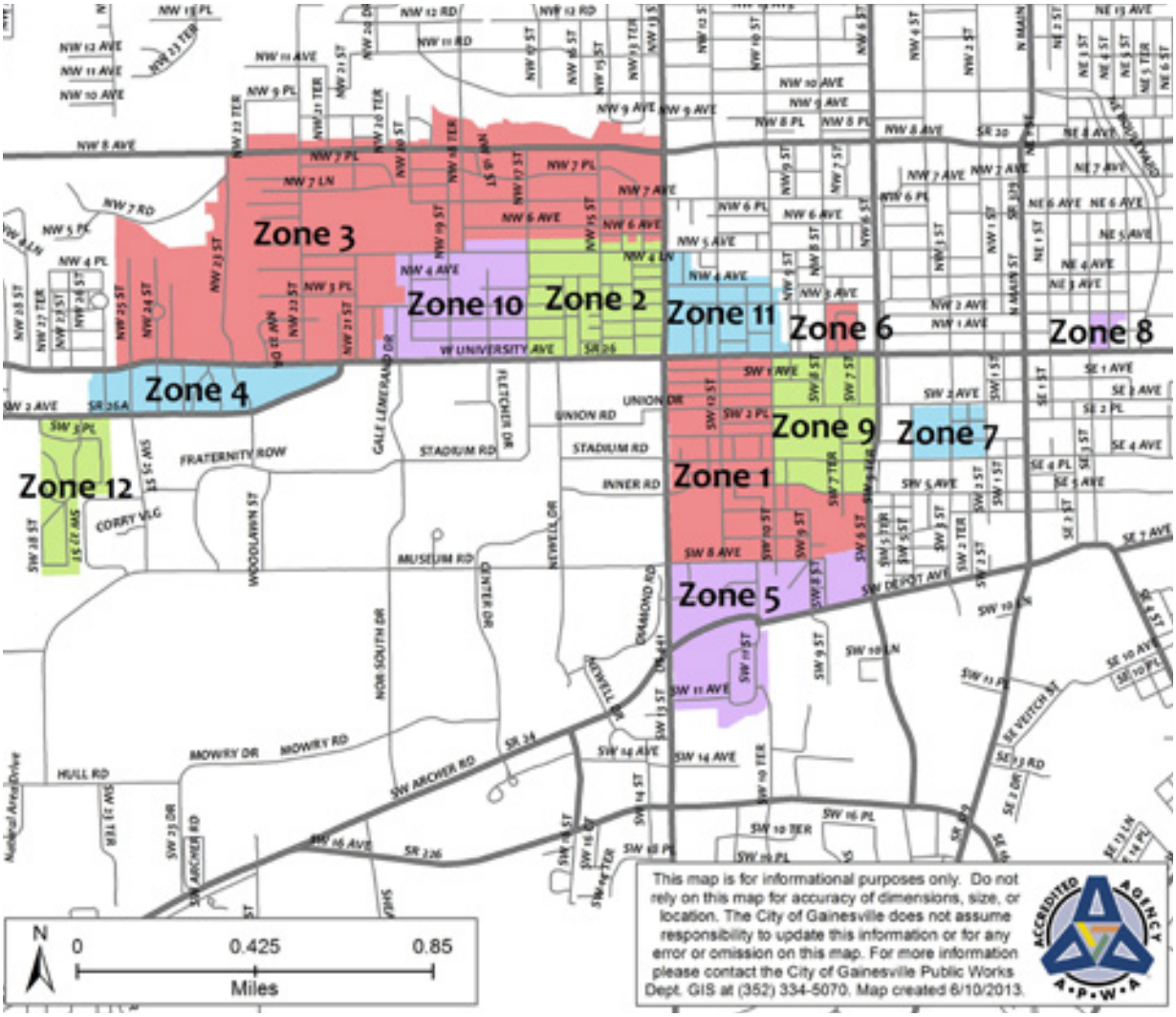
OFF-STREET

A majority of off-street parking located within and surrounding the district is primarily privately owned and regulated, either by local retail/ businesses or dedicated as residential parking. However, a majority of the public off-street parking is primarily located within Downtown Gainesville. The SW Downtown Garage is a convenient and fully automated garage located in the heart of the Downtown that provides over 850 spaces to the downtown supply. There are also a number of off-street parking lots scattered throughout the downtown that provide time-limited metered parking ranging from two to ten hours, as well as permit parking only lots. Similar to on-street parking, enforcement for off-street public lots run daily from 8:00AM to 5:00PM, except for Saturdays and Sundays.

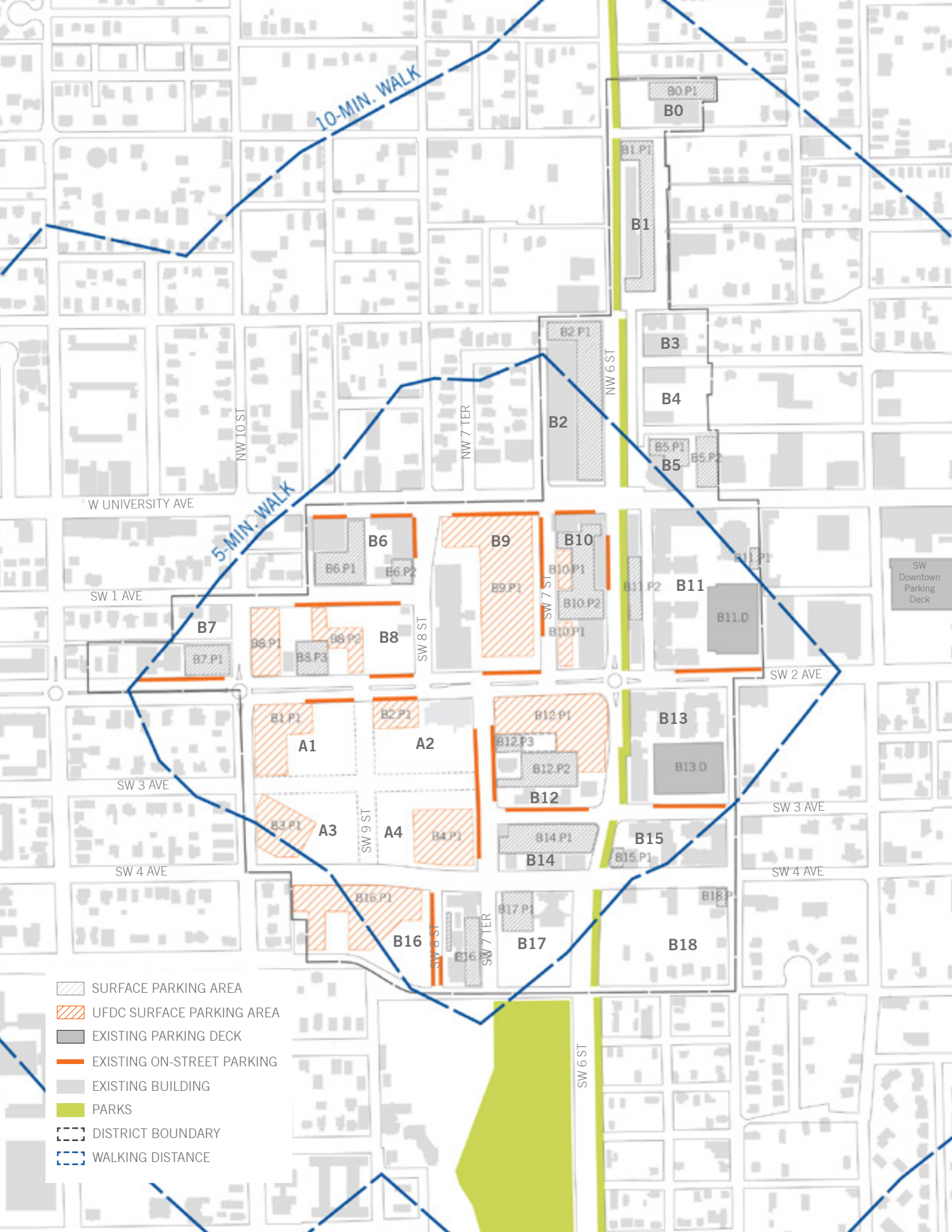
PARKING UTILIZATION

An analysis of the existing parking utilization, gathered from previous parking studies and observations, helps to conclude that overall the parking utilization throughout the immediate district and surrounding areas is relatively low and underutilized. On-street parking assets that are regulated with permit parking zones generally have a higher percentage of utilization as compared to metered, unregulated, and time-limited spaces throughout the area. Both public and private, non-residential off-street lots show low levels of utilization, however parking for large mixed-use and residential developments show slightly higher levels of utilization. Nonetheless, these developments they still contain an ample supply of available parking.

CITY OF GAINESVILLE MAP OF PARKING ALL ZONES



Source: Gainesville Parking: http://gvilleparking.com/

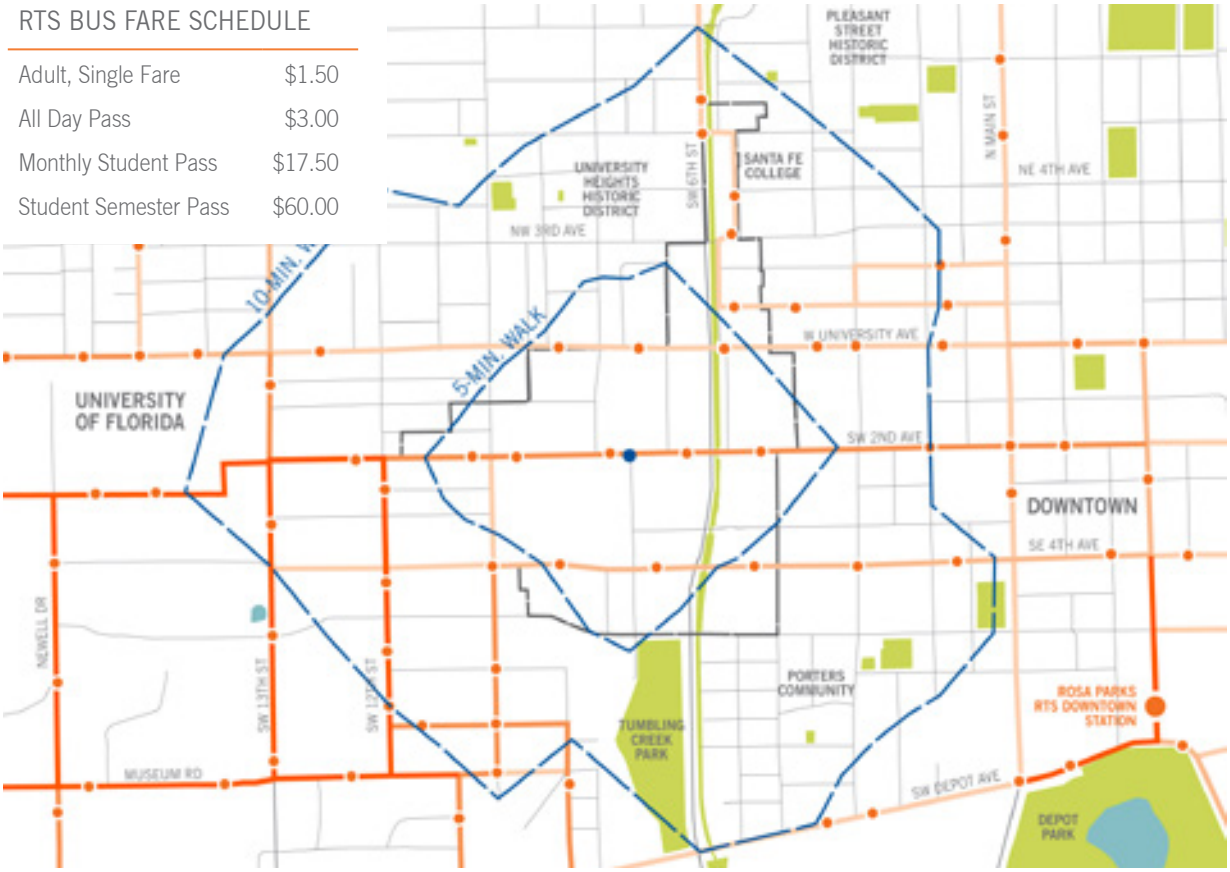

10-MIN. WALK
5-MIN. WALK
B0
B0.P1
B1
B1.P1
B2
B2.P1
B3
B4
B5
B5.P1
B5.P2
B6
B6.P1
B6.P2
B7
B7.P1
B8
B8.P1
B8.P2
B8.P3
B9
B9.P1
B10
B10.P1
B10.P2
B11
B11.P1
B11.P2
B11.D
B12
B12.P1
B12.P2
B12.P3
B13
B13.D
B14
B14.P1
B15
B15.P1
B16
B16.P1
B17
B17.P1
B18
A1
A2
A3
A4
B3.P1
B4.P1
NW 10 ST
NW 7 TER
NW 6 ST
SW 8 ST
SW 7 ST
SW 9 ST
SW 6 ST
W UNIVERSITY AVE
SW 1 AVE
SW 2 AVE
SW 3 AVE
SW 4 AVE
SW Downtown Parking Deck
SURFACE PARKING AREA
UFDC SURFACE PARKING AREA
EXISTING PARKING DECK
EXISTING ON-STREET PARKING
EXISTING BUILDING
PARKS
DISTRICT BOUNDARY
WALKING DISTANCE

INNOVATION SQUARE DISTRICT EXISTING PARKING INVENTORY

BLOCK	ON-STREET		SURFACE		DECK	TOTAL
	# SPACES	LOT ID	# SPACES	DECK ID	# SPACES	
A1	16	A1.P1	95	-	-	111
A2	8	A2.P1	48	-	-	56
A3	-	A3.P1	89	-	-	89
A4	-	A4.P1	83	-	-	83
B0	-	B0.P1	49	-	-	49
B1	-	B1.P1	90	-		90
B2	-	B2.P1	204	-	-	204
B3	22	-	-	-	-	22
B4	20	-	-	-	-	20
B5	27	B5.P1 B5.P2	22 34	-	-	83
B6	10	B6.P1 B6.P2	90 20	-	-	120
B7	17	B7.P1	83	-	-	100
B8	41	B8.P1 B8.P2 B8.P3	50 53 24	-	-	168
B9	14	B9.P1	269	-	-	283
B10	13	B10.P1 B10.P2	51 77	-	-	141
B11	19	B11.P1 B11.P2	8 15	B11.D	780[1]	822
B12	13	B12.P1 B12.P2 B12.P3	224 53 n/a	-	-	290
B13	-	-	-	B13.D	818	818
B14	-	B14.P1	93	-	-	93
B15	-	B15.P1	5	-	-	5
B16	-	B16.P1 B16.P2	215 51	-	-	266
B17	-	B17.P1	70	-	-	70
B18	-	B18.P1	8	-	-	8
TOTAL	220	-	2,173	-	1,598	3,991

[1] Estimated number of spaces from Development Framework.

RTS BUS FARE SCHEDULE	
Adult, Single Fare	$1.50
All Day Pass	$3.00
Monthly Student Pass	$17.50
Student Semester Pass	$60.00



RTS Bus Route (< 5 Min)
RTS Bus Route (5-10 Min)
RTS Bus Route (11-15 Min)
RTS Bus Route (>15 Min)
RTS Bus Stop
District Boundary

TRANSIT SYSTEM

The Regional Transit System in Gainesville offers high quality bus transit throughout the City of Gainesville, providing over 33 city routes, nine campus routes for the University of Florida, as well as late and extended night service for students and shuttle service for football game visitors. The RTS runs seven days a week, providing local and regional service throughout Alachua County. It offers transit programs, such as an employee pass program and student and monthly passes, in addition to single ride cash fares.

Located in close proximity to the Rosa Parks RTS Downtown Station, the Innovation Square District is ideally situated between RTS' two large regional destinations: Downtown Gainesville and the University of Florida. There are numerous bus stop locations on major bisecting streets within the Innovation Square District, including University Avenue, SW 2nd Avenue, and SW 4th Avenue, each providing direct access to various destinations. The average frequency of bus routes along University Avenue span from 16-20 minutes during the weekday peak periods, while SW 2nd Avenue and SW 4th Avenue have higher bus frequencies averaging around 5-10 minutes during the peak period.

In addition to the bus network, two other para-transit options are also available and expand the network's reach. The Student Nighttime Auxiliary Patrol (SNAP) is a free, nightly, campus safety and transportation service co-sponsored by Student Traffic Court, Student Government, and the University of Florida Police Department. Campus Cab provides point-to-point transportation for University of Florida faculty and staff on the Main Campus, East Campus, and some UF facilities in Alachua County.

Existing Trail
Existing Bike Lane
Proposed Bicycle Boulevard
Parks
District Boundary

BICYCLE INFRASTRUCTURE

The City of Gainesville has adequate bicycle infrastructure and facilities to support bicycling throughout the UF and Downtown Districts; however there are various initiatives and plans to improve the bicycling environment within the next few years. Near the Innovation Square District, bicycle infrastructure currently spans from the University of Florida to Downtown and includes dedicated bicycle lane facilities. Within the district, there is bicycle infrastructure that bisects the district along SW 2nd Avenue helping to connect UF to Downtown Gainesville. The city is also proposing various bicycle boulevard locations and off-road facilities throughout the study area, which will help employees, residents, and visitors to get to and from the district. Currently there are proposed bicycle boulevard locations directly along the Innovation Square District boundary along SW 12th Street, as well as along NW 3rd Avenue.

Bicycle facilities will become important in encouraging non-motorized transport in the project, especially to provide connections to existing and planned regional routes that extend the ability to bike to and from Innovation Square into surrounding neighborhoods. Furthermore, in addition to enhanced biking conditions and facilities, convenient bike-transit connections (e.g. easy-to-use bike racks at Innovation Square and at remote bus stops) can extend the range of transit considerably and provide an additional level of mobility that could allow bikes and transit to replace driving for some people.


STOP

PARKING ANALYSIS+STRATEGY.

RECOMMENDATIONS

Envisioned as a dense walkable neighborhood of residences, shops and workplaces, Innovation Square was designed to create a sustainable community for existing and future residents and employers that will be a model of smart growth for Florida. To accomplish this, it will be developed with the most progressive transportation program available in order to foster a livable community that encourages and takes advantage of the efficiencies of shared parking, walking, bicycling and transit. The goal of this "sustainable transportation program" is to reduce the need to drive and park for every trip by providing realistic incentives to get out of the car and walk through the neighborhood. By reducing the need to drive for every trip, Innovation Square can reduce vehicle emissions, reduce traffic congestion, and reduce the amount of land dedicated to parking supply.


BUS
TAXI
BUS

PARKING ANALYSIS+STRATEGY. STRATEGIES+RECOMMENDATIONS.

SHARED PARKING PROGRAM

Innovation Square is capitalizing on the natural synergies of its mix of tenants in close proximity to each other, as well as the nearby educational, commercial, and entertainment districts of Gainesville, to maximize the efficiencies of shared parking and alternatives to the automobile. A district-wide "park once" approach, coupled with well-managed parking in adjacent districts, will enable tenants to take advantage of an attractive pedestrian-oriented place that creates lower parking demand resulting in cost savings to tenants and their residents, employees, and visitors. The creation of the UMU-2 Zoning District for Innovation Square eliminated minimum parking requirements within the district. This was a key first step towards supporting a "park once" approach for Innovation Square by creating the opportunity to manage parking supply and demand throughout the district.

Mixed-use developments, such as Innovation Square, offer the opportunity to share parking spaces between various uses, thereby reducing the total number of spaces required compared to the same uses in stand-alone developments. This is a primary benefit in mixed-use development contexts of moderate-to-high density. Shared parking operations offer many localized benefits to the surrounding community, including a more efficient use of land resources and reduced traffic congestion.

There are two basic types of shared parking opportunities:

1. Proximate uses with staggered demand peaks.

2. Internal capture of trips between proximate uses.

SHARED PARKING OPPORTUNITIES

STAGGERD PEAKS

The first shared parking opportunity offered by mixed-use development comes from the staggered demand peaks associated with each use. Different land uses generate unique levels and patterns of parking demand. Parking supplies at mixed-use locations accommodate these demand fluctuations more efficiently than segregated supplies, by accommodating peaking uses with spaces left vacant by other uses. Thus, the same parking lot that was full of workers' vehicles during the day can be used for residents at night.

In recognition of the fact that parking demand for different land uses fluctuate throughout the day, each land use at Innovation Square has a variable parking demand rate by time of day. This varying demand is expressed as "occupancy rates" – a percentage of spaces allocated for a particular land use that are likely to be occupied at any given time. If parking is shared, then the total demand for parking is the sum of the number of parking spaces occupied for all land uses at the busiest hour. For Innovation Square, staggered peaks have been modeled through all phases of development according to trusted methods published by the Institute of Transportation Engineers (ITE) and the Urban Land Institute (ULI).

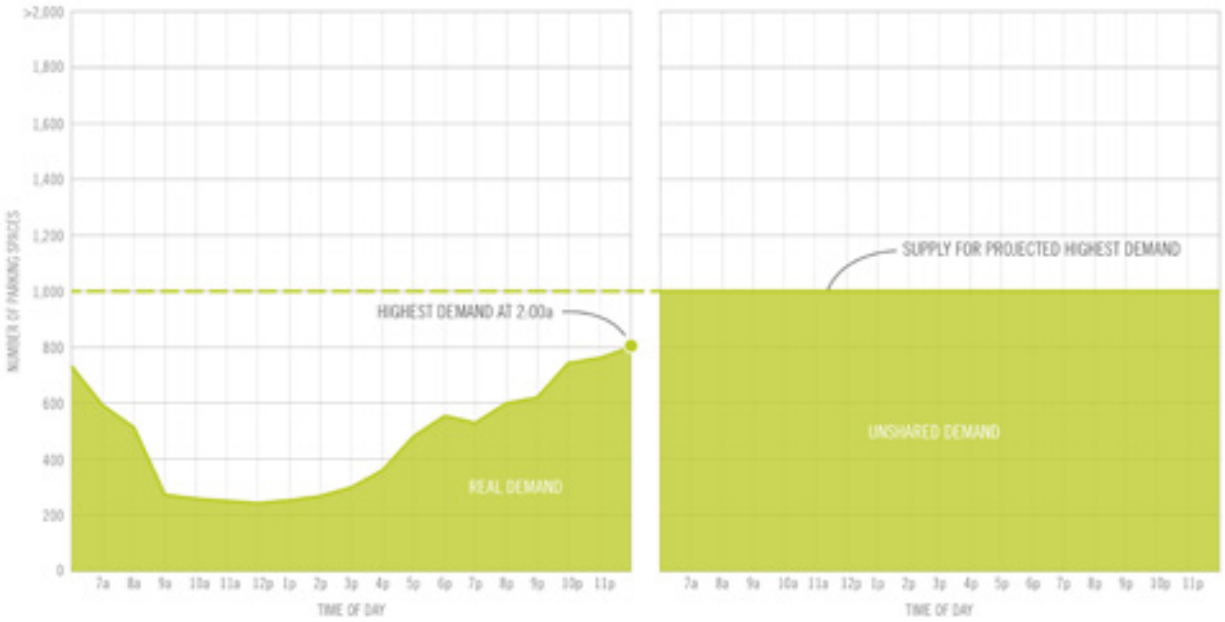
Sharing does not reduce parking demand; instead it reduces the amount of square footage that is needed to meet the parking demand. These efficiencies allow for a much smaller "parking footprint" allowing for a) land to be used for more productive uses and b) greater flexibility in site planning and project design.

INTERNAL CAPTURE

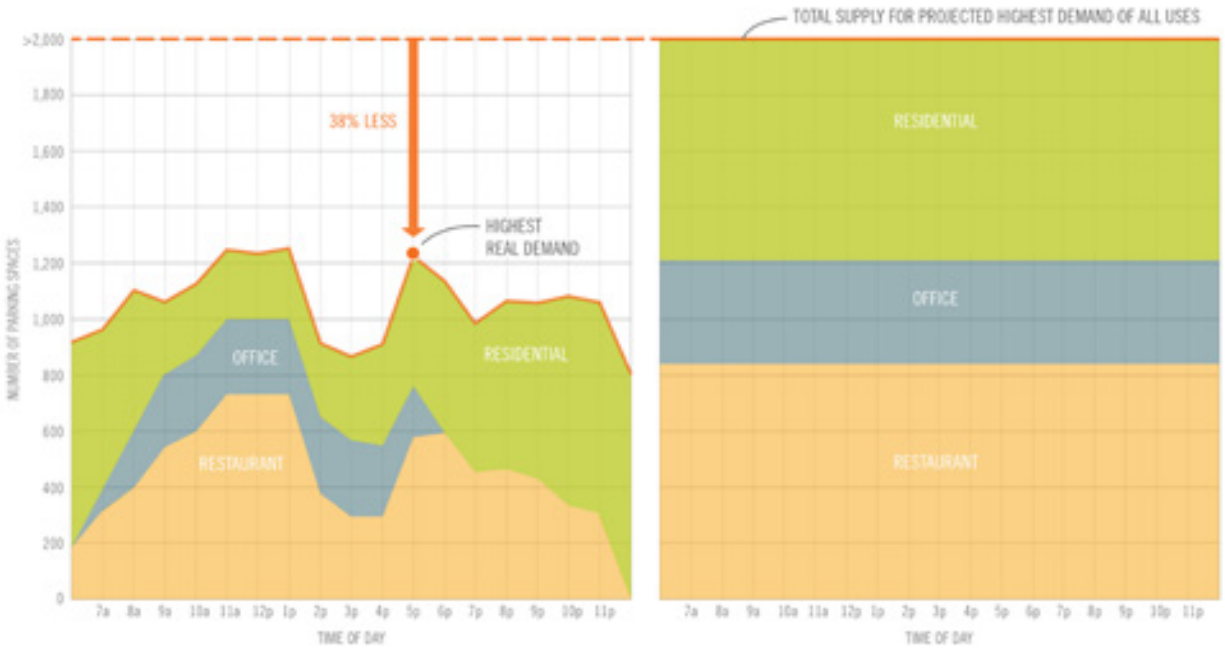
Mixed-use projects allow for parking efficiencies through "internal capture" trips. Such trips are made by patrons who, having already parked, travel between uses without accessing their vehicle. Restaurants and retail services are common generators of internal capture trips in mixed-use developments, as they serve both employees and residents within the same development. Not only does this proximity of uses present an opportunity to conserve land area from parking uses, but it reduces localized congestion as local employees and residents are presented with daily goods and services within walking distance.

For the build-out of Innovation Square, a captive market reduction of only 5% in the first Phase of development eventually evolves to 32% by full build-out, as compared to industry standard parking generation rates published by ITE and ULI.

SHARED DEMAND VS. UNSHARED SUPPLY: RESIDENTIAL EXAMPLE.



SHARED DEMAND VS. UNSHARED SUPPLY: MIXED USE EXAMPLE.



THE BENEFITS OF SHARED PARKING

Mixing uses in a single district such as Innovation Square allows the varying peaks of each tenant's demand to be accommodated across all hours of the day with far fewer district-wide parking spaces than self-parking each tenant's site would require. By passing on the savings of less parking construction and less undeveloped land to tenants or directly to their residents, employees, and visitors, Innovation Square can offer more amenities to more tenants at the same or reduced cost compared to traditional development sites.

Amenities at Innovation Square include walkable on-site retail, easy access to downtown restaurants, high-frequency transit connections, dedicated shuttles to area residences, premium bicycle facilities, superior spaces for walking and gathering, on-site showers and changing rooms, recreational facilities, and much more.

WHAT ARE THE INCENTIVES?

The Innovation Square parking district can offer packages tailored to tenants, with convenience costs tied to proximate parking and incentives in place to share most parking:

- Dedicated Parking – A portion of included parking may be on-site and dedicated only to proximate tenants. The costs of this parking can be rolled into standard building lease rates, with transit and biking amenities available for a fee.

- Shared Parking – For tenants sharing a portion of parking at any one of several access-controlled shared facilities, a reduced building lease rate can be made available. These lower costs can be supported by amenities that include inexpensive transit, carshare and bikeshare passes, as well as discounted employee shuttles and free emergency taxi rides home.

- Remote Parking – Tenants willing to park some or all users remotely, including in designated off-site shared facilities, can receive the lowest building lease rates and all on-site amenities for free.

Any tenant offering payroll bonuses or rent reductions for individuals who don't drive may receive additional

amenities, including dedicated shuttles, free marketing and transportation benefits coordination, and on-site showers and changing rooms, in addition to receiving all on-site amenities for free.

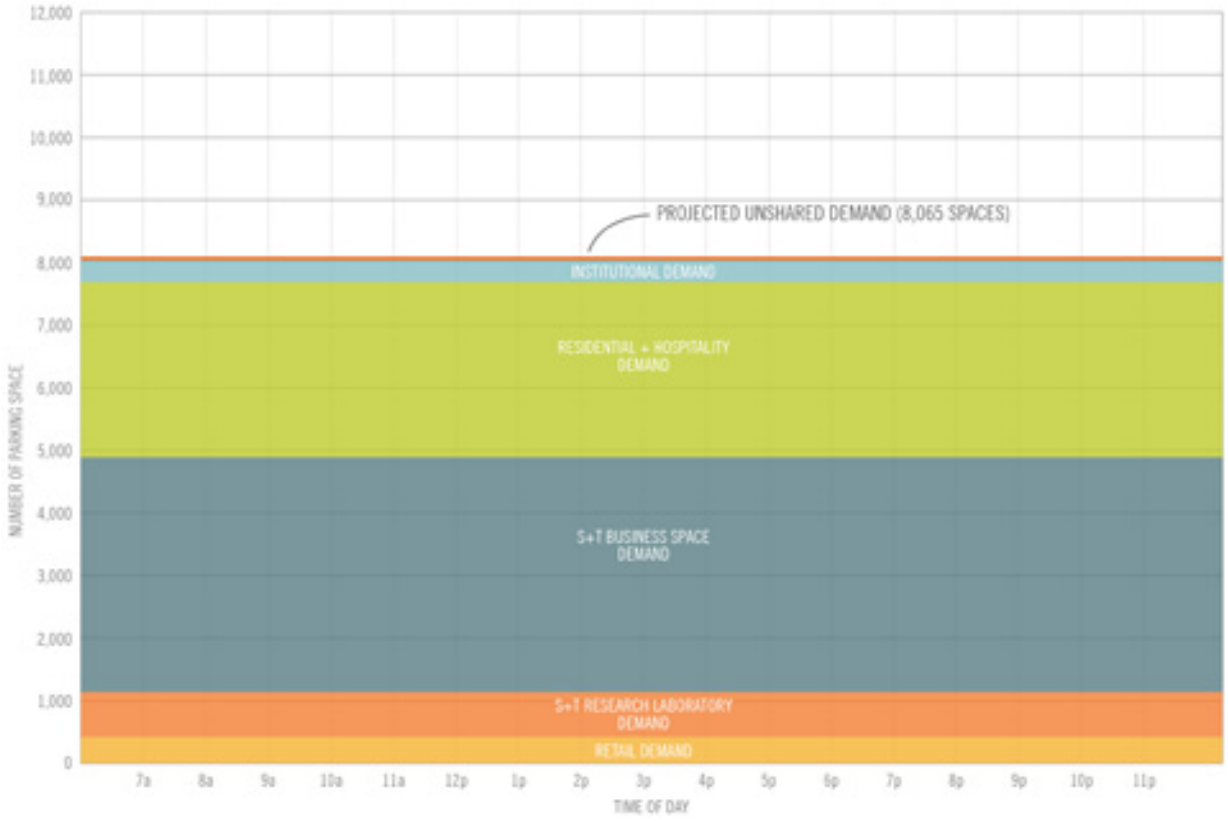
WHAT ARE THE GUARANTEES?

Every tenant is guaranteed the parking they desire. The phased development of Innovation Square ensures sufficient supply on-site for any level of dedicated or shared parking at all times during build-out and beyond. In return for registering users' vehicles to enable periodic monitoring, tenants who experience less parking demand than anticipated can be eligible for early lease negotiation at lower rates if they participate in a shared parking program and the transit, biking, carsharing, and other employees incentives.

WHAT ARE THE RISKS?

Carpooling, bus riding, biking, and carsharing are not for everyone. However, national trends towards compact live-work communities with ample alternatives to the automobile are accelerating as communities, developers, and employers see the value, cost savings, and health benefits of places like Innovation Square. The partners advancing these "park once" concepts in Gainesville recognize that the future of local development, employment, and profitability rest in the efficiencies of this and other Innovation Square programs. The greater risk may lie in strategies of the past.

INNOVATION SQUARE PROJECTED UNSHARED PARKING DEMAND

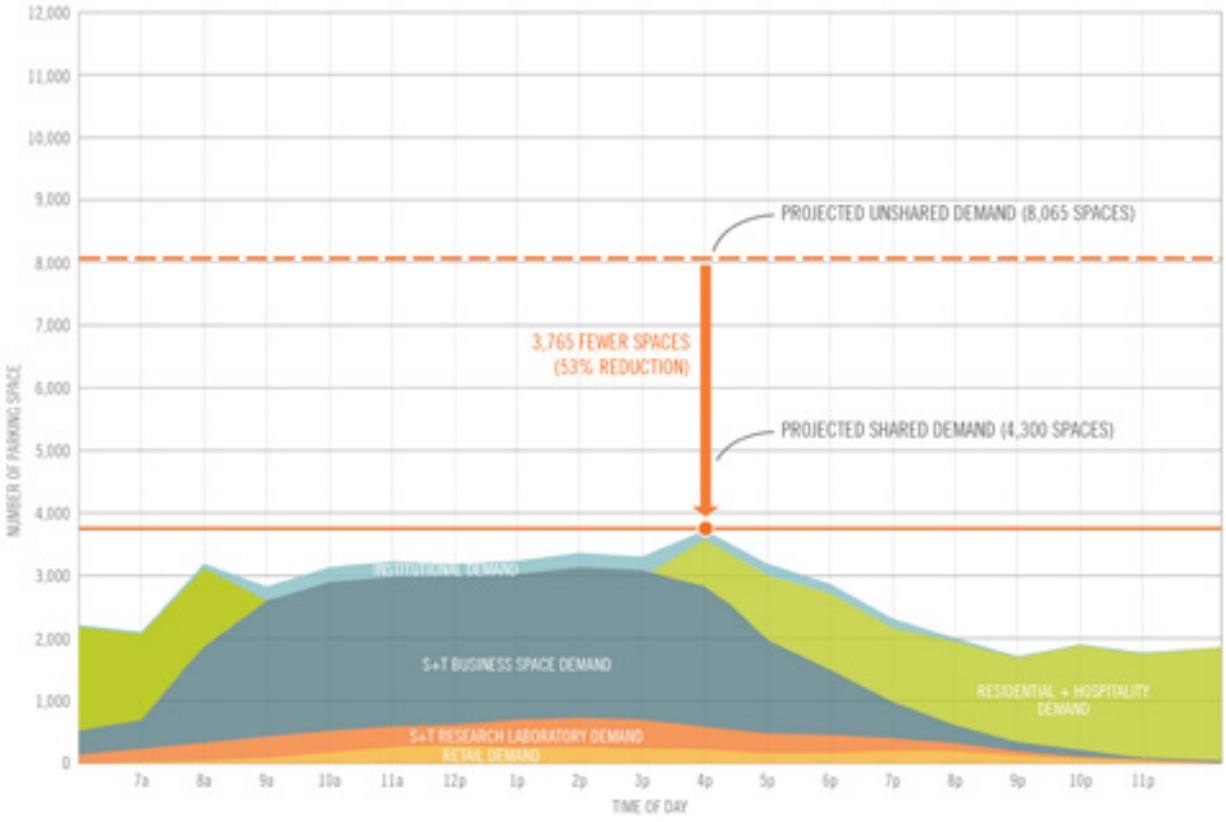


REDUCED PARKING SUPPLY

Innovation Square represents a unique opportunity to share many uses in a very efficient and cost-saving manner due to the size and number of uses in a compact area. All 23 blocks are located within an area that is slightly larger than ¼ square mile, easily enabling sharing within and between blocks. The shared parking analysis is based upon the careful application of observed and modeled parking demand rates throughout average weekday and weekend days to each use category proposed for Innovation Square: rental housing, condominiums, office space, labs, sit-down restaurants, and general retail.

The shared parking analysis finds that peak parking demand for Innovation Square at full build-out and occupancy with complete sharing will occur on weekdays around 4 p.m. when about 3,800 parking spaces will be occupied. This is significantly less than the 4,300 parking spaces that would be needed without sharing and demand management practices. This differential enables Innovation Square to dedicate more land to productive land uses, greatly reduced parking construction costs, and pass savings on to tenants.

INNOVATION SQUARE PROJECTED SHARED PARKING DEMAND WITH TDM

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PARKING ANALYSIS+STRATEGY. STRATEGIES+RECOMMENDATIONS.

PHASED DEMAND MANAGEMENT PROGRAM

Innovation Square will implement a comprehensive package of parking demand management and trip reduction tools. Parking demand reduction measures have been shown to reduce vehicle trips and parking demand in comparable development contexts. It is estimated that implementation of parking management, trip reduction, and operational efficiency measures will result conservatively in an estimated parking demand reduction of 4% in the first phase of development, eventually evolving to 30% by full build-out.

Several strategies designed to efficiently and cost-effectively utilize parking resources comprise the parking management program for Innovation Square. The Parking District Plan is developed with these primary goals:

- Provide sufficient parking supply for all tenants, visitors, and residents of Innovation Square
- Support multi-modal transportation services and amenities that offer various travel options that reduce the reliance on automobiles, promote healthy lifestyles, and reduce polluting emissions
- Incentivize the efficient utilization of all available parking assets in order to maximize return on investment and minimize adverse development costs, impacts on the built environment, and degradation of public and open space opportunities in Gainesville
- Offer superior customer service, amenities, and programs that make Innovation Square an attractive place to live, work, and play

The district is designed to mitigate the high cost of maintaining quality parking spaces by limiting the number of hours spaces are unutilized. Projected shared parking efficiencies greatly reduce the need for supply over time, creating significant cost-savings that can be passed on as superior site amenities to tenants, residents, employees, and visitors.

TDM PROGRAMS

1. PROMOTE A "PARK ONCE" ENVIRONMENT

Innovation Square makes efficient use of the parking supply by including as many spaces as possible in a common pool of shared, publicly available spaces. The parking supply for all users is shared, with the exception of tenants, residents, and employees who are willing to pay a premium for dedicated spaces.

A Park Once district is an immediate generator of pedestrian life, creating pedestrian traffic that animates public life on the streets and generates the patrons of street-friendly retail businesses. The Park Once district will be managed by a Transportation Management Association (TMA). The concept will be marketed to all tenants, their employees and their visitors. It is supported by the remaining strategies described in the following sections.

This "Park Once" strategy is implemented through the following lease program:

1. Under the tier 1 standard lease rate, tenants or sub-developers are guaranteed that all – or a portion that they select – of their parking supply, not exceeding the ratio set in Schedule A (see page 70), will be available on-site or across the street in a dedicated facility that may be shared with other dedicated users. Availability is guaranteed during all hours of normal business operation or all-day for residents. Subscribers have access to all transportation amenities described below for standard user fees, discounted for group purchases.

2. Under the tier 2 reduced lease rate, tenants or sub-developers are guaranteed that all – or a portion that they select – of their parking supply, not exceeding the ratio set in Schedule A (see page 70), will be available at Innovation Square in any shared facility. Availability is guaranteed at all hours. Subscribers have access to transportation amenities at substantially reduced rates.

3. Under the tier 3 discount lease rate, tenants or sub-developers are guaranteed that all – or a portion that they select – of their parking supply, not exceeding the ratio set in Schedule A (see page 70), will be available in shared facilities at Innovation Square or within a five-minute walk or shuttle of Innovation Square. Availability is guaranteed during all hours of normal business operation or all-day for residents. Subscribers have full access to transportation amenities at no charge.

2. COMMERCIAL PARKING BENEFIT DISTRICT

After the initial phases of development, retail and public on-street parking at Innovation Square will be charged a fee without time-limits through the use of smart meters or pay stations in order to discourage long-term parking and to maintain enough turnover to avoid patrons circling to find parking. An ideal occupancy rate is approximately 85%. At this level of occupancy, about one out of every seven spaces will be available. This provides enough vacancies that visitors can easily find a spot near their destination when they first arrive. Prices will vary by location and by time of day and day of week: for example, higher at noon, and lower at midnight. Parking occupancy for each block and lot at Innovation Square will be monitored carefully and prices adjusted regularly to keep occupancy close to 85-percent.

To create vacancies and turnover of the most convenient "front door" curb parking spaces for customers and visitors, pricing will focus on 2nd Avenue and the nearby portions of cross streets. In the initial years of the project, if parking demand is low, meter rates that provide the first hour or 90 minutes free of charge may be sufficient to create a 15% vacancy rate. All resulting meter revenue will support streetscape maintenance and improvements plus other amenities in Innovation Square.

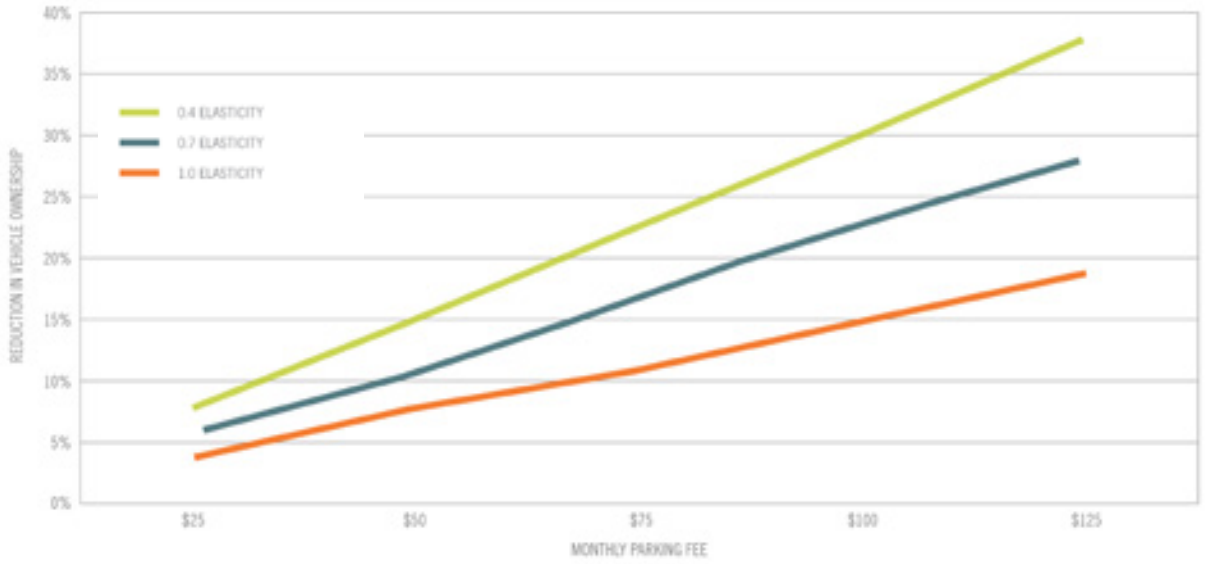
3. PROVIDE SUBSIZED SHORT-TERM PARKING

In the first years of the project, retailers at Innovation Square may need every possible advantage to thrive. Initially, therefore, short-term parking rates in Innovation Square's shared parking facilities will provide 90 minutes of free parking, with a fee thereafter to keep long-term parkers from occupying customer spaces all day.

4. SEPARATE RESIDENTIAL PARKING CHARGE

Minimum parking requirements often mandate that one or more reserved parking spaces be provided for all new resi-

REDUCTION IN VEHICLE OWNERSHIP FROM UNBUNDLED PARKING COSTS.



dential units. Traditionally, this required parking is included at "no charge" in the purchase or lease price of a residential housing unit. Because the cost of those spaces is included in the purchase price, the cost of these spaces is essentially hidden within the cost of the housing.

Separating, or "unbundling", the costs of parking from the costs of housing, and charging a fee for parking rights is a tool that at a minimum covers the marginal costs of providing the parking space (including land, construction, and operation/maintenance costs); it is also a tool for reducing parking demand and trip generation at residential developments.

Charging separately for parking is the single most effective strategy to encourage households to own fewer cars, and rely more on walking, cycling and transit. According to a study by Todd Litman (2004), unbundling residential parking can significantly reduce household vehicle ownership and parking demand.

This TDM effect occurs initially via "self-selection" effects that reward potential buyers who own fewer than average vehicles, and later by sending an ongoing price signal to occupants that provides incentive to reduce vehicle ownership.[1] Such unbundling makes the cost of vehicle ownership and use more transparent to housing consumers, and it lowers housing costs for residents who do not require additional spaces. Reductions in parking supplies provide significant savings in development costs and preserves land for more productive use that generate property and sales tax revenues for the City.

For all residential units, the full cost of providing parking will be "unbundled" from the cost of the housing itself, by offering all residential parking at hourly rates or the above leased rate tiers. Unbundling parking construction and maintenance costs from development and leasing costs will change parking in Innovation Square from a required purchase to an optional amenity, so that residents can freely choose how many spaces they wish to lease. Households may sublease or transfer to other residents their space unfettered just like any other real property.

5. SEPARATE EMPLOYEE PARKING CHARGE

Market-rate parking prices are one of the most effective strategies for reducing parking demand and vehicle trips. Market-rate parking charges have been found to reduce vehicle trips from 8% to 21%, with reductions of up to 38% in suburban locations.

CASE STUDIES: FINANCIAL INCENTIVES VS. DECREASE IN PARKING DEMAND

LOCATION	SCOPE OF STUDY	MONTHLY FINANCIAL INCENTIVE	PARKING DEMAND DECREASE
Group A: Areas With Little Public Transportation			
Century City, CA	3,500 employees at 100+ firms	$81	15%
Cornell University, NY	9,000 faculty + staff	$34	26%
San Fernando Valley, CA	1 large employer (850 employees)	$37	30%
Bellevue, WA	1 medium-sized firm (430 employees)	$54	39%
Costa Mesa, CA	State Farm Insurance employees	$37	22%
Group A Average		$49	26%
Group B: Areas With Fair Public Transportation			
Los Angeles Civic Center	10,000+ employees, several firms	$125	36%
Mid-Wilshire Blvd, LA	1 mid-sized firm	$89	38%
Washington DC Suburbs	5,500 employees at 3 work sites	$68	26%
Downtown Los Angeles	5,500 employees at 118 firms	$126	25%
Group B Average		$102	31%
Group C: Areas With Good Public Transportation			
University of Washington	50,000 faculty, staff + students	$16	24%
Downtown Ottawa	3,500+ government staff	$72	18%
Group C Average		$102	31%
OVERALL AVERAGE		$67	27%

Innovation Square's retail tenants will need employee parking spaces. As with parking for residential units, the full cost of providing these employee spaces should be unbundled from the cost of leasing commercial space sub-leases, providing employers with a strong financial incentive to participate in transportation amenities and programs that will reduce employee parking demand. Tenants or sub-developers requiring these sub-lease arrangements will receive the associated retail parking demand as established in Schedule A (see page 70) portion at the reduced lease rate.

6. INCENTVIZE PARKING CASH OUT

Many employers are likely to wish to provide free parking for their employees as a fringe benefit. Employers should be allowed to do so, but those who also offer at least half of the cash value of the per-space parking lease rate to any employee who declines a parking pass will receive discounted or free transportation amenities, while the associated property lease receives the discounted lease rate. Such "parking cash out" programs provide an equal transportation subsidy to employees who ride transit, carpool, walk or bicycle to work.

Additionally, under the federal tax code, employers are able to offer their employees tax-free transit and vanpool benefits, known as "commuter benefits" to encourage transportation alternatives to and from the workplace. Commuter benefit programs are beneficial because they often reduce the out-of-pocket costs associated with transit fares and may help to increase the potential for transit and vanpool ridership. Commuter benefits can either be: employer-paid, where the employer pays for all associated transit expenses; employee-

paid, where the employee is able to pay for transit using pre-tax income; or a combination of both, where employers pay a portion and employees pay the remainder on a pre-tax basis. Currently under the U.S. tax law, employers are able to provide transit and vanpool tax free benefits to their employees for up to $245 per month. Similar to this program, the Bicycle Commuter Benefit program allows those who bike or walk to work to receive compensation for their alternative methods to commuting to work.

Currently, the City of Gainville's Regional Transit System (RTS) offers two employer programs to help create incentives for employees to take public transit and save on parking and commuting expenses associated with their travel. RTS offers the Federal Commuter Choice Tax Benefit Program, which is an extension of the federal Commuter Benefits Program, offering the transit and vanpool tax free benefits to their employees for up to $245 per month. The other program offered by the transit agency is the RTS Employee Bus Pass Program, which is a contract between employers and the transit agency to provide unlimited access to the transit system. Employers with more than 100 employees are eligible to enter into this one year contract with RTS, at a rate of $6.75 per employee. This program helps to diminish the cost associated with riding RTS for employees, while helping to encourage the use of the RTS system to get to and from work around the region.

The benefits of parking cash out are numerous, and include:

- Provides an equal transportation subsidy to employees who ride transit, carpool, vanpool, walk or bicycle to work. The benefit is particularly valuable to low-income employees, who are less likely to drive to work alone.
- Provides a low-cost fringe benefit that can help individual businesses recruit and retain employees.
- Employers report that parking cash-out requirements are simple to administer and enforce, typically requiring just one to two minutes per employee per month or quarter to administer.

In addition to these benefits, the primary benefit of parking cash out programs is their proven effect on reducing auto congestion and parking demand. The figure on the previous page outlines key research on commuter responsiveness to financial incentive programs implemented throughout the United States. The studies illustrate programs implemented in cities, colleges, and by individual employers, covering tens of thousands of employees and hundreds of firms. The findings show that, even in suburban locations with little or no transit, financial incentives can substantially reduce parking demand. On average, a financial incentive of $70 per month reduced parking demand by over one-quarter. At the University of Washington, a financial incentive of just $18 per month reduced parking demand by 24%.

7. RESIDENTIAL PARKING BENEFIT DISTRICT

To prevent unwanted spillover parking into the neighborhoods adjacent to Innovation Square, the City will implement a residential parking benefit district for these neighborhoods. This utilizes existing residential permit districts, but also offers a limited number of commuters to pay to use any surplus on-street parking spaces in the neighborhood. The resulting revenue is returned to the neighborhood to fund public improvements. Commuter permits will not be sold where on-street availability dips below 15%.

8. PROVIDE UNIVERSAL TRANSIT PASSES

Gainesville RTS's successful Employee Bus Pass Program grants employers a bulk discount when they provide free transit passes to all employees or residents. Nationally, these programs are a highly effective tool for reducing parking demand and increasing transit ridership. The principle of employee or residential transit passes is similar to that of insurance—transit agencies can offer lower rates on passes on the basis that not all those offered the pass will actually use them regularly. The universal passes are beneficial to everyone involved:

- For transit agencies, universal transit passes provide a stable source of income, while helping them meet their ridership goals.
- Employers reduce the demand for parking on-site and

CASE STUDIES: RESULTS OF UNIVERSAL TRANSIT PASS IMPLEMENTATION

LOCATION	DRIVE TO WORK		TRANSIT TO WORK	
Municipalities	Before	After	Before	After
Santa Clara (VTA)	76%	60%	11%	27%
Bellevue, WA	81%	57%	13%	18%
Ann Arbor, MI	n/a	(4%)	20%	25%
Universities	Before	After	Before	After
UCLA (faculty + staff)	46%	42%	8%	13%
University of Washington, Seattle	33%	24%	21%	36%
University of British Colombia	68%	57%	26%	38%
University of Wisconsin, Milwaukee	54%	41%	12%	28%
Colorado University Boulder (students)	43%	33%	4%	7%

are able to provide an additional benefit that helps recruit and retain employees.

- For commuters, the transit pass reduces the cost of getting to work and affords a hassle-free level of transit mobility, eliminating a major barriers to transit use—the need to search for spare change with each trip. Residents also benefit from free or low-cost, hassle-free transit mobility, meaning they are less likely to own a vehicle.

The ripple effect to developers can mean reduced parking requirements and consequently far lower construction costs. And neighbors of employees or residences that take part in the program avoid the problem of spill-over parking. The figure above shows how the implementation of a universal transit pass program has significantly altered the mode shares of driving and riding transit in several municipalities and universities throughout North America.

A universal transit pass program will provide all residents and employees of Innovation Square with unlimited rides on RTS buses through the Employee Bus Pass Program. Annual passes are purchased at a deeply discounted bulk rate for all employees and residents of properties leased at the tier 2 discounted and tier 3 reduced lease rates. The savings are passed on to tier 2 discounted lease rate tenants, while passes are provided for free to tier 3 reduced lease rate tenants.

9. DEDICATED SHUTTLE SERVICE

For tier 2 discounted and tier 3 reduced lease rate individual or groups of tenants or sub-developers, dedicated employee shuttle services will be offered at bulk or significantly reduced rates below cost. Scheduled service to residential communities in nearby neighborhoods and the University will offer onboard wifi and position-tracking and notification to mobile devices.

10. CARPOOL+VANPOOL INCENTIVES

In addition to charging daily rates for parking, the practice of carpool pricing incentives helps reduce drive-alone trips. The exact amount charged for carpool spaces vis-à-vis regular spaces will be adjusted to maximize carpooling. The TMA will also provide ride-sharing services, including carpool and vanpool incentives, customized ride-matching services, a transportation information package for new employees and residents, a Guaranteed Ride Home program (offering a limited number of emergency taxi rides home per employee), and an active marketing program to advertise the services to employees and residents.

11. BICYCLE+PEDESTRIAN FACILITIES

Bicycle facilities, including clothes lockers, secure bike parking, and shower facilities, will be located throughout Innovation Square and within tenant spaces.

Additionally, Gainesville is currently reviewing the possibility of implementing a bike-share program. This program, with proven success in several cities across the country (Boulder, Chattanooga, Greenville, San Antonio, etc), combines a fleet of bicycles with a series of drop-off and pick-up locations within a designated area of the city. Registered users are able to access these bikes for a designated amount of time using a personalized PIN number or debit card. Some users may find that this program offers a cheaper opportunity to the purchase and maintenance of a personal bicycle.

12. TRANSPORTATION RESOURCE CENTER

A storefront office that provides personalized information on transit routes and schedules, carpool and vanpool programs, bicycle routes and facilities and other transportation options will be provided on the main square. The Center will be responsible for administering and actively marketing all transportation amenities and programs.

13. ON-SITE SHARING PROGRAM

Car-sharing is a service that provides members with access to a fleet of vehicles on an hourly basis. Members reserve a car online or by phone, walk to the nearest lot, open the doors with an electronic key card, and drive off. They are billed at the end of the month for time and/or mileage. Car-sharing has the potential to change people's relationship to the car—particularly in dense, urban communities.

At the home, car-sharing can substitute for car ownership. At the workplace, it provides access to a vehicle for business use and personal errands during the day, allowing employees to avoid driving to work. Car-sharing is sometimes called the "missing link" in the package of alternatives to the private automobile. Members can use transit, cycling and walking for most of their daily trips but have access to a car when required. Members use car-sharing for a range of trips but rarely for the daily commute to work.

On average, about 20 percent of car-sharing members give up their car or a second or third vehicle, with even more forgoing the purchase of a new car. Thus, at least five private vehicles are replaced by each shared car. In turn, reduced vehicle ownership can lead to increased parking availability and less need for new parking.

Innovation Square will contract with a local car sharing provider to provide one or more car sharing pods in Innovation Square. Car sharing makes a common fleet of vehicles available to members for rental by the hour or by the day, with costs subsidized or eliminated for tier 2 discounted and tier 3 reduced lease rate tenants.

SOURCES

[1]The self-selection effects described here are known in the field of public choice economics as the "Tiebout Sorting Model", after the economist Charles Tiebout who first identified these effects and articulated a model of them. For more information, see http://en.wikipedia.org/wiki/Tiebout_sorting.

[2]Willson, Richard W. and Donald C. Shoup. "Parking Subsidies and Travel Choices: Assessing the Evidence." Transportation, 1990, Vol. 17b, 141-157 (p145).

[3]Cornell University Office of Transportation Services. "Summary of Transportation Demand Management Program." Unpublished, 1992.

[4]Willson (1990).

[5]United States Department of Transportation. "Proceedings of the Commuter Parking Symposium," USDOT Report No. DOT-T-91-14, 1990.

[6]Employers Manage Transportation. State Farm Insurance Company and Surface Transportation Policy Project, 1994.

[7]Willson (1990).

[8]ibid

[9]Miller, Gerald K. "The Impacts of Parking Prices on Commuter Travel," Metropolitan Washington Council of Governments, 1991.

[10]Shoup, Donald and Richard W. Wilson. "Employer-paid Parking: The Problem and Proposed Solutions," Transportation Quarterly, 1992, Vol. 46, No. 2, pp169-192 (p189).

[11]Williams, Michael E. and Kathleen L Petrait. "U-PASS: A Model Transportation Management Program That Works," Transportation Research Record, 1994, No.1404, p73-81.

[12]Willson (1990).

TDM PROGRAM IMPLEMENTATION BY PHASE

STRATEGY	PHASE 1	PHASE 2	PHASE 3
1. Promote "Park Once" Environment (est. rate of participation by lease tier: 1-standard / 2-reduced / 3-discount)	80 / 15 / 5	75 / 20 / 5	50 / 40 / 10
2. Commercial Parking Benefit District (est. average price & gross revenue)	$0 / $0	$0.25 / $50k	$0.50 / $100k
3. Subsidize Short-term Parking (est. subsidy to customer parking)	$50k	$60k	$45k
4. Separate Residential Parking Charge (est. rates of residents' purchase by lease tier: 1-standard / 2-reduced / 3-discount)	70 / 20 / 10	70 / 20 / 10	50 / 30 / 20
5. Separate Employee Parking Charge (est. rates of employees' purchase by tier/hourly: 1-standard / 2-reduced / 3-discount / hourly)	5 / 25 / 5 / 60	5 / 25 / 5 / 60	5 / 40 / 15 / 40
6. Incentivize Parking Cash Out (est. rate of cash out by employees)	10%	15%	20%
7. Residential Benefit Parking District (est. rate of residential streets utilized & gross annual benefit to neighborhood)	0% / $0	2% / $10k	5% / $25k
8. Provide Universal Transit Passes (est. transit mode share in peak hour)	10%	12%	15%
9. Dedicated Shuttle Service (est. annual shuttle operating cost)	$0	$0	$0
10. Carpool+Vanpool Incentives (est. carpool/vanpool participation rate)	0%	1%	1%
11. Bicycle+Pedestrian Facilities (est. bike mode share in peak hour)	1%	5%	10%
12. Transportation Resource Center (est. full-time equivalent staff needed)	0.25	0.25	0.50
13. On-site Car Sharing Program (est. car share vehicle demand)	2	3	4
ESTIMATED ANNUAL COST SAVINGS	$0M	$4.6M	$7.4M

PHASE 4	PHASE 5	PHASE 6	PHASE 7	PHASE 8	PHASE 9	PHASE 10
40 / 45 / 15	30 / 55 / 15	30 / 55 / 15	20 / 60 / 20	15 / 65 / 20	10 / 75 / 15	5 / 85 / 10
$0.50 / $125k	$0.75 / $250k	$0.75 / $300k	$1.00 / $400k	$1.00 / $450k	$1.50 / $600k	$1.50 / $650k
$25k	$0	$0	$0	$0	$0	$0
45 / 35 / 20	35 / 50 / 15	25 / 60 / 15	15 / 70 / 15	10 / 80 / 10	5 / 85 / 10	5 / 85 / 10
5 / 40 / 20 / 35	0 / 45 / 25 / 35	0 / 40 / 30 / 30	0 / 40 / 35 / 25	0 / 40 / 45 / 15	0 / 35 / 50 / 15	0 / 30 / 60 / 10
20%	25%	25%	30%	30%	35%	35%
7% / $35k	9% / $50k	10% / $60k	11% / $70k	12% / $80k	13% / $90k	14% / $100k
20%	22%	24%	27%	29%	32%	35%
$0	$100k	$200k	$300k	$500k	$500k	$600k
2%	3%	3%	4%	4%	5%	6%
12%	13%	14%	14%	15%	15%	15%
0.50	1.00	1.00	2.00	2.00	2.00	2.00
5	6	6	7	7	8	9
$8.0M	$8.9M	$8.1M	$8.9M	$9.4M	$9.1M	$9.7M

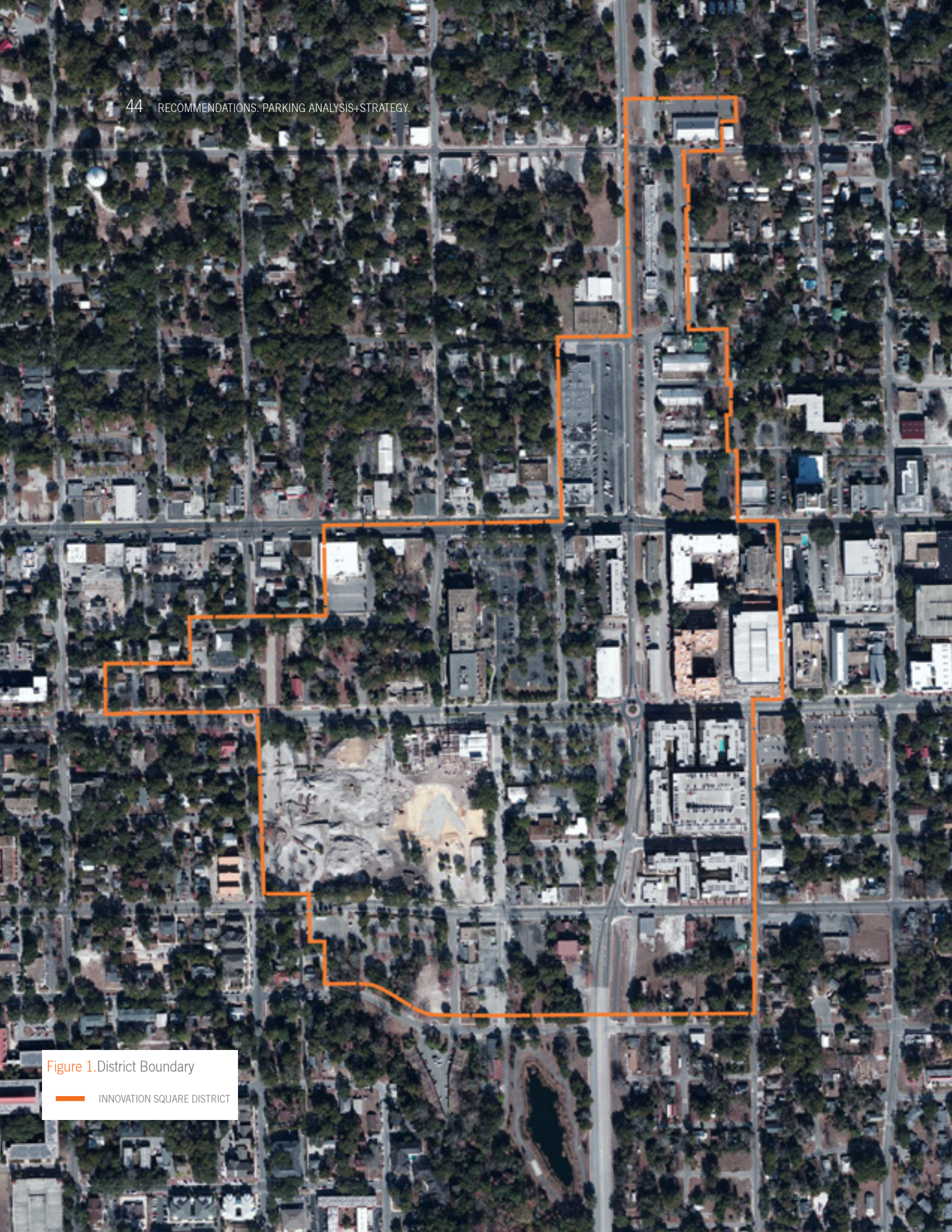


Figure 1. District Boundary

INNOVATION SQUARE DISTRICT

PARKING ANALYSIS+STRATEGY. INTRODUCTION.

TRANSPORTATION MANAGEMENT ASSOCIATION

A broad array of tools that encourage walking, biking and transit usage can be administered at Innovation Square through a Transportation Management Association (TMA): a member-controlled organization that encourages efficient use of transportation and parking resources in a finite area. All tenants, employees, and residents of Innovation Square should become members of the TMA. Other nearby businesses and residential properties will be encouraged to join and take advantage of the benefits of a TMA.

At Innovation Square, revenue from the district's parking facilities would be given to the TMA, providing the funding needed to support the district's parking and transportation demand management programs for members. The Innovation Square TMA would administer and actively market all demand management programs. It would also provide services such as personalized information on transit routes and schedules, ridesharing information, bicycle routes and facilities, and other transportation options available to residents, employees, customers, and guests. It would also negotiate with the RTS for low cost universal transit passes and implement the parking cash-out program. Operations of the Innovation Square TMA should be located at an on-site Transportation Resource Center (TRC) open to the public.

PARKING ANALYSIS+STRATEGY. STRATEGIES+RECOMMENDATIONS.

GENERAL FINANCING+ MANAGEMENT OPTIONS

In order to help consider the pitfalls and benefits associated with various parking management approaches and to form the basis of an innovative parking and access management strategy for Innovation Square, research of similar projects was conducted. These case studies can be found in Appendix A and provide a review of current practices in the financing, control/ownership, pricing, management, maintenance, and operations of on and off-street parking facilities at a range of similar development projects across from around the country. Specifically, this review of current practices is aimed at providing answers to the following questions:

Ownership: Who owns curbside and off-street parking facilities used by residents, employees and customers?

Financing: How was the capital construction of parking facilities originally financed? What types of public/private partnerships, if any, were involved in the development/financing of parking and other transportation services?

Operations + Maintenance: Who maintains on-site parking facilities, and how are ongoing operations and maintenance paid for?

Pricing: Who pays for on and off-street parking? Is parking bundled with the lease or sale of commercial and residential space in the development? Are customers and/or employees charged a fee to park on-site?

Sharing: How is parking shared between different tenants and/or users within the site?

Marketability: How have shared and priced parking impacted the marketability of commercial and residential space in the development?

The case studies are from different parts of the country, including urban infill sites in Atlanta, Georgia; Denver, Colorado; Dallas, Texas; and Pasadena, California and a developing suburban site in Rancho Cucamonga, California. In all cases, these projects are partially, or fully completed master-planned developments that incorporate a mix of land uses, including both commercial and residential uses. All of the sites are developed with attributes of traditional downtowns, or town centers, and include parking facilities that are shared by different tenants and other users on site.

STRATEGIES USED TO FINANCE, OWN AND MANAGE PARKING

STRATEGY	ATLANTIC STATION ATLANTA, GA	STAPLETON BOULDER, CO
Shared Off-Street Parking	●	●
Priced On-Street Parking (Curbside Meters)	●	●
Priced Off-Street Parking	●	-
Reduced or Eliminated Minimum Parking Requirements	-	-
Parking Unbundled from Office / Retail Lease / Purchase	-	-
Use of Tax Increment Financing for Infrastructure	●	●
Use of Tax Increment Financing for Off-Street Parking	●	-
Use of Special District Assessments to Finance Infrastructure / Parking	-	-
Public Ownership / Control of Off-Street Parking	-	-
Private Ownership / Control of Off-Street Parking	●	●
Public Ownership / Control of On-Street Parking	-	-
Private Ownership / Control of On-Street Parking	●	●
Third-Party Parking Management / Operations / Maintenance	●	-
Parking Maintenance / Operations Funded Through Common Area Maintenance Fee	●	●
Parking Benefit District	-	-
Aggressive TDM Program	●	●

MOCKINGBIRD STATION DALLAS, TX	VICTORIA GARDENS RANCHO CUCAMONGA, CA	PASEO COLORADO, PASADENA, CA	DOWNTOWN BOULDER, CO	INNOVATION SQUARE GAINESVILLE, FL
●	●	●	●	●
-	●	●	●	●
●	-	●	●	●
-	-	-	●	●
-	-	●	-	●
-	●	-	-	●
-	●	-	-	●
-	●	-	-	●
-	●	●	●	●
●	●	-	-	●
-	-	●	●	●
●	●	-	-	●
●	-	-	-	●
●	-	-	-	●
-	-	●	●	●
-	-	-	●	●

INNOVATION SQUARE (GAINESVILLE, FL)

The case studies of similar developments provide examples of alternative approaches to the common challenges of financing, constructing, controlling, managing, and maintaining on and off-street parking in new developments. In light of the tools available to developers in Gainesville, consideration of these examples leads to the following conclusions about the parking finance, ownership and management options at Innovation Square:

- Use of Tax Increment Financing. Tax increment financing may be used to contribute to the construction and operation of public or privately owned, off-street parking facilities. Following the precedent of the Atlantic Steel Redevelopment Plan, use of tax increment financing for parking may be justified as an essential component of a City approved plan to "encourage and support new and existing businesses," resulting in the total transformation of a previously underdeveloped property.

- Potential Partnership with City of Gainesville. A public-private partnership with the City can finance, own, and manage curbside, and/or off-street parking. Reduced parking requirements and/or zoning changes may be offset if there is a net financial benefit to the City.

- Shared Parking. The benefits of permitting shared use of parking facilities, includes the ability to use expensive parking resources more efficiently and to reduce the total number of parking spaces constructed, thereby saving money on construction and seizing the opportunity to develop and garner further revenue from spaces that might otherwise be needed for additional parking.

- Market-Based Pricing of Curbside and Off-Street Parking. Whether curbside and off-street parking are both publicly owned, or privately owned, charging a coordinated and market-based, hourly price for both can (1) manage parking demand, reducing the need for and cost of constructing additional parking facilities; (2) reduce on-site parking search traffic and increase turnover and availability of prime parking spaces to the special benefit of shoppers and retailers; (3) encourage use of transportation alternatives that enhance the sustainability and 'green image' of a development; and (4) provide revenues to fund transportation alternatives, as well as parking construction, operations and maintenance.

- "Unbundle" Parking from Lease Agreements. Lease agreements that separate, or 'unbundle', the cost of parking from the lease of commercial or residential space, and user-based charges for employee parking, reduce

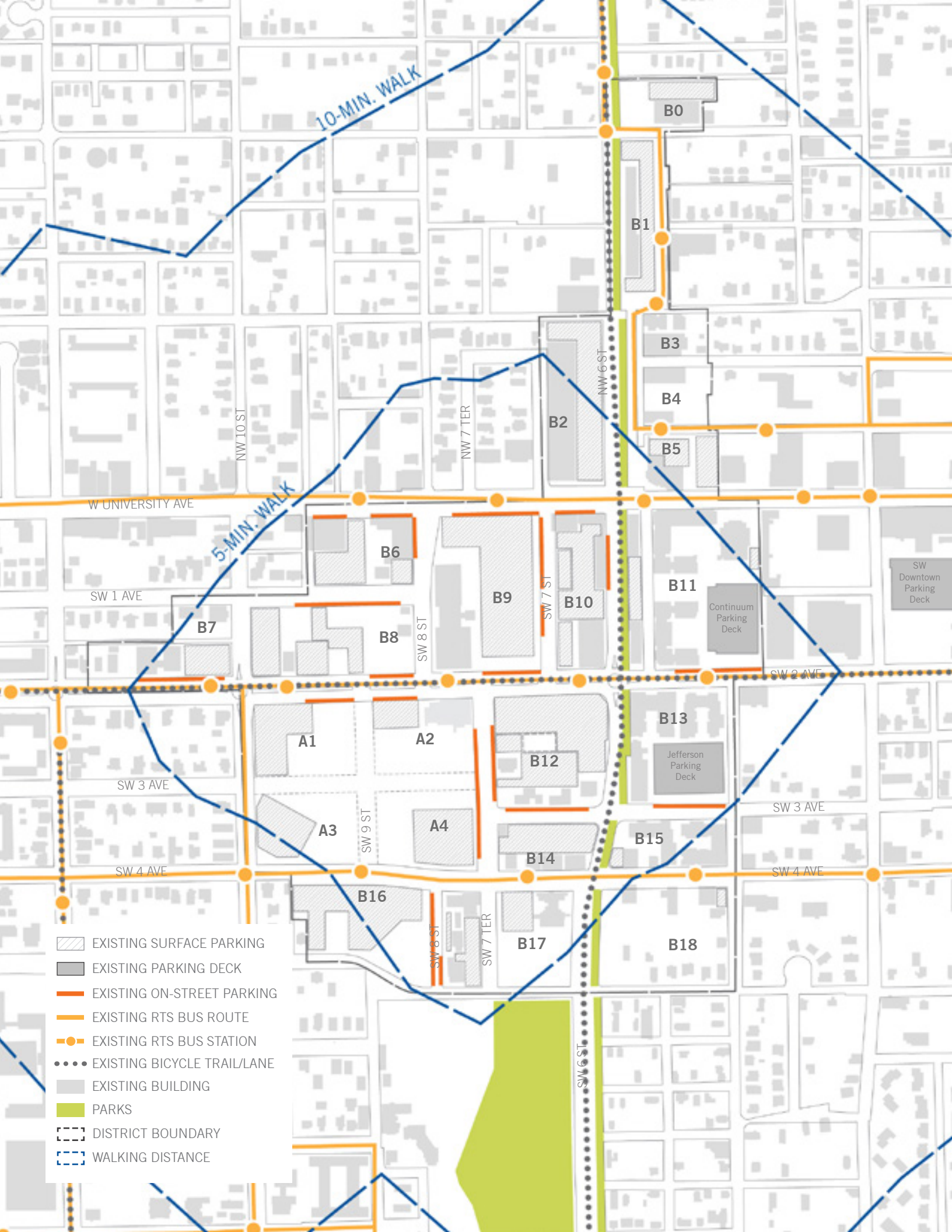
lease costs and better align parking supply and demand. The assessment of 'Common Areas Maintenance Fees,' is a form of unbundling, which provides consistent funding for parking operations and maintenance. The next step is to allow tenants who anticipate using less parking to pay lower maintenance fees.

- Aggressive Demand Management. Complementing parking supply with provision of alternative transportation services and aggressive transportation demand management programs can improve the sustainability and marketability of a development, and reduce parking demand along with associated costs.

- Revenue Bonds. The most commonly-funded form of parking financing by lenders are capital bonds backed by projected future revenues. Often the largest component of a financing package, the largest risk with a revenue bond is meeting the revenue projections to avoid default.

- Federal Grant Programs. In recent years, a number of Federal grant programs have been utilized by states, municipalities, and regional agencies to fund multi-modal transportation investments, including Federal Transit Administration grants for transit centers and Housing and Urban Development grants for transit-oriented-development. Many FTA-funded transit centers have included significant park & ride components, enabling portions of garages to be funded. HUD grants have not directly funded much capital but have been used to develop partnerships to enable significant infrastructure programs, many including parking.

- Special Assessments. Special Assessments for Parking and/or Transportation are used in communities around the country as a means of funding. In Gainesville, a variety of approaches to parking provision and management are recommended including creation of a parking district, greater sharing of parking, changes in zoning, market based pricing and unbundling of parking from rents. As described earlier, Tax Increment Financing can be used to cover various investments including parking and spur development. it is recommended that adding an additional assessment specifically for parking and transportation be avoided as it would be perceived as a separate tax on development. A combination of either in lieu fees (paid by developers who provide minimal parking) or required sharing (by developers who wish to build more) would be a less punitive and more incentivized way to contribute directly to needed parking facilities.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Continuum Parking Deck
Jefferson Parking Deck
SW Downtown Parking Deck
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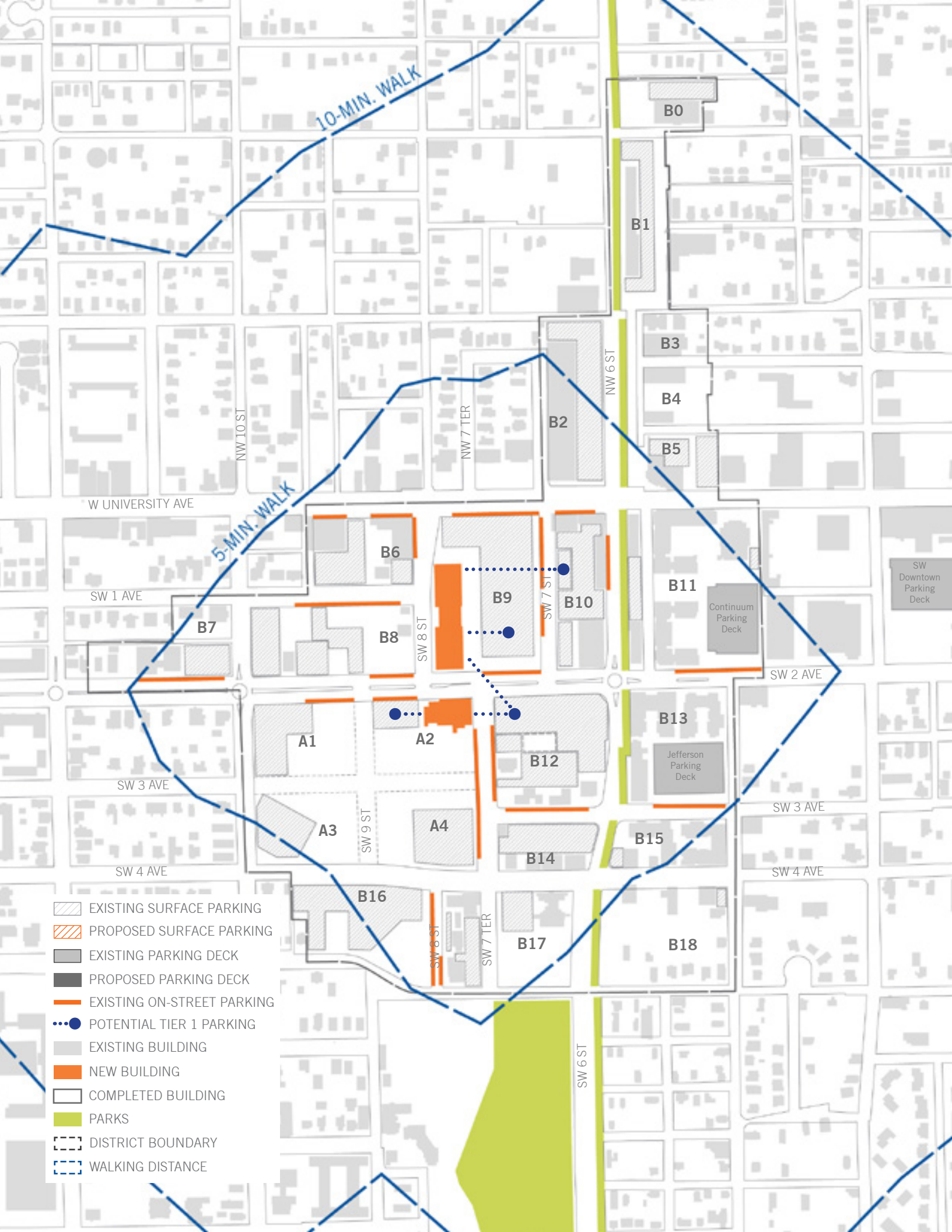
EXISTING PARKING DECK
EXISTING ON-STREET PARKING
EXISTING RTS BUS ROUTE
EXISTING RTS BUS STATION
EXISTING BICYCLE TRAIL/LANE
EXISTING BUILDING
PARKS
DISTRICT BOUNDARY
WALKING DISTANCE

PARKING ANALYSIS+STRATEGY.

PHASING

The following exhibits illustrate a phased parking strategy for the district. The formulas used to project the total supply and demand of parking within the district are standard ULI shared parking model results with standard TDM and internal capture reductions applied and estimated participation rates in various TDM measures. Through a combination of transportation demand management programs and efficient, shared use of existing and new temporary surface lots and proposed structured parking, a sufficient amount of parking is provided to meet the demands of the market while minimizing infrastructure investment and maintaining development flexibility. The phasing strategy should be viewed as a snapshot of how parking might be phased based on the development program as it is projected today but also serves as a reflection of how, during development, parking can be configured to support various development scenarios. Phases 1-3 (the first +/- 5 years) draw on proposed development plans and have the greatest level of resolution. Later phases are based on projected development and will likely change over time to accommodate actual market and development conditions.

Another item to be considered and further refined is the specific locations and definitions of the parking tiers. These exhibits begin to suggest where the tier 1 and tier 2 parking areas (as described on Page 36) may be located. Tier 1 locations are depicted in locations near the buildings they would serve while tier 2 spaces would be located throughout the district's 5-minute walk boundary and include two existing parking structures. Negotiating the use of these parking structures (currently privately owned and operated) for shared use is a critical component of the district's parking strategy. Shared parking decks will ultimately serve the increased parking need of new development. The shared parking decks are developed independently from buildings, dedicated to serving the District, not one building. This allows parking capacity to be controlled and not result in too little or too much parking. This change will not happen overnight, but must be phased in over time. A transitional strategy that utilizes existing surface lots will be necessary and is reflected in the phasing exhibits.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EXISTING PARKING DECK
PROPOSED PARKING DECK
EXISTING ON-STREET PARKING
POTENTIAL TIER 1 PARKING
EXISTING BUILDING
NEW BUILDING
COMPLETED BUILDING
PARKS
DISTRICT BOUNDARY
WALKING DISTANCE

PHASE 1 (TODAY)

DISTRICT DEVELOPMENT (GSF)

BLOCK ID	S+T RESEARCH LABORATORY	S+T BUSINESS SPACE	RESIDENTIAL+ HOSPITALITY	COMMERCIAL RETAIL	INSTITUTIONAL	TOTAL
A2	-	48,000	-	-	-	48,000
PHASE 2 TOTAL	-	48,000	-	-	-	48,000
TOTAL DEVELOP.	-	51,608	620,144	59,224	70,770	801,746

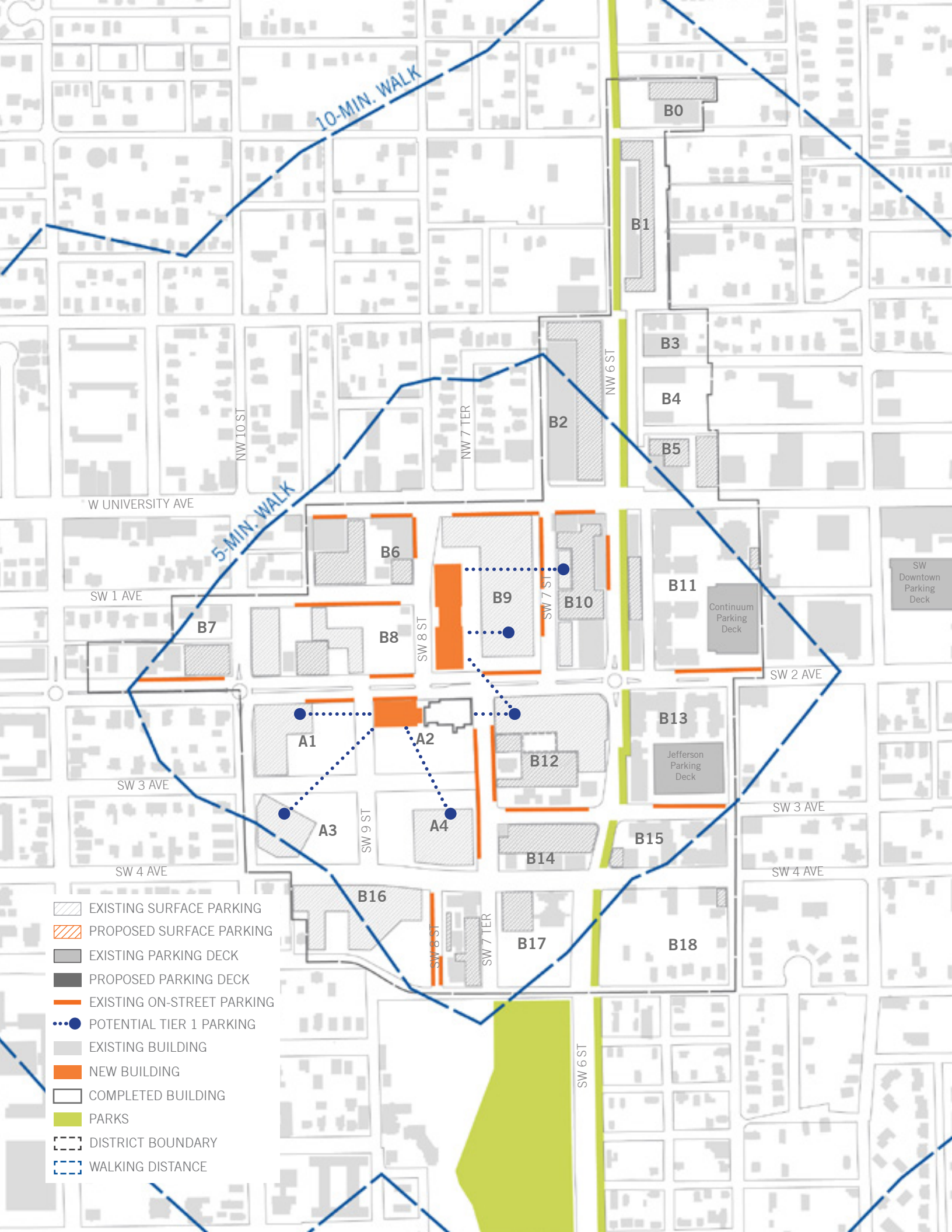
DISTRICT PARKING (# SPACES)

BLOCK ID	ON-STREET	SURFACE	DECK	TOTAL
-	-	-	-	-
TOTAL AVAILABLE	220	2,173	1,598	3,991
TOTAL DEMAND				906
SURPLUS/DEFICIT				3,085

PROJECTED PARKING RATIOS (THIS PHASE)

USE / TIER	RATIO
S+T Research Laboratory (spaces/1,000 GSF)	
Tier 1 Participation	N/A
Tier 2 Participation	N/A
Tier 3 Participation	N/A
S+T Business Space (spaces/1,000 GSF)	
Tier 1 Participation	2.5
Tier 2 Participation	2.3
Tier 3 Participation	2.3
Residential + Hospitality (spaces/unit)	
Tier 1 Participation	1.2
Tier 2 Participation	1.2
Tier 3 Participation	1.1

USE / TIER	RATIO
Institutional (spaces/1,000 GSF)	
Tier 1 Participation	3.2
Tier 2 Participation	3.0
Tier 3 Participation	2.9
Retail (spaces/1,000 GSF)	
Tier 1 Participation	2.6
Tier 2 Participation	2.4
Tier 3 Participation	2.3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EXISTING ON-STREET PARKING
POTENTIAL TIER 1 PARKING
EXISTING BUILDING
NEW BUILDING
COMPLETED BUILDING
PARKS
DISTRICT BOUNDARY
WALKING DISTANCE

PHASE 2

DISTRICT DEVELOPMENT (GSF)

BLOCK ID	S+T RESEARCH LABORATORY	S+T BUSINESS SPACE	RESIDENTIAL+ HOSPITALITY	COMMERCIAL RETAIL	INSTITUTIONAL	TOTAL
A2	-	148,000	-	10,000	-	158,000
PHASE 2 TOTAL	-	148,000	-	10,000	-	158,000
TOTAL DEVELOP.	-	199,609	620,144	69,224	70,770	959.746

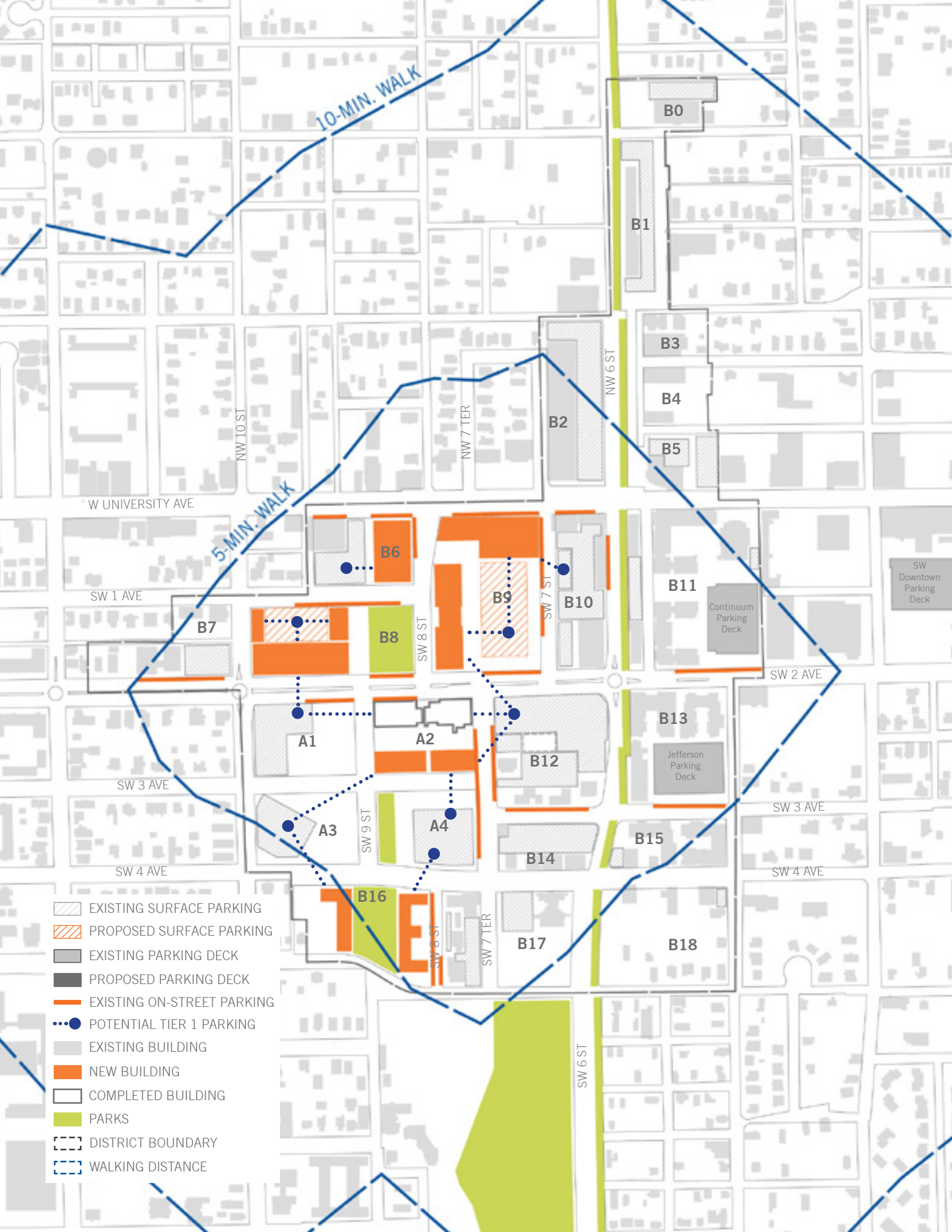
DISTRICT PARKING (# SPACES)

BLOCK ID	ON-STREET	SURFACE	DECK	TOTAL
A2		-48	-	-48
B12	-	-50	-	-50
TOTAL AVAILABLE	220	2,075	1,598	3,893
TOTAL DEMAND				1,176
SURPLUS/DEFICIT				2,717

PROJECTED PARKING RATIOS (THIS PHASE)

USE / TIER	RATIO
S+T Research Laboratory (spaces/1,000 GSF)	
Tier 1 Participation	N/A
Tier 2 Participation	N/A
Tier 3 Participation	N/A
S+T Business Space (spaces/1,000 GSF)	
Tier 1 Participation	2.5
Tier 2 Participation	2.3
Tier 3 Participation	2.2
Residential + Hospitality (spaces/unit)	
Tier 1 Participation	1.2
Tier 2 Participation	1.1
Tier 3 Participation	1.1

USE / TIER	RATIO
Institutional (spaces/1,000 GSF)	
Tier 1 Participation	3.2
Tier 2 Participation	3.0
Tier 3 Participation	2.9
Retail (spaces/1,000 GSF)	
Tier 1 Participation	2.6
Tier 2 Participation	2.4
Tier 3 Participation	2.3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EXISTING ON-STREET PARKING
POTENTIAL TIER 1 PARKING
EXISTING BUILDING
NEW BUILDING
COMPLETED BUILDING
PARKS
DISTRICT BOUNDARY
WALKING DISTANCE

PHASE 3

DISTRICT DEVELOPMENT (GSF)

BLOCK ID	S+T RESEARCH LABORATORY	S+T BUSINESS SPACE	RESIDENTIAL+ HOSPITALITY	COMMERCIAL RETAIL	INSTITUTIONAL	TOTAL
A2	46,000	100,000	-	-	-	146,000
B6	-	-	170,000	5,000	-	175,000
B8	-	-	292,800	18,000	-	310,800
B9	-	184,600	108,650	27,020	-	320,270
B16	-	-	99,300	-	-	99,300
PHASE 3 TOTAL	46,000	284,600	670,750	50,020	-	1,051,270
TOTAL DEVELOP.	46,000	484,208	1,290,894	119,244	70,770	2,011,116

DISTRICT PARKING (# SPACES)

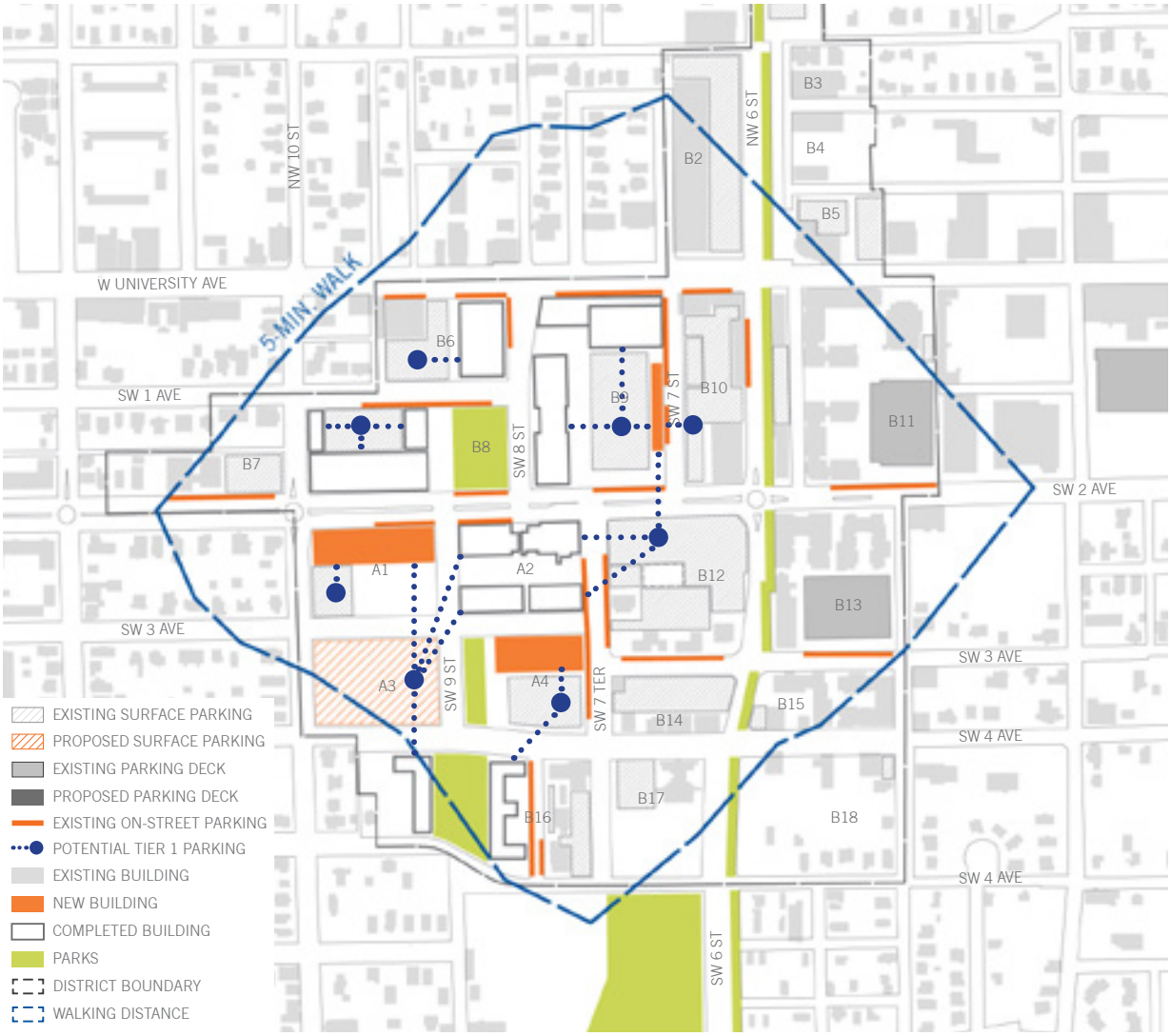
BLOCK ID	ON-STREET	SURFACE	DECK	TOTAL
B6	-	-27	-	-27
B8	-	-37	-	-37
B9	-	-69	-	-69
B16	-	-215	-	-50
TOTAL AVAILABLE	220	1,727	1,598	3,545
TOTAL DEMAND				2,187
SURPLUS/DEFICIT				1,358

PROJECTED PARKING RATIOS (THIS PHASE)

USE / TIER	RATIO
S+T Research Laboratory (spaces/1,000 GSF)	
Tier 1 Participation	0.8
Tier 2 Participation	0.6
Tier 3 Participation	0.6
S+T Business Space (spaces/1,000 GSF)	
Tier 1 Participation	2.5
Tier 2 Participation	2.1
Tier 3 Participation	1.9
Residential + Hospitality (spaces/unit)	
Tier 1 Participation	1.2
Tier 2 Participation	1.0
Tier 3 Participation	0.9

USE / TIER	RATIO
Institutional (spaces/1,000 GSF)	
Tier 1 Participation	3.2
Tier 2 Participation	2.7
Tier 3 Participation	2.5
Retail (spaces/1,000 GSF)	
Tier 1 Participation	2.6
Tier 2 Participation	2.2
Tier 3 Participation	2.0

PHASE 4



DISTRICT DEVELOPMENT

	SQUARE FOOTAGE DEVELOPED	
	PHASE 4	CUMULATIVE
S+T Research Laboratory	-	46,000
S+T Business Space	360,000	844,208
Residential + Hospitality	-	1,290,894
Commercial Retail	-	119,244
Institutional	-	70,770
Total Development	360,000	2,371,116

DISTRICT PARKING

	PARKING SPACES AVAILABLE	
	PHASE 4	CUMULATIVE
Surface Lot	-16	1,711
On-Street	-	220
Deck	-	1,598
Total Available	-16	3,529
Total Demand	660	2,847
Surplus / Deficit	-676	682

PHASE 5

DISTRICT DEVELOPMENT

	SQUARE FOOTAGE DEVELOPED	
	PHASE 5	CUMULATIVE
S+T Research Laboratory	-	46,000
S+T Business Space	300,000	1,144,208
Residential + Hospitality	170,000	1,460,894
Commercial Retail	5,000	124,244
Institutional	-	70,770
Total Development	475,000	2,846,116

DISTRICT PARKING

	PARKING SPACES AVAILABLE	
	PHASE 5	CUMULATIVE
Surface Lot	-87	1,624
On-Street	-	220
Deck	-	1,598
Total Available	-87	3,442
Total Demand	564	3,411
Surplus / Deficit	-651	31

PHASE 6

DISTRICT DEVELOPMENT

	SQUARE FOOTAGE DEVELOPED	
	PHASE 6	CUMULATIVE
S+T Research Laboratory	-	46,000
S+T Business Space	160,000	1,304,208
Residential + Hospitality	-	1,460,894
Commercial Retail	-	124,244
Institutional	-	70,770
Total Development	160,000	3,006,116

DISTRICT PARKING

	PARKING SPACES AVAILABLE	
	PHASE 6	CUMULATIVE
Surface Lot	-45	1,579
On-Street	-	220
Deck	700	2,298
Total Available	655	4,097
Total Demand	255	3,666
Surplus / Deficit	400	431

PHASE 7

DISTRICT DEVELOPMENT

	SQUARE FOOTAGE DEVELOPED	
	PHASE 7	CUMULATIVE
S+T Research Laboratory	200,000	246,000
S+T Business Space	-	1,304,208
Residential + Hospitality	-	1,460,894
Commercial Retail	-	124,244
Institutional	-	70,770
Total Development	200,000	3,206,116

DISTRICT PARKING

	PARKING SPACES AVAILABLE	
	PHASE 7	CUMULATIVE
Surface Lot	-292	1,287
On-Street	-	220
Deck	-	2,298
Total Available	-292	3,805
Total Demand	-3	3,663
Surplus / Deficit	-289	142

PHASE 8

DISTRICT DEVELOPMENT

	SQUARE FOOTAGE DEVELOPED	
	PHASE 8	CUMULATIVE
S+T Research Laboratory	200,000	446,000
S+T Business Space	-	1,304,208
Residential + Hospitality	-	1,460,894
Commercial Retail	-	124,244
Institutional	-	70,770
Total Development	200,000	3,406,116

DISTRICT PARKING

	PARKING SPACES AVAILABLE	
	PHASE 8	CUMULATIVE
Surface Lot	-108	1,179
On-Street	-	220
Deck	-	2,298
Total Available	-108	3,697
Total Demand	41	3,704
Surplus / Deficit	-149	-7

PHASE 9

DISTRICT DEVELOPMENT

	SQUARE FOOTAGE DEVELOPED	
	PHASE 9	CUMULATIVE
S+T Research Laboratory	425,200	871,200
S+T Business Space	79,800	1,384,008
Residential + Hospitality	397,200	1,858,094
Commercial Retail	49,800	174,044
Institutional	-	70,770
Total Development	952,000	4,358,116

DISTRICT PARKING

	PARKING SPACES AVAILABLE	
	PHASE 9	CUMULATIVE
Surface Lot	-206	973
On-Street	-	220
Deck	780	3,078
Total Available	574	4,271
Total Demand	185	3,889
Surplus / Deficit	965	959

PHASE 10

DISTRICT DEVELOPMENT

	SQUARE FOOTAGE DEVELOPED	
	PHASE 10	CUMULATIVE
S+T Research Laboratory	-	871,200
S+T Business Space	120,000	1,504,008
Residential + Hospitality	235,000	2,093,094
Commercial Retail	-	174,044
Institutional	45,000	115,770
Total Development	400,000	4,758,116

DISTRICT PARKING

	PARKING SPACES AVAILABLE	
	PHASE 10	CUMULATIVE
Surface Lot	-121	852
On-Street	-	220
Deck	648	3,726
Total Available	527	4,798
Total Demand	253	4,142
Surplus / Deficit	-302	657

PHASE TBD

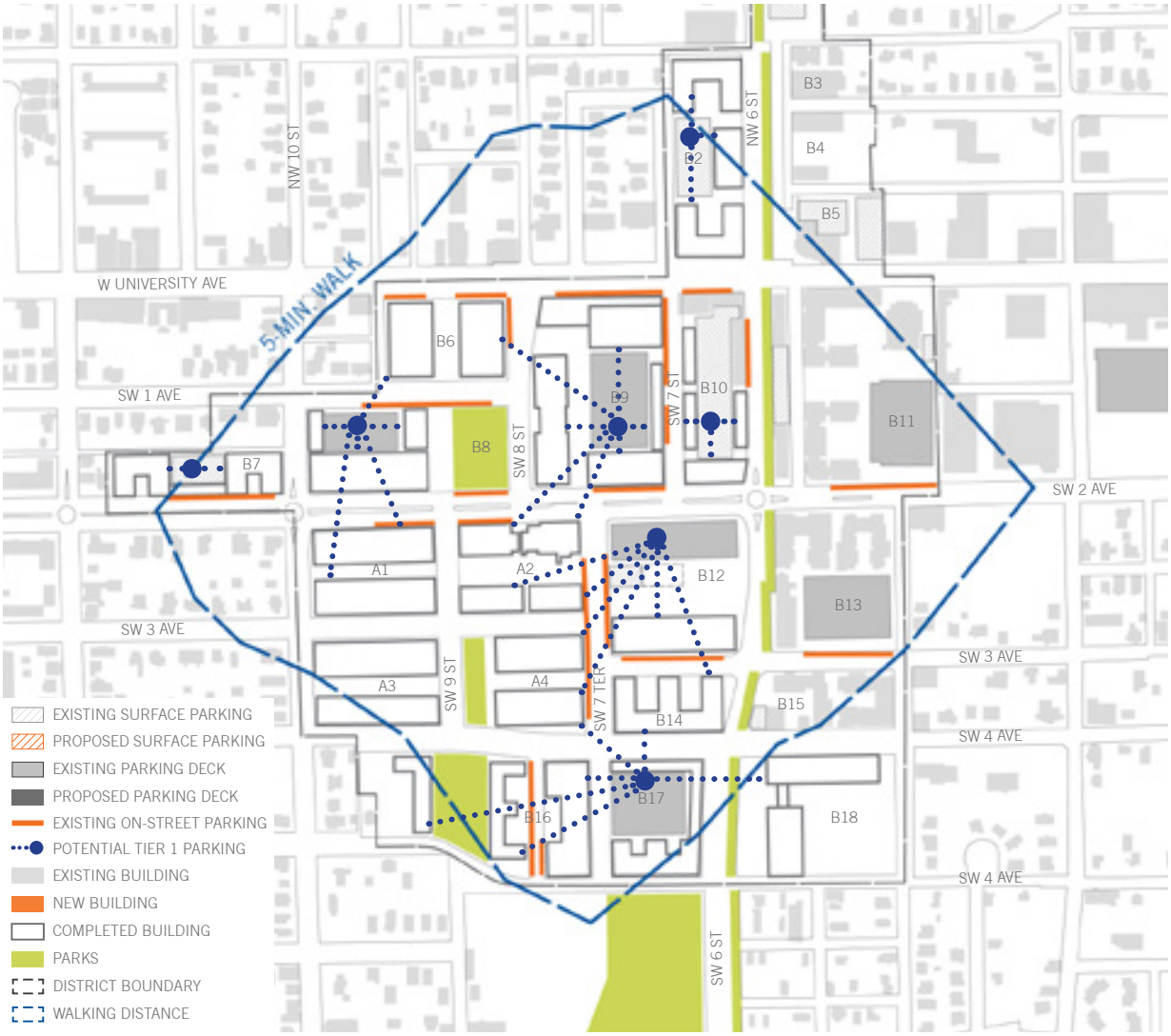
DISTRICT DEVELOPMENT

	SQUARE FOOTAGE DEVELOPED	
	PHASE TBD	CUMULATIVE
S+T Research Laboratory	503,200	1,374,400
S+T Business Space	-	1,504,008
Residential + Hospitality	-	2,093,094
Commercial Retail	52,000	226,044
Institutional	295,500	411,270
Total Development	850,700	5,608,816

DISTRICT PARKING

	PARKING SPACES AVAILABLE	
	PHASE TBD	CUMULATIVE
Surface Lot	-173	679
On-Street	-	220
Deck	460	4,186
Total Available	287	5,085
Total Demand	861	5,003
Surplus / Deficit	-574	82

FULL BUILDOUT



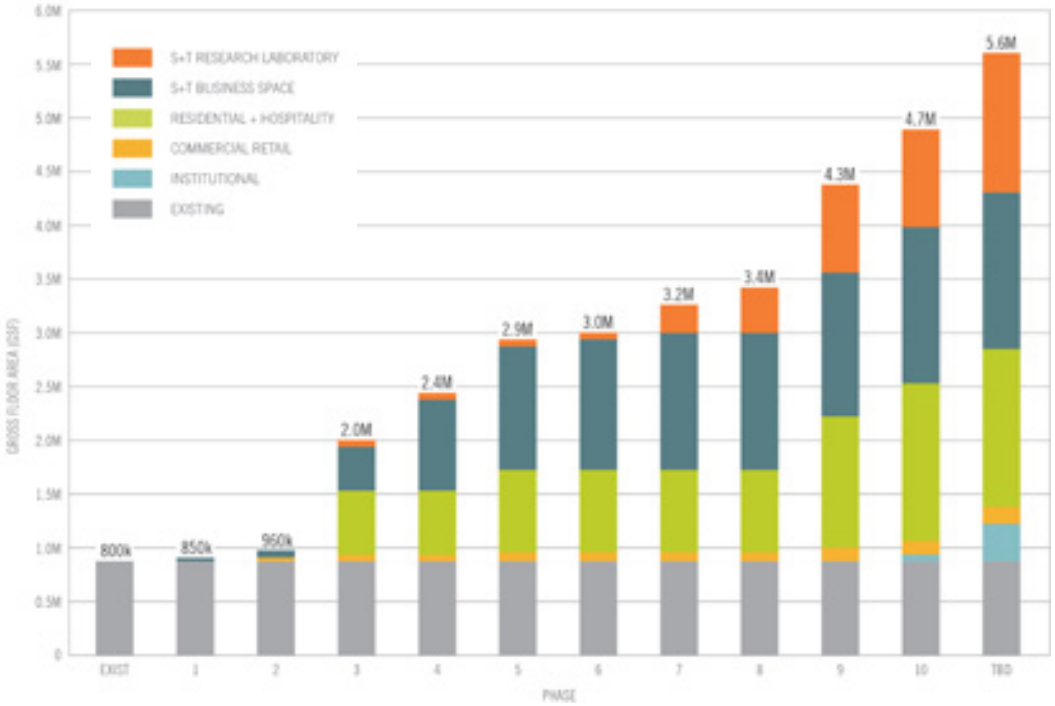
DISTRICT DEVELOPMENT

	SQUARE FOOTAGE DEVELOPED BUILDOUT
S+T Research Laboratory	1,374,400
S+T Business Space	1,504,008
Residential + Hospitality	2,093,094
Commercial Retail	226,044
Institutional	411,270
Total Development	5,608,816

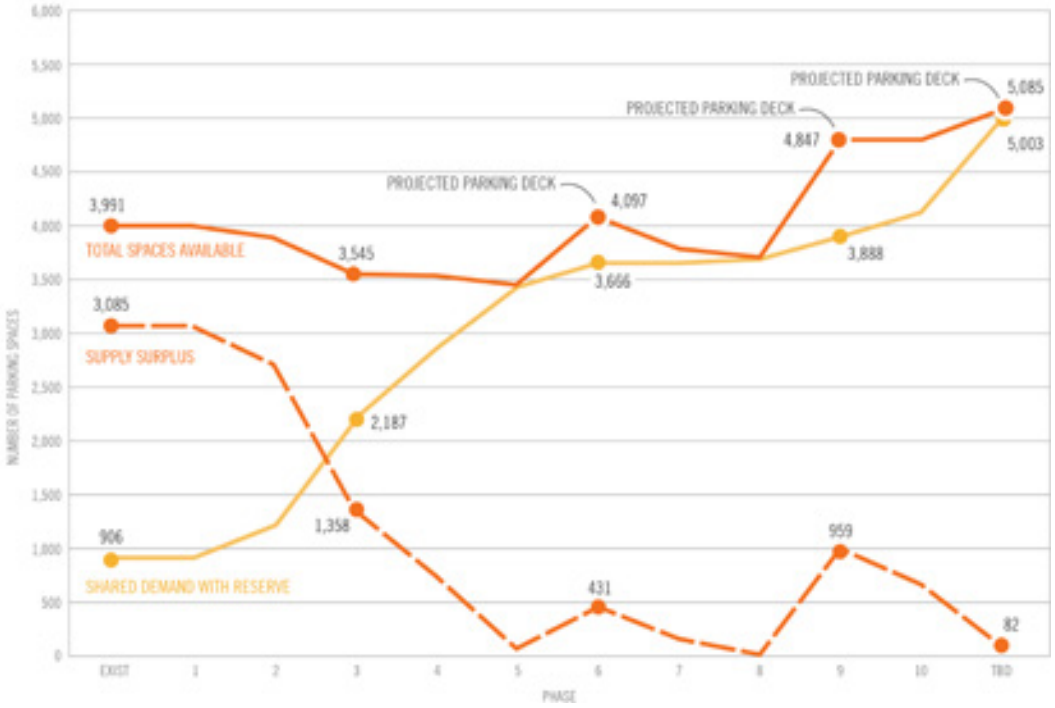
DISTRICT PARKING

	PARKING SPACES AVAILABLE BUILDOUT
Surface Lot	679
On-Street	220
Deck	4,186
Total Available	5,085
Total Demand	5,003
Surplus / Deficit	82

PROJECTED DEVELOPMENT PROGRAM



PROJECTED SHARED PARKING SUPPLY + DEMAND



SCHEDULE A: PROJECTED PARKING RATIOS

ANNUAL LEASE RATES	PHASE 1	PHASE 2	PHASE 3	PHASE 4
Tier 1 Participation	$1,420	$1,456	$1,491	$1,527
Tier 2 Participation	$1,136	$1,165	$1,193	$1,222
Tier 3 Participation	$852	$874	$895	$916

REQUIRED PARKING SPACES	PHASE 1	PHASE 2	PHASE 3	PHASE 4
S+T Research Laboratory (spaces/1,000 GSF)				
Tier 1 Participation	N/A	N/A	0.8	0.8
Tier 2 Participation	N/A	N/A	0.6	0.6
Tier 3 Participation	N/A	N/A	0.6	0.5
S+T Business Space (spaces/1,000 GSF)				
Tier 1 Participation	2.5	2.5	2.5	2.5
Tier 2 Participation	2.3	2.3	2.1	2.0
Tier 3 Participation	2.3	2.2	1.9	1.8
Residential + Hospitality (spaces/unit)				
Tier 1 Participation	1.2	1.2	1.2	1.2
Tier 2 Participation	1.2	1.1	1.0	1.0
Tier 3 Participation	1.1	1.1	0.9	0.9
Institutional (spaces/1,000 GSF)				
Tier 1 Participation	3.2	3.2	3.2	3.2
Tier 2 Participation	3.0	3.0	2.7	2.6
Tier 3 Participation	2.9	2.9	2.5	2.3
Retail (spaces/1,000 GSF)				
Tier 1 Participation	2.6	2.6	2.6	2.6
Tier 2 Participation	2.4	2.4	2.2	2.1
Tier 3 Participation	2.3	2.3	2.0	1.9

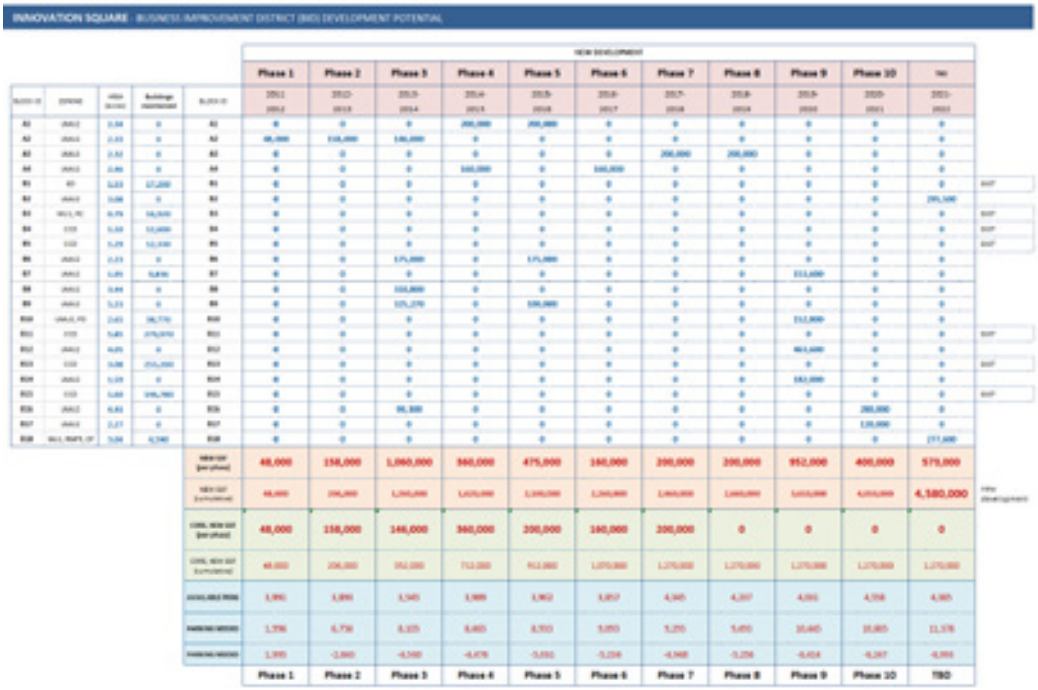
PHASE 5	PHASE 6	PHASE 7	PHASE 8	PHASE 9	PHASE 10	PHASE TBD
$1,562	$1,598	$1,633	$1,669	$1,704	$1,740	$1,775
$1,250	$1,278	$1,307	$1,335	$1,364	$1,392	$1,420
$937	$959	$980	$1,001	$1,023	$1,044	$1,065

PHASE 5	PHASE 6	PHASE 7	PHASE 8	PHASE 9	PHASE 10	PHASE TBD
0.8	0.8	0.8	0.8	0.8	0.8	0.8
0.6	0.6	0.6	0.6	0.5	0.5	0.5
0.5	0.5	0.5	0.5	0.4	0.4	0.4
2.5	2.5	2.5	2.5	2.5	2.5	2.5
1.9	1.9	1.9	1.8	1.7	1.6	1.6
1.7	1.6	1.6	1.5	1.3	1.2	1.2
1.2	1.2	1.2	1.2	1.2	1.2	1.2
1.0	1.0	0.9	0.9	0.8	0.8	0.8
0.8	0.8	0.8	0.8	0.6	0.6	0.6
3.2	3.2	3.2	3.2	3.2	3.2	3.2
2.5	2.5	2.4	2.4	2.2	2.1	2.1
2.2	2.1	2.0	2.0	1.7	1.5	1.5
2.6	2.6	2.6	2.6	2.6	2.6	2.6
2.0	2.0	1.9	1.9	1.7	1.7	1.7
1.7	1.7	1.6	1.6	1.3	1.2	1.2

Assumptions

1. $20,000 per space capital cost in Phase 1, inflated 2.5% each subsequent Phase
2. 3% interest rate on capital debt service for 30 years
3. $400 per space maintenance & operations per year, inflated $10 each subsequent Phase
4. Tier 2 lease rate discounted 20% from Tier 1
5. Tier 3 lease rate discounted 40% from Tier 1

DEVELOPMENT AND PARKING MONITORING TOOLS

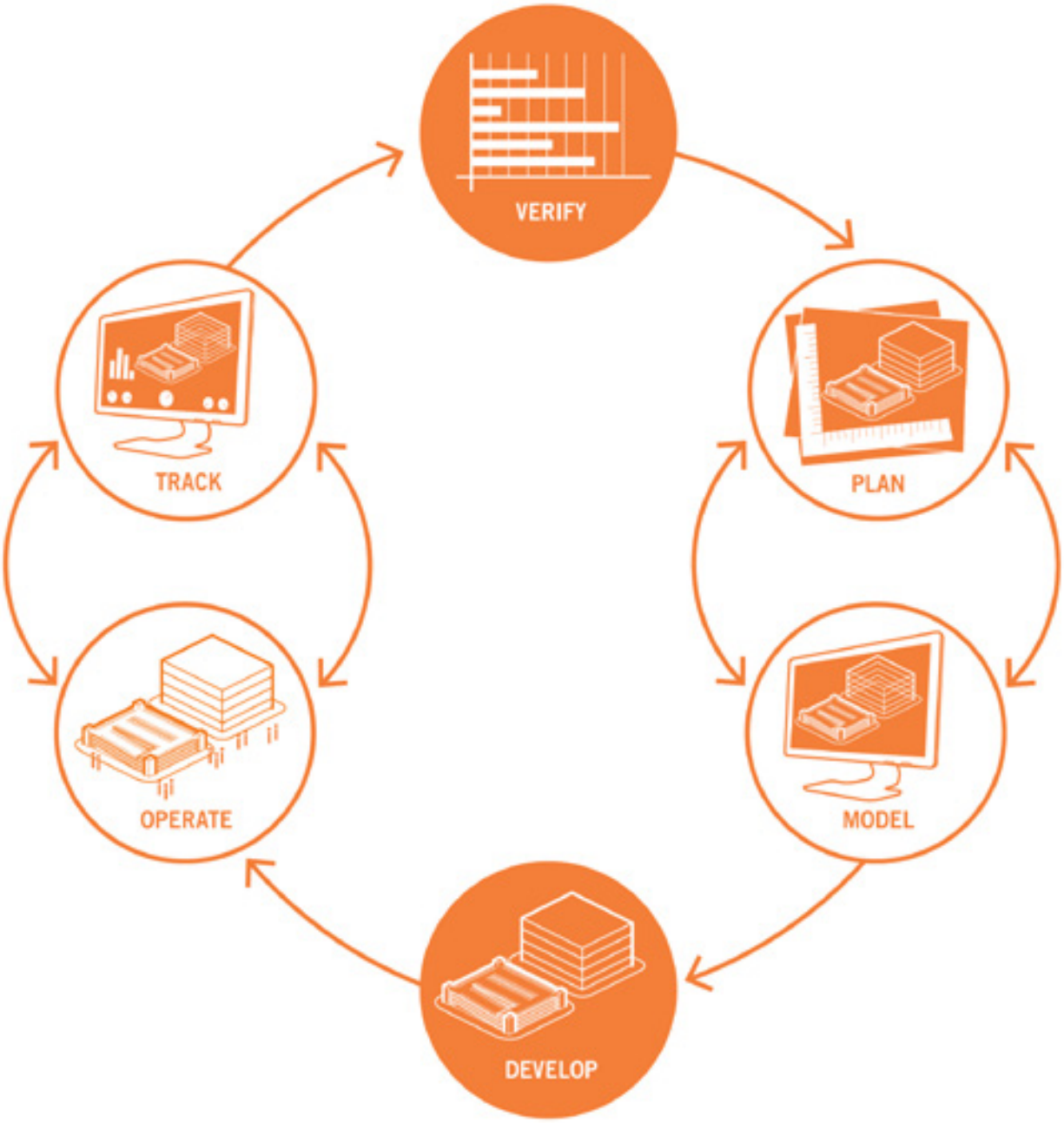


MONITORING

The phasing strategy illustrated in this document is one projected scenario of how parking may be managed to accomodate development within Innovation Square. It is likely that development plans will change - both in the short and long terms - requiring that the district parking supply and demand by revisited. To this effect, ongoing monitoring of parking utilization relative to Innovation Square development agreements and any sub-development or tenancy agreements, deeds, leases, etc will be necessary. Monitoring should be completed regularly with a full fledged effort built in at least once a year. Monitoring of parking supply, utilization and management should include:

- Parking occupancy counts and utilization analysis of public and private parking in the Innovation Square district.
- Reviewing pricing structure relative to utilization and adjusting pricing or coverage area as needed to achieve larger goals
- Develop monitoring protocols for the collection, analysis and review of all data points.
- Monitor and categorize development permitted and built, especially as relates to parking provision and ratios and compliance with updated zoning
- Review the level of “sharing” of off street spaces occurring between uses, through agreements (formal or informal), surveys and garage receipts.

THE DEVELOPMENT AND MONITORING CYCLE



PARKING ANALYSIS+STRATEGY.

CONCLUSION

Innovation Square represents a unique economic development opportunity for Gainesville and northern Florida. Building off of existing intellectual capital, research opportunities, infrastructure, and urban fabric, the District has the potential to greatly change the way business is conducted on a day-to-day basis, maximizing the efficiency of mixed activities, density, and adjacencies in a compact development that greatly reduces the cost of living and working. The potential to leverage these efficiencies within the District's transportation and parking system can result in superb amenities that retain employees, residents, and visitors while reducing congestion, limiting environmental impact, and nurturing an economically sustainable community.

Existing streets, parking, transit lines, bike facilities, and sidewalks in and near the District are mature and provide a resource that can be efficiently leveraged to change traditional travel patterns and utilize alternatives to the automobile for many trips especially those between destinations within Innovation Square, downtown, the University, and surrounding neighborhoods. Further improvements to these networks, including planned multi-use paths, bike boulevards, and bus rapid transit, can be leveraged on-site extremely cost-effectively to bring significantly higher levels of quality multi-modal transportation service to the District, providing an urban amenity not found in the regional marketplace at a per user cost well below that of providing a new parking space. It is in the interest of Innovation Square and its tenants to invest the incremental dollar needed to achieve this high mobility standard as a way to create a sense of place, a sellable amenity, and a means to greatly reduce the cost of driving infrastructure – particularly parking.

As a result of the adjacencies of nearly five million square feet of mixed uses within walking distance of each other, the opportunity for internal trip capture at Innovation Square is tremendous, with parking supply savings of at least 30-percent and traffic reductions of over 50-percent possible. The well-balanced mix of uses at Innovation Square will result in broadly

staggered peaks of parking demand by each tenant, resulting in a highly-efficient use of parking supplies during all hours of the day and a potential additional reduction in parking demand of over 20-percent. Due to the nature of travel patterns and price sensitivity of Innovation Square's anticipated younger and well-educated workforce and residents, the ability for transportation demand management (TDM) measures to motivate the use of alternatives to the automobile for longer commute and other trips is very high, suggesting parking demand reductions that well-exceed 20-percent. On account of these factors, Innovation Square should employ a District-wide parking and transportation demand management approach that treats parking as a shared resource to the maximum extent possible while heavily incentivizing the use of driving alternatives. The Innovation Square transportation management association (TMA) will ensure all tenants have access to the finest multi-modal transportation programs and infrastructure.

On- and off-street parking at Innovation Square should be managed as a District resource to maximize sharing and take full advantage of the efficiencies of internal capture, staggered demand peaks, and modal shift. The tremendous savings from needing less total parking supply will be passed on to the community in the form of lower lease rates, low-cost and high-quality transportation amenities, and superior public spaces. Traditional parking pro formas can be accommodated in effect, but financial incentives and flexible arrangements will motivate most tenants to take advantage of the shared parking benefits and transportation amenities, resulting in a high rate of trip and parking reduction on par with existing successes in sister communities such as Boulder and Ann Arbor.

Innovation Square will create a great benefit to the surrounding neighborhoods of Gainesville, not only by providing new jobs, destinations, services, and enjoyable places to visit, but by creating pedestrian activity and vitality on Gainesville's streets instead of traffic and spill-over parking.

NEXT STEPS

The comprehensive multi-modal assessment that was conducted for this report to help establish the analytical framework for parking provision and demand management represents only a first take on realizing the potential that improving transit, biking and walking amenities can have on reducing parking need and vehicle trips. Given the added potential of increased property values, reduced greenhouse gases, healthier lifestyles, and attractive place-making that such amenities have proven to bring to communities such as Ann Arbor, Boulder, and other Gainesville peers, the CRA and its partners should expand the scope of analysis outlined herein to include many of the following recommended elements.

1. ASSESSMENT OF MOBILITY RESULTS

Undertake a technical assessment of the candidate approaches. The purpose of this assessment will be to define the specific benefits that may be derived from any of these approaches so that they can be compared to the costs. The effort will begin by working with stakeholders to identify the specific benefits to be measured. These could include parking reductions, increased biking and transit, reduced vehicle congestion, economic benefit or environmental improvements to name a few.

A series of candidate improvements, scenarios and programs that have the potential to create the desire benefits will be developed. These may include things like a premiums transit line from the UF campus, through Innovation Square to downtown; or a City/Campus bike share program; or street network changes to improve vehicle circulation or walkability. These program scenarios will, in effect, be candidates for the ultimate transportation implementation plan for the district.

Once the desired outcomes and transportation candidate approaches are identified, a series or processes or tools will be employed to measure outcomes:

- TRIA Modeling – The Trip Reduction Impact Analysis (TRIA) model was created by Nelson\Nygaard to evaluate the trip reduction impacts of various transportation and parking policies and programs under consideration for a given community. The TRIA model provides a way to make order-of-magnitude comparisons between different policy alternatives of their effect on factors such as automobile trips, transit and bicycle use and greenhouse gas emissions. The model is underpinned by data and research of real-world outcomes in the areas to be analyzed.

- Parking Reduction Potential – Beyond the results from the TRIA work, further assessment of the strategies

under consideration that might lead to reduced parking need for the district will be undertaken.

- A key outcome of more in-depth multi-modal analysis will be better baseline standards from which to establish an annual monitoring program for Innovation Square. Regularly updated travel and parking data can help refine the delivery of parking services, supply, rates, and especially TDM programs so that Innovation Square meets its development targets and broader community goals.

2. COSTING OF CANDIDATE APPROACHES

Most of the approaches that will be considered come at some cost to the taxpayer, private investors or individual users. These costs and who pays/benefits will be estimated.

3. COST/BENEFIT DECISION FRAMEWORK

Based on the desired benefits developed at the beginning of the process, and the costs of candidate approaches or scenarios, a decision framework for presentation to stakeholders will be developed. Through this process, the best approaches and investments can be selected by those who will have implementation responsibility.

4. ACTION AND INVESTMENT PLAN

The recommended projects and policies developed through this process will form the basis of a plan for systems-based multi-modal plan. Projects and policies will be developed to facilitate system-to-system operability (e.g., the ability to safely ride a bike to a bus, put the bike on the front, then take it off and walk to work) and goods movement. Candidate approaches that identify efficiency-based measures such as real-time traveler information, etc. should also be a part of the menu of options. Policy measures such as travel demand management and parking policies may also be included. It is likely the recommended Action Plan will involve several investment/policy categories:

- Parking Finance and Partnerships – Based upon the findings of parking demand in the preceding efforts, the changes, if any, that are suggested for parking strategy, finance and phasing will be documented.
- Transit Operations and Route Changes – any beneficial changes to the transit service in the study are along with costs and responsibilities will be suggested.
- Bike/Ped Investments – a bike/ped action plan along with pubic and private costs and responsibilities will be forumated.
- Public and Private TDM Strategies – These are likely to involve both private and public policies and subsidies.

In addition to creating and ordering (project priority ranking) future capital projects, the analysis will provide some insights on likely outcomes in areas such as mobility, economic development, quality of life, health and safety.

5. DOCUMENTATION

All of the preceding analyses and recommendations will be documented in a final report.

Establishing clear programmatic goals will be essential for both Innovation Square's monitoring and build-out program as well as for broader Gainesville's future success. Parallel to the in-depth mobility analysis, a set of community-based goals for place-making, mobility, economic development, the environment, lifestyles, etc. needs to be established, along with appropriate qualitative and quantitative measures that can evaluate how future efforts are working and encourage refinement of the City's and CRA's programs and plans. The process to establish goals and criteria should be very open and based heavily on community participation and decision-making to ensure broad buy-in, create realistic expectations, and develop momentum for successful project development, whether that be new bike and transit facilities or revised parking policy and zoning code.

PARKING ANALYSIS+STRATEGY.

APPENDIX A
CASE STUDIES

ATLANTIC STATION (ATLANTA, GA)

Atlantic Station is a mixed-use urban redevelopment project located on the 138-acre site of a former steel mill on the edge of Midtown in Atlanta, Georgia. Initially conceived as a Masters Thesis project in the mid-1990s, this massive project led by Atlanta-based Jacoby Development and AIG Global Real Estate, involves the master planning and construction of an entirely new urban district, bringing residential condominiums, retail, entertainment venues and offices to a prime in-city location. Much of the infrastructure for Atlantic Station was paid for using tax increment financing. This case study of the Atlantic Station redevelopment process offers lessons in the use of tax increment financing for parking, priced on and off-street parking for employees and customers of commercial tenants, parking demand management, and third party maintenance and operation of parking facilities.

At full build-out in 2020, the $2 billion Atlantic Station redevelopment project is expected to include a total of 13 million square feet of commercial and residential floor space. This is set to include over 2 million square feet in 5,000 residential units, ranging from affordable townhouses to luxury high-rise condominiums, over six million square feet of Class A office space, more than two million square feet of commercial retail space, including theaters and restaurants, 1.5 to 2.0 million square feet of high tech laboratory space, and several major hotels (up to 2.0 million square feet of hotel space).

Atlanta-based developer Jim Jacoby began the work of assembling investors in 1997 and signed a deal to purchase the land for a total of $74.9 million once a development partnership and financing from AIG Global Real Estate was secured in 1999. Construction of infrastructure and leasable space began in 2002, after three years of on-site remediation of environmental damage from the former industrial operations of the Atlantic Steel Company. The first retail establishments opened for business in 2005, and by November of 2008, approximately half of the planned development was complete, with over seven million square feet of total development, including 2,000 residential units and 1.1 million square feet of office space.

Most of this development is concentrated in three distinct neighborhoods within the larger site. Low-density residential development is concentrated in The Village, located on the west side of the site, furthest from Downtown Atlanta and the Arts Center MARTA (Metropolitan Atlanta Regional Transit Authority) Station. The Village is also home to the first IKEA store in the Southeastern U.S., a 350,000 square foot structure on a separate development pad with its own 1,750 car parking lot. Towards the center of the site is The Commons, a primarily residential neighborhood with townhouses, apartment buildings and high-rise condominiums situated around a lake and surrounding park and open space. The focal point of the Atlantic Station development is The District, a truly mixed-use town center for Atlantic Station. Located at the eastern edge of the site, closest to Midtown and the Arts Center MARTA rail station (the District is connected to Midtown and the MARTA station by way of the new 17th Street bridge over I-75/I-85), the District has Atlantic Station's highest concentration of office and retail jobs. Several mid to high rise-office towers are open, and will incorporate all of the office and hotel space planned for full-build out at Atlantic Station. The District also includes one million square feet of retail space in six mixed-use buildings. Three hundred two-story loft apartments are located above ground-floor restaurants, shops, and entertainment venues, and up to 200 townhouses and other single-family homes surround the higher-density mixed-use town center.

The vision of the Atlantic Steel Redevelopment Plan for Atlantic Station was to create a new live/work/play district near Downtown Atlanta, where residents, workers, shoppers, and restaurant and theater-goers could take public transportation (a MARTA Station is just a short (and free) shuttle ride away from the site), or park once for the day or evening, and comfortably walk from place to place within the site. A robust transportation demand management (TDM) program has been implemented to further encourage multimodal access to the site.

Shared underground parking facilities were developed as an integral part of the site's environmental clean-up, access and mobility strategies. The District parking garage is a 7,300 capacity underground garage situated underneath the retail, office, and hotel properties in The District. The underground parking facility serves a public health and environmental safety purpose by establishing an impermeable barrier between the above ground pedestrian environment and the formerly contaminated soils from the old steel mill. At the same time, The District garage provides a large pool of shared parking for tenants, employees and customers of retail and office developments, eliminating the need for off-street surface parking lots - and thereby enhancing the pedestrian environment - within The District. At full-build out, this underground parking facility may be expanded to accommodate up to 15,000 vehicles.

As this underground facility is a shared resource of retail and some office tenants at Atlantic Station, no single tenant is guaranteed, or entitled to any fixed number of spaces. All parking is available to tenants and their respective customers and employees on a "non-exclusive, first-come, first-serve basis ." Even without guaranteed parking, tenants' interest in maintaining access to the site for their employees, visitors and customers is addressed by Atlantic Station's practice of market based parking pricing, which enhance the turnover and availability of the existing parking supply, and by the Atlantic Station Access Program, and aggressive transportation alternatives and demand management program, which provides non-auto alternatives to reach the site, and reduces demand for limited parking supplies.

In addition to this shared parking facility, a limited amount of dedicated parking for residents and office workers is available in parking 'nests' located directly under each single-use office and residential building. As of November 2008, there were 500 dedicated parking spaces for over 300 residential units, located in six residential only parking 'nests' dispersed throughout the site (an average of 1.67 spaces per unit). Limited parking for office tenants is provided directly under each office building on site. Each tenant is guaranteed at least two spaces per 1,000 square feet, as part of their primary lease agreement. Tenants who wish to negotiate for more than two spaces per 1,000 square feet may negotiate higher parking ratios at higher cost during their lease negotiation.

In addition to the guaranteed under-building parking, office tenants and their employees and customers may park for a fee in the shared underground District parking facility (see 'Parking Pricing' section).

Additional surface parking is available directly in front of big-box retailers Target (775 spaces) and IKEA (1750 spaces). This parking is owned and managed by these respective retailers; each of whom purchased from Atlantic Station, LLC the rights to develop retail space and parking for their own customers on their share of the site.

TAX INCREMENT FINANCING OF PARKING AND OTHER INFRASTRUCTURE

Apart from the 'pad' retail sites, all on and off-street parking facilities, streets, and other infrastructure for Atlantic Station have been financed and developed using tax increment financing (TIF). Tax increment financing involves the dedication of incremental increases in tax revenues resulting from a redevelopment project to infrastructure and/or services within the immediate area, or to the redevelopment project itself. In the State of Georgia, TIF was authorized by enactment of the Georgia Redevelopment Powers Law of 1985, which aimed to facilitate redevelopment of "economically depressed areas ."

This law gave municipalities including the City of Atlanta the authority to establish Tax Allocation Districts (TAD); the boundaries within which incremental growth in property tax revenues would be dedicated to a special account to fund or finance redevelopment costs. To finance 'up-front' infrastructure expenditures, the Redevelopment Powers Law allows cities and counties to issue Tax Allocation Bonds backed by the expected stream of incremental growth in tax revenue within a TAD over time. Incremental tax revenue and revenue from the sale of Tax Allocation Bonds may only be spent to implement a city-approved redevelopment plan. A TAD may be established in any area in need of 'redevelopment', unlike many other states, where a property or district must be declared to be 'blighted,' before it can utilize TIF.

The Atlantic Station Tax Allocation District, which encompasses all public and private land within the project site, was established in 1999 by the Atlanta Development Authority to facilitate implementation of the city-approved Atlantic Steel Brownfield Redevelopment Plan . Over $250 million in Tax Allocation Bonds were sold prior to the start of construction in 2002 to finance parking and other public facilities and infrastructure (including streets, sidewalks, sewer and water connections, and storm water retention facilities) on site. Of this total, some $60 million in tax increment financing within the TAD was dedicated to the construction of parking.

The rationale for public investment in the form of tax increment financing for private off-street parking facilities is clearly stated in the Atlantic Steel Redevelopment Plan, which was intended to: "Promote the development of infrastructure and amenities such as parks, parking, and plazas to encourage and support new and existing businesses, new and renovated housing, and the support services that will help build a sustainable community."

By November of 2008, more than $300 million in tax increment backed funds had been spent on facilities, including parking, within the Atlantic Station Tax Allocation District. The Atlanta Development authority anticipates that with the projected tax increment revenue stream of $35 million per year within the TAD, these bonds can be paid off over a 25-year period.

PARKING OWNERSHIP

All surface streets and sidewalks within the site are publicly owned rights-of-way. However, despite the public sector contribution to their construction, in the form of TIF, most off-street parking facilities at Atlantic Station, including the District Parking Garage on the east side of the site, and most office parking remain privately owned by Atlantic Station, LLC.

PARKING PRICING

Most employees, shoppers, theater and restaurant goers must pay for parking if they choose to drive to Atlantic Station. There are 200 on-street parking spaces within the District, all of which are metered at a rate of $1.88 per hour ($0.25 for every eight minute increment). Substantial off-street parking is also available for a fee to those who stay longer than two hours. With 'self-parking,' parking in the District underground garage is free for visitors who stay on site for two hours or less

(or four hours or less for cinema patrons) provided that they get parking validation from at least one retail or office tenant on site. After two hours, parking pricing varies from $2.00 for a two to three hour stay to a maximum of $14.00 for a stay of more than seven hours (up to a maximum of 24 hours). Visitors can show their validation, or pay for parking at any one of eleven 'pay on foot' stations located throughout the garage, or the Central Cashiering Station, located in the middle of the garage underneath the center of the District.

In addition to self-parking, visitors and shoppers have the option to pay a premium price for 'Front Row Parking,' in the best located spaces ($4.00 for the first two hours, up to $18.00 for 7-24 hours), or valet parking for a minimum of $10.00 for two hours, up to $24.00 for 7-24 hours).

Retail employees and office employees who do not have access to dedicated under-office parking structures must pay $40 per month for parking in the District Parking Garage. These employees are given access card keys for and are required to park in a section of the garage that is limited in size and segregated from the rest of the shared retail/visitor parking supply.

PARKING OPERATIONS AND MAINTENANCE

Atlantic Station, LLC has contracted with Lanier Parking Solutions to manage, operate, and maintain all common parking areas at the Atlantic Station site, including on-street parking meters. Lanier also operates the free Atlantic Station Shuttle, which connects the three neighborhoods in the development with the Arts Center MARTA Station located across I-75/I-85, to the east. In addition to the revenues generated by priced parking, the Lanier contract to operate and maintain shared parking facilities on site are paid for through a Common Areas Maintenance and Insurance fee that is assessed to all retail and office tenants. Each tenant is assessed an annual fee that is prorated by their share of all leasable square footage in the complex .

MARKETABILITY

The developer and leasing agents for Atlantic Station have not found that priced or shared parking arrangements represent a barrier to, or otherwise negatively impact the marketability of the development to prospective tenants or visitors. Retail and office leasing agents note that their prospective tenants are accustomed to bidding for space in (1) downtown districts, where there is often little or no parking associated with leasable space, and nearby public and/or private parking is priced at market rates, and (2) open-air malls, or 'lifestyle centers', where shared parking is the norm.

An office leasing agent noted that both the developer and tenants benefit tremendously financially from the shared parking supply in the District garage. Because peak periods of demand for office parking and retail parking are staggered – with office parking occupancy highest during weekdays, and retail parking occupancy highest during evenings and weekends – office and retail employees and customers can use the same parking resources when they are co-located in a mixed use development like Atlantic Station, reducing total costs for parking construction, operation and maintenance compared to single use developments on comparable sites.

As the Atlantic Station development progresses towards full build-out in the coming years, it will continue to serve as a prime example of an effective public-private partnership for mixed-use, infill development with priced and shared parking facilities and aggressive programs to shift commuters, residents and shoppers to transit and other alternatives to driving alone to the site.

STAPLETON (DENVER, CO)

Stapleton-Denver is a vast, developing, mixed-use urban district located on the former site of a major airport in Denver, Colorado. Currently home to 10,000 residents, six schools, 200 shops and restaurants, and thousands of square feet of leasable office space, Stapleton-Denver is already a 'city within a city,' and plans for more growth are in the works. As it continues to unfold, this Forest City project offers valuable lessons in the use of public-private partnerships, tax increment financing, shared parking, and the establishment of an area-wide Transportation Management Association (TMA).

Located approximately six miles east of downtown Denver, the 4,700 acre Stapleton-Denver site was first used as the site of the Denver Municipal Airport, constructed in 1929 by the City of Denver (In 1964 the airport was renamed Stapleton International) . In 1989, Denver voters approved the construction of a new Denver International Airport, some 19 miles northeast of Stapleton, opening debate about the future of the Stapleton site.

In 1990, business and civic leaders formed the Stapleton Development Foundation, a nonprofit civic group that aimed to collaborate with the City of Denver in the planning and implementation of redevelopment at Stapleton. After an extensive public-involvement process, the Foundation and the City released the Stapleton Development Plan (aka, "the Green Book"), which was adopted as an amendment to the City of Denver Comprehensive Plan in 1995; the same year that the Stapleton International Airport closed. Nineteen ninety-five was also the year that the Denver Urban Redevelopment Authority (DURA) and the City of Denver created the private, nonprofit Stapleton Development Corporation (SDC) to oversee the disposition of the Stapleton site.

After initially selling tracts of land to several different private developers, SDC decided that selecting a single master developer would better facilitate achievement of City goals for the site. Forest City Enterprises, Inc. was selected by the SDC as the master developer for Stapleton in 1998, and by 2001 had agreed to purchase all 2935 acres of non-park/non open-space lands in the project area from the City for a total cost of $74.9 million. As part of this purchase agreement, Forest City

also agreed to pay a 'Systems Development Fee' of $15,000 per acre to the City, bringing its total land acquisition expense to $123.4 million.

Initial plans for the 4,700 acre Stapleton site called for a full build-out of 12,000 residential units and 13 million square feet of commercial space in a community designed to accommodate up to 30,000 residents and 35,000 employees. Before construction could begin, SDC led an extensive recycling and environmental remediation campaign, including the demolition of the old Airport runways (which were trucked to the Rocky Mountain Wildlife Area where they were recycled to create new road beds). The SDC also ensured that at least one school (Odyssey Charter School, which opened in 1999) and the Sand Creek Regional Greenway would both be in place before construction of leasable office and retail space began.

PARKING OWNERSHIP

Ownership of land within the 4700 acre Stapleton site is split between public and private sector entities. Approximately 1,100 acres, nearly one-quarter of the project area, were set aside as regional open space in the Stapleton Development Plan. Apart from several large development 'pads' that were sold to big box retailers, all of the remaining developable acreage on the Stapleton site is owned and controlled either by Forest City or the City of Denver. In addition to the open space noted above, Stapleton has 109 acres of local parks and town squares, including an 80-acre 'Central Park,' that were developed by Forest City and the Park Creek Metropolitan District, with partial funding from the $15,000 per acre 'Systems Development Fee'. With the exception of several private streets within retail districts that are too narrow to meet City standards, all streets at Stapleton are public rights of way and are owned by the City of Denver. Where possible, these streets have been connected to and integrated with the street grid of the surrounding neighborhoods. Also, with the exception of the retail pads, all commercial office and retail buildings and associated parking areas at Stapleton are owned and managed by Forest City.

PARKING FINANCING

Most infrastructure and public facilities at Stapleton, including arterial roadways and trunk utility lines, have been constructed by the Park Creek Metropolitan District (PCMD), using tax increment financing (TIF) arranged in partnership with the Denver Urban Redevelopment Authority (DURA). Tax increment financing, as authorized by the Colorado Urban Renewal Law, allowed DURA to use the incremental growth in tax revenues generated by redevelopment to help finance most main-line public infrastructure for the Stapleton project. This stream of revenue (from incremental growth in tax receipts resulting from the redevelopment process) collected within the boundaries of the Park West Metropolitan District, established by DURA, must be used for a 'public benefit,' and must support the larger 'redevelopment' of the site . In compliance with these conditions, DURA raised $300 million for up-front investment in 'trunk' infrastructure and services, including arterial roadways, water and sewer lines, and fire stations, through the sale of bonds backed by projected increases in tax revenues within the district. The total cost of this infrastructure, including financing costs over the 25-year life of the bonds is $900 million.

Although the Colorado Urban Renewal Law does permit the use of tax increment financing for 'in-tract' infrastructure, including private, off-street parking facilities, parking throughout Stapleton has been financed by Forest City and the other private property owners/developers who have purchased land from Forest City. Forest City expenditures include construction of shared parking facilities for office and retail employees, visitors, and customers. In total, the master developers have spent approximately $310 million on 'in tract' infrastructure and services, including parking.

INFRASTRUCTURE DEVELOPMENT AGREEMENTS

To provide Forest City with flexibility to meet market demand, and to establish a process for infrastructure planning, funding and construction, the PCMD, the City of Denver, and Forest City entered into a Master Facilities Development Agreement in 2000. This agreement provided that the PCMD could not spend TIF funds in a particular area until an Individual Facilities Development Agreement (IFDA) was signed by all parties, specifying the type, amount/extent, location, and costs of infrastructure, as well as the schedule for and process of conveyance of land, infrastructure and facilities to public ownership.

ON-STREET PARKING PRICING AND MANAGEMENT

Most existing and planned streets within the Stapleton redevelopment area are public rights of way (they were conveyed to the city after construction and installation of 'trunk' infrastructure, as described in the previous section). Free on-street parking is available on most of these public rights of way within the site. Priced on-street parking is limited to 62 metered parking spaces on the private 'main-street' through the center of the Northfield Town Centre retail district.

According to a Forest City representative, the meters provide benefit to shoppers and retailers by allowing 'precision shopping,' and ensuring high turnover in the most desirable parking spaces in the area. Meter rates, which are currently $1.00 per hour ($0.25 per 15 minute increment) for up to four hours, were initially set to be equivalent to the on-street meter rates in nearby downtown Denver. Users can pay for metered on-street parking quickly and easily at one of many automatic pay stations, which accept cash and coins, as well as pre-paid parking cards available from retailers.

The parking pay stations are owned, operated and maintained by Forest City, which monitors the spaces to ensure that Stapleton-Denver office and retail employees do not use these prime parking spaces. Notably, all commercial lease agreements contain a clause that requires leasees to provide vehicle license plate numbers and license tab numbers for all employees who drive to Stapleton. This allows Forest City to verify employees' proper use of employee parking areas and to identify any illegitimate use of retail parking spaces. Forest City does not otherwise enforce parking rules and regulations in any of its on-street parking spaces, but has submitted a letter to the Denver Police Department authorizing its officers to ticket meter violators on the private streets in Northfield Town Center.

SHARED OFF-STREET PARKING

Most existing and planned off-street parking at Stapleton is

in shared parking lots accessible to either the employees or customers of multiple tenants. Retail customers have free access to shared surface parking lots within and surrounding the primary retail districts, while retail employees are required to park in separate employee-only lots farther away. Some office parking is exclusive to office tenants, while other office parking is shared with retail tenants. In addition to this shared parking, a limited number of retailers such as WalMart and Target, which built on their own separate development 'pads,' have exclusive, segregated parking lots for their customers.

Access to employee and customer parking is bundled into the cost of the lease for all retail and office tenants of Forest City properties. To cover the cost of maintenance and operations of shared employee and customer parking facilities and metered on-street parking spaces, all retail tenants pay a Common Area Maintenance Fee. This fee is non-negotiable, and is assessed to all tenants based on their leasable square footage at a rate of $9.50 per square foot per year.

COMMUTER AND AIRPORT PARKING

In addition to the shared retail parking facilities, Stapleton is also home to one of the busiest commuter parking facilities in Colorado. The old Stapleton Airport parking structure located adjacent to the Stapleton Transfer Center, serves as a park-and-ride lot for bus commuters to Denver and other parts of the region and as a free park and fly lot for travelers making a connection to the new Denver International Airport (DIA) by way of an RTD SkyRide shuttle. As Stapleton Denver continues to grow, Forest City has an interest in taking over this 5,000 space parking structure for use as shared parking for employees in the high density office buildings slated for that area.

MARKETABILITY

Forest City representatives provided no indication that shared parking, common area maintenance fees, or priced on-street parking have been a deterrent or a barrier to the marketability of retail and office space in this unique project. To the contrary, Forest City has used the site's shared parking, mix of uses, urban location, and live-work possibilities as selling points in marketing office and retail space. Marketing materials describe Stapleton as a "high-performance workplace," that "promotes the health and well-being of...workers," and an "economically and environmentally sustainable [place], making it good for the earth as well as your corporate image ."

The Eco-Pass program has enjoyed great success in part due to the support of the business community. There are 10,000 employees working in the downtown area; 83% of who participate in the program. Eco-Pass holders commute by transit at five times the rate of those without, as demonstrated in the figure below.

While new development is not required to incorporate on-site parking, some projects have done so due to market demands – but only to the point where it is economic. At the 400,000 square foot One Boulder Plaza, for example, two stories of underground parking are provided, equivalent to 1.2 spaces per 1,000 square feet. However, site constraints meant that about half the parking for employees is provided off -site through CAGID. The cost to the individual of these off-site permits is about $50 per month cheaper per employees.

MOCKINGBIRD STATION (DALLAS, TX)

Developed by UC Urban – now Hughes Development, LP – and opened to the public in 2001, Mockingbird Station is a transit-oriented-development (TOD) adjacent to a Dallas Area Rapid Transit (DART) station in Dallas, Texas. The $105 million Phase I of this mixed-use project, which was entirely privately financed without public subsidy or partnership, includes 183,000 square feet of retail space, 137,000 square feet of office space, a multi-screen independent cinema, six restaurants, a bank, a dry-cleaner, and 211 loft-style apartments . As one of the first mixed-use, TODs in the state, Mockingbird Station offers key lessons for developers of similar urban, mixed-use projects, including the use of shared parking by office and retail tenants, use-based parking charges for office tenants, and parking that is partially unbundled from office and retail leases.

Mockingbird Station was developed on a uniquely shaped and situated urban infill site located just four miles northeast of downtown Dallas. Consistent with urban infill principles, the project involved the adaptive reuse of two existing structures on site: an historic Western Union telephone assembly building, and an office building that has been significantly expanded. The narrow, trapezoidal 10-acre site is bounded on one side by the DART rail line, and on the other by the Central Expressway, making the project both transit and auto-oriented.

The front of the project is clearly oriented towards the DART station and its 700-space surface parking lot for commuters. This lot is slated for further mixed-use development in Phase II. Mockingbird Station also incorporates 1,580 parking spaces – mostly structured, or underground – for residents, shoppers, office workers and retail employees. While some of this off-street parking is limited to office and residential users, most is shared by office and retail tenants and open and accessible to the public.

PARKING OWNERSHIP, OPERATIONS AND MAINTENANCE

All 1,580 parking spaces in the Phase I development at Mockingbird Station are owned by the Real Estate Capital Partners of New York, and managed by Capstar Commercial

Real Estate Services, a third-party property management and commercial leasing firm, based in Dallas and Houston, Texas. In addition to the premium parking fees charged to office tenants (see 'Office and Residential Parking,' below), parking lot management, operations and maintenance are paid for through a Common Areas Maintenance Fee that is assessed to all commercial tenants on site. The fee for retailers is based on each tenant's pro-rated share of the total square footage of leasable space in the complex, while office tenants are charged based on their pro-rated share of any increase in total maintenance and operations costs since the year they moved in (their own 'base year').

OFFICE AND RESIDENTIAL PARKING

In addition to the shared surface parking lots, residential and office tenants have guaranteed access to parking structures that are segregated from the general parking supply. The lease for each residential loft on site comes with one parking space per bedroom , while the segregated office parking lots have capacity for up to 3.2 parking spaces for every 1,000 square feet of office space. However, unlike residential tenants, the rights to prime office parking are negotiated separately with each office tenant as part of lease negotiations . Within the office parking complex, a limited number of parking spaces are reserved, or dedicated for the use of individual offices or employees. Rights to these prime spaces can be purchased – separately from the office lease – for $50 per month by office tenants on behalf of their individual employees.

USER-BASED PRICING

Capstar Leasing has allowed its tenants to adjust to variable parking and transportation demand by offering usage based parking fees. With the escalation of gas prices to more than $4.00 per gallon in 2008, many employees shifted to alternate modes of commute transportation. As employee parking demand declined, tenants began asking Capstar to refund part of their parking related lease fees. Since the office parking facilities are only accessible by card-key access during business hours, Capstar is able to track individual employee usage of the lots. With this ability to track usage by employee, and by tenant, Capstar has agreed to charge office tenants for parking based on day to day usage by their employees.

SHARED PARKING

Retail, restaurant and cinema parking at Mockingbird Station is provided in shared underground and surface parking lots. These parking facilities are shared between tenants, all of whom have guaranteed access for customers and employees as part of their lease agreements. Retail employees are not allowed to park in the shared surface lots and are instead limited to underground and/or structured lots on site.

Capstar reports that the surface parking lots are only full during peak hours on selected nights and weekends. To make efficient use of parking resources in the complex, Capstar has negotiated with office tenants to make the office parking facilities open to overflow customer/visitor parking during periods of peak demand that occur outside of regular office business hours. In response to consumer demand, Mockingbird Station also now offers valet parking for retail, restaurant and cinema customers.

MARKETABILITY

Overall, the combination of transit-orientation and a shared parking strategy have been a boon to the marketability of retail, office and residential space at Mockingbird Station and transit service on the adjacent DART line. Retail space is 88% occupied; office space is 92% occupied, and residential rents and occupancies have both been consistently above average for the market since opening . An analysis by the Urban Land Institute in 2008 found that the performance of the space has been "remarkably successful, particularly since TOD [transit-oriented-development] was an untried concept in Texas." The ULI report found further that "[Mockingbird Station] has achieved what many once thought impossible: it has convinced many middleclass automobile-driving residents to use transit."

VICTORIA GARDENS (RANCO CUCAMONGA, CA)

Victoria Gardens is a new retail, residential, and civic center developed by Forest City Enterprises, Inc. that serves as a new town center for the City of Rancho Cucamonga, in Southern California's Inland Empire. The mixed-use town center, which was developed through a partnership between Forest City Enterprises, Lewis Group of Companies (Upland, California), and the City of Rancho Cucamonga Redevelopment Agency, opened for business in 2004. Land uses on the 147-acre site include a new town square, 1.3 million square feet of retail space, 55,000 square feet of office space, a public library, and several entertainment venues, including a cinema and performing arts center. Two hundred and fifteen of the 310 attached townhomes planned for the edges of the project area had been completed as of November 2008.

The Victoria Gardens project is instructive in its use of public-private partnerships, especially for cooperation between the developer and the Rancho Cucamonga Redevelopment Agency in the use of tax increment financing, and the creation of a community facilities district to finance the provision of infrastructure, facilities, and services on site.

PREPARING FOR REDEVELOPMENT

Located fifty-miles east of Downtown Los Angeles, Rancho Cucamonga was a classic Southern California bedroom community in the 1980's, with predominantly low-density single-family residential neighborhoods. Seeking an opportunity to catalyze commercial development in the area, the Rancho Cucamonga Redevelopment Agency declared the Victoria Gardens site – an undeveloped 'greenfield' site at the time – 'blighted' for lack of infrastructure, a move which qualified the site for the use of tax increment financing for redevelopment . The City purchased a 92 acre property at the center of the site in the 1980's and held it until plans were developed in the late 1990s to convert the area into a new downtown for Rancho Cucamonga. In 2001, the Redevelopment Agency took advantage of an opportunity to buy an additional 55 acres with cash on hand, and selected the Forest City/Lewis Group team as master developers for the entire 147-acre site. With a redevelopment plan for the site approved by the City, the master developers agreed to purchase the entire site from the Redevelopment Agency for

a total of $13 million in promissory notes.

FORMATION OF A COMMUNITY FACILITIES DISTRICT

Concurrently, the developers and the City cooperated with the owners/developers of three adjacent properties to form a Community Facilities District (CFD) to supplement TIF financing of public infrastructure, facilities and services at the Victoria Gardens site.

Community Facilities Districts were authorized by the State of California through passage of the Mello-Roos Community Facilities District Act of 1982 . Planning scholars have argued that the Mello-Roos Act, as it is commonly referred to in California, was a response to the 1979 passage of Proposition 13, which restricted the ability of local governments to raise revenues through the property tax . Under Mello-Roos, cities, counties, and school districts may create community facilities districts to finance infrastructure and services by majority approval of a ballot measure authorizing an additional tax assessment within the proposed district. If there are fewer than 12 people residing in a proposed district, the election is among property owners, rather than residents. As a consequence of their ease of formation, Community Facilities Districts have become popular financing mechanisms among developers of 'brownfield' and 'greenfield' sites throughout California. Community Facilities Districts may levy an additional tax on top of those already levied by school districts and local governments . As with tax increment finance, such districts may elect to pay for 'up front' infrastructure costs, by selling bonds that are backed by the this special dedicated revenue stream.

In Rancho Cucamonga, California, a Community Facilities District was created for a 600-acre area that encompasses the Victoria Gardens site and several adjacent properties. The City sold bonds, backed by the special assessment revenue expected to be generated within this district, to pay for the roads, utilities, and other infrastructure and services within the public rights of way on the site. Note that most streets within the 147-acre site are privately owned and managed by the master developers. Two streets were conveyed to the City of Rancho Cucamonga as 'public rights of way' because they were required to provide and maintain public access to the public library and civic cultural arts center at the heart of the development.

SHARED AND PRICED PARKING

In total, there are some 6,200 parking spaces at Victoria Gardens. Three hundred of these spaces are metered on-street parking spaces located along the private main street that cuts through the center of the site. The traditional coin-operated parking meters are owned and operated by Forest City Enterprises, and serve a greater purpose as a parking management tool than a revenue generator. All of the revenue collected from the $1.00 per hour meter rates is donated to local charities. These prime spaces, located directly in front of high profile retail stores, are time-limited to 2 hours. Both the time limits and the nominal meter rates serve to promote high turnover of these on-street parking spaces, improving customer access to retail stores and other activities at the heart of Victoria Gardens.

All off-street parking spaces are owned and maintained by the master developers. This includes some 1,150 spaces in two tax increment financed parking structures, and 4,750 surface parking spaces located on the periphery of the site. Most of these on and off-street parking spaces are accessible to retail customers, visitors to the public facilities on site and the public at-large. Retail employees are banned from using the parking structures and are required to park in the outermost peripheral surface parking lots, while office employees have access to dedicated parking adjacent to their buildings.

MARKETABILITY

Forest City and the Lewis Group have had no trouble explaining the use of shared and metered parking on-site to potential retail and office tenants. One leasing agent noted that, "the way we explain and market [priced] parking is to emphasize that we want to ensure high turnover in prime parking space... this ends up being a real service to both the retailers and their customers." Leasing agents also note that most tenants and customers are "accustomed to the idea of paid parking," in these types of developments.

PASEO COLORADO (PASADENA, CA)

Paseo Colorado is a quintessential new urbanist redevelopment of a failed suburban shopping center. This $135 million mixed-use redevelopment project, opened in September of 2001, was developed by Trizec-Hahn with a substantial $26 million contribution from the City of Pasadena . The property is currently owned and managed by Developers Diversified Realty, of Beachwood, Ohio and includes a collection of retailers, restaurants, and theaters. The synergistic mix of uses includes some 565,000 square feet of leasable space, including a 157,000 square foot 'anchor' department store, a 37,000 square foot supermarket, a 14-screen, 67,000 square foot movie theater and a fitness center, as well as nearly 60 other shops and upscale restaurants. These commercial uses are situated at street-level, underneath 391 urban lofts and apartments that bring life and 24/7 activity to the heart of Pasadena's downtown Civic Center neighborhood.

The design of Paseo Colorado is reminiscent of the nearby Old Town Pasadena district and was consciously planned to reconnect the city. An open air pedestrian promenade cuts through the site, connecting with North Garfield Avenue, thereby restoring the Civic axis of Pasadena that had been blocked in the late 1970s by construction of the three block long Plaza Pasadena Shopping Center.

PARKING

In addition to its design and unique mix of uses, Paseo Colorado and the surrounding neighborhoods in the Civic Center district, as well as the City of Pasadena, are remarkable for their efficient, well-coordinated on and off-street parking pricing and management and supportive parking policies.

OFF-STREET PARKING

Parking for commercial users, visitors, and loft and apartment residents of Paseo Colorado is located in three public parking garages/structures with a total of 3,049 spaces. The largest of the three garages is the Paseo Colorado Subterranean parking facility that was originally constructed as part of the Pasadena Plaza. Other nearby parking structures serving the uses at Paseo Colorado include the Marengo Avenue Parking Structure, and the Los Robles Parking Structure, both located across the street from the development and accessible by

a pedestrian bridge or crosswalk. All three of these parking facilities are owned and operated by the City of Pasadena, which also manages on-street parking and the nearby Downtown Parking Benefit District.

Most of this off-street parking is priced general public parking with the following rates: 90 minutes to two hours of free parking with validation by a Paseo Colorado merchant and $2 per hour thereafter with a maximum daily charge of $6. Paseo Colorado employees can purchase monthly parking passes for $80. Most parking spaces within the garages are accessible to any visitor, regardless of which establishments they intend to visit. However, within the Paseo Colorado subterranean garage there are a limited number of spaces reserved exclusively for supermarket customers.

RESIDENTIAL PARKING

Residents of Paseo Colorado are guaranteed exclusive use of one parking space per unit. These spaces are included in the price of the lease and are located in a separate secure section of the underground parking garage. Residents can gain access to additional parking spaces for a fee through one of two options: (1) an additional space in the private residential section of the Paseo Colorado subterranean garage, for $100/month, or (2) a space in the garage across the street for $80/month.

ON-STREET PARKING

Paseo Colorado and the surrounding properties are located within the Pasadena Civic Center Parking Meter District, which includes approximately 450 metered, curbside parking spaces. Within this district, all on-street parking is priced at rates that are comparable to the off-street facilities noted above ($1.25 per hour, from 11:00 am to 8:00 pm on Sunday to Thursday, 11:00 am to Midnight on Friday and Saturday). Meter payments can be made by cash, credit/debit card, or cell-phone at one of the many multi-space parking pay stations located throughout the district and adjacent downtown Pasadena.

The pricing and coordination of rates for both on and off-street parking, made possible by the public ownership and management of both, benefits Paseo Colorado tenants and property owners by (1) increasing turnover and thereby availability of parking spaces for shoppers and visitors, and by (2) reducing the volume of traffic that can be generated where free or under-priced on-street parking entices drivers to circulate endlessly searching for an open space.

PARKING INNOVATIONS

Coordinated on and off-street parking pricing in the Civic Center area is part of a larger parking management strategy that the City of Pasadena has implemented for the entire downtown area. Old Pasadena is the first district in the United States to create a parking benefit district, where all parking meter revenues and priced off-street parking revenues are used to benefit the district in which the revenues are collected . In the case of Pasadena, parking revenues within the Old Pasadena parking benefit district have financed streetscape improvements that have enhanced the pedestrian environment and improved the image of the neighborhood (for more on parking benefit districts, see the information, below).

Developers and property owners in Pasadena also benefit from innovative city policies that allow reduction or removal of minimum parking requirements in certain locations. The Zoning Parking Credit Program allows property owners who are proposing to rehabilitate properties with limited or no on-site parking (often historic structures built prior to the establishment of off-street parking requirements) to apply parking spaces in shared public parking garages to their fulfillment of city parking requirements. The owner or tenant may pay a fee in-lieu of providing a new parking space on-site that can ensure them access to space in a public garage, or to help finance construction of new public off-street parking facilities .

DOWNTOWN (BOULDER, CO)

Since 1995, the drive-alone rate for employees in downtown Boulder has fallen almost 36%, from 56% driving alone to 36%, while the transit mode share has more than doubled from 15% to 34%.

Boulder is home to a major state University and set in a region dominated by auto commuting with no rail transit. Given its circumstances, Boulder may seem an unlikely candidate for successful traffic reduction. However, due to concerted efforts to manage parking and travel demand and invest in alternative mobility strategies over several decades, downtown Boulder has grown and prospered with little increase in traffic congestion. Since 1995, economic activity, as measured by sales tax receipts in downtown Boulder, has increased by more than 100%.

Although it differs from the other case studies, in the absence of a single master developer, Downtown Boulder's transportation success story is instructive because the City aspired to much the same vision of fostering a vibrant, bustling town center with a mix of land uses and activities, where residents, employees, shoppers and visitors can arrive by bus, bike, or on foot, or park once and access different uses easily on foot.

Boulder is also useful as an example of a community that has been steadily evolving from a relatively low density, auto-oriented suburban city, to a community focused on transit-oriented development and traffic reduction. As recently as 1993, its drive alone rate for downtown employees was 65%; now, just 36% drive alone.

Boulder's downtown business district, having recovered from near death in the 1970's, today comprises over 1,200 businesses and roughly 10,000 employees. Faced with both a shortage of parking for customers and citizens' aversion to additional traffic, the city developed a program that combines reduced subsidies for downtown parking with aggressive transportation demand management. These initiatives have been introduced through a special district – the Central Area General Improvement District (CAGID), which was established in the 1970s. The Board of CAGID, which makes the final

decisions on issues such as new parking construction, is comprised of the City Council. However, considerable power over decisions such as parking charges is held by the Downtown Management Commission (DMC), which is made up of local businesses and property owners, although its actions are subject to City Council review.

The program was set up in conjunction with the creation of the Pearl Street pedestrian mall. The intention was to provide parking on a district-wide basis on the periphery of the mall, avoiding the need to provide on-site parking for each business. It was seen as a tool for economic revitalization and promoting a good pedestrian environment, with the two going hand in hand.

INTEGRATED TRANSPORTATION POLICIES

Boulder is most notable for its integrated approach, which allows CAGID to invest in the optimum mix of transit, demand management and parking supply to improve downtown access. These measures are designed to reduce auto dependence and promote alternate modes of transportation. The following specific transportation strategies have been employed in Boulder.

TRANSIT

Boulder's only mode of transit is the bus. The Central Area General Improvement District in downtown Boulder provides free transit passes (the Eco-Pass program) on Denver's Regional Transportation District (RTD) light rail and buses to more than 8,300 employees, employed by 1,200 different businesses in downtown Boulder. To fund this program, Boulder's downtown parking benefit district pays a flat fee for each employee who is enrolled in the program, regardless of whether the employee actually rides transit. Because every single employee in the downtown is enrolled in the program, the Regional Transportation District in turn provides the transit passes at a deep bulk discount. Due to its large size, CAGID is able to purchase bus passes at the rate of $83 per person per year .

BICYCLING

Bicycling is a strongly encouraged mode of transportation.

The City of Boulder offers over 350 miles of bicycle facilities, which include on-street lanes, designated routes, and multi-use paths. The downtown Boulder Transit station provides free bicycle storage lockers and all local Boulder and RTD regional buses are equipped with bike racks. Maps covering city, university, mountain, and regional trails and paths are available through the City.

PARKING & TRANSPORTATION DEMAND MANAGEMENT

A fairly aggressive mix of parking management and transportation demand management strategies have also ensured the success of the district:

- No Parking Requirements. The City of Boulder has no minimum parking requirements for non-residential uses within the downtown CAGID area. Developers are allowed to build as much or as little parking as they choose, subject to design standards in the zoning code, and to manage it as they see fit. If they choose to build little or no parking on-site, they can purchase permits for public lots and garages from the DMC for resale to their employees. This is usually a much cheaper strategy than building parking onsite.

  Public garage permits cost $213 per quarter ($852 per year), and surface lot permits (for which there is a waiting list) $134 ($536 per year). Residential minimum parking requirements are set at one space per unit, although these have had little impact since developers have tended to provide two spaces per unit given perceived market demands.

- Funding of Public Parking. Shared public parking facilities are constructed and operated by CAGID, and funded through CAGID general obligation bonds. This debt is supported primarily by revenue from parking charges (including meters), and secondarily by property and other taxes paid by property owners (providing 16% of revenue). Thus, compared to many downtowns, where parking is heavily subsidized by public contributions of both dollars and land, much of the cost of the parking system paid for by those who park, resulting in lower drive alone rates. In Boulder, while the parking permit prices for public garages and lots would not be able to fund the full cost of constructing and operating a parking space, the rates nonetheless cover a substantial portion of the cost. The DMC currently manages 202 spaces in non-metered surface lots, 2,209 spaces in five structures, and 871 metered spaces, 61 of which are in a surface lot (2004 figures).

- Demand Management. On-street meter revenue is used to provide all employees with benefits such as a free universal transit pass (called Eco-Pass); Guaranteed Ride Home; ride-matching services; bicycle parking; and a number of other benefits. In 2002, these programs cost just under $325,000. This focus was prompted by the reality of limited street capacity to handle more traffic, and simple economics. “CAGID realized that the economics of parking garages are dismal,” according to James Bailey, a former planner who helped establish the system. The DMC determined that demand management was a cheaper strategy than building new parking alone. These TDM programs are not directly managed by CAGID, but through the City’s Downtown and University Hill Management Division.

- Curb Parking. All downtown parking meter revenue – more than $1 million per year – is transferred to CAGID from the City’s General Fund. This responsibility, together with the fact that local businesses and property owners comprise the DMC, gives it a strong incentive to create new curb parking. One of its first moves was to create more curbside, metered parking through converting parallel spaces to diagonal.

- Discounted Validated Parking. Downtown businesses can bulk-purchase meter tokens or validated stamps, in order to offer free parking to their customers. A common practice in many downtowns with parking charges, it avoids the risk of customers turning to other retail destinations in order to avoid parking charges.

Some of the parking policies described – such as creating

more on-street parking spaces – clearly do not act, in and of themselves, to reduce driving. Creating more opportunities to park generally has the opposite effect. However, by adopting the strategies that allow the provision of some needed parking at low cost, Boulder has been able to save scarce capital and invest it in improving transit and transportation demand management programs. Meter revenues purchase transit passes rather than simply financing more parking construction.

IMPACTS OF TRANSPORTATION POLICIES DEVELOPMENT FEASIBILITY

Initially, developers and property owners were skeptical of the proposals to create CAGID, but according to local planners and developers, they have been convinced by its success in catalyzing economic development. According to James Bailey, "In the 1970s, downtown was dying. They had to do something. This was a pretty pragmatic approach."

Already, rapid growth has brought Boulder close to the population and employment levels that in 1996 were projected for 2020. The downtown pedestrian-oriented "Pearl Street Mall" has tripled in length in the past decade, as automobile-oriented parcels at either end have been redeveloped. There are numerous examples of new developments that have taken place in recent years, such as the 300,000 square foot One Boulder Plaza.

Pearl Street is one of the only examples of a successful pedestrian mall in the United States. According to local planners, a small mixed-use zone on East Pearl Street, close to the city's downtown was established in the 1980s but barely used for more than a decade, at least partly due to high parking requirements. A reduction in requirements adopted in 1997 to one space per 400 square feet of non-residential development (one space per 500 square feet if commercial makes up less than 50% of the development) has been a key to encouraging recent development.

TRAFFIC AND PARKING

According to the Downtown Management Commission, there has been an increase in available parking, partly due to the construction of new garages, but also due to more employees taking transit. Since the downtown baseline figures were established in 1995, the drive-alone rate has fallen almost 36% from 56% to 36% in 2005, while the transit rate has more than doubled from 15% to 34%. According to the City of Boulder, the drive alone rate dropped dramatically after 1999 because of an increase in transit service (17 different routes at 15-minute headways) and the emergence of an Eco-Pass "culture." Roughly 50% of downtown employees now live within two blocks of a transit stop and the resulting ridership is estimated at a parking equivalent of 4,390 spaces.

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