

SEDONA PARKING  
MANAGEMENT STUDY

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**FINAL REPORT**

AUGUST 31, 2005

Prepared By:

**P**ARKING RESEARCH  
& SOLUTIONS

[www.parkingresearch.org](http://www.parkingresearch.org)

Parking Research & Solutions  
P.O. Box 85433  
Seattle, WA 98145-1433  
Telephone: 206-300-4765  
Fax: 866-685-0353



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## **Executive Summary**

Parking Research & Solutions completed a comprehensive parking study for the City of Sedona between the months of February 2005 and May 2005. A total of 2,578 parking spaces were found in the survey areas including 1,435 parking spaces in Uptown and 1,143 parking spaces in the Highway 179 corridor commonly referred to as the Creek or Gallery District area of Sedona. The City of Sedona currently owns and manages 128 on-street parking spaces along Highway 89A and 144 off-street parking spaces in the City parking lot north of Schnebly Road. The remaining 2,306 parking spaces are privately owned and managed.

Goals of the study included quantifying current parking demands, determining the utilization of parking spaces and to assess movement of vehicles parking multiple times in different parts of Sedona. The occupancy of all parking lots and the average duration of vehicles parked were also measured. Several methods were employed to determine if parking spaces on Main Street in Uptown were being used by business owners or employees of businesses.

Surveys of key stakeholders and hundreds of visitors were completed. Current parking signs throughout Sedona were evaluated. The Sedona Transit Plan was reviewed in terms of its potential impact to the current and proposed public parking program. The existing distribution of public and private parking supplies in Sedona is discussed and impacts of future developments such as the Heart of Sedona, The Preserve at Oak Creek and several highway improvement projects are considered.

### **Key Findings**

#### *Parking Supply and Occupancy*

Peak occupancies were found between 11 am and 3 pm each day in most off-street parking lots that were available to the public. On-street parking along Highway 89A in Uptown was more than 90% occupied everyday, except prior to 10 am and in early February when the weather was wet and cold. Parking supplies along Highway 89A were fully occupied on most days from late February to May. Many businesses in this area of Uptown such as jeep tour companies, restaurants and the Chamber of Commerce visitor center have very limited or no off-street parking supply for patrons and employees. Approximately 30-60 Hyatt parking spaces are used daily by Uptown and Visitor Center patrons.

Several public parking areas in Uptown often had low occupancy levels, even during peak times. Public parking in the City-owned parking lot, Amara Resort's upper parking lots and private parking along the east and north sides of Highway

179 are seldom in high demand. Visibility, directional signage, pedestrian access and remoteness make these areas less desirable for both visitors and employees.

All of the parking along the east and north sides of Highway 179 from the Exposures Gallery to Highway 89A was severely underutilized throughout the study period. Parking at Exposures and Hozho is abundant, but secluded and isolated. Hillside parking was well used most days and we never observed vehicles “hunting” for parking at Hillside. The Tlaquepaque employee lot, with access from Brewer Road, is mostly full every day.

Available parking for the Tlaquepaque shops and galleries is also limited during peak times relative to the number of visitors and employees seeking parking in that area. Access into and out of the Tlaquepaque parking lots is difficult and even hazardous during peak times due to the speed and volume of traffic on Highway 179 and the left-turn movements of vehicles in and out of the parking Tlaquepaque parking areas.

The highest overall occupancy levels of the study period were observed over lunchtime on Wednesday, March 30, 2005. The lowest overall occupancy levels were observed in early February and during morning survey periods throughout the study period.

For most of the areas surveyed, the utilization is about 0.80 – 1.03 vehicles per parking space every hour. Most areas were fully occupied and parking spaces were typically only vacant for a few minutes at the most along Highway 89A, at Sinagua Plaza, at the Hyatt north lot and at the Tlaquepaque overflow lot. The City lot, by comparison, was the least utilized of all public parking areas surveyed at a rate of 0.50.

By comparison to the RBF Traffic Circulation Study from 2004, RBF found a utilization rate of .91 vehicles per space, per hour on February 14, 2004 and .87 vehicles per space, per hour on February 18, 2004 for vehicles parking along Highway 89A, which are consistent with our findings.

#### *Duration Parked and Vehicle Movement*

Vehicles were observed parking in selected areas of Sedona to determine the length of stay. Overall, 55% of all vehicles surveyed parked for less than one hour indicating a high level of parking turnover throughout multiple areas of Sedona. The Hyatt north lot, Sinagua Plaza and the south end of Hwy 89A had the highest percentage of vehicles parking for less than one hour. This is mostly due to the visitor information center located at the corner of Forest Road and Highway 89A.

The on-street parking along the west side of Highway 89A and the off-street parking in the City lot on Schnebly had the lowest percentage of vehicles parking for less than one hour, and the highest average parking duration of 1 hour and 35 minutes. This would be expected since the parking spaces surveyed on the west side of Highway 89A were centrally located between the crosswalk at Rollie's Camera store and the Oaxaca Restaurant at Apple Street. This sample represents approximately 25% of the available parking spaces on the west side of the highway.

The City lot and the on-street parking at the south end of Highway 89A near Forest Road had the highest percentage of vehicles parking over 3 hours. 24% of the vehicles surveyed in the City lot and 22% of the vehicles surveyed on the west side of Highway 89A near Forest Road parked for more than 3 hours. This appears to be related to employees parking in the City lot and Pink Jeep Tour patrons parking near Forest Road.

More than 1,600 unique license plates were logged from vehicles parking on Highway 89A in Uptown during the months of February, March and April 2005. Only 7% of the vehicles parking on Main Street were registered to Sedona residents or with registered addresses that are 50 miles or less from Sedona. The vast majority of the vehicles parking on Main Street are registered out of state. A total of 450 vehicles were logged that are registered to people residing or doing business in areas that are 51 – 150 miles from Sedona, which includes Phoenix and the Sky Harbor International Airport. Of these 450 vehicles, at least 313 were rental cars.

Our vehicle movement studies indicated that between 2% - 5% of vehicles parking in Sedona park in both the Creek area (Zone 1) and in Uptown (Zone 2). Conversely, 95% - 98% of all vehicles surveyed were only detected parking in one zone.

### *Survey Results*

Approximately 72% of stakeholders surveyed believe that on-street parking Uptown should be regulated. Most believe that employees and owners of businesses are utilizing on-street spaces, while our data indicates that more than 90% of the 128 on-street spaces are being used by visitors.

The vast majority of stakeholders (83%) believe that additional parking is needed in Sedona and 61% would support the formation of a parking district or a shared and managed public parking system between private property owners.

A total of 57% of visitors surveyed stated that a shuttle was needed to Uptown, to the Gallery District, or both. Most visitors surveyed (65%) indicated that finding parking was simple and parking was available in close proximity to their destination. However, 63% of visitors said that Sedona needs more parking

choices, 13% said that the time it took to find parking impacted the amount of time spent shopping and 30% of visitors stated that the location of the available parking determined which businesses they visited in Sedona.

## Key Recommendations

### *Creation and Management of a Public Parking Supply*

Most privately-owned parking in Sedona is underutilized. The City should establish public parking agreements with private property owners for the establishment of a pool of public parking locations throughout Sedona. Each of these areas, or portions of each area, should be designated as “Public Parking” or “Free Public Parking” with established, enforceable time limits. Although the City police department currently would prefer to enforce parking regulations, parking enforcement should eventually be handled under an independent parking department. Signs at the entrances to each of these parking areas should be identical and coincide with a city-wide directional sign program.

The City of Sedona should work with private property owners to establish dedicated employee parking lots as well. These lots would be available to employees of all businesses in Sedona and a permit would be required to park in each lot.

Time restrictions and paid-parking options are recommended for the limited on-street parking in Sedona. **These approaches are targeted at increasing turnover of prime parking spaces in close proximity to businesses, improving the utilization of all existing parking areas in Sedona and encouraging employee parking in designated areas.**

While additional parking supply options for certain areas of Sedona are needed in certain areas and at peak times, **initial efforts should be focused on maximizing the use of existing parking supplies and reducing traffic congestion that results from circulating traffic hunting for close parking.** The current parking supply in Uptown needs to be managed before new parking is created there. It is very difficult to accurately measure the true demand for parking under the existing configuration.

The threshold for constructing new parking will depend, in part, on the City’s success at negotiating with private property owners for use of privately owned spaces for public parking. The City needs to establish goals in conjunction with its key stakeholders as to the number of visitor vehicles that should be accommodated each day. Secondly, a target should be established to maintain public parking occupancies at 70% - 80% and an adequate supply of off-street, public parking should supplement the on-street supply in Uptown.

The threshold or trigger to build additional, public parking will be when all current parking resources are exhausted on a regular basis and sufficient excess demand for visitor and employee parking exists. Until an effective parking management system is in place, you will not be able to accurately determine your need to construct new parking.

#### *Integration of Parking and Transit*

Strong circulator ridership could cause the average parking durations in both zones to increase, thus reducing parking utilization or the number of vehicles accommodated each day in existing parking spaces. In other words, if a visitor parks and shops in Uptown, then hops on the circulator to Hillside, the parking duration of that patron's vehicle will be substantially longer than if the patron drove to Hillside. Therefore, it may be necessary to increase public parking capacity in both Uptown and Creek areas since turnover of some spaces will decrease. Additional steps also need to be taken to encourage better use of underutilized parking areas such as the City parking lot.

If the current circulator plan cannot accommodate a stop at the City parking lot, then an additional shuttle should be considered that would allow patrons and employees who park in the City lot to connect to the circulator bus route. Additionally, signs should be added at the City lot indicating the location, direction and distance to the nearest Sedona Road Runner shuttle stop at Apple and Hwy 89A.

Based on comments from stakeholders and visitors, integration of transit and parking options is very important. It is critical that transit stops are strategically placed near each existing public parking hub to ensure that the maximum benefit of the shuttle is realized by visitors and employees throughout Uptown and the Gallery District. This includes the City lot.

Once a circulator route is implemented, the impact to parking behaviors will likely be significant. Average parking durations will increase in areas serviced by the circulator, and in turn, utilization rates will decrease. This means that fewer different vehicles will be accommodated each day since vehicles may be parking for longer periods of time. Since excess parking demand currently exists, our expectation is that additional parking supply will need to be added in key areas such as near Tlaquepaque and the south end of Uptown near Forest Road to meet the future demand for parking with the circulator shuttle in place.

#### *Signs and Maps*

A new public parking sign program should be developed and implemented throughout Sedona. This will involve removal of all existing signs and fabrication and installation of new directional and regulatory parking signs throughout Uptown and the Gallery District.



On every block, consistent signs should be installed that offer drivers information about the nearest parking options. At key intersections such as Forest Road and Highway 89A, the "Y" at Highway 179 and Highway 89A and at each proposed round-about site, signs should indicate the direction, distance and availability of public parking. One sign should be installed every 1000 feet or less (usually one per block) that continues to offer navigation aid to drivers and promote off-street parking like the City lot in Uptown.

It is important to notify drivers early and have visitors thinking about parking options before they arrive in the heart of the Gallery District or Uptown. Using consistent symbols like the international, blue "P" on all signs will make it easy for drivers to follow the signs to the nearest available parking area.

Guidelines should be adopted and required for privately owned parking lots. Entrance signs should identify the parking lot as either "public parking" or parking for specific types of uses. Property owners should be discouraged from restricting parking by user type such as "restaurant patrons only" or "parking for these businesses only" or "employee parking." Property owners should be encouraged to restrict parking by use such as "2 hour parking" or "permit required." Specific uses like time limited parking can be enforced while regulating where patrons walk after they park or which businesses they patronize cannot be easily enforced. Parking signs on private property should also be installed in a fairly uniform manner, both in frequency, location and with text content that has been approved by the City.

Maps of all public parking areas should be made available at visitor information centers, businesses and through online sources such as the City of Sedona and Chamber of Commerce websites.

## **Section 1            Introduction**

The City of Sedona enlisted the help of Parking Research & Solutions to complete an assessment of its current public parking supply and parking behavior patterns in the Uptown and Highway 179 corridor areas of Sedona. Altogether, a total of 2,578 parking spaces were found in the survey areas including 1,435 parking spaces in Uptown and 1,143 parking spaces in the Highway 179 corridor commonly referred to as the Creek or Gallery District area of Sedona. Parking dedicated to residential parking or overnight parking for hotels and timeshares was excluded from our public parking inventory. The City of Sedona currently owns and manages 128 on-street parking spaces along Highway 89A and 144 off-street parking spaces in the City parking lot north of Schnebly Road. The remaining 2,306 parking spaces are privately owned and managed.

The study area is divided into two zones. All parking from Highway 89A south along Highway 179 to Hillside and all parking that is accessed from Brewer Road are considered Zone 1 lots. All Uptown parking, including the Hyatt property and on-street parking on along Highway 89A, is considered Zone 2. A total of 46 different parking areas are defined in both zones. In some cases, several small parking lots are combined into a larger parking area. For example, The Hillside parking is classified as parking area 1 while all parking from the Exposures Gallery on Highway 179 to the bridge is counted as parking area 2. Similarly, the Sacajawea parking lot and Rollie's Camera parking lots on Jordan are surveyed together as parking area 42. A complete list of all parking areas, capacities and zone assignments is included in Table 1 at the end of this section.

Parking data was collected over five survey periods. Two survey periods occurred in February 2005 including Presidents Day weekend, followed by one survey period at the end of March, another in mid-April and a final survey period in mid-May 2005. Data collected included parking occupancies, utilization, duration of parked vehicles, vehicle movement using license plate matching and comments from key stakeholders and visitors. Following the study period, data and comments from stakeholders and visitors were assimilated and analyzed. A broad set of recommendations have been assembled in this report to address current parking needs, parking guidelines for future developments and evaluation of parking management approaches such as time-limited and pay parking programs.

Previous studies including a Traffic Circulation Study in 2004, a Sedona Transit Project Report and Survey in 2004 and a Sedona Visitor Study in 2002 were used as background information for the parking study.

## **1.1 Overview**

Primary goals of this study are to quantify the current use of parking in the Uptown and Oak Creek cores of Sedona during the winter and spring seasons of 2005. Data collection began officially on President's Day weekend with some sample license plate and occupancy count data collected at the beginning of February. On-street and off-street parking resources were examined and parking behavior patterns were determined. The solutions recommended throughout this study will help maximize the efficient use of all existing parking spaces and help improve traffic circulation in Uptown and in the Hwy 179 corridor.

Improved utilization of existing parking resources and reduced traffic congestion will result in decreased time required for visitors to locate a convenient parking space and improve the probability of visitors finding convenient parking options. Proven strategies to increase turnover and utilization of existing parking spaces are incorporated in our recommended solutions. Also, a more centralized parking plan with orchestrated connections to future transit systems will reduce the number of vehicles circulating and looking for parking multiple times.

In some areas, parking deficiencies exist. This report will help quantify the location and severity of parking deficiencies and offer a set of recommendations and justification for the construction of additional public parking. Parking management programs with components such as time-restricted or pay-parking, employee parking, residential permit parking and shared parking options are explored at length in this report.

## **1.2 Objectives**

In February 2005, we had an initial kick-off meeting with representatives from the City of Sedona to establish key objectives for the parking study and to get a detailed understanding of the long term vision and future development plans for the City. The following objectives were established for the parking study:

- Seek input from key stakeholders such as business owners and business associations;
- Perform occupancy counts for all on-street and off-street parking spaces. Include peak and off-peak days for winter and spring seasons. Identify the types of parking customers and where each type of customer typically parks;
- Analyze utilization of on-street and off-street parking areas and explain duration and frequency of parking use;

- Evaluate shared parking alternatives between private property owners and the potential benefits of the formation of a parking district;
- Evaluation of conceptual land use scenarios and shared parking opportunities from the Heart of Sedona Plan and existing businesses;
- Track vehicle movement between Zone 1 and Zone 2 to determine if visitors are parking multiple times each day or across survey periods. Use vehicle movement data to determine potential benefits of a circulator bus to reduce vehicle trip counts;
- Devise solutions that decrease traffic congestion and allow visitors easy access to future transit options;
- Create a system that accommodates all types of visitors and will maximize the number of vehicles accommodated each day;
- Make recommendation relative to the benefits of time-restricted or pay-parking programs;
- Review residential and employee parking needs;
- Examine current parking enforcement and citation methods;
- Provide a professional, concise and useful parking study to the City of Sedona by mid-summer 2005 with viable solutions that can be implemented immediately by the City of Sedona.

### **1.3 Project Approach**

Parking Research & Solutions began work immediately upon execution of a signed contract with the City of Sedona. In fact, preliminary, sample data was collected several days prior so we were fully prepared to “hit the ground running” on Presidents Day weekend. Our project approach included:

1. *Project Kickoff* - A workshop was conducted with the City of Sedona staff to verify goals and schedules. At this time, we requested that all traffic and parking counts, maps or plans, and previous studies that are relevant to parking be made available. Extensive reports, maps and plans were provided by the City, followed by a stakeholder list and letter of authorization to collect data on private property.

2. *Occupancy Studies* - Vehicle counts and license plate inventories were conducted during February, March, April and May 2005. Random periods of study were selected by Parking Research & Solutions, except for the initial survey period over Presidents Day weekend.
3. *Duration Studies* – Entry and exit times were monitored for various samples of 20-30 on-street parking spaces, at the City lot and at the Hyatt north lot in Uptown and at the Tlaquepaque overflow lot. Actual and exact parking durations were calculated over multiple hours along with the vehicle occupancies and ingress rates for off-street parking areas.
4. *Utilization Analysis* – Using the data from the duration studies, we were able to accurately calculate the utilization rate for selected samples of parking spaces in key areas. Utilization is expressed as the number of uses, or unique vehicles, that use each available parking space, on average, each hour or each day.
5. *Management of Parking System* – Recommendations were compiled using tools and methods employed by other municipalities to successfully manage similar parking systems. Time restrictions, pay parking and permit parking will be discussed along with the associated costs and potential revenues.
6. *Parking Supply and Future Needs* – Based on the data collected, established traffic patterns and future projects planned, we have estimated the ideal parking supply needs as well as the best location for additional parking lots or garages. Recommendations in this report take into consideration impacts to traffic circulation routes and access to local transit options.
7. *Survey of Visitors and Business Owners* – A stakeholder parking survey and visitor parking survey were created. Stakeholders were interviewed over the telephone or in person and asked specific questions about public and private parking in Sedona, perceptions and parking needs. Visitors were surveyed in person or via a survey form distributed that could be mailed or faxed to Parking Research & Solutions.
8. *Vehicle Movement and Origin* – Using license plate data collected during this study, we monitored vehicle movement between zones and between different parking lots within the same zone. Plate data was also used to determine the registered origin of vehicles parked in Sedona and quantify the percentage of vehicles from local areas, the Phoenix metro area and points beyond.

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9. *Other Components* – As part of our overall evaluation of parking resources and management of parking in Sedona, we reviewed current signage, impacts to residential areas, employee parking needs, parking enforcement systems and control of privately-owned parking lots.

#### **1.4 Reports**

A draft parking study document will be available for review by the City approximately two weeks after the final data collection is completed in May 2005. A review period will be agreed upon by the City and Parking Research & Solutions. Comments and changes to the report, if any, will be made at the direction of the City. The final parking study will be published, delivered and presented to the City of Sedona by mid-summer 2005.



Map 1 – B: Zone 2 – Uptown

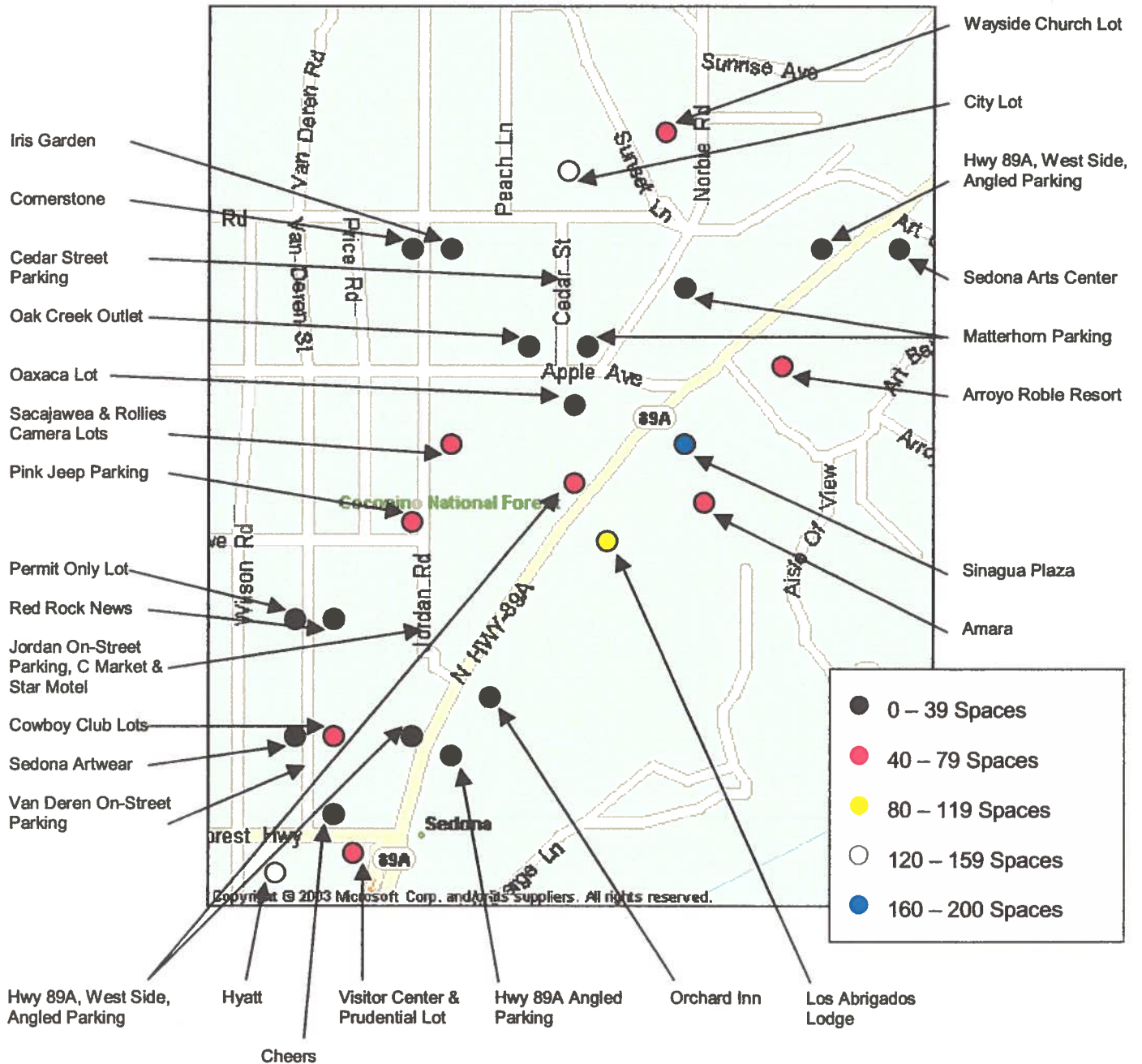




Table 1 – A: List of Parking Locations

Area	Name	Location	Capacity	Zone
1	HILLSIDE	Hwy 179	160	1
2	HWY 179 - EXPOSURES GALLERY TO BRIDGE	Hwy 179	131	1
3	HWY 179 - EAST SIDE - BRIDGE TO HWY 89A	Hwy 179	196	1
4	HWY 179 - WEST SIDE - RANGER RD TO HWY 89A	Hwy 179	89	1
5	LOS ABRIGADOS	Hwy 179	149	1
6	TLAQUEPAQUE MAIN LOT	Hwy 179	102	1
7	TLAQUEPAQUE OVERFLOW LOT	Hwy 179	100	1
8	BREWER ONSTREET	Brewer Rd south of 89A	15	1
9	BURGER KING	Brewer Rd at Hwy 89A	40	1
10	COLDWELL BANKER	Brewer Rd at Hwy 89A	20	1
11	FOREST SERVICE	Brewer Rd south of Mormon Hill	40	1
12	RANGER STATION	Brewer Rd south of Mormon Hill	14	1
13	SCHOOL DISTRICT	Brewer Rd at Mormon Hill	27	1
14	TLAQUEPAQUE EMPLOYEE LOT	Brewer Rd	60	1
15	HYATT	Forest Rd	134	2
16	PRUDENTIAL REAL ESTATE	Hwy 89A	51	2
17	AMARA RESORT (UPPER LOTS ONLY)	Hwy 89A	68	2
18	BEST WESTERN / ARROYO ROBLE RESORT	Hwy 89A	71	2
19	HWY 89A ONSTREET (EAST SIDE)	Hwy 89A	30	2
20	LOS ABRIGADOS LODGE	Hwy 89A	83	2
21	ORCHARD INN	Hwy 89A	38	2
22	SEDONA ARTS CENTER	Hwy 89A	36	2
23	SINAGUA PLAZA	Hwy 89A	163	2
24	OAXACA RESTAURANT LOT	Apple Ave	13	2
25	CEDAR - APPLE TO SCHNEBLY	Cedar	20	2
26	CITY NORTH LOT	Schnebly	144	2
27	CORNERSTONE	Jordan	38	2
28	COWBOY CLUB	Van Deren	21	2
29	SEDONA ARTWEAR LOT VAN DEREN	Van Deren	16	2
30	HWY 89A ONSTREET (WEST SIDE)	Hwy 89A	98	2
31	IRIS GARDEN CORNER	Jordan	16	2
32	JORDAN - HWY 89A TO STAR MOTEL	Jordan	35	2
33	MATTERHORN GRAVEL LOT	Apple Ave	28	2
34	MATTERHORN LODGE	Apple Ave	20	2
35	MESQUITE ONSTREET	Mesquite	13	2
36	RED ROCK NEWS EMPLOYEE LOT	Van Deren	30	2
37	OAK CREEK OUTLET	Apple Ave	11	2
38	PERMIT ONLY VAN DEREN	Van Deren	20	2
39	PRICE ONSTREET	Price	16	2
40	RED DIRT SHIRT	Forest	10	2
41	ROBERT SHIELDS DESIGN	Apple Ave	30	2
42	SACAJAWEA & ROLLIES CAMERA	Jordan	61	2
43	FOREST ONSTREET	Forest	8	2
44	VAN DEREN ONSTREET	Van Deren	24	2
45	WAYSIDE CHAPEL LOT	Schnebly	48	2
46	PINK JEEP LOT	Jordan	41	2
	Total Parking Inventory		2578	

## **Section 2          Parking Occupancies**

Parking occupancies were observed and recorded during each of the five survey periods from February to May 2005. Data from each count was organized into the following time period categories:

Morning	9 am – 11 am
Lunch	11 am – 2 pm
Afternoon	2 pm – 6 pm
Evening	after 6 pm

The occupancy counts provide a snap-shot of the number of vehicles parking in each lot or within all lots in a zone at the time of the survey. The counts do not reflect the utilization rate of the parking. Utilization of parking spaces is addressed later in this report in the section entitled Duration (Section 3).

Ideally, an average occupancy of 70% - 90% is desired during peak periods. This means that for every group of ten parking spaces, one to three spaces are typically available, on average for a visitor who may be looking for a space to park. If there is frequent turnover, then a higher occupancy level can still provide parking opportunities for visitors. If turnover is low, then attempts should be made to reduce the average parking occupancy to a level closer to 70%. Methods of managing occupancy rates and turnover are discussed later in this section.

Morning counts were usually nominal in all areas except for on-street parking along Highway 89A, just north of the Forest Road intersection. For most lots, occupancies peaked in the early afternoon and began to decline by 3 pm most days. The on-street parking along Highway 89A is the exception, where occupancies remain near 100% from about 11 am to 6 pm daily. In most off-street lots, occupancies tended to increase from February to April.

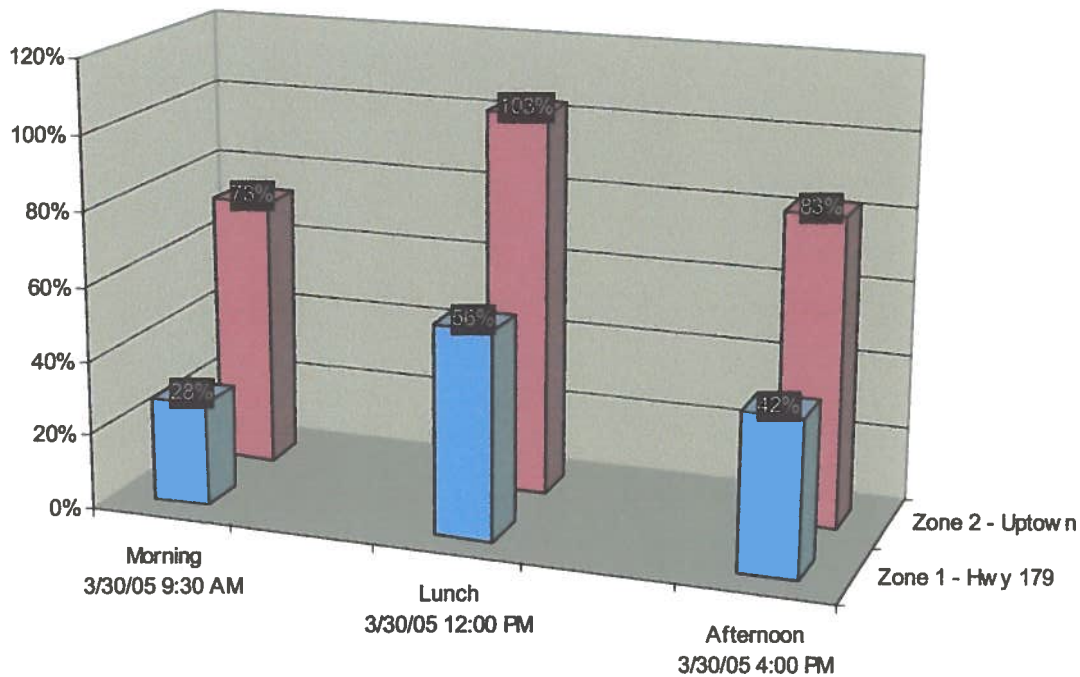
### **2.1    Occupancy by Zone**

One of the more revealing comparisons in this study is the occupancy of all parking within the Highway 179 corridor, or Zone 1, compared to the occupancy of all parking in Uptown or Zone 2. Most of the available parking in Uptown is fully utilized by lunchtime, while the total parking supply along Highway 179 may only reach 50% - 60% occupancy during the same period of time. This is due mostly to unused inventory at the Los Abrigados resort and available parking along the east side of Highway 179 from the Exposures Gallery north to Highway 89A. As we will show later in this section, the Tlaquepaque and Hillside parking

lots are heavily utilized each day but parking within the entire zone is underutilized, even during peak demand periods.

Combined occupancies of all Uptown parking spaces on March 30, 2005 reached 103% of available spaces. While some spaces were available in the hotel properties on the east side of Highway 89A, parking in areas along the highway, at the Hyatt and along Van Deren Street and Forest Road were significantly over capacity.

Chart 2 – A: Occupancy by Zone  
March 30, 2005



Thus, excess parking capacity in the Uptown area is minimal during peak periods. Parking that may be available in Uptown at locations like the Amara Resort and Arroyo Robles Resort are not easily accessible to visitors and pedestrian access to Uptown shops and restaurants from these areas requires climbing very steep grades.

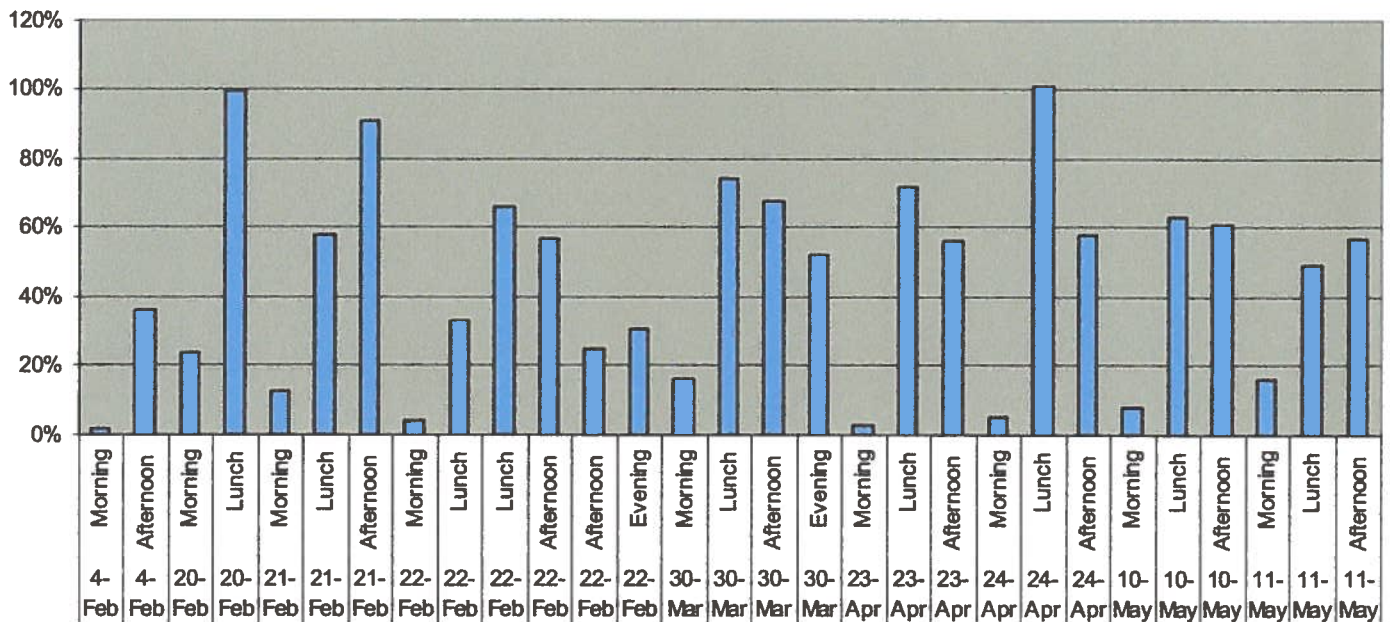
## 2.2 Specific Parking Areas

### *Tlaquepaque Overflow Lot*

The Tlaquepaque overflow lot was heavily used throughout the study period, particularly in the afternoon. This lot, while named the “overflow” lot, appeared at times to be the primary parking lot for most visitors and some employees of Tlaquepaque. The approximate capacity of the parking lot is 100 vehicles. Therefore, the parking occupancies shown in the chart below reflect the vehicle counts as well as the percent occupied. Full occupancy was achieved over Presidents Day weekend in February and again in late April.

Chart 2 – B

Tlaquepaque Overflow Lot



The entrance to the Tlaquepaque overflow parking lot is from Portal Lane and only a few hundred feet from Highway 179. After the entrance to the overflow lot, Portal Lane continues to the Los Abrigados resort where a kiosk is located in the center of the drive. While the kiosk is primarily used for information and marketing of time-share units at the Los Abrigados resort, the impact of the kiosk to visitors was noticeable. Visitors were mostly reluctant to look for parking in the Los Abrigados parking lot since the kiosk gave the appearance of a “checkpoint” or entrance to private property.

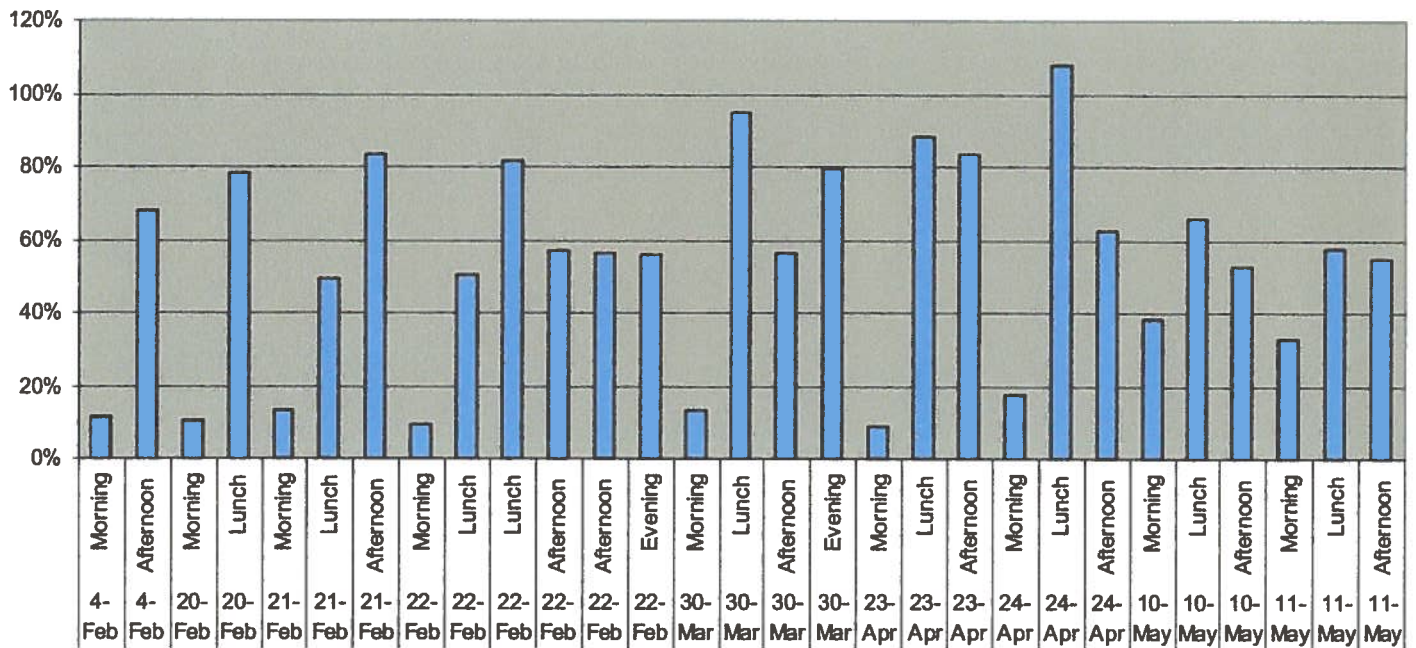
On many occasions, we observed vehicles unable to locate parking in the Tlaquepaque overflow lot, then electing to return to Highway 179 rather than attempt to park at Los Abrigados. Without exception, surplus parking was always available at Los Abrigados, even when all Tlaquepaque parking was full. The attendant at the kiosk would often step out of the booth and attempt to waive traffic in his direction, with limited success. While Los Abrigados does not discourage public parking in its main parking lot, the presence of the kiosk definitely limits the number of vehicles parking at Los Abrigados each day.

*Hillside*

The parking for the Hillside shops, galleries and restaurants was generally well utilized and occupancy reached a level of 80% or higher on most days. As seen in the chart below, average occupancies increase gradually over the study period. This was particularly true during the lunchtime surveys.

Chart 2 - C

Hillside - Occupancy



Even though the occupancy exceeds 100% on the April 24<sup>th</sup> survey and approached 100% on the March 30<sup>th</sup> survey, it should be noted that Hillside has substantial overflow parking in the rear of the development that is extra capacity not included in the public parking capacity of 160 spaces. This dirt overflow lot

appears to be used daily by employees and occasionally by visitors when the main lot is near capacity.

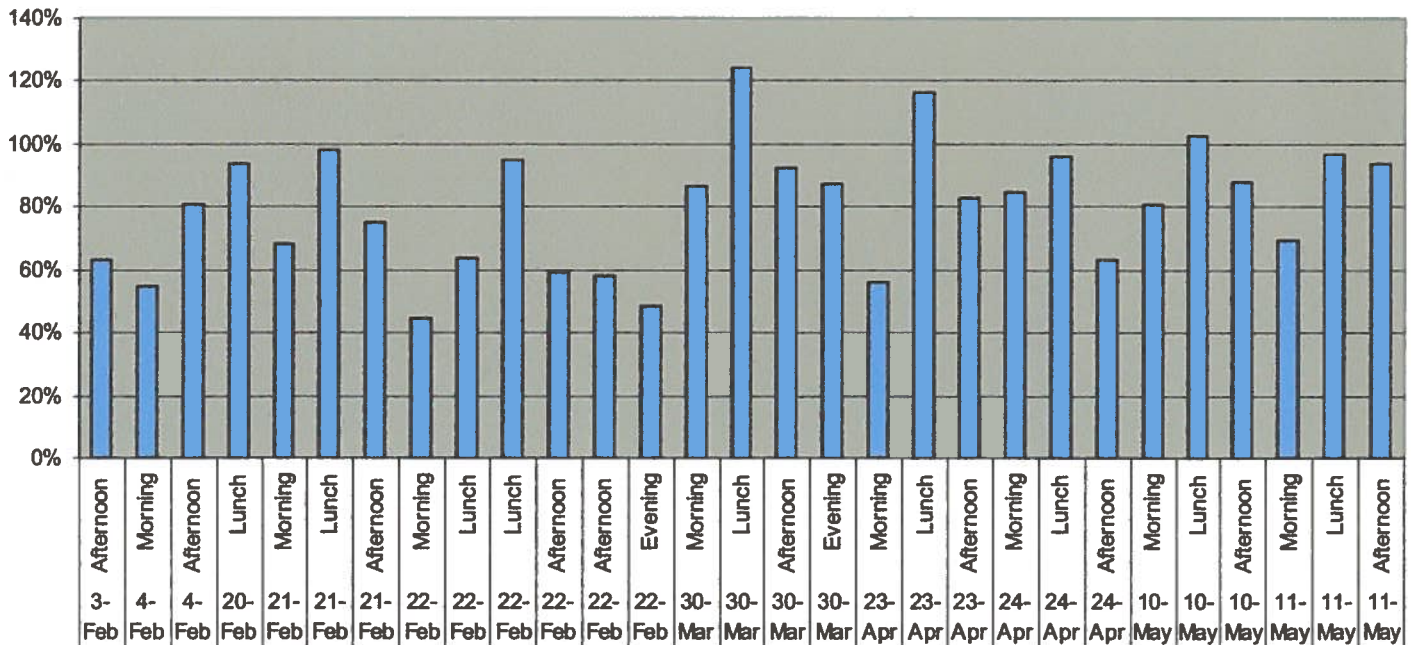
Overall, we found the ratio of parking at Hillside adequate for the existing businesses and current number of visitors. We found no instances of vehicles waiting for parking spaces to open up. Even during peak lunchtime periods, parking supply was sufficient.

*Hyatt*

Parking at the Hyatt exceeded capacity on March 30<sup>th</sup> and April 23<sup>rd</sup> during the lunch surveys. After all parking spaces are full, vehicles park along the west side of the Pinion Point shops and at the top of the winding drive from the intersection at Highways 89A and 179 below. Both of these overflow areas are designated as future fire lane and no-parking areas, according to the General Manager of the Hyatt.

Chart 2 – D

Hyatt



On the north end of the main Hyatt parking area (adjacent to Forest Road), there are spaces designated for tour bus parking. Over five survey periods from February to April, no buses were found parking in these spaces. Cars and trucks would utilize the bus spaces frequently when all other parking was full. Most of the vehicles utilizing the northern-most 60 parking spaces were typically Uptown

or visitor information center patrons. Thus, without the Uptown and visitor information center patrons, it is evident that the Hyatt would have a sufficient supply of parking for employees and visitors of the Hyatt and Pinion Points shops and restaurants.

It should be noted however that the parking dedicated to the Hyatt time-share units was not included in this study. While the occupancy of these spaces was not measured exactly, our observation during each study period was that surplus parking existed in the banks of parking spaces dedicated to the time-share units. The exception was the parking on the east side of buildings 1 & 2, where time-share guests owners and guests must compete with the Pinion Point shop patrons for the same parking spaces. This could be remedied with posted restrictions, time-share permits and enforcement of these spaces.

The businesses at Pinion Point had a varying amount of patrons during each study period. The Wildflower restaurant and Starbucks were typically busy, while the Bice restaurant was seldom busy and patrons were sparse. Thus, if the Bice restaurant or other restaurants in that location were to attract more customers and have capacity crowds for lunch and dinner, the resulting parking demand could easily exceed the existing supply during the lunch and dinner periods.

#### *On-Street Parking Highway 89A*

The most popular public parking areas in Sedona are the 128 on-street, angled parking spaces along Highway 89A. The supply is very limited with the majority of the spaces located on the west side or southbound side of the Highway. The location and orientation of the parking spaces are significant, in that the current traffic patterns in Sedona result in many u-turns each day at the north end of the Highway so that visitors can look for parking on the west side.

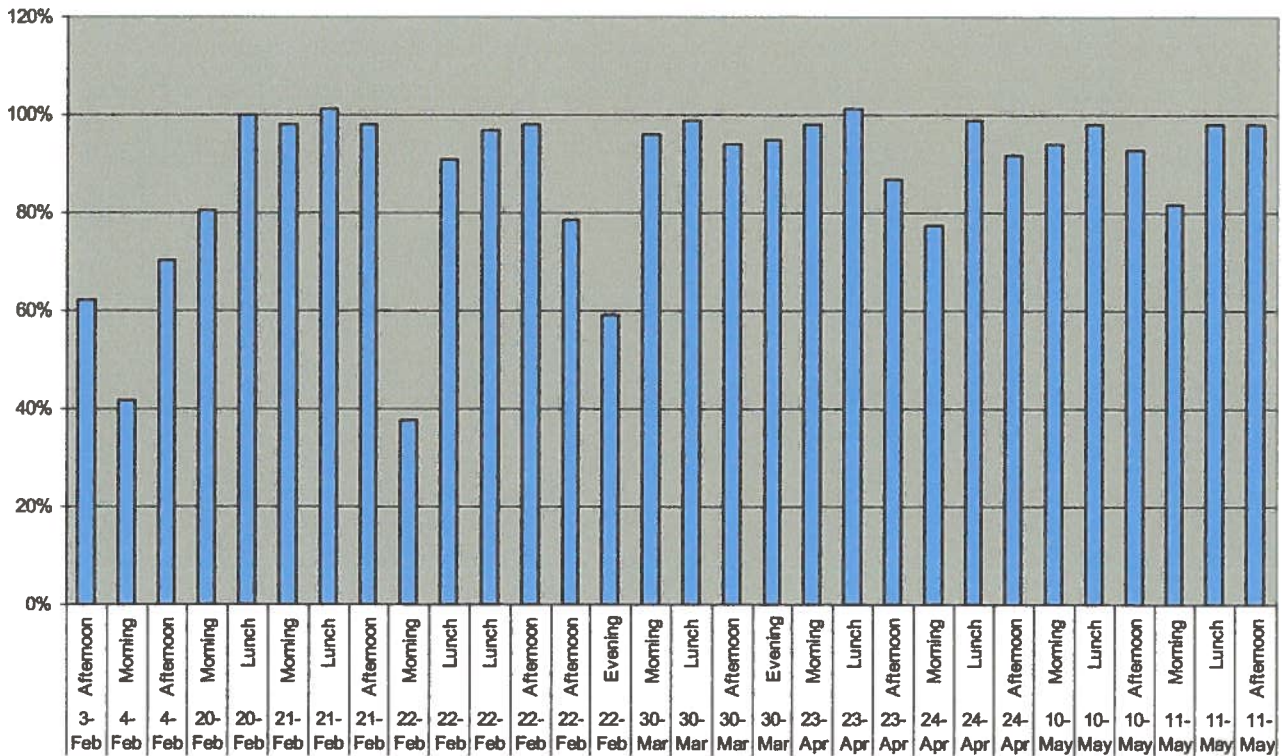
The chart on the following page illustrates that these 128 parking spaces are near capacity almost all the time. The average occupancy is even greater if we isolate the spaces on the south end of "Main Street" between the crosswalk and Forest Road. When vacancies were observed, they were typically on the north end of the highway, north of Apple Avenue.

All of the on-street parking located on both sides of Highway 89A between Forest Road and Jordan Road was fully occupied every day on each survey day during the study period. This is mostly attributable to the lack of public parking for the Pink Jeep Tours and minimal parking for the Orchard Inn the three restaurants (Orchard Restaurant, L'Auberge Restaurant and Terrace on the Creek) located in this area. Also, parking durations in this area appear to be affected by the jeep tours and dining, since most patrons park on-street if a space can be found.

As we will discuss in the Duration section of this report, most of the on-street spaces turn over frequently. The demand for parking is so great that there are typically several vehicles staging and waiting on each block, hoping for a single space to open up. By 11 am most days, all parking along Highway 89A is full. Based on the number of vehicles observed “hunting” for parking, we would estimate conservatively that an excess demand of at least 100 vehicles per hour exists during the time period of 11 am – 3 pm on most days. Some of these vehicles may locate off-street parking alternatives in private lots or in the City’s public lot, but a large number of vehicles were observed each day cruising up and down the highway looking for an available parking space in front of Uptown businesses.

Chart 2 - E

On-Street Parking - Hwy 89A





*Origin of Vehicles Parked – Highway 89A*

Who is parking on Main Street? To answer this question, more than 1,600 different (unique) license plates were logged from vehicles parking on Highway 89A in Uptown during the months of February, March and April 2005. During each license plate inventory, every vehicle parked was logged. License plate surveys were taken at various times of day, including morning, lunch and afternoon surveys over weekday and weekend survey periods.

We submitted these plates to the State of Arizona through a third party agency and were able to obtain the ZIP codes of the registered owner of 1,473 different vehicles. The remaining plates submitted did not “hit” or match up with registered owner information from the state of Arizona. These exceptions may include incorrect state designations, temporary plates, protected plates, data entry errors or records that have not been updated by the Arizona DMV or third party agency such as newly registered vehicles.

Following is a summary of the “registered origin” of vehicles parked on Highway 89A:

Table 2 – A: Origin of Vehicles Parked on Main Street

Summary of Vehicle Origin (Registered)  
Highway 89A - Angled, On-Street Parking

Out of State	848	58%
Sedona/Local; 0 - 50 miles from Sedona	97	7%
Phoenix Metro; 51 - 150 miles from Sedona	450	31%
Other Arizona; 151+ miles from Sedona	78	5%
Total Plates Inventoried	1473	100%
Rental Cars	313	21%

Only 7% of the vehicles parking on Main Street were registered to Sedona residents or with registered addresses that are 50 miles or less from Sedona. The vast majority of the vehicles parking on Main Street are registered out of state. A total of 450 vehicles were logged that are registered to people residing or doing business in areas that are 51 – 150 miles from Sedona, which includes Phoenix and the Sky Harbor International Airport. Of these 450 vehicles, at least 313 were rental cars.

Out of state registered vehicles made up the largest percentage of vehicles parked on Main Street. It is important to note that a total of 722 vehicles in this

category had non-Arizona plates and another 126 vehicles had Arizona plates, but the registered owner is out of state. In many cases, these are rental cars with out of state corporate offices.

### *City Lot*

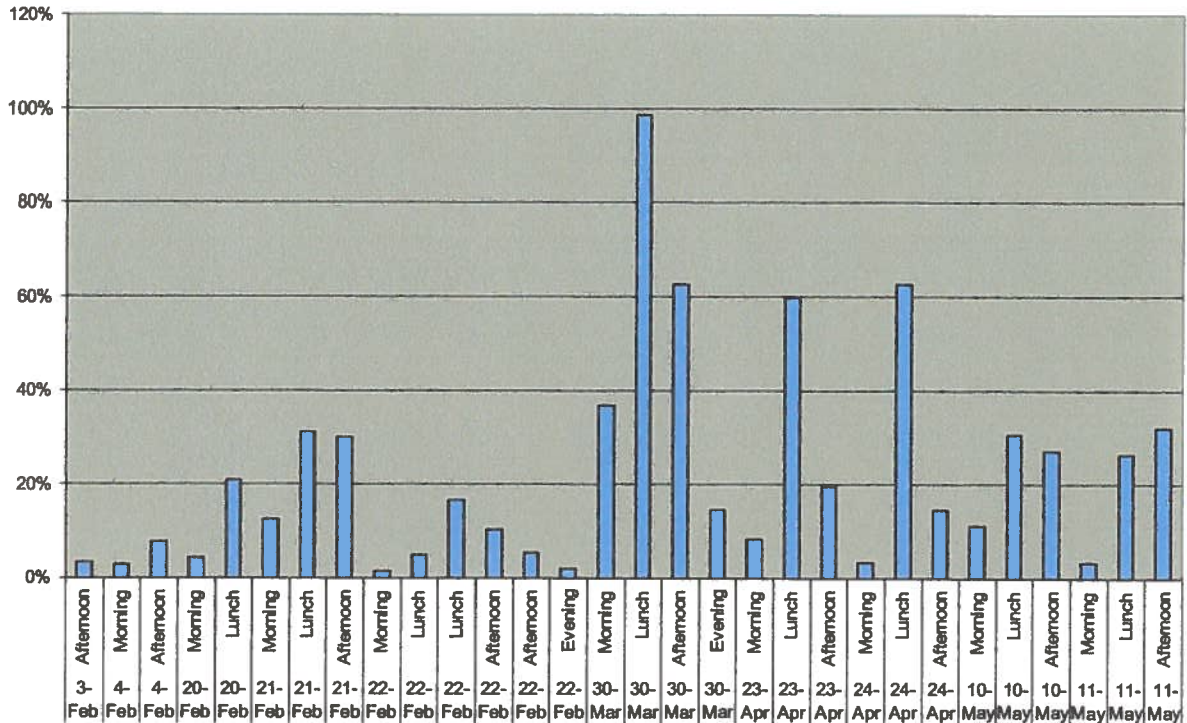
In contrast to the popularity of the on-street parking, the relatively new public parking lot located north of Schnebly Road was used infrequently. As seen on the chart on the following page (Chart 2 – F), the parking lot was typically less than 20% occupied. Only in March and April did the lot reach 60% occupancy consistently and the lot was full during the lunch survey on March 30<sup>th</sup>.

The parking lot is difficult to find for most tourists and the walk from the parking lot to Uptown shops may be prohibitive for the average Sedona Visitor. The 2002 Chamber of Commerce Visitor Study indicated that the average age of visitors to Sedona is 59. The walk to and from the City parking lot can involve steep grades along Apple or long distances along Jordan. With both options, sidewalks, lighting and wayfinding signs are nonexistent in most areas. Additionally, the lack of time restrictions or fee to park in the lot seemed to confuse or concern many patrons.

A survey of visitors parking in the City lots was conducted in May 2005 and the results of the survey are included in the Visitor Survey section of this report.

Chart 2 - F

City Lot



### 2.3 Summary of Parking Occupancies

Parking trends in Sedona were very easy to predict during each day of the study. Peak occupancies were found between 11 am and 3 pm each day in most off-street parking lots that were available to the public. On-street parking along Highway 89A in Uptown was more than 90% occupied everyday, except prior to 10 am and in early February when the weather was wet and cold. Overall, parking in Zone 1 was sparse with the exceptions of Hillside and the Tlaquepaque lots. By contrast, parking supplies along Highway 89A in Zone 2 were fully occupied on most days from late February to May.

Several public parking areas in Uptown often had low occupancy levels, even during peak times. These include the City parking lot on Schnebly Road and lower level of Sinagua Plaza. Location, poor access and a lack of directional signs appear to limit the use of the City lot by visitors. Similarly, the lower level of Sinagua Plaza has no signs indicating that public parking is allowed.

Many of the stakeholders expressed the strong opinion that the Hyatt development was “under parked”, meaning that the Hyatt did not build enough parking to meet the needs of its shops, restaurants, employees and overnight guests. Our data and observations do not support these opinions. In fact, approximately 30-60 Hyatt parking spaces are used daily by Uptown and Visitor Center patrons. Even with this impact, the average occupancy of the Hyatt public parking areas was near 80% during the study. Painting and enforcement of planned fire lanes at the Hyatt, along with improved business at the Bice Grand Cafe, could lead to much higher occupancy levels at the Hyatt than exist today.

In Zone 1, available parking at Los Abrigados was plentiful during peak times. Both the data collected and the interviews with the Los Abrigados manager and gate house personnel indicate that few visitors to neighboring Tlaquepaque park at Los Abrigados despite easy access, close proximity and often limited parking in the Tlaquepaque lots. Similar to the lower level of Sinagua Plaza in Uptown, there are no signs indicating that additional public parking is available at Los Abrigados. The presence of the “check point” on Portal Lane appears to deter visitors from seeking parking beyond the gate house.

All of the parking along the east and north sides of Highway 179 from the Exposures Gallery to Highway 89A was severely underutilized throughout the study period. The only exception was the small parking lot next to the liquor store and The Terrace restaurant that was heavily occupied from lunchtime through the afternoon. Parking at Exposures and Hozho is abundant, but secluded and isolated. Even with prominent parking signs, few vehicles were found parking at these locations at any time. Unimproved or undefined parking lots like those at Garlands or Crystal Castle, combined with limited accessibility to neighboring businesses appear to discourage most visitors from parking in these areas.

Hillside parking was well used most days and we never observed vehicles “hunting” for parking at Hillside. Many employees parked in the dirt, overflow lot located behind Hillside, allowing for adequate visitor parking near the shops and restaurants. Similarly, the Tlaquepaque employee lot, with access from Brewer Road, is mostly full every day. At both Hillside and Tlaquepaque, there appeared to be a mixture of employees parking in designated employee areas and in the main parking areas.

Surprisingly, the Burger King parking structure was almost always empty, except when the Coldwell Banker parking lot on the west side of Brewer Road was at capacity. It appears that some of the Coldwell Banker tenants, employees or visitors use the covered parking at Burger King on busy or sunny days. The top level of the Burger King facility was used infrequently.

The highest overall occupancy levels of the study period were observed over lunchtime on Wednesday, March 30, 2005. Spring break may have contributed to this spike, as well as wet weather in Phoenix that forced the cancellation of a national youth soccer tournament. The lowest overall occupancy levels were observed in early February and during morning survey periods throughout the study period.

### Section 3 Duration of Vehicles Parked

Vehicles were observed parking in selected areas of Sedona to determine the length of stay and number of vehicle occupants. Data from these observations were then averaged by location to establish typical parking behavior and utilization for each area. Groups of 20-35 parking spaces were observed each time so that we could accurately log entry times, exit times and the number of vehicle occupants. As each vehicle arrived and parked and as vehicles departed, a time was logged and the number of occupants getting in or out of the parked vehicle was noted. General observations were made regarding the direction of pedestrian travel to and from parked vehicles in the survey areas. Other data collected included the ingress rate for some off-street parking lots surveyed and the number of vehicles staging and waiting for on-street parking spaces to open up.

Through April 24, 2005, a total of eight duration studies were conducted. Areas of focus included the on-street parking along Highway 89A, the Hyatt north parking lot, the City parking lot on Schnebly, Sinagua Plaza and Tlaquepaque. For each survey, we have determined the average length of stay and the percentage of vehicles that park for less than one hour, more than one hour, more than two hours and more than three hours. The goal of this assessment is to determine the optimal amount of time restriction needed, if any, to encourage turnover while accommodating at least 85% of all visitors.

The following table shows the results of our duration studies through April 24, 2005:

Table 3 – A: Duration

Location	Avg Duration	% Vehicles Parked	% Vehicles Parked	% Vehicles Parked	% Vehicles Parked
	Parked	1 hr or Less	More Than 1 hr	More Than 2 hrs	More Than 3 hrs
Hwy 89A - W Side (PM)	1:35	41%	59%	35%	12%
Hwy 89A - E Side (PM)	1:19	48%	52%	24%	19%
Sinagua Plaza (PM)	1:06	62%	38%	18%	18%
Hyatt - N Lot (AM)	0:48	76%	24%	21%	n/a
Hwy 89A - S End (AM)	1:21	61%	39%	35%	22%
Hwy 89A - N End (PM)	1:03	53%	47%	15%	9%
Tlaquepaque Ovfl (Lunch)	1:09	59%	41%	18%	9%
City Lot (PM)	1:35	41%	59%	29%	24%
Averages	1:14	55%	45%	24%	16%

Overall, 55% of all vehicles surveyed parked for less than one hour indicating a high level of parking turnover throughout multiple areas of Sedona. The Hyatt north lot, Sinagua Plaza and the south end of Hwy 89A (nearest the Cowboy Club restaurant) had the highest percentage of vehicles parking for less than one hour. This is mostly due to the visitor information center located at the corner of

Forest Road and Highway 89A, plus short-term retail business like t-shirt shops in this area of Uptown. The visitor information center parking lot is small and shared with the Prudential Real Estate building, thus many visitors park in the Hyatt north lot or along Highway 89A if parking is available and walk to the visitor information center.

The on-street parking along the west side of Highway 89A and the off-street parking in the City lot on Schnebly had the lowest percentage of vehicles parking for less than one hour, and the highest average parking duration of 1 hour and 35 minutes. This would be expected since the parking spaces surveyed on the west side of Highway 89A were centrally located between the crosswalk at Rollie's Camera store and the Oaxaca Restaurant at Apple Street. This sample represents approximately 25% of the available parking spaces on the west side of the highway.

It would be expected that the average duration parked might be longer in the central area of Uptown, as visitors may frequent businesses north and south of their parking location, and utilize the crosswalk to access businesses on the east side of the highway where on-street parking is limited. In fact, a large number of visitors were observed crossing to the east side of the highway (most jay-walking in lieu of using the crosswalk) after parking in the on-street, angled spaces on the west side of Highway 89A. By comparison, vehicles parked on the north and south ends of Highway 89A had shorter average durations and more vehicles parking for less than one hour.

The City lot duration results are similar to the parking durations found along the central, west side of Highway 89A, but for different reasons. The walk to and from the City lot adds about 12-15 minutes round-trip for most visitors. Thus, without the walking time, the average duration of vehicles parked in the City lot would mostly resemble the behavior of visitors parking on the north and south ends of Highway 89A.

It should be noted that the City lot and the on-street parking at the south end of Highway 89A near Forest Road had the highest percentage of vehicles parking over 3 hours. 24% of the vehicles surveyed in the City lot and 22% of the vehicles surveyed on the west side of Highway 89A near Forest Road parked for more than 3 hours. This appears to be related to employees parking in the City lot and Pink Jeep Tour patrons parking near Forest Road.

### **3.1 Vehicle Occupancy**

As vehicles arrived and departed from the survey areas, the number of occupants was observed. In most cases, the number of people in each vehicle upon arrival would be the same as the number of people in each vehicle when

each vehicle departed. However, on many occasions, vehicles would arrive with two people and depart with four. Conversely, vehicles would arrive with two couples, and a short time later only the husbands would depart in the vehicle apparently leaving the wives to shop. In these cases, we used the highest vehicle occupancy observed as the recorded vehicle occupancy.

Table B shows the average number of occupants in all vehicles surveyed. Vehicle occupancy ranges from a single driver to as many as twelve occupants in a van. The most common type of visitors observed was couples.

Table 3 – B: Vehicle Occupancy

Location	Average Veh Occupancy	% Single Occ Vehicles
Hwy 89A - W Side (PM)	2.5	14%
Hwy 89A - E Side (PM)	2.4	13%
Hyatt - N Lot (Lunch 1)	2.8	12%
Hyatt - N Lot (AM)	2.5	8%
Sinagua Plaza (PM)	2.6	10%
Hyatt - N Lot (Lunch 2)	2.4	9%
Hwy 89A - S End (AM)	2.6	15%
Hwy 89A - N End (PM)	2.5	6%
Tlaquepaque Ovfll (Lunch)	2.6	7%
City Lot (PM)	2.4	16%
Averages	2.5	11%

The average vehicle occupancy was relatively similar in all areas surveyed. This finding suggests that the typical visitors to Sedona are couples and families, which is consistent with the findings of the 2002 visitor study commissioned by the Sedona Chamber of Commerce. Also, since vehicle occupancy does not vary greatly from one area to another, it is more likely that the types of businesses in each area are dictating the parking demand and parking durations, rather than the types of visitors.

If we look at specific areas such as the Tlaquepaque overflow lot and the Hyatt north parking lot, we begin to see differences in the types of visitors based on vehicle occupancy. At the Tlaquepaque overflow lot and at the Hyatt north lot, we observed occupancies that were slightly higher than average which was attributable to several tour vans parking in each area. In some cases the tour vans would park temporarily to unload passengers and leave. On other occasions, the tour vans would remain parked for the duration of the visit.

As seen in Table B above, the typical number of single occupancy vehicles (SOVs) is about 11% in the areas surveyed. From our observations, these driver-only vehicles seem to be business owners, employees and couriers based



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on how the vehicle drivers were dressed and how long SOVs remained parked. Some SOVs were parked for only a few minutes, while others remained parked for several hours. Where employee parking programs were in place, such as at the Hyatt, Sinagua Plaza and Tlaquepaque, we would expect to see decreased numbers of SOVs. Generally, these three areas show SOV rates of 7% - 10%, compared to rates as high as 15% - 16% where a higher amount of employee parking is mixed with visitor parking.

### 3.2 Utilization of Parking Spaces

As demonstrated in Table A, the average parking durations indicates that parking spaces are turning over frequently both in on-street parking areas and in off-street, public parking lots. Our duration findings are dissimilar to the findings of RBF Consulting in their 2004 Traffic Circulation Study which found parking durations of 2 – 2.5 hours per vehicle along Highway 89A. However, the method RBF employed was to count the number of unique vehicles over time, and divide the total number of vehicles by the number of available parking spaces. We specifically logged in times and out times to determine specific durations and also account for vacancy times by space, if any. Our findings indicate that more parking turnover is likely occurring throughout Uptown and Highway 179 corridors of Sedona than the RBF study concluded.

To examine the impact of the turnover in more detail, we have calculated the number of vehicles accommodated in the surveyed parking spaces over the total time in the survey period. Similar to the RBF study, this will tell us how many vehicles are utilizing each parking space, on average, each hour or each day.

Table 3 – C: Utilization

Location	Utilization	Expected Uses
	Per Space, Per Hour	Per Day (8 hrs)
Hwy 89A - W Side (PM)	0.81	6.4
Hwy 89A - E Side (PM)	0.80	6.4
Sinagua Plaza (PM)	0.92	7.4
Hyatt - N Lot (Lunch)	0.98	7.9
Hwy 89A - S End (AM)	0.88	7.1
Hwy 89A - N End (PM)	1.03	8.2
Tlaquepaque OVI (Lunch)	0.94	7.5
City Lot (PM)	0.50	4.0
Averages	0.86	6.9

For most of the areas surveyed, the utilization is about 0.80 – 1.03 vehicles per parking space every hour. This measurement also considers parking space vacancy, if any. Most areas were fully occupied and parking spaces were typically only vacant for a few minutes at the most along Highway 89A, at Sinagua Plaza, at the Hyatt north lot and at the Tlaquepaque overflow lot. The City lot, by comparison, was the least utilized of all public parking areas surveyed.

By comparison to the RBF Traffic Circulation Study from 2004, RBF found a utilization rate of .91 vehicles per space, per hour on February 14, 2004 and .87

vehicles per space, per hour on February 18, 2004 for vehicles parking along Highway 89A, which are consistent with our findings.

### 3.3 Ingress Rate

While monitoring the duration of vehicles parked and the vehicle occupancy of parked vehicles, we also tallied the ingress rate, or number of vehicles entering certain off-street, public parking lots. We can combine the ingress rates with the lot capacity and average duration of vehicles parking in each lot to determine if excess parking demand exists.

Table 3 – D: Observed Ingress Rates

Location	Avg Ingress Rate Vehs Per Hour
Hyatt - N Lot (Lunch 1)	135
Hyatt - N Lot (AM)	87
Sinagua Plaza (PM)	66
Hyatt - N Lot (Lunch 2)	108
Tlaquepaque Ovfl (Lunch)	77
City Lot (PM)	13

The following chart demonstrates the potential excess demand, or surplus supply (shown as negative amounts) given the observed ingress rate of vehicles searching for parking, the average duration of vehicles parked in each parking area and the current parking capacities. As seen below, many of the parking areas such as the Hyatt north lot will reach capacity and stay at capacity for several hours. Other parking areas such as Sinagua Plaza and the Tlaquepaque overflow lot are well utilized, but the ingress rates do not grossly exceed the capacity of the lot over multiple hours.

Table 3 – E: Excess Demand

Location	Avg Ingress Rate Vehs Per Hour	Current Capacity	Avg Duration Parked	Estimated Excess Demand at 2 hours	Estimated Excess Demand at 4 hour
Hyatt - N Lot (Lunch 1)	135	60	0:48	120	240
Hyatt - N Lot (AM)	87	60	0:48	25	49
Sinagua Plaza (PM)	66	118	1:06	-82	-164
Hyatt - N Lot (Lunch 2)	108	60	0:48	65	130
Tlaquepaque Ovfl (Lunch)	77	100	1:09	-19	-39
City Lot (PM)	13	144	1:35	-156	-312

Other factors that need to be considered when reviewing the data in Table E are that many vehicles were deterred from entering the Hyatt north lot due to signs posted at the entrance to the parking lot stating the parking was for Hyatt patrons and guests only. We observed many vehicles turning around at the entrance, or entering the lot and parking, then immediately returning to their vehicles and leaving the property after reading the posted signs.

Also, the Sinagua Plaza upper deck is utilized much more than the lower, covered deck. On most days throughout the February through May survey periods, the upper deck (72 spaces) of Sinagua Plaza was close to 100% occupied. Capacity on the lower level of Sinagua Plaza was mainly utilized by employees and only by visitors after the upper level was completely full.

The Tlaquepaque overflow lot is somewhat misnamed, in that we typically saw more vehicles parked in the overflow lot than in the main Tlaquepaque lot, especially prior to lunch time. The visibility, access and proximity of the Tlaquepaque overflow lot make the location much more appealing than the cobblestone-entry of the main parking lot. While information provided to us prior to the study indicated a capacity of 120 spaces in the Tlaquepaque overflow lot, we were never able to observe the lot occupancy over 101 vehicles. At this level, vehicles were blocking aisles and double-parked on the ends of rows, making navigation through the parking lot extremely difficult and dangerous for vehicles and pedestrians.

Finally, the ingress numbers in Table E are occurring with very little or no directional signage for public parking. In fact, most visitors seem to “wander” into the off-street parking areas by following other vehicles or by trial and error after failing to find available public parking on Highway 89A. Similarly, for Tlaquepaque and the adjacent Los Abrigados Lodge development, the number of vehicles attempting to park could dramatically increase if adequate signs and parking management programs were in place.

### **3.4 Hyatt North Lot**

After observing traffic flows and large amounts of pedestrians at Forest Road, we examined the parking behaviors of patrons utilizing the Hyatt north parking lot in more detail. We found that after parking on Highway 89A was saturated (approximately 11:00 am) on most days, many vehicles began to turn west on Forest Road looking for parking. Bolstering these traffic movements is the prominent location of the visitor information center and public restrooms at the southwest corner of Forest Road and Highway 89A.

The vast majority of the vehicles traveling westbound on Forest Road from Highway 89A entered the Hyatt north lot. A few exceptions parked on Forest Road if a space was available, traveled to the end of Forest and turned around, or turned northbound on Van Deren Street.

Vehicles entering the Hyatt north lot looking for parking were counted. Of the vehicles that were able to find a parking space, we counted the vehicle occupants and noted the direction that the vehicle occupants traveled after exiting their vehicle. Table F on the following page shows the results of our observations.

Table 3 – F: Hyatt North Lot Parking

March 31, 2005						Avg Veh
	Vehicles		Occupants			Occ
Vehicles parking for Uptown or Visitor Info Ctr destinations	27	63%	83	in	27 vehicles parked	3.1
Vehicles parking for Hyatt destinations	16	37%	36	in	16 vehicles parked	2.3
<b>Total Vehicles Parked</b>	<b>43</b>					

April 1, 2005						Avg Veh
	Vehicles		Occupants			Occ
Vehicles parking for Uptown or Visitor Info Ctr destinations	45	75%	116	in	45 vehicles parked	2.6
Vehicles parking for Hyatt destinations	15	25%	33	in	15 vehicles parked	2.2
<b>Total Vehicles Parked</b>	<b>60</b>					

This data shows a clear distinction between a typical Hyatt patron who may be visiting restaurants or shops at the Pinion Point development compared to a Sedona tourist. The Hyatt patrons observed were usually couples or individuals (several dressed for work). However, the majority of the vehicles parking in the Hyatt north lot appeared to be tourists in larger groups. Most of these vehicles parked in the Hyatt north lot or the visitor information center / Prudential parking lot. Occupants from these vehicles would typically walk directly toward the visitor information center and restrooms, or to the intersection at Forest Road and Highway 89A.

### 3.5 Summary of Duration

Most vehicles parking in Sedona stay parked for about 1 hour 14 minutes, on average. Vehicles park longer on the south end of Highway 89A near Forest Road and in the City lot on Schnebly Road, but only average 1 hour and 35 minutes in these areas. The shortest duration found was in the Hyatt north parking lot where most vehicles stayed for less than one hour. The visitor information center at Forest Road and Highway 89A has very limited parking, so many of the vehicles parking in the Hyatt north parking lot are patrons of the visitor information center. Businesses like Pink Jeep Tours and Orchards Inn have inadequate or no visitor parking, resulting in higher occupancy and longer durations parked for vehicles parked in the southern part of Uptown. Pink Jeep Tours is using their off-site location on Jordan Road for jeep parking and storage.

We would recommend that this lot be used for jeep tour customers instead to allow for better utilization of the limited on-street parking near Forest Road and Highway 89A.

Parking in most areas turned over regularly, including the on-street, angled spaces along Highway 89A. While we are certain that some employees and business owners are utilizing these prime parking spaces, our data and observations would not indicate that there is a prevalence of employee or long-term parking in key visitor parking areas. Data collected indicates similar utilization rates as were found in the 2004 RBF Transportation Study. On average, each public parking space in highly utilized areas is likely accommodating 6 to 8 different vehicles over an 8 hours period. This is outstanding considering that there are currently no time restrictions or fees required to park in Sedona. This finding would indicate that the types of businesses and types of visitors determine how long vehicles park.

Vehicle occupancy was very consistent throughout Sedona and over the entire study period. On average, each vehicle parked in Sedona has 2.5 occupants. This was about the same for both on-street parking and off-street public parking lots. Variances were found when we segregated the Hyatt Pinion Point visitors where the average vehicle occupancy was only 2.2 - 2.3 occupants per vehicle. Larger groups stopped at the visitor information center where the average vehicle occupancy was 2.6 – 3.1.

Ingress rates were also monitored at several different locations and at several different times during the study period. This is the rate at which vehicles are entering a parking area looking for parking. The highest ingress rates were observed at the Hyatt north parking lot with vehicles entering from Forest Road. Ingress rates of 87 to 135 vehicles per hour were observed, depending on the time of day. At that pace, and given the average duration of vehicles parked in the north lot, an excess demand for parking exists in this area. Over a 4 hour period from 11 am to 3 pm, a surplus of up to 240 visitor vehicles could be expected above and beyond the available visitor parking. This is significant since the majority of the visitors parking in the Hyatt north lot are patrons of Uptown businesses. If signs advertising public parking were added on Highway 89A facing both directions of traffic at Forest Road, the volume of visitor vehicle traffic could easily double or triple in this area.

Ingress rates for other public parking areas like Sinagua Plaza and the Tlaquepaque overflow lot were greater than one vehicle per minute. But, with the larger capacities of these lots and the average duration parked factored in, these lots do not sustain excess parking demand over multiple-hour periods with the current configuration. It is very important to note that this would change dramatically if adequate signs were installed to increase visibility and awareness of the parking areas and if other marketing plans were implemented. Also, if a circulator shuttle is implemented, longer average parking durations could lead to

higher ingress rates into these alternative parking areas. If time restrictions and parking fees were implemented along Highway 89A in Uptown, then ingress rates would likely increase in lots such as Sinagua Plaza and the City lot. Road and pedestrian walkway improvements along Highway 179 will make parking at the Tlaquepaque and Los Abridados lots more desirable as well. We would expect ingress rates to increase into these lots during peak time once the planned highway improvements are completed.

A free circulator shuttle between Uptown and the Gallery District will impact the duration of vehicles parked in both areas. Additional parking capacity at Tlaquepaque and near the southern end of Uptown may need to be considered after the implementation of a circulator shuttle program.

## **Section 4            Integration of Parking and Transit**

As part of the parking study, we considered the impacts of a proposed transit plan which was adopted by the City of Sedona in 2004. We also looked at ways to integrate access to public parking with the transit plan so that employees of businesses in Sedona and visitors could receive the most benefit from available transit and parking resources. Our goals were to determine if the adopted transit plan would be easily accessible from existing public parking areas and to consider the proposed routing and transit stops of circulator shuttles and commuter buses in our recommendations for a parking management program. Ultimately, the success of the parking management program will greatly depend on the existence, routing, reliability, cost and frequency of the transit program.

The Sedona Transit service, now named the Sedona Road Runner, will provide morning and evening commuter service for Cottonwood-based Sedona workers and a circulator shuttle with high-frequency, free service between the Hillside Galleries on SR 179 and the north end of Uptown Sedona on 89A. Potential future service would include routes between West Sedona and the Village of Oak Creek with planned 30-minute frequencies.

### **4.1    Stakeholder Comments about Transit and Parking**

Various business owners and representatives of civic groups and business associations were asked their opinions relative to the funding of local transit services through parking system revenues. The purpose of the question was to gauge the stakeholders' confidence in the need and usefulness of a local transit system, particularly as a component of a managed parking program. Additionally, the question was intended to seek stakeholders' opinions about a revenue-generating parking program in Sedona. Positive comments offered about the newly adopted transit program included:

"A free transit service would make a lot of sense."

"I would like to see the Aspen model implemented in Sedona. The Aspen program works so well."

Three stakeholders commented, "Local transit options would benefit our customers, visitors and employees."



Other comments were less certain about the potential success of a local transit program:

“I know local transit options would benefit employees. Whether they would use it or not, I don’t know.”

“I don’t know if transit and shuttles will be accepted in this community. “

“I don’t think a transit program would ever be effective.”

“Adding in a transit component will complicate the issue, create more problems, more studies and add another 4 or 5 years to this process.”

Our sense was that many stakeholders who are not business owners believe that the concept of a local transit system is a sound one, and that employees, particularly service-industry employees, would choose to ride a bus into town instead of driving. These stakeholders also believe that transit options would reduce the number of employee cars parking in town, decrease traffic and increase the availability of visitor parking. Additionally, many stakeholders believe that the circulator shuttle would allow employees to better utilize the City parking lot at the north end of Uptown, if the shuttle bus stopped there.

When we talked to stakeholders who are also business owners in Uptown and in the Creek areas, the vast majority of the business owners said that their employees would not be willing to park a significant distance away from their place of employment. The reasons given were that employee schedules are varied and bus schedules would not be able to accommodate many swing-shift employees who arrive mid-day, but may need to go home at 11 pm or later when buses may not be available. Most business owners surveyed have also established employee parking programs and feel that their employees are adequately accommodated on-site.

Of the stakeholders that supported the use of the City parking lot as an employee parking lot, the main concern was that the transit plan did not include stops at the City lot. Some of the comments about the City lot and transit included:

“It is frustrating that the shuttle plan will not service the public lot. That is ridiculous.”

“Promoting use of the City parking lot by employees has been discussed in the past. (Lack of) employee parking is a problem.”

“Regular, reliable transportation would help employees, especially from the city-owned lot.”

Our observations of vehicles entering the City lot revealed that some employees are using the parking lot. About 10 cars are typically parked on the west side of the parking lot in the mornings prior to most Uptown businesses' opening times. Also, in the afternoon, several restaurant employees have been parking in the lot regularly. Most of these employees are likely walking to businesses within one or two blocks of the City parking lot, like the Oaxaca Restaurant.

In order for the City parking lot to be a viable option for a large number of Uptown employees, both reliable and frequent shuttle service would need to be provided, along with disincentives such as time limit restrictions or permit programs or parking fees in more desirable and convenient parking areas. If implemented, these same disincentives will also encourage use of park-and-ride lots in the Cottonwood areas.

#### 4.2 Visitor Parking Surveys

Visitors who parked in the City parking lot and in other areas of Uptown and in the Tlaquepaque overflow lot were also asked whether a circulator shuttle would be beneficial. Surveys were distributed on May 11<sup>th</sup> – 12<sup>th</sup> and May 14<sup>th</sup> – 15<sup>th</sup> using two methods. In off-street lots, surveys were handed to visitors as they arrived or departed from the parking lot. For on-street parking, surveys were placed on the windshield of parked vehicles. In both on-street and off-street survey areas, a postage-paid, addressed envelope was provided along with a toll-free fax number for visitors to easily return completed surveys. The Sedona Chamber of Commerce also agreed to accept completed surveys at its Visitor Information Center at Forest Road and Highway 89A.

When asked about the need for a shuttle from various parking locations, 29% said that no shuttle was needed. A total of 57% stated that a shuttle was needed to Uptown, to the Gallery District, or both, as indicated in the survey response summary below:

Shuttle to Uptown only is needed	17%
Shuttle to Oak Creek/Gallery District only is needed	15%
Shuttle to both Uptown and Oak Creek/Gallery District	
Is needed	25%
No shuttle is needed	29%
Did not respond	14%
Total	100%

### 4.3 Transit Stops

The major public parking hubs in Sedona are the on-street parking along Highway 89A in Uptown, Sinagua Plaza, the Hyatt north parking lot, Tlaquepaque lots, Hillside Galleries and the City lot on peak days. Based on the proposed routing and transit stops for the circulator buses, most of the public parking hubs will be serviced frequently by the circulator. Hubs identified on the Transit Stop diagram on the following page are locations most used by visitors.

#### Circulator Program – Phase I

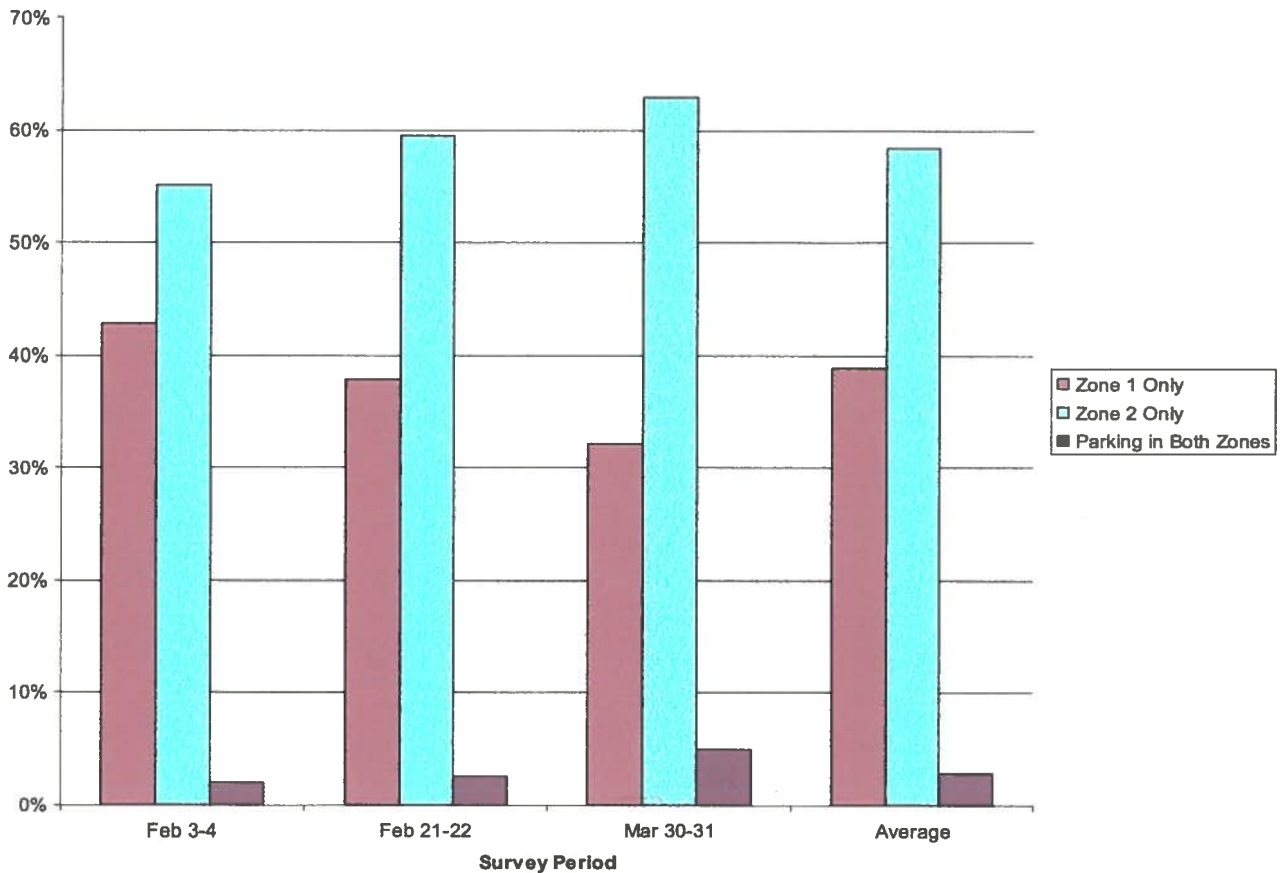
- Two buses will operate on a fixed route between the Hillside Galleries on SR 179 to the north end of Uptown Sedona.
- The frequency of service will be approximately every 8 minutes from 10 AM to 5:30 PM, and every 15 minutes from 9 AM to 10 AM and 5:30 PM to 6:30 PM.(when only one bus is servicing the route)
- Circulator buses will operate from 9:00 AM to 6:30 PM (with only one bus in service for the first and last hour of operations)

Chart 4 – A: Proposed Transit Stops – Circulator – Phase I



The frequency and hours of operation proposed appear to be adequate and may reduce vehicle movement between Uptown and Creek areas of Sedona. Our vehicle movement studies indicated that between 2% - 5% of vehicles parking in Sedona park in both the Creek area (Zone 1) and in Uptown (Zone 2). Conversely, 95% - 98% of all vehicles surveyed were only detected parking in one zone. The chart on the following page shows the percentage of vehicles that parked in one zone only, or parked in both zones during the same survey period.

Chart 4 – B: Vehicle Movement



**Potential Impact of Circulator Shuttle Service on Parking**

Strong circulator ridership could cause the average parking durations in both zones to increase, thus reducing parking utilization or the number of vehicles accommodated each day in existing parking spaces. In other words, if a visitor parks and shops in Uptown, then hops on the circulator to Hillside, the parking duration of that patron’s vehicle will be substantially longer than if the patron drove to Hillside. Therefore, it may be necessary to increase public parking capacity in both Uptown and Creek areas since turnover of some spaces will

decrease. Additional steps also need to be taken to encourage better use of underutilized parking areas such as the City parking lot.

If the current circulator plan cannot accommodate a stop at the City parking lot, then an additional shuttle should be considered that would allow patrons and employees who park in the City lot to connect to the circulator bus route. Additionally, signs should be added at the City lot indicating the location, direction and distance to the nearest Sedona Road Runner shuttle stop at Apple and Hwy 89A. A suggestion would be to enlist the help of a local jeep tour company to provide a jeep ride from the City parking lot to Main Street as both a marketing tool and a convenient service to visitors.

#### **4.4 Recommendations**

Based on comments from stakeholders and visitors, integration of transit and parking options is very important. It is critical that transit stops are strategically placed near each existing public parking hub to ensure that the maximum benefit of the shuttle is realized by visitors and employees throughout Uptown and the Gallery District. This includes the City lot.

Once a circulator route is implemented, the impact to parking behaviors will likely be significant. Average parking durations will increase in areas serviced by the circulator, and in turn, utilization rates will decrease. This means that fewer different vehicles will be accommodated each day since vehicles may be parking for longer periods of time. Since excess parking demand currently exists, our expectation is that additional parking supply will need to be added in key areas such as near Tlaquepaque and the south end of Uptown near Forest Road to meet the future demand for parking with the circulator shuttle in place.

Where surplus parking supply exists, a comprehensive directional sign program will need to be implemented to direct vehicles to available parking in close proximity to planned shuttle stops. This will also mean that many of the private property owners like Exposures, Hozho and Garlands will need to work together to promote the availability of public parking on their properties, since a northbound shuttle stop is planned in this area.

Parking along Highway 89A in Uptown should be restricted to 2 hours or less. This will maintain the frequent turnover of these critical spaces in front of Uptown businesses, many of which have no parking. The time limits will also force long-term parkers such as employees and circulator shuttle riders to alternative, off-street parking options.

## **Section 5            Surveys**

### **5.1 Stakeholders**

A list of 27 stakeholders was identified by the City of Sedona. The list includes business owners, managers and municipal representatives who may be impacted by parking management policies and decisions made by the City. In many cases, stakeholders are owners, developers or managers of commercial property with parking for patrons and employees of their businesses. Other stakeholders surveyed include representatives of tourist-based businesses that depend on a public parking supply to meet the needs of its customers.

Included on the stakeholder list are the Arizona Department of Transportation, United States Forest Service and Sedona Oak Creek School District. Each of these entities are involved in, or potentially impacted by, future developments in Sedona. The Main Street Program, Chamber of Commerce, Historical Preservation Commission and Heart of Sedona Task Force are also stakeholders, while individual members of these groups may be stakeholders as well. A complete stakeholder list is included in Table 1 at the end of this section.

Surveys were conducted over the telephone or in person during the months of March, April and May. Not all stakeholders were available or willing to participate in our survey, despite multiple attempts and requests. A total of 18 stakeholders provided input for this study. Specific responses from stakeholders are summarized on the following pages. In some cases, respondents offered multiple answers to certain questions or chose not to respond to certain questions.

## Responses and Comments

### Question 1:

Does on-street parking on Highway 89A need to be regulated?

### Responses:

YES		13
YES%		72%
NO	✓	4
NO%		22%
OTHER	✓	0
OTHER%		0%
UNCERTAIN	✓	1
UNCERTAIN %		6%
NO RESPONSE	✓	0
NO RESPONSE&		0%

### Comments to Question 1:

1. At one time we talked about the idea of time limits for on-street parking.
2. Any restrictions would be a negative to tourists.
3. Parking should be regulated because employees park there now.
4. Controls should be implemented one step at a time. Going from free parking to pay parking may be too much of a jump. The City should start with a 3-hour time limit until 6 pm.
5. Regulation will promote turnover and control employee parking. I would hate to see controls implemented, but they are needed.
6. Either a 2-hour time limit or pay parking should be used. I am unsure how much should be charged if pay parking is implemented.
7. We would need to patrol our parking lots better if the on-street parking was regulated.
8. Regulated parking would not hurt us at all, but may affect the (business) climate here.
9. Regulated parking will create more turnover.
10. Regulated parking will keep employees from parking in front of businesses.
11. I am not in favor of time limits. Parking should be \$1 per hour.
12. Current signage is inadequate.
13. I keep employees from parking in front or in back of my building.
14. Parking needs to be managed somehow, like in Carmel, CA (time limits).

- 
15. Eliminate on-street parking altogether in front of the Uptown businesses and create more off-street parking lots. This will improve the appearance of Uptown.
  16. Restrictions would force people to move their cars more often, adding more traffic to the streets.
  17. It's a real mistake to start making people pay for parking. It will make it a different place and change the feeling of Sedona.
  18. I would hate to see meters in Sedona.



*Question 2:* If a paid parking program was implemented, should funds from the paid parking program aid public transit options in the Uptown and Creek areas of Sedona?

Responses:

YES	12
YES%	67%
NO	3
NO%	17%
OTHER	2
OTHER%	11%
UNCERTAIN	0
UNCERTAIN%	0%
NO RESPONSE	1
NO RESPONSE&	6%

Comments to Question 2:

1. It makes sense, but I would hate to see pay parking.
2. A free transit service would make a lot of sense.
3. I would like to see the Aspen model implemented in Sedona. The Aspen program works so well.
4. Local transit options would benefit our customers, visitors and employees. (2 responses)
5. The City will do what it wants. The money should not go to the general fund, but should be reinvested back into the district where the money is generated to fund parking management and local shuttles.
6. I know local transit options would benefit employees. Whether they would use it or not, I don't know.
7. I don't know if transit and shuttles will be accepted in this community.
8. I don't think a transit program would ever be effective. Revenue (from parking) should go to acquiring more parking.
9. A shuttle system should include connections to Tlaquepaque and Hillside/Hozho.
10. Adding in a transit component will complicate the issue, create more problems, more studies and add another 4 or 5 years to this process.
11. Parking structures are expensive to build and maintain. It would be ok to charge a nominal fee to park in a structure.
12. Transit should be free to riders.
13. A shuttle is silly. No one asked me. It may be good for the ice cream cone crowd, but my clients would not pay \$8,000 for a piece of art and get on a bus.

Question 3: Is additional parking needed in Sedona?

Responses:

YES	15
YES%	83%
NO	3
NO%	17%
OTHER	0
OTHER%	0%
UNCERTAIN	0
UNCERTAIN%	0%
NO RESPONSE	0
NO RESPONSE&	0%

Comments to Question 3:

1. Additional parking is very necessary. Tourists can hardly find it now (the City parking lot).
2. Additional parking is needed at times, but the public lot is seldom full. There is enough parking if parking was distributed properly.
3. Additional parking is absolutely needed. The City lot is underutilized due to its location and lack of shuttle.
4. The City should acquire or build additional parking lots, rather than build a garage. Certain lots should be dedicated for employee parking.
5. We need hundreds of more parking spaces on peak days and for certain events.
6. Additional parking is needed in Uptown and Gallery district.
7. Yes, because of improvements to Highway 179 "robbing" parking spaces.

*Question 4: Where should additional parking be located?*

Responses:

1. On the site of the C Market and Star Motel. Second choice would be the Visitor center site. That property is for sale for \$3.3 million.
2. Not sure.
3. Not in West Sedona or in the Village of Oak Creek. More parking should be created adjacent to Highways 89A and Highway 179 and not several blocks away from the highways. The Prudential property at Forest Road and Highway 89A would be ideal.
4. Behind the Chamber of Commerce visitor center could be great. That property had been slated for development previously but the developer backed off. The property is currently for sale at a high price.
5. Additional parking could be located at the Tlaquepaque lot (a garage), behind Exposures, off of Highway 89A near Burger King or in Uptown.
6. Additional parking should not be located out of town where a shuttle would be required. Solutions need to be pedestrian friendly.
7. Additional parking should be close to Uptown. The current City lot may not get much use where it is.
8. At Tlaquepaque or behind Hozho. The location should be centrally located.
9. I particularly like the hidden parking structures located in the Heart of Sedona blue-sky planning study.
10. Shaded parking would be nice.

*Question 5: Would you support the formation of a parking district and shared parking system between private property owners?*

Responses:

YES	11
YES%	61%
NO	1
NO%	6%
OTHER	1
OTHER%	6%
UNCERTAIN	2
UNCERTAIN%	11%
NO RESPONSE	3
NO RESPONSE&	17%

Comments to Question 5:

1. Six guys control most of the parking in Uptown. If a business plan was in place to justify it, it would work.
2. I would support public/private partnerships on parking and a district. Pocket parking programs for employees have been implemented previously.
3. It would benefit the whole town.
4. Private parking needs to be organized. Continuity is needed.
5. Good signs are critical for this.

*Question 6:* What other concerns do you have about parking in Sedona?

Responses:

1. I do not want parking lots and garages everywhere in Sedona. Maintaining the historic and uniqueness of Sedona is important.
2. There is not enough parking.
3. It is frustrating that the shuttle plan will not service the public lot. That is ridiculous.
4. There needs to be an employee orientation program to encourage parking in designated lots.
5. Part of the problem (with managing employee parking) is communication and the fact that property managers and general managers of businesses change frequently.
6. We need a parking management program that is positive, not punitive.
7. Older businesses with no parking of their own are grandfathered in and are not required to provide parking.
8. The City has allowed huge developments that are under parked and parking structures to be built on the east side of the highway that nobody uses.
9. The round-about idea (at Jordan Road) is unbelievable. The round-about will eliminate 25 parking spaces plus it will make traffic worse.
10. Tour bus parking should be converted to car parking in the evenings.
11. The Heart of Sedona plan makes no sense and won't generate money for the City.
12. The City is unwilling to make significant capital investments in Uptown, but is spending money elsewhere.
13. Locals do not patronize Uptown due to the perception of no parking.
14. The current City code and parking requirements do not work for new developments.
15. An employee parking plan is needed with incentives aimed at business owners.
16. I am concerned about the elimination of parking spaces in the Uptown Enhancement plan.
17. For future growth to be successful, it starts with parking and transportation options. We need to reduce traffic and all the driving around looking for parking.
18. The proposed raised median, curbs and gutters will reduce parking along Highway 179 and prohibit turns.
19. Public transportation will help.
20. In Sante Fe, they have a 4-level parking structure that charges a nominal fee and is within walking distance. A structure in Sedona would need to be similar to the Sante Fe garage in aesthetics and proximity to businesses.

- 
21. As far as I know, the parking requirements for new development in Sedona have not been evaluated or questioned since the City was incorporated. For example, the Hyatt parking situation should never have happened.
22. It's time to do something.

Table 5 – A: List of Stakeholders<sup>1</sup>

1. Hyatt Connie R. Logan	15. Cowboy Club Restaurant Tom Gilomen
2. Hillside Courtyard & Marketplace Karen Dilks	16. Western Trading Post Mel Felsot Felsot Bldg.
3. Los Abridados Resort Dennis Morrissey, Manager	17. Main Street Program Holly Epright, Director
4. Canyon Portal Properties Al Spector Sedona Center/Amara	18. Sedona Chamber of Commerce, Administrative Office Char Beltran, Director
5. Sedona Center* Bobbi Surber, Concierge Canyon Breeze	19. Pink Jeep Tours* Shawn Wendell Corporate Office
6. Arroyo Roble Resort* Phil Evans	20. Tlaquepaque Wendy Lippman
7. Sedona Art Center Karen Ely, Executive Director	21. ADOT* Jennifer Livingston Steve O'Brien
8. L'Auberge de Sedona / The Orchards Inn of Sedona* Jeff Brower, General Manager	22. Sedona Historical Preservation Commission City of Sedona Janeen Trevillyan
9. Hozho Shopping Center* Peggy Branch	23. USFS* Ken Anderson, Judy Adams
10. Wilcox Stores* Wilma & Don Wilcox	24. Owenby Ditch Association Paul Keiser
11. Garland's Navajo Rugs Dan Garland	25. Heart of Sedona Task Force Helen Knoll
12. Exposures International Gallery of Fine Art Marty Hermann	26. Sedona Oak Creek School District 9 Dr. Kim Randall
13. Cheers Stores* John Davis, owner	27. C Market* George Cedec
14. Matterhorn Motor Lodge Ralph Woellmer	

<sup>1</sup> "\*" Denotes stakeholders who were unavailable or did not respond to survey requests.

## 5.2 Visitor Surveys

In mid-May 2005, parking surveys were distributed in several public parking areas. A total of 500 surveys were handed out to visitors as they parked or returned to their vehicles in the City lot, along Main Street and in several private lots. Some of the surveys were also placed on the windshields of parked vehicles. With each survey form, a postage-paid envelope was provided and a toll-free fax number was also included on the form. About 28% of the surveys issued were completed and returned through June 1, 2005, including 134 surveys returned by mail and 5 faxed surveys.

A total of 11 questions were posed to survey participants. The responses to each question are summarized in the table below:

### Parking Survey Answers – All Responses (139 total responses through 6-4-05)

1. Are you a first-time visitor to Sedona?

<b>Yes</b>	<b>53%</b>
<b>No</b>	<b>46%</b>
<b>Did not respond</b>	<b>1%</b>

2. Are you visiting Sedona for more than one day?

<b>Yes</b>	<b>50%</b>
<b>No</b>	<b>46%</b>
<b>Did not respond</b>	<b>4%</b>

3. Are you a resident of Sedona?

<b>Yes</b>	<b>12%</b>
<b>No</b>	<b>86%</b>
<b>Did not respond</b>	<b>2%</b>

4. Are you an employee of a business in Sedona?

<b>Yes</b>	<b>12%</b>
<b>No</b>	<b>86%</b>
<b>Did not respond</b>	<b>2%</b>

5. How long did it take you to find a parking space in Sedona today?

<b>&lt; 10 minutes</b>	<b>80%</b>
<b>&gt; 10 minutes</b>	<b>18%</b>
<b>Did not respond</b>	<b>2%</b>



6. Finding a parking space in Sedona was:

<b>Simple</b>	<b>65%</b>
<b>Difficult</b>	<b>30%</b>
<b>Did not respond</b>	<b>5%</b>

7. Location of available parking in Sedona was:

<b>Close to my destination</b>	<b>87%</b>
<b>Too far from my destination</b>	<b>11%</b>
<b>Did not respond</b>	<b>2%</b>

8. Did the time it took to find a parking space affect the amount of time you had to spend shopping or dining in Sedona?

<b>Yes</b>	<b>13%</b>
<b>No</b>	<b>84%</b>
<b>Did not respond</b>	<b>3%</b>

9. Did the location of available parking affect which businesses you visited in Sedona?

<b>Yes</b>	<b>30%</b>
<b>No</b>	<b>65%</b>
<b>Did not respond</b>	<b>5%</b>

10. Do you think Sedona needs more public parking choices?

<b>Yes</b>	<b>63%</b>
<b>No</b>	<b>24%</b>
<b>Did not respond</b>	<b>13%</b>

11. Should a parking shuttle be provided to the following areas of Sedona?

<b>To Uptown only</b>	<b>19%</b>
<b>To Oak Creek/ Gallery District only</b>	<b>15%</b>
<b>To both Uptown and Gallery District</b>	<b>25%</b>
<b>No shuttle is needed</b>	<b>26%</b>
<b>Did not respond</b>	<b>15%</b>

Overall, most survey participants appeared satisfied with the location and availability of parking choices. 30% of respondents stated that finding parking was a difficult process and 18% said that it took more than 10 minutes to find a parking space. Once parked, only 11% believed that the parking they found was too far from their destination. Interestingly, 30% of the responding participants also said that the location of the parking space they found affected which businesses they patronized. This is an important factor since many of the older businesses in Sedona have limited or no parking at all.

When asked about the need for a shuttle from various parking locations, 26% said that no shuttle was needed. A total of 59% stated that a shuttle was needed to Uptown, to the Gallery District, or both.

If we isolate responses from first-time visitors to Sedona who responded to the survey, a slightly higher percentage believe that parking was simple to find (67%) and close to their destination (91%).

Parking Survey Answers – First-time Visitors Only (72 total responses through 6-4-05)

1. Are you a first-time visitor to Sedona?

<b>Yes</b>	<b>100%</b>
<b>No</b>	<b>0%</b>
<b>Did not respond</b>	<b>0%</b>

2. Are you visiting Sedona for more than one day?

<b>Yes</b>	<b>59%</b>
<b>No</b>	<b>41%</b>
<b>Did not respond</b>	<b>0%</b>

3. Are you a resident of Sedona?

<b>Yes</b>	<b>0%</b>
<b>No</b>	<b>100%</b>
<b>Did not respond</b>	<b>0%</b>

4. Are you an employee of a business in Sedona?

<b>Yes</b>	<b>0%</b>
<b>No</b>	<b>100%</b>
<b>Did not respond</b>	<b>0%</b>

5. How long did it take you to find a parking space in Sedona today?

<b>&lt; 10 minutes</b>	<b>83%</b>
<b>&gt; 10 minutes</b>	<b>17%</b>
<b>Did not respond</b>	<b>0%</b>

6. Finding a parking space in Sedona was:

<b>Simple</b>	<b>67%</b>
<b>Difficult</b>	<b>30%</b>
<b>Did not respond</b>	<b>3%</b>

7. Location of available parking in Sedona was:

<b>Close to my destination</b>	<b>91%</b>
<b>Too far from my destination</b>	<b>7%</b>
<b>Did not respond</b>	<b>2%</b>

8. Did the time it took to find a parking space affect the amount of time you had to spend shopping or dining in Sedona?

<b>Yes</b>	<b>12%</b>
<b>No</b>	<b>88%</b>
<b>Did not respond</b>	<b>0%</b>

9. Did the location of available parking affect which businesses you visited in Sedona?

<b>Yes</b>	<b>33%</b>
<b>No</b>	<b>67%</b>
<b>Did not respond</b>	<b>0%</b>

10. Do you think Sedona needs more public parking choices?

<b>Yes</b>	<b>58%</b>
<b>No</b>	<b>29%</b>
<b>Did not respond</b>	<b>13%</b>

11. Should a parking shuttle be provided to the following areas of Sedona?

<b>To Uptown only</b>	<b>20%</b>
<b>To Oak Creek/ Gallery District only</b>	<b>19%</b>
<b>To both Uptown and Gallery District</b>	<b>25%</b>
<b>No shuttle is needed</b>	<b>25%</b>
<b>Did not respond</b>	<b>12%</b>

The majority of the first-time respondents and the majority of all respondents stated that more parking choices are needed in Sedona and some type of a shuttle is needed. This finding is consistent with the 2004 Citizen Survey where only 28% of the respondents rated the amount of public parking as excellent or good.

We received 37 completed surveys from participants who parked in the City lot on Schnebly Road. Their responses are quite different than the overall responses:

Parking Survey Answers – City Lot Only (38 total responses through 6-4-05)

1. Are you a first-time visitor to Sedona?

<b>Yes</b>	<b>46%</b>
<b>No</b>	<b>51%</b>
<b>Did not respond</b>	<b>3%</b>

2. Are you visiting Sedona for more than one day?

<b>Yes</b>	<b>41%</b>
<b>No</b>	<b>57%</b>
<b>Did not respond</b>	<b>3%</b>

3. Are you a resident of Sedona?

<b>Yes</b>	<b>11%</b>
<b>No</b>	<b>86%</b>
<b>Did not respond</b>	<b>3%</b>

4. Are you an employee of a business in Sedona?

<b>Yes</b>	<b>16%</b>
<b>No</b>	<b>81%</b>
<b>Did not respond</b>	<b>3%</b>

5. How long did it take you to find a parking space in Sedona today?

<b>&lt; 10 minutes</b>	<b>81%</b>
<b>&gt; 10 minutes</b>	<b>16%</b>
<b>Did not respond</b>	<b>3%</b>

6. Finding a parking space in Sedona was:

<b>Simple</b>	<b>65%</b>
<b>Difficult</b>	<b>27%</b>
<b>Did not respond</b>	<b>8%</b>

7. Location of available parking in Sedona was:

<b>Close to my destination</b>	<b>81%</b>
<b>Too far from my destination</b>	<b>16%</b>
<b>Did not respond</b>	<b>3%</b>

8. Did the time it took to find a parking space affect the amount of time you had to spend shopping or dining in Sedona?

<b>Yes</b>	<b>5%</b>
<b>No</b>	<b>90%</b>
<b>Did not respond</b>	<b>5%</b>

9. Did the location of available parking affect which businesses you visited in Sedona?

<b>Yes</b>	<b>27%</b>
<b>No</b>	<b>65%</b>
<b>Did not respond</b>	<b>8%</b>

10. Do you think Sedona needs more public parking choices?

<b>Yes</b>	<b>46%</b>
<b>No</b>	<b>22%</b>
<b>Did not respond</b>	<b>32%</b>

11. Should a parking shuttle be provided to the following areas of Sedona?

<b>To Uptown only</b>	<b>3%</b>
<b>To Oak Creek/ Gallery District only</b>	<b>16%</b>
<b>To both Uptown and Gallery District</b>	<b>24%</b>
<b>No shuttle is needed</b>	<b>30%</b>
<b>Did not respond</b>	<b>27%</b>

It appears that most of the vehicles parking in the City lot are return visitors, residents of Sedona and employees of businesses in Sedona. Thus, the time it took City-lot customers to find parking was similar to the average of all vehicles surveyed, even though the City lot is further away. Overall, most of the City lot respondents were satisfied with the location of the parking lot relative to their destination.

## Section 6 Signs

What do visitors to Sedona see? Signs, and lots of them. Unfortunately, the placement, low frequency and inconsistency of the parking signs in Sedona results in confusion to visitors. Following are some examples of parking-related signs in Sedona including signs installed on privately owned parking lots.

### 6.1 Highway 89A

The signs installed in the median at Jordan Street are on the wrong side of the road. Northbound traffic may not be able to see these signs and react to them. The three signs in combination provide too much information and most of the



Figure 1

information is in text, rather than symbols. Northbound traffic must turn left across traffic to access parking. This is not an easy process with the large volumes of southbound traffic.

The result is that northbound vehicles travel to the end of Uptown and make a u-turn to search for more parking. Also, as

seen below, the font and arrow style of the parking sign is inconsistent with the previous sign mounted on the traffic light at Forest Road (Figure 2). No signs are installed for southbound vehicles directing them to Jordan Road.



Figure 2

## 6.2 City Lot

The City parking lot on Schnebly Road is difficult to find for visitors, and inconveniently located for employees of businesses on the east side and south end of Highway 89A. Therefore, it is very important that directional signs be



Figure 3

installed on each block to continually inform visitors that they going the right direction to access parking. Additional language such as "Parking – 3 Blocks Ahead" may also provide valuable information and help to set expectations for visitors.

Once a visitor arrives at Schnebly Road, the signs are very visible. However, the entrance and exit configuration of the parking lot, combined with a lack of posted

restrictions or a fee to pay leads to great confusion and concern on the part of many visitors. Even after a visitor parks in the lot, the direction and information offered about the walk back to the shopping district is incomplete, cluttered and somewhat misleading regarding walkways and the availability of handicap access (Figure 4).

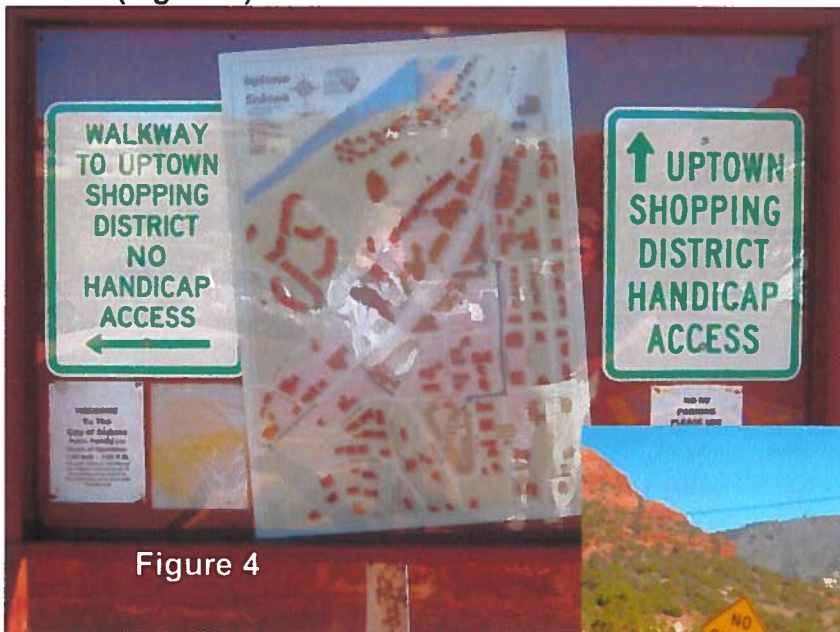


Figure 4



Figure 5

The signs at the exit to the lot are conspicuous and necessary, given the tire-ripping devices installed (Figure 6). Since the tire-rippers are no longer in use due to repeated tire damage claims, we would recommend removal of the



Figure 6

devices and associated signs as both cause visitors to be concerned and confused. Tire-ripping devices are typically used to ensure that vehicles parked in a lot pay before exiting. These devices were not designed to restrict inbound traffic that may be moving at higher speeds and may be unaware of the tire-rippers, even with adequate warning signs.

As seen in the photos below, a section of the tire-rippers were raised and poses a tremendous and unnecessary hazard for vehicles and a tripping hazard for pedestrians (Figure 7).

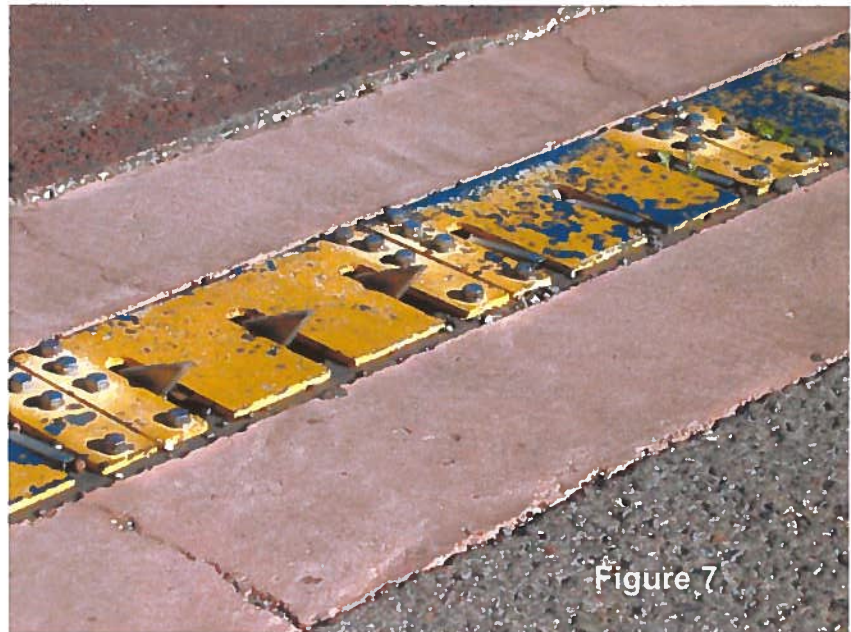


Figure 7



### 6.3 Signs on Privately-Owned Lots

Each business owner in Sedona takes a unique approach to advertising and managing parking. The lack of a uniform sign code allows for many variations

and inconsistency from lot to lot. Since many of the parking lots in Sedona serve multiple businesses, and many of these businesses are adjacent to other buildings with more businesses, the term “customer parking” often needs defining for most visitors (Figures 8 – 10).



Figure 8

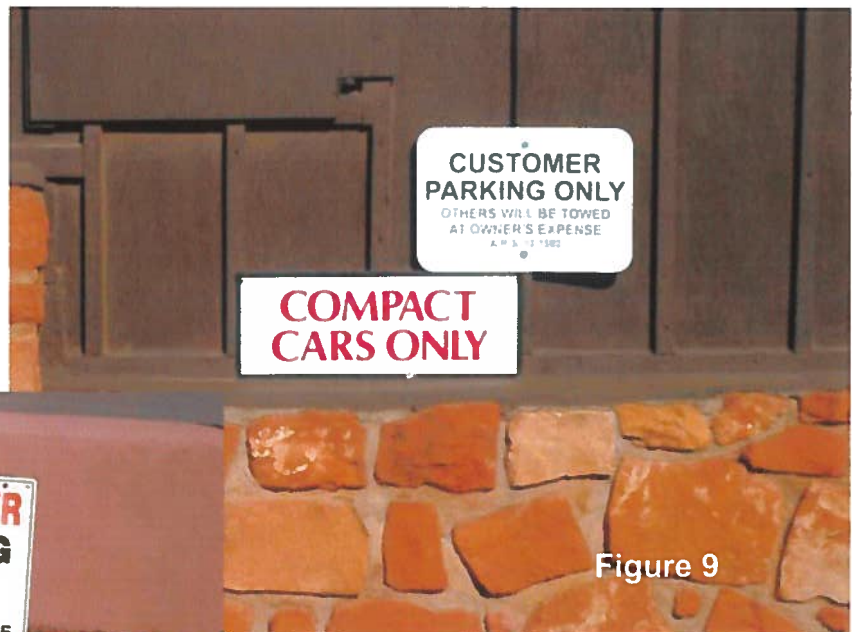


Figure 9



Figure 10

Many signs shown on this page are intended to encourage customers to locate parking behind the buildings or shopping centers. The variation in the size of signs, substrate used, fonts, terminology, height, color and location of each sign make it challenging for most first-time visitors to see, comprehend and follow (Figures 11 & 12).

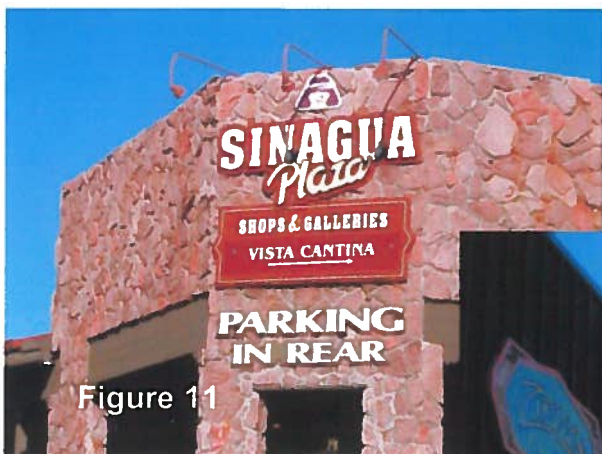


Figure 11

Other signs are mostly restrictive in nature and attempt to exclude parking for visitors that are not patrons of specific businesses (Figures 13 – 15).

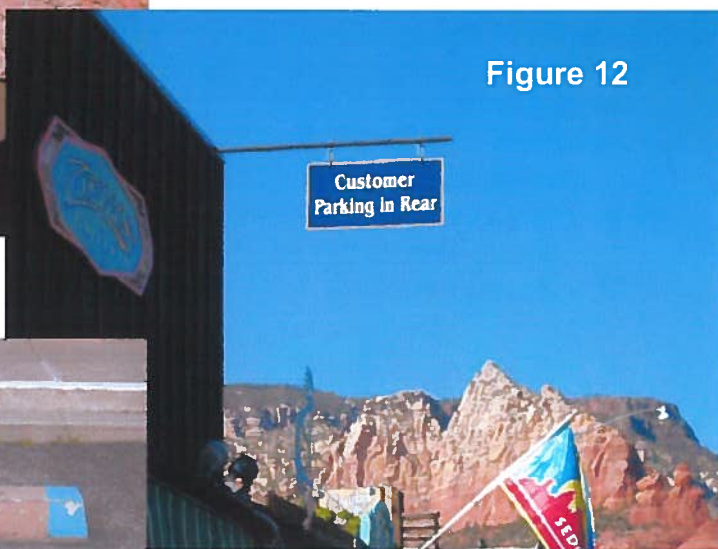


Figure 12



Figure 13

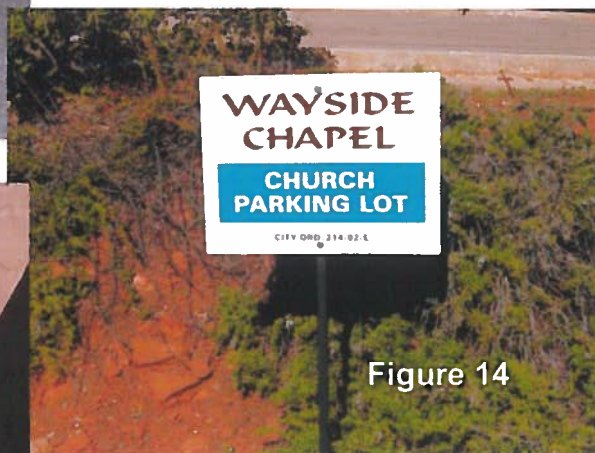


Figure 14



Figure 15

#### 6.4 No Parking Signs

Areas where parking is prohibited are also posted with a variety of signs. Some of the signs are clear, direct, and effective. Other no-parking signs are generic, faded or unclear as to what areas parking is prohibited (Figures 16 – 18).



As shown in figures 19 - 21 below, signs that lack definition or boundary information are frequently ignored. The term “illegally parked vehicle” could have several different meanings. In most cases, the terminology would apply to vehicles that are “allowed” or “not allowed” such as in a permit parking lot.

The “no parking and dog walking” is posted on the edge of an empty lot, but could be interpreted in many ways. Similarly, the store-bought “no parking” sign attached to the low wall at the Matterhorn parking lot can not be easily seen, and does not appear to be an official city sign. In most cases, unless an implied or expressed threat of citation or impound is included on a no parking sign, the sign will be ignored.



Figure 19



Figure 20



Figure 21

## 6.5 Gallery District

Since there is no City-owned parking along the Highway 179 corridor, parking signs in this area are even more varied. Each business had taken a unique approach to either encourage or discourage parking of specific groups. In most cases, the intended affect of the signs are not realized.



Figure 22

Hozho had the largest parking sign, but realized very few vehicles. Neighboring Exposures Gallery also had minimal use of its paved parking lot despite a conspicuous "Gallery Parking" sign and easier access.

Tlaquepaque parking signs were more subtle. The purpose of the overflow lot "visitor only" sign appeared to be targeted at excluding employees and perhaps visitors of Los Abrigados.



Figure 23

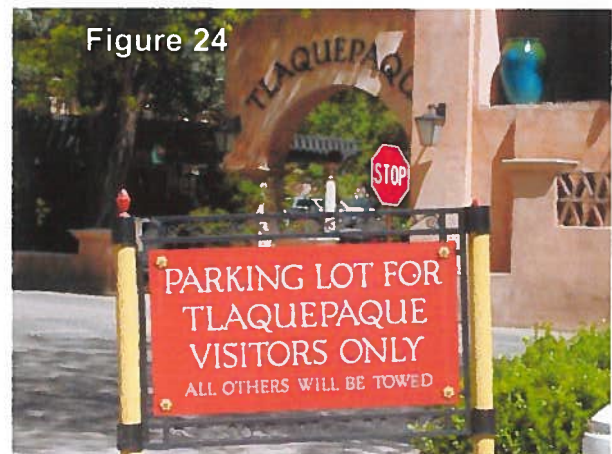


Figure 24

Within some of the Gallery District parking lots a few parking spaces were observed that were restricted by user-specific signs. The following page shows some examples of user-specific signs found at the Exposures Gallery parking area.



Figure 25

User-specific signs can be confusing to visitors and usually difficult to enforce for property owners. The “staff parking only” sign to the left is reserving the most convenient parking spaces for staff, while visitors must park in the back of the lot, further from the Gallery.

The “lot closes 6pm” sign below is very specific and useful to patrons and visitors since the entrance to the lot is chained off each evening.

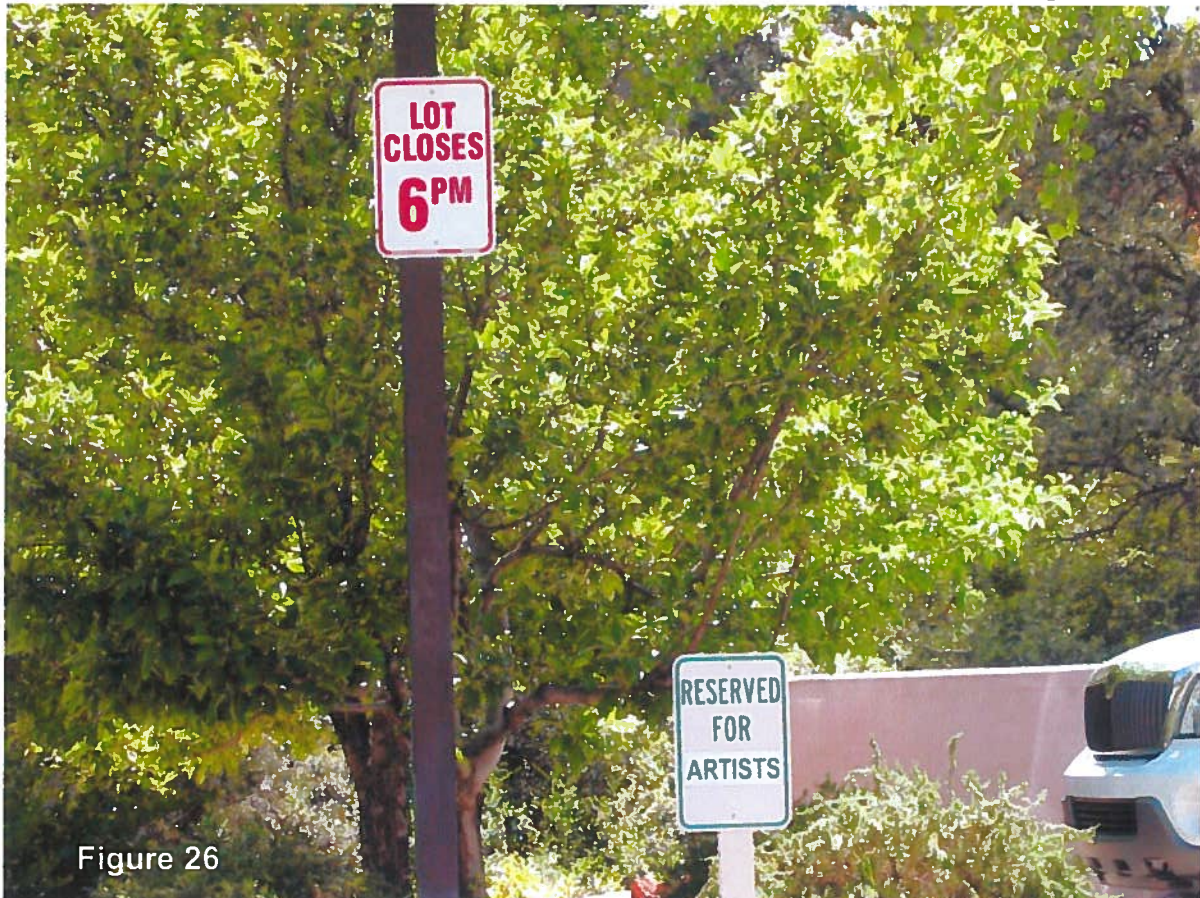


Figure 26

The “reserved for artists” sign is an example of an attempt to accommodate a specific user or group of users. But the restriction and use of terms like “artists” is vague and does not allow for enforcement, if needed.

## 6.6 Recommendations

Article 11 of Sedona's Land Development Code addresses requirements and limitations for business related signs. The code does not appear to address parking-related signs directly, other than signs that may be incorporated into marquee or directional signs.

Effective parking sign programs demonstrate consistency with regards to size, height, location and placement of signs. Use of color, font style and size, and substrate material must also be regulated to create an environment where the general public can easily recognize parking-related signs. Current parking signs throughout Sedona do not reflect a consistent strategy for directing motor vehicles. Visitors to Sedona will have a much easier time understanding what is expected when parking their vehicle if they know what and where to look for with regards to parking information and regulations.

### *On-Street Parking Signs*

A new parking sign program should be developed and implemented in Sedona, even if a comprehensive parking management plan is not created. This will involve removal of all existing signs and fabrication and installation of new directional and regulatory parking signs throughout Uptown and the Gallery District. The following regulations should be applied with a master sign program:

- The most common size sign used for parking restrictions or regulatory information is 12" wide x 18" high. Larger signs should be used for directional information when attempting to attract moving vehicles to parking or visitor information areas.
- Locations of all parking signs should be consistent and free of obstructions such as buildings or vegetation. All signs should be installed a minimum of six feet in height on a dedicated pole and at a 35 – 45 degree angle facing the area they are intended to regulate. A standard mounting pole should be used for all signs.
- A sign replacement program should be adopted. This program would address faded or damaged signs that need to be replaced. Signs should be inspected regularly and faded, defaced or damaged signs should be replaced at least once every six months.
- Text Information on signs should be short and direct. Wherever possible, internationally-recognized symbols should be used instead of text. No more than 5 words should be used on 12" x 18" signs (i.e. "2hr Parking 10am – 6pm") and no more than 10 words total should be used on larger

informational or directional signs. Parking customers are generally reluctant to read wordy signs, so getting the most important information on the first two lines of the sign is desired. All letters and numbers, whenever possible should be two inches on 12" x 18" signs and four inches or larger on the bigger signs. It is also recommended that reflective paints and materials be used on all signs.

- Whenever deciding on colors for signs, it is highly recommended that the Federal Government Publication "Uniform Code for Manual Traffic Control Devices" be consulted. This publication will outline all the Federal regulations for colors to be used when installing regulatory and informational signs within a municipality. While Towns and City's are allowed to deviate from these colors, it is recommended that only the shade of the color be modified for aesthetic purposes. Visitors are accustomed to certain colors and types of signs when it comes to parking information and regulations.

#### *Privately Owned Parking Lots*

Most privately owned parking areas in Sedona have an excess number of parking signs on the interior of the lot, and inadequate entrance signs. Many of these private lots post restrictions that explain who may park in the lot and threaten to tow violators, but none strictly enforce the signs that are posted. The result is limited utilization of most private parking areas because policies are unclear and directional signs to the lots are nonexistent other than a couple of "parking in rear" signs.

The following guidelines should be adopted and required for privately owned parking lots:

- Entrance signs should identify the parking lot as either "public parking" or parking for specific types of uses. Property owners should be discouraged from restricting parking by user type such as "restaurant patrons only" or "parking for these businesses only" or "employee parking." Property owners should be encouraged to restrict parking by use such as "2 hour parking" or "permit required." Specific uses like time limited parking can be enforced while regulating where patrons walk after they park or which businesses they patronize cannot be easily enforced.
- Property owners should only be allowed to post enforcement language such as "violators will be towed" if in fact towing is the method of enforcement. If the property is not enforced and property owners are only asking for voluntary compliance with posted restrictions, then threatening enforcement language should be discouraged.



- In many communities, parking signs on private property are required to have the international “P” parking symbol on all signs for parking lots that are considered public parking. Following is an example of such an ordinance:

*Use of the International Parking Symbol.* All visitor-oriented parking lots shall be furnished with a sign or signs, visible from each vehicular entrance, displaying the international parking symbol, displayed as a white letter "P" at least 14 inches in height, placed on a blue circular background, a minimum of 22 inches in diameter. In the case of a free-standing sign, the parking symbol may project over a public sidewalk, extending no more than thirty (30) inches beyond the property line and maintaining a minimum vertical clearance of eight (8) feet. No other element of such sign may project over the public sidewalk.

- Parking signs on private property should also be installed in a fairly uniform manner, both in frequency, location and with text content that has been approved by the City. Property owners should be allowed to restrict use or access to parking spaces they own but signs should be clearly worded, conspicuous and not detract from the aesthetic goals of the community.

#### *Directional Signs for Parking*

On every block, consistent signs should be installed that offer drivers information about the nearest parking options. At key intersections such as Forest Road and Highway 89A, the “Y” at Highway 179 and Highway 89A and at each proposed round-about site, signs should indicate the direction, distance and availability of public parking. One sign should be installed every 1000 feet or less (usually one per block) that continues to offer navigation aid to drivers and promote off-street parking like the City lot in Uptown.

It is important to notify drivers early and have visitors thinking about parking options before they arrive in the heart of the Gallery District or Uptown. Using consistent symbols like the international, blue “P” on all signs will make it easy for drivers to follow the signs to the nearest available parking area. An example of directional signs for parking is shown on the following page.

Sample Directional Sign



*Sign Quantities*

Approximately 240 parking-related signs would need to be installed for a comprehensive parking sign program. These signs would properly and thoroughly identify all public parking areas, direct visitors, denote time restriction and pay parking program and label all no-parking areas. While this may seem like a large quantity of signs, the signs would be disbursed throughout Uptown and the Gallery district with an average placement of 2 signs per block face and a varying number of signs for each public parking area based on the size and designated use of the parking lot.

<u>Sign Type</u>	<u>Approx. Quantities</u>	<u>Sign Type</u>	<u>Approx. Quantities</u>
Paid/Time Restricted – Hwy 89A	45	Tour Bus	15
No Parking Anytime	60	Time Restricted – Private Lots	20
Directional / Wayfinding	20	Meter Location - Pay Here	20
Public Parking	40		
No Parking This Side of Street	20	Total	240

A specific sign placement plan has not been developed under the scope of this study. However, we are estimating and recommending that directional signs be

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installed on each block in each direction along arterials in the Uptown and Gallery District areas. At the entrance to each public parking lot, a standardized sign would be installed. The interior of each public parking lot will include multiple regulatory signs such as 2-hour parking. Along Highway 89A, an allowance is made for either regulatory signs for time restrictions for pay parking, as well as pay station identifier signs. The remaining signs recommended would be restrictive such as no-parking areas. Development of a sign placement plan would be outside the scope of this study.

## **Section 7      Parking Supply**

### **7.1      Current Supply**

As shown in the Occupancy and Duration sections of this report, several parking deficiencies exist in Sedona. The highest demand for parking is in Uptown in front of businesses along Highway 89A. The current supply of 128 on-street, public parking spaces is fully occupied almost eight hours each day. Our observations and surveys of visitors and stakeholders indicate that this limited supply of on-street, public parking dramatically impacts decisions that tourists and residents of Sedona make about where to park or whether to patronize Uptown at all.

Parking on the south end of Uptown between Forest Road and Jordan Road is most desired and the limited supply results in visitors and employees parking in the Hyatt north parking lot, along both sides of Van Deren Street and in adjacent residential areas during peak times. Many businesses in this area of Uptown such as jeep tour companies, restaurants and the Chamber of Commerce visitor center have very limited or no off-street parking supply for patrons and employees.

Available parking for the Tlaquepaque shops and galleries is also limited during peak times relative to the number of visitors and employees seeking parking in that area. Access into and out of the Tlaquepaque parking lots is difficult and even hazardous during peak times.

Public parking in areas like the City-owned parking lot, Amara Resort's upper parking lots and along the east and north sides of Highway 179 are seldom in high demand. Visibility, directional signage, pedestrian access and remoteness make these areas less desirable for both visitors and employees.

### **7.2      Unused Private Parking Supply**

Most of the parking supply in Sedona is privately owned and managed. The majority of private parking areas are designated as parking for specific businesses or groups of businesses. Signs are posted at the entrance to the private parking lots or in the interior of the lot stating who is allowed to park on the property. While most of these signs threaten to tow unauthorized vehicles, none of the stakeholders or property owners we surveyed indicated that they have actually towed a single vehicle in recent years.

As demonstrated in the Signs sections of this report, some property owners reserve parking for visitors or patrons of their businesses, while others reserve

private parking for employees and allow patrons to utilize public parking on-street or in the City parking lot. In some cases, employees are given prime parking close to businesses while patrons are forced to park in less desirable spaces or hunt for parking on-street. Throughout the study period of February – May 2005, most of the privately owned parking lots in Sedona were significantly underutilized. It appears that many business owners are unnecessarily restricting available off-street parking, even though on-street parking is extremely limited.

Table 7-A on the following page shows a summary of average vacancy rates in private parking lots throughout the study period. Even on peak days, more than 500 parking spaces in private lots go unused.

With the implementation of the circulator shuttle, parking on the east side of Highway 179 next to Exposures Gallery, Hozho and Garlands will be much more desirable for visitors and employees. However, the parking in this area is very segmented. The Garlands parking area lacks physical boundaries such as curbing, identified entry/exit points, spaces markings (or wheel stops) and signs indicating permitted uses. A uniform parking plan with shared parking between these businesses could dramatically increase the use of these private parking areas, especially with a circulator shuttle stop in place.

Table 7 – A: Average Vacancy Rates

Area	Location	Avg Veh Count	Capacity	Avg Vacancy	% Vacancy
1	HILLSIDE	77	160	83	52%
2	HWY 179 - EXPOSURES GALLERY TO BRIDGE	22	131	109	83%
3	HWY 179 - EAST SIDE - BRIDGE TO HWY 89A	62	196	134	69%
4	HWY 179 - WEST SIDE - RANGER RD TO HWY 89A	24	89	65	73%
5	LOS ABRIGADOS	106	149	43	29%
6	TLAQUEPAQUE MAIN LOT	59	102	43	43%
7	TLAQUEPAQUE OVERFLOW LOT	42	100	58	58%
8	BREWER ON STREET	6	15	9	61%
9	BURGER KING	11	40	29	72%
10	COLDWELL BANKER	15	20	5	27%
11	FOREST SERVICE	19	40	21	53%
12	RANGER STATION	5	14	9	64%
13	SCHOOL DISTRICT	9	27	18	66%
14	TLAQUEPAQUE EMPLOYEE LOT	39	60	21	34%
15	HYATT	103	134	31	23%
16	PRUDENTIAL REAL ESTATE	25	51	26	50%
17	AMARA RESORT	13	68	56	82%
18	BEST WESTERN	28	71	43	61%
19	HWY 89A ON STREET (EAST SIDE)	29	30	1	5%
20	LOS ABRIGADOS LODGE	49	83	34	41%
21	ORCHARD INN	26	38	12	31%
22	SEDONA ARTS CENTER	12	36	24	65%
23	SINAGUA PLAZA	66	163	97	59%
24	OAXACA RESTAURANT LOT	9	13	4	31%
25	CEDAR - APPLE TO SCHNEBLY	12	20	8	38%
26	CITY NORTH LOT	30	144	114	79%
27	CORNERSTONE	3	38	35	91%
28	COWBOY CLUB	20	21	1	3%
29	SEDONA ARTWEAR LOT VAN DEREN	11	16	5	32%
30	HWY 89A ON STREET (WEST SIDE)	80	98	19	19%
31	IRIS GARDEN CORNER	5	16	11	69%
32	JORDAN - HWY 89A TO STAR MOTEL	12	35	23	65%
33	MATTERHORN GRAVEL LOT	17	28	11	40%
34	MATTERHORN LODGE	7	20	13	63%
35	MESQUITE ON STREET	10	13	3	24%
36	NEWS EMPLOYEE LOT	14	30	16	52%
37	OAK CREEK OUTLET	4	11	7	66%
38	PERMIT ONLY VAN DEREN	1	20	19	94%
39	PRICE ON STREET	12	16	4	28%
40	RED DIRT SHIRT	5	10	5	51%
41	ROBERT SHIELDS DESIGN	6	30	24	81%
42	SACA JAWEA & ROLLIES CAMERA	34	61	27	45%
43	FOREST ON STREET	5	8	3	43%
44	VAN DEREN ON STREET	20	24	4	16%
45	WAYSIDE CHAPEL LOT	2	48	46	95%
46	PINK JEEP LOT	21	41	20	49%
Totals		1085	2578	1493	58%

If we exclude privately-owned lots that periodically reach a high occupancy level, plus lots that are dedicated for non-visitor based business and lots that are more than 2 blocks from either Highway 179 or Highway 89A, an average of about 800 empty parking spaces can be found on most days. Table 7 - B shows the parking areas where additional public parking or employee parking could be gained if property owners would agree to promote public parking and if the City offered convenient shuttle services from the parking areas.

Table 7 – B: Potential Public Parking

Location	Avg Veh Count	Capacity	Avg Available Spaces
HWY 179 - EXPOSURES GALLERY TO BRIDGE	21	131	110
HWY 179 - EAST SIDE - BRIDGE TO HWY 89A	52	196	144
HWY 179 - WEST SIDE - RANGER RD TO HWY 89A	21	89	68
LOS ABRIGADOS	98	149	51
AMARA RESORT	12	68	57
BEST WESTERN	24	71	47
LOS ABRIGADOS LODGE	41	83	42
SINAGUA PLAZA	60	163	103
JORDAN - HWY 89A TO STAR MOTEL	11	35	24
PERMIT ONLY VAN DEREN	1	20	19
ROBERT SHIELDS DESIGN	4	30	26
SACAJA WEA & ROLLIES CAMERA	30	61	31
WAYSIDE CHAPEL LOT	2	48	46
<b>Totals</b>	<b>346</b>	<b>1144</b>	<b>799</b>

### 7.3 Northbound Traffic

Sedona is a southbound-oriented tourist destination. Due to the proximity to Oak Creek, the majority of the public parking supply and key tourist destinations such as Tlaquepaque, Los Abrigados, Hyatt and the historic shops and restaurants in Uptown are all located on the west side of state highways 179 and 89A.

- On the Oak Creek side or east side of these arterials, off-street parking is mostly segmented and unimproved in the Creek area and difficult to access in Uptown due to steep grades. Between Exposures Gallery and the “Y” intersection there is an abundance of unused parking for northbound traffic. Unfortunately, there is no pedestrian access from these areas to the major tourist destinations on the other side of the road and no indication that general parking for the public is allowed in these areas. Sidewalks and pedestrian crossings will be constructed as part of the programmed SR 179 improvements. This should improve the current conditions in this area.

The current parking configuration in Sedona encourages left turn and u-turn traffic movements for northbound traffic and during peak times may discourage

visitors from parking altogether. Some of these visitors who eventually find parking on the west side of the highways must again turn left to return to the highway since many northbound visitors are driving through Sedona in route to Oak Creek Canyon, Flagstaff or the Grand Canyon.

Available alternatives for northbound traffic along Highway 89A are severely limited with only 30 on-street parking spaces. Off-street public parking choices include about 118 public spaces offered at Sinagua Plaza, plus scattered spaces at Canyon Breeze, Arroyo Roble, Sedona Arts Center, Orchards and Amara Resort's upper lots. The high utilization of the 30 on-street spaces and the 72 top-deck parking spaces at Sinagua Plaza, coupled with the high volume of u-turns at the north end of highway 89A indicate an extreme deficiency in the supply of accessible public parking for northbound visitor traffic.

#### **7.4 Future Developments in Sedona**

##### Highway Projects

Future highway improvements in and around Sedona will likely change the use of current parking supplies and affect traffic flows throughout the City of Sedona. Our meeting with the Chamber of Commerce indicated that increased volumes of traffic are expected through West Sedona after significant improvements are made to the Camp Verde / Highway 260 exit from I-17 toward Cottonwood. The addition of a new wild animal park attraction in this area will undoubtedly draw thousands of more tourists toward the Sedona area each year. From a parking supply perspective, highway improvements such as the Highway 260/I-17 interchange, Highway 179 improvements from The Village at Oak Creek and the Uptown Enhancement Project along Highway 89A should be considered when determining the placement and access of public parking.

In the 2003 traffic data collection report from ADOT, it was revealed that over 8,000 vehicles each day travel northbound on Hwy 89A through Uptown. Using observed utilization and duration rates for parking in Uptown, only about 10% of these vehicles can be accommodated on the right side of Highway 89A over a typical day. The remaining 90% either drive through town without stopping, or make a left turn or u-turn to access parking on the west side of Uptown. RBF Consulting reported similar volumes of 756 northbound vehicles per hour through Uptown during peak periods of October 2003. The RBF study also indicates that 40% of the northbound traffic drives through Uptown Sedona without stopping. No data was available from the RBF study for southbound traffic.



The Uptown Enhancement Project Plan dated June 10, 2004 has the potential to significantly improve traffic flow and pedestrian access throughout Uptown. Our observations would support several elements of the project, including the roundabouts at the north end of Uptown and at Jordan Road<sup>2</sup> and the addition of four new pedestrian crossings for Highway 89A. The roundabouts provide better access to parking for northbound traffic. The elimination or relocation of some on-street, angled parking at the south end of Uptown can be easily off-set by better directional signage to available off-street parking options and better utilization of privately-owned parking lots as described in Section 7.2.

About the same numbers of vehicles travel either northbound (8,238/day) or southbound (8,140/day) on Highway 179 to or from the “Y” intersection according to the ADOT data from 2003. In this area, there is a larger supply of parking on both sides of the highway. But much of the parking is unimproved, unmarked and dangerous for pedestrians who may want to visit shops and galleries on either side of the highway. The speed of traffic through this corridor also limits opportunities for drivers to locate potential public parking areas.

Therefore, placement and access of public parking options, in combination with pedestrian-friendly access to businesses from the parking areas are keys to encouraging good utilization of existing and future parking supplies in Sedona.

#### Heart of Sedona – Blue Sky Plan

The Heart of Sedona conceptual plan calls for the development of three “hearts” or development nodes within the study area. The “Town Park” proposed off Brewer Road on land currently owned by the US Forest Service is centered on the reuse of the existing historic buildings and because of its more peripheral location was not directly included in this study.

The Heart of Sedona conceptual plan calls for a “Civic Plaza” generally located on Hart Road between Ranger Road and Highway 89A. The plan for this area includes an active town square supported by retail and restaurant uses, as well as lodging accommodations and residential development. Parking structures are envisioned west of the civic plaza on the east side of Brewer Road and/or south of the plaza off Ranger Road.

The east side of Highway 179 is slated for the “Market Green” that encompasses the area from the highway to Oak Creek, and currently developed as the Crystal Castle retail store. It is proposed that this area could be developed as a park providing an opportunity for picnic areas, farmer and artists markets, outdoor

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<sup>2</sup> The roundabout at Jordan Road has since been eliminated from the Uptown Enhancement Project Plan.

theatre and trail access to Oak Creek via the proposed Creekwalk. Limited retail between the park/market area and Highway 179 is also proposed.

Most of the existing parking supply on these two sites is unused even on the busiest days in Sedona, even though access and visibility to existing parking is very good. On average, there are more than 68 parking spaces available along Highway 179 between Highway 89A and Ranger Road. This is significant since the current parking is adjacent to the highway and conveniently located between popular areas like Tlaquepaque and Uptown and more than 16,000 cars a day drive by these open parking spaces. Also, there are few signs discouraging public parking and no enforcement of private parking in this area currently. Therefore, we would conclude that it is unlikely that a parking supply alone in this area would be heavily utilized by patrons of existing businesses in either Uptown or the Gallery District.

Shared parking arrangements between the planned Heart of Sedona components like a town square and city offices (potential weekday uses) and overflow parking for existing businesses like Tlaquepaque and Los Abrigados (potential weekend uses) could be very successful. Similarly, evening uses such as residential or overnight parking for visitors could complement daytime use for a market and retail shopping land uses. In any shared-use plan, convenient pedestrian corridors, good directional signs and an aggressive public parking outreach program are critical for the arrangements to succeed. According to the Institute of Transportation Engineers' Shared Parking Planning Guide, shared parking arrangements may reduce the amount and cost of parking, reduce traffic access points and improve circulation plus improve the attractiveness of the streetscape.

A circulator shuttle would definitely increase the potential success for a shared public parking facility if signs were added along the highway and at the entrance to the parking area stating, "Public Parking – Free Shuttle to Uptown and Gallery District."

With regard to the proposed new land uses for the Heart of Sedona project, it is important to point out that variables such as actual land uses, building capacities and public event types are unknown at this point. Parking supply estimations are difficult to derive with the information provided, except to say that neighboring Tlaquepaque and Los Abrigados' overflow needs during peak times should be factored into calculations for public parking allocation. A new parking structure with access from Ranger Road offers the greatest advantage to both the Heart of Sedona developments and the existing businesses at Tlaquepaque and Los Abrigados. With a round-about at Ranger Road, both north and southbound traffic from Highway 179 could access parking easily by traveling westbound on Ranger Road and turning right into the new facility. A pedestrian crossing could be created on Ranger Road west of the parking structure entrance.

A structure located along Brewer Road next to the Burger King location is less desirable as a shared-use facility with current traffic patterns and highway configurations. While this option may effectively hide the garage, this type of orientation would not be conducive to visitor or tourist parking with current traffic flow patterns. A Brewer Road garage would only be marginally better as a location for employee parking. As a general rule, visitors are most comfortable parking within eyesight of their destination. Based on our experience and comparable garages in other cities, garages that are “out of the way” with entry/exit points that are inconspicuous to visitor traffic will be a challenge to fully utilize.

The Brewer Road location may be more desirable as a shared-use parking facility if and when highway modifications are made that allow traffic to bypass the “Y” intersection using Ranger Road and Brewer Road. If this happens, and northbound traffic on Hwy 179 can be sorted at Ranger Road, and eastbound traffic on Hwy 89A can be sorted at Brewer Road or a point further west, then a parking structure with access from Brewer Road starts to make more sense.

A parking structure on Brewer Road has merit based on many factors. When the SR 260 improvements are made more traffic will likely enter Sedona from the west. Therefore, more vehicles will enter Uptown from Highway 89A and a parking structure with access from Brewer Road is well sited to draw these vehicles into it. This is especially true if the Ranger Road connection to Highway 89A is successfully completed. Additionally, this proposed parking structure will provide the parking for an intense amount of retail, restaurant and other uses in this area, as well as the future convention center/performing arts center proposed on Soldier Wash west of Coldwell Banker.

The land uses within the boundaries of Hwy 179 to the east, Hwy 89A to the north, Ranger Road to the south and Brewer Road to the west will primarily determine the demand for a parking structure in this area, regardless of the orientation and access points. If the desire is to have the parking structure serve as overflow parking for existing businesses along the Hwy 179, the visibility of the parking structure and its entry points are much more important.

#### The Preserve at Oak Creek

Located at the far north end of Uptown, The Preserve at Oak Creek development is a 138-unit fractional interval ownership project that also includes a publicly accessible spa and viewing area within the Hillside development, and a restaurant and outdoor terrace in the Main Lodge development on the east side of Highway 89A. This new development will attract destination visitors as well as visitors passing through Sedona. Potential impacts to the existing parking system include needs for employee parking, longer average parking durations in the north end of Uptown, higher utilization of the Matterhorn and City-owned

parking lots and a potential need for additional, short-term visitor parking on the east side of Highway 89A in the vicinity of The Preserve project. The information we have been provided is that approximately 377 parking spaces will be provided, which is 27 fewer spaces than required by code.

We would recommend that the City require employees of The Preserve to park in the City lot on Schnebly Road. This will free up additional public parking spaces near Highway 89A and near the commercial and restaurant areas of The Preserve. We also recommend that a significant number of public parking spaces be designated at The Preserve, if possible. Ideally, these spaces could be made available for public use between the hours of 10 am – 4 pm daily, signed in accordance with newly created public parking sign program, and restricted with enforceable time limits.

In the Planning and Zoning Commission report from March 15, 2005, a recommendation is made that 15 spaces be dedicated to the Jordan Preserve Park and USFS trails and that corresponding signs be installed to limit the use of these spaces to specific user types (page 16, paragraph 14). As explained in Section 6 of this report, such signs are unenforceable. We would recommend that the use of the parking spaces be limited by time or managed by fees and enforced by the City in a manner that is uniform throughout the City of Sedona.

#### Tlaquepaque Parking Garage

In January 2004, Tlaquepaque management proposed a 290-space parking garage that would be constructed between Ranger Road and Portal Lane, on the current site of the Tlaquepaque overflow and employee parking lots. The proposed location of the garage would offer several improvements over the current parking and traffic conditions:

1. 200 additional parking spaces that would benefit Tlaquepaque, Los Abrigados and future developments in the Heart of Sedona focus area, as well as potentially benefit Uptown businesses with the addition of a frequent circulator shuttle;
2. Improved safety and efficiency for inbound traffic from Highway 179 at Portal Lane;
3. Improved safety and efficiency for outbound traffic that can exit to Ranger Road, rather than directly to Highway 179. Improved utilization of Ranger Road and Brewer Road as alternatives to rapid and dangerous left turns onto Highway 179.
4. Improved pedestrian safety at Portal Lane since all outbound traffic can be routed away from the pedestrian entry points to Tlaquepaque. The addition of a pedestrian bridge from the new structure over Portal Lane to Tlaquepaque could improve pedestrian safety and traffic flow even more.
5. Possible location for a future transit stop for the entire Gallery District and Creekwalk areas.

In considering the proposal as part of the Heart of Sedona Blue Sky planning process, the City agreed that a parking structure somewhere west of the existing retail/gallery project made sense, either within the Overflow Lot and straddling Soldier Wash, or dug into the hill on the north side of Ranger Road. The planning team finally agreed that the best place for this structure was not where Tlaquepaque owners had first planned it (i.e. within the overflow lot and employee parking lots), but rather on the north side of Ranger Road. This location would provide the opportunity of easy accessibility to retail shops and restaurants, and the “hearts” as identified on the Heart of Sedona conceptual plan. According to the City, a parking structure located on the north side of Ranger Road would allow for easy vehicular ingress and egress from Ranger Road and allow Soldier Wash to remain open and unconstrained by a large parking structure over it that effectively blocks the possibility of a connection to the north. As a corollary to the latter point, the location on the north side of Ranger Road would allow the option of expanding retail, restaurant, office, hostel and residential use from Tlaquepaque north along Soldier Wash to connect to the parcel where a hotel or performing arts center might be situated.

We believe that the many advantages of a parking structure located north or west of Tlaquepaque may not have been adequately explored when this suggestion was first proposed in January 2004. This is due in part to not understanding how Highway 179 would be designed, and it preceded the planning work for the Heart of Sedona study area, which has helped to consolidate and clarify planning ideas for this part of Sedona. In stakeholder interviews, many of the business owners in the Gallery District expressed the opinion that a parking structure in the location would be very beneficial to the whole community. Recommendations in Section 8 of this report will include reconsideration of Tlaquepaque parking garage proposal. A partnership between the City, Tlaquepaque and ILX/Los Abridados would appear to be the most sensible approach to building the structure, with a portion of the parking garage dedicated to a new City-managed public parking program.

## **Section 8            Recommendations**

### **8.1    Public Parking Agreements**

The City should establish public parking agreements (PPAs) with the owners of the following properties for the establishment of a pool of public parking locations throughout Sedona:

#### Uptown

1. Hyatt (for use of north lots adjacent to Forest Road; approximately 60 spaces)
2. Sinagua Plaza (for use of upper and lower decks; 163 spaces; reduce employee parking on lower level)
3. Matterhorn (gravel lot – 28 spaces)
4. Sacajawea Plaza (approximately 60 spaces with Rollies Camera lot)
5. Wayside Chapel (approximately 48 spaces)
6. C Market (approximately 10 spaces)
7. The Preserve at Oak Creek (new; undetermined quantity)

Total Public Parking Spaces:        369 +

#### Gallery District

1. Exposures Gallery (40 spaces)
2. Hozho (approximately 40 spaces)
3. Garlands (approximately 30 spaces)
4. Crystal Castle (approximately 25 spaces)
5. Sedona Sport / Artesania (41 spaces)
6. Arroyo Roble Marketplace (49 spaces + dirt lot west of alley)
7. Los Abogados (149 spaces)
8. Tlaquepaque Garage (new, 290 spaces)
9. Heart of Sedona (new; 300 spaces<sup>3</sup>)

Total Public Parking Spaces:        964

Each of these areas, or portions of each area, should be designated as “Public Parking” or “Free Public Parking” with established, enforceable time limits such as one, two or three hours. We would recommend that you consider groups of 10 or more contiguous parking spaces as a minimum criterion for inclusion in the public parking supply. Signs at the entrances to each of these parking areas should be identical and coincide with a city-wide directional sign program as

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<sup>3</sup> The 300-space estimate for the new Heart of Sedona parking structure is a projection based on a low-profile (3 levels) structure with an approximate footprint of 300' x 100' (30,000 sq ft) and internal ramping. Once the actual land-use mix, garage location and availability of land, more accurate garage size can be determined.

discussed in Section 6 of this report. Within each of the designated parking lots, interior signs should be installed by the City that re-state that public parking is allowed and limited to one, two or three hours as appropriate.

The Public Parking Agreements should specify that the City will provide all signs, or specification for the size, color, location and text for all signs for consistency. Additionally, the City will provide frequent enforcement of time-limited parking spaces and issue citations to vehicles that are parked in excess of the posted time limits. Time restricted parking is discussed in more depth later in this section.

Sample public parking agreements have not been assembled as part of the scope of this study. However, the recommended format would be a typical parking lease agreement where exclusive use is granted every day, or for specified hours of each day, for time-restricted, public parking. Another example would be a shared-use agreement between the City and a private property owner, or between a parking district and private property owner if the public parking supply was managed by a parking district or association.

The City may want to consider leasing public parking spaces from private property owners as an incentive for property owners to participate in the public parking program. For example, if 900 spaces were leased at a rate of \$120 per space annually, the cost to the City would be \$108,000 per year, plus signage and enforcement costs. By comparison, construction of 900 structured spaces could cost almost \$1.3 million per year in debt service alone at current construction costs. Construction of surface lot spaces, if land was available, would cost almost twice as much as leasing existing spaces at \$100 per space annually. Additional benefits to this arrangement are that business owners are offered incentives to donate unused parking inventory to the public parking program, and businesses with limited or no parking would not be eligible to participate. Thus, the public parking program would be fair and equitable for all property owners.

At the Hyatt north lot, the unused tour bus parking spaces should be immediately converted to public parking spaces for vehicles. The east half of the lower level of Sinagua Plaza is currently designated for employees only. The employee parking area should be reduced in size to allow more public parking on the lower level. A stairway should be created between the upper Amara Resort lots to the lower level of Sinagua Plaza. This will allow employees to park in the available parking at Amara. The City should reconsider the Tlaquepaque parking garage proposal and creation of additional public parking between Portal Lane and Ranger Road.

## 8.2 Designated Employee Parking

Similar to the Public Parking Agreements above, the City of Sedona should work with private property owners to establish dedicated employee parking lots. These lots would be available to employees of all businesses in Sedona and a permit would be required to park in each lot. Enforcement would be provided by the City and vehicles without valid permits would receive a citation. Signs indicating “Permit Parking Only – All Times / All Days” and “Permit must be displayed at all times while parked” would be installed at the entrance and in the interior of each parking lot and maintained by the City. Time-restricted or fee-based parking in public parking areas will encourage employees to participate in the employee parking program.

The following parking lots, or portions of each lot, should be designated at permit-only, employee parking at all times:

### Uptown

1. City lot on Schnebly Road (up to 144 spaces)
2. Permit-only lot on Van Deren (across from Red Rock News lot – approximately 20 spaces)
3. Amara Resort Upper Lots (68 spaces; add stairs to connect with Sinagua Plaza)
4. On-street parking – Van Deren Street (approximately 20 spaces)

Total Employee Parking Spaces: 252

### Gallery District

All areas not designated as public parking or overnight guest parking.

## 8.3 Promoting Public Parking Options

The City should create a uniform sign program that identifies all public parking areas and directs visitors to each location on a block-by-block basis. Additionally, all public parking areas should be designated with enforceable time restrictions or fees required between the hours of 10 am and 6 pm daily. Examples include:

- Free Parking; and
- 1 Hour Limit; or
- 2 Hour Limit; or
- 3 Hour Limit

Where fees are required, fee systems should be simple and easy to enforce:



- \$1 Per Hour
- All Day Parking - \$5.00 (8 hours maximum)

Section 6.6 of this report outlines our comprehensive recommendations for a parking sign program. Additionally, parking maps should be produced (printed and online) that identify participating public parking lots. “Toppers” for restaurant tables and retail counters could be used to demonstrate the public parking program and the many alternatives offered, including the circulator shuttle.

#### 8.4 Parking Management

The City of Sedona has no current tools to manage its parking resources, other than requirements for new developers to provide adequate off-street parking. There is a general understanding that the on-street, public parking spaces in Uptown are for visitors and patrons of Uptown businesses. Similarly, most of the close-in parking at Hillside and Tlaquepaque is saved for patrons. Most private businesses have designated employee parking areas and discourage employees from parking in prime visitor parking spaces in front of businesses. Private property owners are allowed to manage their own parking without specific requirement or limitations from the City. However, in the absence of a comprehensive parking management plan, visitors to Sedona are limited to “obvious” public parking options, which are quite limited during peak times.

The duration statistics give us a very clear understanding of what our average length of stay is in the commercial zone. Most visitors park for more than one hour, but less than two hours, on average. We need to be very clear that any change of conditions will have an effect on the average parking durations. For example, a good transit system and circulator bus will extend the length of stay in these parking spaces. A time restriction or paid component would likely reduce the average parking duration. The key is to find the right combination of incentives and disincentives to obtain the desired effect.

##### Timed Restricted Parking

A 2-hour time limit is recommended for on-street, angled parking in Uptown. The time limit could be offered in combination with a fee to park if ample<sup>4</sup> free

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<sup>4</sup>The amount should be sufficient to absorb demand that is created by a fee-based or time-limited management system on-street operating at an average occupancy of 80%. For example, at a utilization rate of .80 per hour, per space (6.4 uses per space, per day) and a current on-street supply of 128 spaces, about 819 different cars can be accommodated on-street each day (128 x 6.4 = 819 cars @ 100% occupancy). If the parking is managed so that the average occupancy on-street is held at 80%, and the City's goal is to accommodate 5,000 different vehicles each day in Uptown, then an ample off-street supply would be about 579 spaces: (5,000 total vehicles / (819 current avg uses on-street X 80% avg occupancy) = 4345 surplus cars / 7.5 uses per space off-street, per day = 579 off-street public parking spaces needed).

alternatives are made available off-street. For off-street, private lots that participate in the recommended public parking program, time limits will vary based on the types of businesses in close proximity to the lot. Parking near a restaurant or jeep tour businesses may need a time limit of 2 or 3 hours, while parking near retail businesses may only need a 1 or 2 hour limit to encourage adequate turnover while still accommodating most patrons and visitors. Long term parking options for visitors parking all day should be offered in more remote lots such as the City lot or where fees are charged for all day parking.

Timed restricted parking regulations should be considered when the average occupancy levels are over 80% and or lengths of stay are exceeding four hours. While the average duration of cars parked in the Uptown area is much less than four hours, the occupancy levels along Highway 89A are at or near 100% the majority of the day.

Our duration study shows that a 2-hour time limit would affect a small percentage of the vehicles that are parking in Sedona. However, since the supply of on-street parking is so limited, even a small percentage of increased turnover will be significant. Plus, a time limit is the easiest and most economical program that could be implemented.

Enforcement of timed restricted parking can be very effective. It requires enforcement officers to chalk tires or track license plates and return to the vehicle at a prescribed time. Be aware that employees and repeat users of time-restricted parking areas become accustomed to enforcement times and routines and may trade places with other vehicles or remove the chalk marks. Hand-held citation units can also track vehicle durations and offer many features for operations as well as administrative functions.

Revenue from time-restricted parking comes exclusively from citations. Revenue to the city would depend on the fine amount and collection procedures. Most small municipalities assess a fine of \$25 - \$40 per citation for overtime violations.

### Paid Parking

If ample off-street, free public parking is made available through the recommended public parking program, a parking fee of \$1 per hour is recommended for the on-street, angled parking in Uptown. This fee will be most effective in combination with a 2-hour limit, meaning that patrons would only be able to purchase 2 hours or \$2 worth of parking at one time.

Primary functions of paid parking are to discourage employee parking in key visitor parking areas, create turnover and to provide a revenue stream to help pay for enforcement and parking improvements. The intended results will be:

1. Accommodation of at least 10% more visitor vehicles on-street each day;
2. Increased utilization of off-street parking areas, including the City lot by at least 25% on a daily basis;
3. Create revenues which can help off-set operating expenses and maintain parking areas.

Paid parking would address the high occupancy levels better than any other method of on-street parking management. For off-street parking lots, the City may want to consider fees for long-term visitor parking or even short-term, hourly parking in high-demand areas. For example, if a new parking structure were added to the parking supply, a reasonable fee to park in the structure would be expected. As an example of the public's willingness to pay for close-in parking, we witnessed a tourist offer \$5.00 to the clerk at the C-Market in exchange for allowing the tourist to park in the C-Market lot. The cashier declined, even though the parking lot was virtually empty.

### Equipment

There are several types of equipment to decide upon when implementing a paid parking program. The two most common methods are single space meters or pay stations. Pay stations can be used in a pay-by space or pay-and-display format. For on-street applications, pay station technology with pay-and-display is the preferred method of operation. Cities across the country are migrating quickly to this technology as a way to clean up streetscapes and offer multiple payment options and receipts to patrons.

### Single Space Meters

Up until ten years ago, single-space meters were the only way municipalities were able to manage paid parking on-street. Single space meters are a solid product that has been around a very long time and most everyone in the United States knows what they are. International visitors are not as accustomed to the single-space meter.

Single-space meters do have limitations compared to the newer technology that is available today. They do not have the ability to accept credit cards. They are not able to network or communicate with the administrative office. Single space meters also require the parking areas to be designated a certain size to accommodate all vehicles. They are capable of accepting coin payments and pre-paid debit or smart cards.

## Pay Stations

Pay Station or Parking Kiosk technology has been used for collection of on-street parking fees in the United States since 1997 when the City of Aspen, Colorado became the first city to implement a pay-and-display program. Prior to that installation, parking was free in Aspen and occupancy levels averaged almost 100% throughout the commercial core. After pay parking was implemented, along with comprehensive transit and employee and residential parking programs, average occupancies declined to a manageable 70% and the City of Aspen eventually won an environmental award for reduction in vehicle trips and auto-related pollution. Today, small and large cities from coast to coast in North America use pay station technology and pay-and-display programs successfully. In Europe, pay stations have been the standard for over 25 years.

Typically, one pay station is installed per block or for every 12-15 angled parking spaces or 8-10 parallel spaces. After the customer parks their vehicle, they walk to the nearest pay station and insert payment for the desired amount of time. The pay station dispenses a receipt that would be placed on the dashboard of the vehicle. Pay-by-space systems would require the customer to enter a space number in the meter. Most pay stations cost between \$8,000 and \$12,000 per unit, installed.

## 8.5 Sites for New Parking

Stakeholders have identified the following sites as potential areas for parking structures or where additional public parking supply is needed. Occupancy, utilization and excess demand data would support these locations as ideal centers for future parking and/or transit hubs:

- A. Tlaquepaque overflow lot & employee lot
- B. South side of Forest Road at Highway 89A (footprint to include Visitor Center, Prudential and Hyatt north parcels);
- C. Between Jordan Road and Van Deren at Mesquite (footprint to include C Market, Star Motel and New building parcels)

By contrast, Transportation Demand Management (TDM) refers to a variety of strategies for reducing the total number of motor vehicles operating on the roadways at any given time, thus reducing parking demand, pollution and congestion. In recent years, TDM strategies have been adopted as parking management strategies. This is a diversion from the traditional parking management protocol, which is to correct parking problems by building additional supply to meet growing demand. TDM strategies seek to resolve parking issues by maintaining the current parking supply and reducing parking demand or redistributing parking.

Some of the TDM strategies that can be applied to parking in Sedona could include:

1. Shared use agreements;
2. Reducing demand through price incentives;
3. Subsidizing alternate transportations modes.

As seen in our recommendations above, Parking Research & Solutions supports the use of TDM strategies, along with proven parking management strategies, for the purpose of encouraging better utilization of existing off-street parking areas. While additional parking supply options for certain areas of Sedona are needed in certain areas and at peak times, initial efforts should be focused on maximizing the use of existing parking supplies and reducing traffic congestion that results from circulating traffic hunting for close parking.

In other words, the current parking supply in Uptown needs to be managed before new parking is created there. It is very difficult to accurately measure the true demand for parking under the existing configuration. The threshold for constructing new parking will depend, in part, on the City's success at negotiating with private property owners for use of privately owned spaces for public parking. The City needs to establish goals in conjunction with its key stakeholders as to the number of visitor vehicles that should be accommodated each day. Secondly, a target should be established to maintain public parking occupancies at 70% - 80% and an adequate supply of off- street, public parking should supplement the on-street supply in Uptown.

The threshold or trigger to build additional, public parking will be when all current parking resources are exhausted on a regular basis and sufficient excess demand for visitor and employee parking exists. Until an effective parking management system is in place, you will not be able to accurately determine your need to construct new parking.

Tlaquepaque's proposal in 2004 suggested a structure that would add about 200 additional parking spaces. The proposal suggests that there will be a 73% increase in traffic along the Hwy 179 corridor and .Y. intersections by the year 2025. This factor, combined with new developments at Tlaquepaque, is the primary reason cited for building additional parking. Based on data collected for this study, full occupancy at Tlaquepaque was reached twice in February 2005 and once in April 2005, but no sustained excess demand. If parking access, visibility and signage were improved at this site, the demand for visitor parking could grow dramatically with existing traffic volumes.

In summary, your decision to build additional parking at any of the three sites identified by stakeholders in this section is different for Uptown and Tlaquepaque. In Uptown, the decision should be based on demand measured after a

comprehensive parking management program is in place. Once a management program is in place, and if excess parking demand still exists, a feasibility study would have to be completed for each proposed site to determine the economic benefit to the City and its businesses for construction of new parking. Since visitors to Tlaquepaque have few parking alternatives on the south and west sides of Hwy 179, the decision to provide or allow construction of additional public parking at this site can be assessed using current data, along with factors such as projected increases in traffic volume and new developments.

### **8.6 Residential Parking**

With the implementation of controlled parking in Uptown, adjacent residential areas may be affected by visitors and employees looking for unrestricted or free parking options. We would recommend that residential streets like Smith Road, Wilson Road, Van Deren Road, Mesquite Avenue, Apple Avenue and Schnebly Road and Price Road be restricted to parking on one side of the street only and require a residential or employee permit.

This policy change will also improve safety in Uptown by making the narrow residential streets more passable for emergency vehicles and by increasing the visibility of pedestrians.

### **8.7 Departmental Organization**

With any parking management program, support staff and enforcement personnel are critical to the success of the operation. If the parking program is neglected or enforcement is infrequent or inconsistent, visitors and employees will not respect the parking regulations and the intended benefits of the program will not be realized. A City-operated parking department will provide enforcement of parking ordinances as a primary duty, but will also be responsible for data entry, collections, education, maintenance, planning and customer service. This section of the report will outline departmental needs based on the parking management program that is implemented.

Although the Sedona Police Department currently prefers to enforce parking regulations, our recommendation is that parking enforcement should eventually be handled by an independent parking department, rather than being under police department jurisdiction. Start-up and implementation of the parking department will be a much easier task as a separate entity. If it is the city's desire to create an enterprise fund to assist with funding transit services, it may be beneficial to create a sole Parking and Transportation Department once the transit system is up and operational. At that time, a Director should be hired to oversee both departments.

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With either time restricted parking, paid program or both, two dedicated enforcement employees will be sufficient. These two positions should be scheduled to overlap work days on the busy days of the week and could stagger days off on the other days.

Duties would include but not limited to chalking vehicles under a time restricted program, issuing citations and be a public ambassador who gives parking information to tourists. Field duties would also include meter collections and maintenance as well. Administrative staff would handle citation management, appeals management, requests for permits or signs, accounting of revenue and customer service.

Chart 8 – A: Time Restricted Organizational Chart

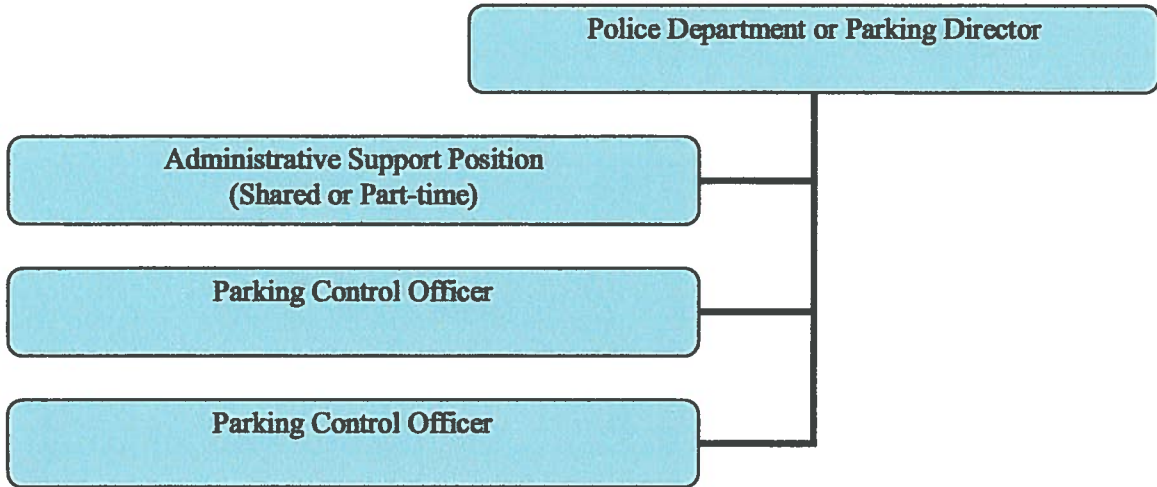


Chart 8 – B  
Paid Parking Organizational Chart

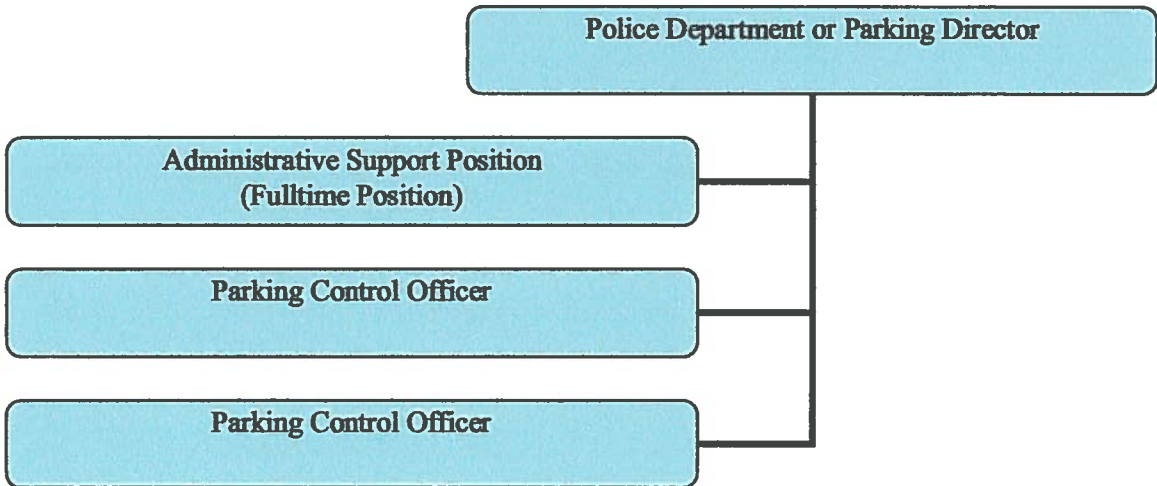
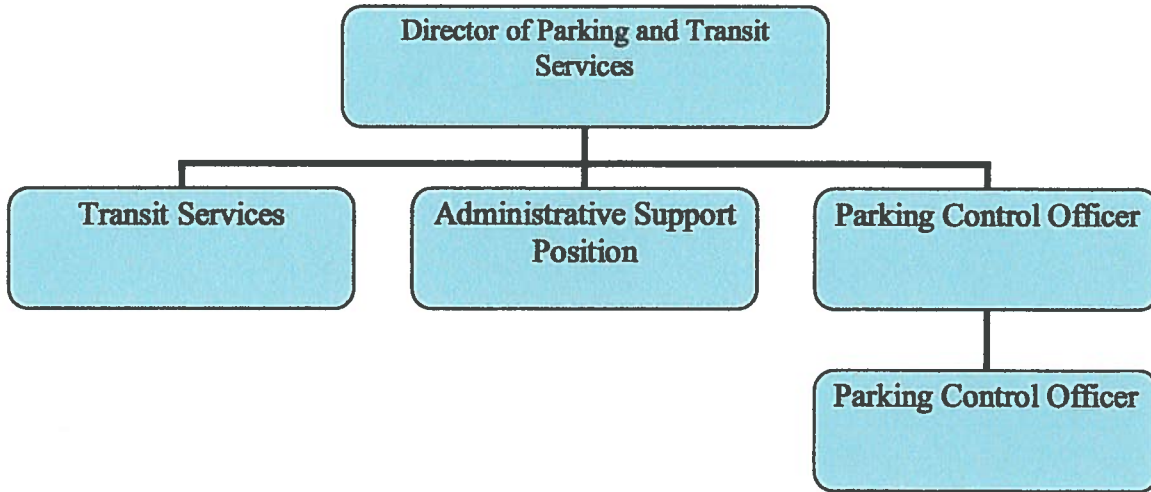




Chart 8 – C: Parking and Transit Department Organizational Chart  
(Enterprise Fund)



### 8.8 Automated Ticket Management System

With the use of technology that puts a hand-held ticket computer in the hands of the enforcement staff, ticket accuracy can be maximized and data entry time can be minimized. At the end of each day, hand-held citation devices can automatically download all citations issued into a data base, eliminating the need to manually perform this function. Other major benefits of this type of system are immediate notification to field staff of scofflaws, inventory control, detailed revenue and enforcement reports, delinquent ticket collections and streamlined operations. This type of system can provide immediate measurable results but should be carefully selected to ensure the proper system is in place to match the operation.

#### Disputed Citations

The City may elect to provide customers with the option of disputing parking violations through a written appeal format. This is a common practice in resort communities due to the transient nature of their customers. This type of customer most likely will be in the city for a short amount of time and may not have the opportunity to dispute a parking violation through the municipal court

process. A written appeal system gives the customer and the City a program that allows the citation to be heard and addressed accordingly.

## **8.9 Funding Sources**

Free parking is in fact fully-subsidized parking according to UCLA planning professor, Donald Shoup. There are inherent costs in providing free parking including land costs, construction costs, on-going maintenance and liability insurance. In Shoup's publication entitled *The High Cost of Free Parking*, he proposes new ways for cities to regulate parking, namely, charge fair market prices for curb parking, use the resulting revenue to pay for services in the neighborhoods that generate it, and remove zoning requirements for off-street parking. Such measures, according to the Yale-trained economist and UCLA planning professor, will make parking easier and driving less necessary. Charging for parking is certainly one option for funding a parking management program.

In many communities, businesses in concentrated commercial districts have subsidized area parking operations to entice users to patronize their businesses. Each business contributes a fixed amount to the general fund used to cover the total annual bill for parking in the area. Municipal government provides matching funds as an indirect economic incentive to encourage stability and growth in the district.

The City of Sedona could apply for federal assistance to build a parking structure, reducing the total construction cost to a point where subsidies are not required to meet annual operating costs and debt service obligations.

Finally, the City could subsidize the structure through In Lieu Parking Fees. In some cities, developers may pay a fee in lieu of providing the parking spaces required by zoning ordinances. These cities then use the fee revenue to finance public parking spaces to replace the private parking spaces that developers would have provided.

## Summary of Recommendations

Over the next 24-36 months, the City of Sedona should endeavor to work with business and property owners to establish a uniform parking management program throughout the Uptown, Oak Creek and West Sedona areas of the City. This program should include a pool of public parking areas created through public parking agreements with private property owners. Additionally, a comprehensive parking sign program should be implemented throughout all of Sedona. Employee parking options, transit or shuttle alternatives for employees and visitors, plus additional visitor parking in key areas should be offered. A combination of time-restricted parking, fee-based parking and free parking options should be carefully managed to ensure that all parking in Sedona is well utilized.

### Action Steps

#### Phase I                      1 - 6 Months

- D. Develop Public Parking Program concept, management plan and incentives;
- E. Approach private property owners with Public Parking Program concept;
- F. Design directional signs, lot identification signs, time-limit and pay parking signs.
- G. Reconsider Tlaquepaque garage proposal;
- H. Research feasibility of a new public parking structure to be located on the south side of Forest Road at Highway 89A (footprint to include Visitor Center, Prudential and Hyatt north parcels);
- I. Research feasibility of a new public parking structure or lot to be located between Jordan Road and Van Deren at Mesquite (footprint to include C Market, Star Motel and New building parcels);
- J. Request proposals for (jeep) shuttle service from City lot to Uptown businesses.

#### Phase II                      6 – 12 months

- A. Finalize public parking agreements;
- B. Develop parking management plan to include all public parking lots and existing City-owned parking;
- C. Announce implementation date of managed parking, including information on employee parking options and transit options;
- D. Request proposals for pay stations and citation management systems;
- E. Develop comprehensive parking management plan;
- F. Revise ordinances to allow for new program elements.

Phase III                    12 – 18 months

- A. Implement parking management plan with manually-issued citations and 1<sup>st</sup>-violation courtesy notices;
- B. Monitor occupancies and parking duration in all areas;
- C. Establish parking management (and transit) office in Uptown or Gallery District (not in West Sedona);
- D. Meet with stakeholders and review progress.

Phase IV                    18 – 24 months

- A. Conduct a detailed analysis of the number of citations issued and determine which regulations are violated most often;
- B. Evaluate the need for an automated ticket management system. If a need is found, select a vendor from proposals received in Phase II;
- C. Review staffing levels to ensure that best practices are in place as they relate to customer service and enforcement;
- D. Consider the opportunity to create an enterprise fund that assists with transit funding.

Table 8 – A: Budget A

<b>Scenario 1 - Time Restricted Parking</b>					
Parking Revenue and Expense Model					
	2006	2007	2008		
<b>Revenues</b>					
Citations	\$ 213,000	\$ 202,350	\$ 192,233	Avg of 30 tickets per day / 355 days per year @ \$20 cite rate YR 1	
Less Uncollected	\$ (63,900)	\$ (40,470)	\$ (28,835)	@ 70% collection rate YR 1, 80% YR 2, 85% YR 3	
<b>Total Expected Revenue</b>	<b>\$ 149,100</b>	<b>\$ 161,880</b>	<b>\$ 163,398</b>		
<b>Expenses</b>					
<b>Equipment</b>					
Signs	\$ 22,750	\$ 3,250	\$ 3,250	350 signs, poles and spares, including installation @ \$65ea YR 1	
Ticket Stock	\$ 3,195	\$ 3,035	\$ 2,883	Paper tickets for enforcement; 5000 @ \$300/m	
Vehicle	\$ 25,000	\$ -	\$ -	Based on lease of a new vehicle	
Fuel / Maintenance	\$ 4,200	\$ 4,326	\$ 4,456		
Uniforms	\$ 500	\$ 515	\$ 530	Enforcement staff	
Enforcement Tools	\$ 500	\$ 515	\$ 530	Chalk, wands, cones and other related supplies	
Data Processing	\$ 2,500	\$ -	\$ -	PC & printer to manage citations	
<b>Subtotal Equipment</b>	<b>\$ 58,645</b>	<b>\$ 11,641</b>	<b>\$ 11,650</b>		
<b>Staffing</b>					
Enforcement	\$ 62,400	\$ 64,272	\$ 66,200	Two full time benefited positions at \$15.00/hr	
Administration	\$ 13,000	\$ 13,390	\$ 13,792	Part-time or shared position at \$12.50/hr	
Training/Education	\$ 1,000	\$ 1,030	\$ 1,061		
Payroll Burden / Benefits	\$ 26,740	\$ 27,542	\$ 28,368	35% of total payroll	
<b>Subtotal Staffing</b>	<b>\$ 103,140</b>	<b>\$ 106,234</b>	<b>\$ 109,421</b>		
<b>Other Expenses</b>					
Public Parking Leases	\$ 60,000	\$ 90,000	\$ 108,000	500 privately-owned spaces @ \$120ea/yr (YR1); 750 YR2; 900 YR 3	
Postage	\$ 2,364	\$ 1,704	\$ 1,374	Collections letters; 2 each x 30% non-payment rate	
DMV Records	\$ 3,195	\$ 2,130	\$ 1,598	Ownerless plate address match ups	
Printing/Publishing	\$ 5,000	\$ 5,150	\$ 5,305	Informational brochures	
<b>Subtotal Other</b>	<b>\$ 70,559</b>	<b>\$ 98,984</b>	<b>\$ 116,276</b>		
<b>Total Expenses</b>	<b>\$ 232,344</b>	<b>\$ 216,859</b>	<b>\$ 237,347</b>		
<b>Net Revenue</b>	<b>\$ (83,244)</b>	<b>\$ (54,979)</b>	<b>\$ (73,950)</b>		

Table 8 – B: Budget B

<b>Scenario 2 - Paid Parking</b>					
Parking Revenue and Expense Model					
	2006	2007	2008		
<b>Revenues</b>					
Meters	\$ 290,816	\$ 308,992	\$ 345,344	128 spaces @ \$1/hr x 8 hrs/day x 355 days x 80% avg occ in YR 1	
Citations	\$ 213,000	\$ 202,350	\$ 192,233	Avg of 30 tickets per day / 355 days per year @ \$20 cite rate YR 1	
Less Uncollected	\$ (63,900)	\$ (40,470)	\$ (28,835)	@ 70% collection rate YR 1, 80% YR 2, 85% YR 3	
<b>Total Expected Revenue</b>	<b>\$ 439,916</b>	<b>\$ 470,872</b>	<b>\$ 508,742</b>		
<b>Expenses</b>					
<b>Equipment</b>					
Signs	\$ 15,600	\$ 3,250	\$ 3,250	Signs, poles and spares, including installation @ \$65ea YR 1	
Ticket Stock	\$ 3,195	\$ 3,035	\$ 2,883	Paper tickets for enforcement; 5000 @ \$300/m	
Vehicle	\$ 25,000	\$ -	\$ -	Based on lease of a new vehicle	
Fuel / Maintenance	\$ 6,000	\$ 6,180	\$ 6,365		
Uniforms	\$ 500	\$ 515	\$ 530	Enforcement staff	
Enforcement Tools	\$ 500	\$ 515	\$ 530	Chalk, wands, cones and other related supplies	
Data Processing	\$ 2,500	\$ -	\$ -	PC & printer to manage citations	
Pay Stations	\$ 140,000	\$ -	\$ -	14 pay stations @ \$10,000ea	
Pay Station Supplies	\$ 23,629	\$ 24,338	\$ 25,068	Receipt stock at \$65/m	
<b>Subtotal Equipment</b>	<b>\$ 216,924</b>	<b>\$ 37,833</b>	<b>\$ 38,628</b>		
<b>Staffing</b>					
Enforcement	\$ 62,400	\$ 64,272	\$ 66,200	Two full time benefited positions at \$15.00/hr	
Maintenance	\$ 15,600	\$ 15,600	\$ 15,600	Part-time position at \$15.00/hr	
Administration	\$ 26,000	\$ 26,780	\$ 27,583	Full-time position at \$12.50/hr	
Training/Education	\$ 2,500	\$ 2,575	\$ 2,652		
Payroll Burden / Benefits	\$ 37,275	\$ 38,393	\$ 39,545	35% of total payroll YR 1	
<b>Subtotal Staffing</b>	<b>\$ 143,775</b>	<b>\$ 147,620</b>	<b>\$ 151,581</b>		
<b>Other Expenses</b>					
Public Parking Leases	\$ 60,000	\$ 90,000	\$ 108,000	500 privately-owned spaces @ \$120ea/yr (YR1); 750 YR2; 900 YR 3	
Postage	\$ 3,152	\$ 2,272	\$ 1,832	Collections letters; 2 each x 30% non-payment rate	
DMV Records	\$ 4,260	\$ 2,840	\$ 2,130	Ownerless plate address match ups	
Printing/Publishing	\$ 7,500	\$ 7,725	\$ 7,957	Informational brochures	
<b>Subtotal Other</b>	<b>\$ 74,912</b>	<b>\$ 102,837</b>	<b>\$ 119,919</b>		
<b>Total Expenses</b>	<b>\$ 435,611</b>	<b>\$ 288,290</b>	<b>\$ 310,127</b>		
<b>Net Revenue</b>	<b>\$ 4,305</b>	<b>\$ 182,582</b>	<b>\$ 198,615</b>		