

Village of Whitefish Bay

SILVER SPRING DRIVE PARKING STRATEGY

ADOPTED AUGUST 27, 2018



GRāEF

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Source: GRAEF, October 2017

I. INTRODUCTION

The purpose of this study is to provide a parking strategy to properly manage the impact of future development and redevelopment within the Silver Spring Drive Business District in Whitefish Bay. Additionally, this study will advise the Village on whether to, and how to, reinstate the collection of payments for the Parking Utility.

This study identifies base conditions related to parking within the Silver Spring Drive Business District. It also identifies a mix of best practices and precedent case studies. The Village should use this document to determine what kinds of additional, detailed parking analyses to perform.

The success of a business district in Wisconsin is often predicated on the perception of convenient and plentiful parking. The availability of parking and the perceived convenience of parking both influence whether a customer stops to visit a business (or returns in the future). The perceived convenience of parking can be described both in terms of ease of access and the proximity to the businesses the customer intends to visit.

As increased interest for reinvestment and redevelopment occurs along Silver Spring Drive, the inclusion of parking must be evaluated on a case-by-case basis. While developers will typically be responsible for undertaking their own parking analysis, the Village (and appropriate committees and commissions) should (1) understand corridor-wide parking impacts to individual developments; and, (2) play a collaborative role in the proper design

and character of the parking facilities (structured vs. surface lot, above-grade structures vs. below-grade structures, etc.).

PLANNING BOUNDARY

The boundary of this study encompasses the Silver Spring Drive Business District and select residential neighborhoods to its north and south. The diagram to the right shows three areas: 1) the Parking Strategy Study Area in black, 2) the “District 11 – Silver Spring Drive Business District” zoning boundary in red, and 3) the Parking Utility boundary in blue.

Primarily, parking demand in the study area is driven by the businesses along Silver Spring Drive. This concentration of commercial activity is significant to the Village for two reasons: 1) the impact of zoning and parking regulations within “District 11 – Silver Spring Drive Business,” and 2) the performance of the existing parking utility that manages public parking spaces in and around Silver Spring Drive. The inclusion of the single-family neighborhoods is intentional, as parking demand already spills into adjacent streets and brings additional motorists into neighborhoods. Therefore, the broader study area boundary will allow the Village to conduct a holistic assessment of current parking conditions and create appropriate strategies for the near future.

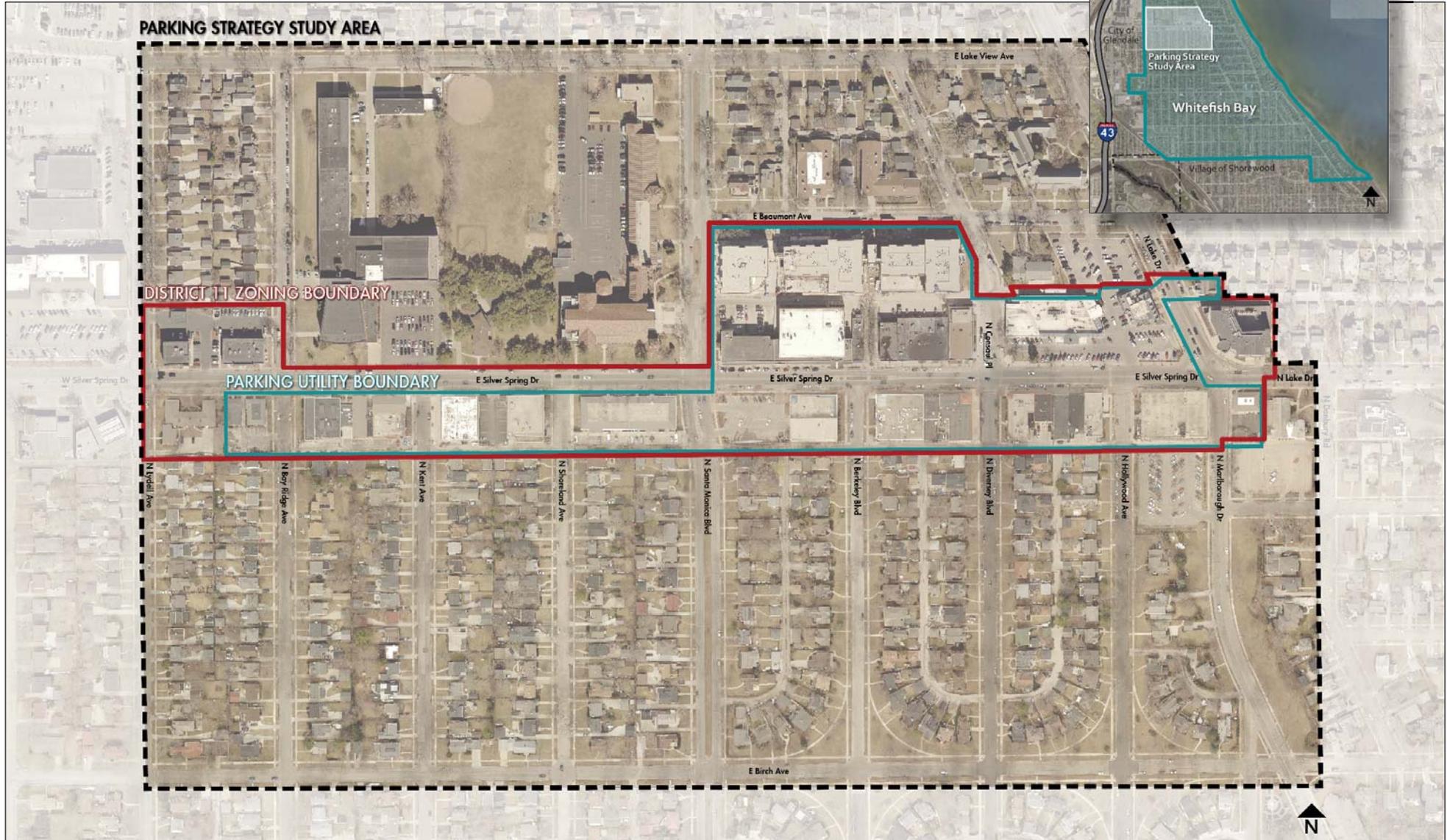
SILVER SPRING DRIVE BUSINESS DISTRICT

At the center of this study area is the Silver Spring Drive Business District: the social and economic hub of Whitefish Bay running west to east from N. Lydell Avenue to N. Marlborough Drive.

As a prized historic streetcar suburb, Whitefish Bay has artfully crafted the Silver Spring Drive Business District as the heart of the community since the latter half of the 19th century. With a tree-lined thoroughfare, historic buildings, adjacent residential neighborhoods, and an engaging mix of businesses, Silver Spring Drive is a sought-after commercial corridor in the Milwaukee region. The strength of Silver Spring Drive has been further bolstered by active and engaged residents and business owners. Residents appreciate the positive social impacts of Silver Spring Drive on the quality of life in Whitefish Bay; and, business owners pride themselves on providing a dynamic shopping experience with myriad products and services.

The Silver Spring Drive Business District is continuously being re-imagined and enhanced through collaborative master planning and strategic planning. It has been cultivated as a dynamic and flexible commercial district that reacts to consumer trends and remains resilient in the local marketplace. By providing unique products and services through a quality shopping experience, Silver Spring Drive maintains a strong reputation and brand.

PARKING STRATEGY STUDY AREA



Source: GRAEF, October 2017

II. PLANNING BACKGROUND

2016 Silver Spring Drive Master Plan Update

OVERVIEW

The 2016 Update to the Silver Spring Drive Master Plan identified, expanded upon, and developed a vision for Silver Spring Drive to balance the relationships between land use and activity generation, business development, and multi-modal circulation and parking. The Master Plan Update reinforces Silver Spring Drive's prominence as a social and economic center for the community and establishes the foundation for an emerging set of investment opportunities in the Business Improvement District. A public-private partnership between the Whitefish Bay Business Improvement District, Community Development Authority, and Village staff has significantly enhanced planning efforts and coordinated intra-municipal communication to strategically leverage resources and responsibly manage growth and development.

The Master Plan Update's Recommendations and Implementation Strategies introduce a guide for enhancing Silver Spring Drive with opportunities that include:

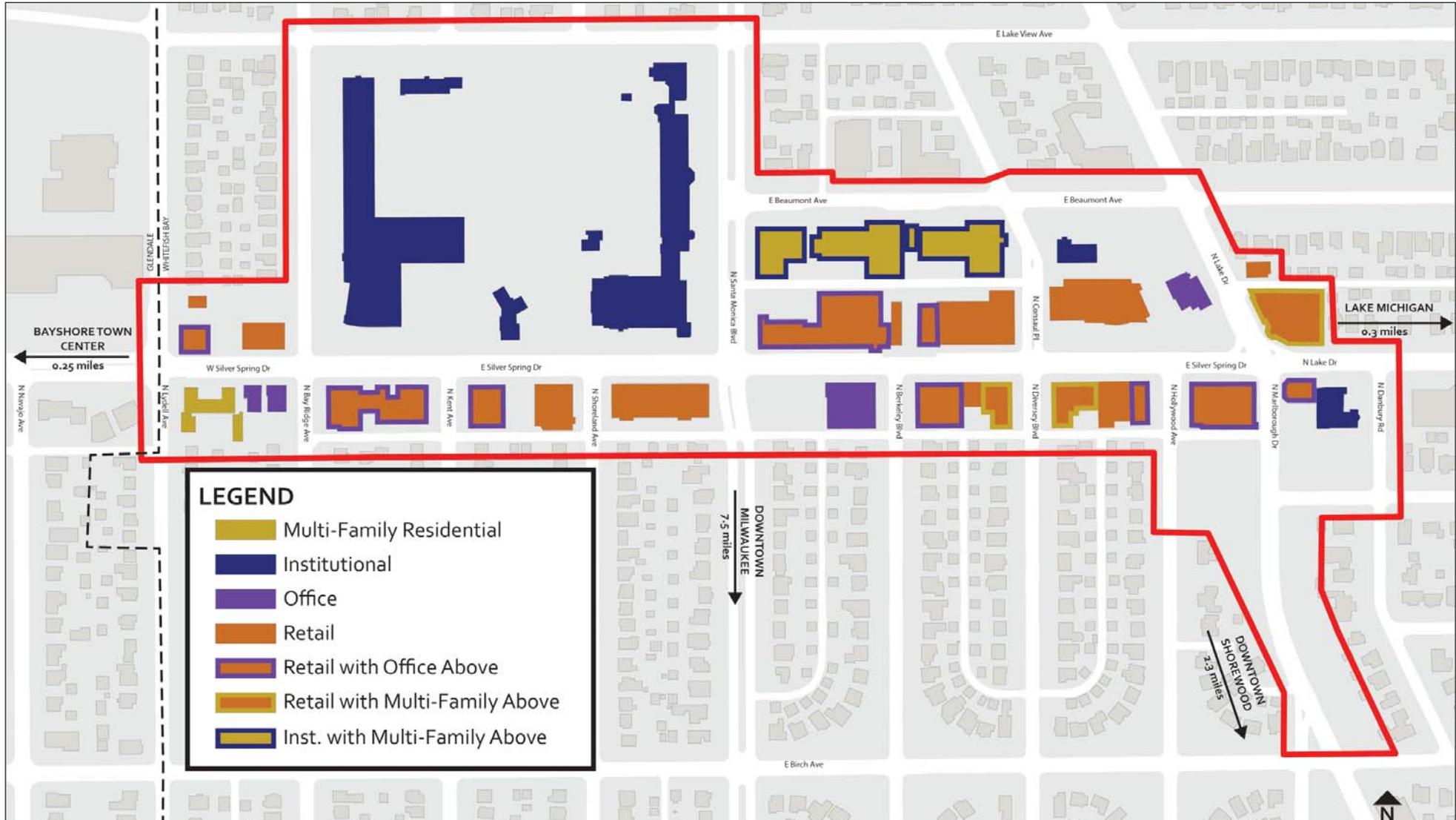
- Increasing building density through the redevelopment and revitalization of unoccupied spaces with the mixing of uses through an integration of retail, office, and residential properties;
- Further strengthening and enhancing the brand of Silver Spring Drive through an engaging environment, positive customer experience, and strong business community;
- Actively maintaining and attracting daily amenity retail and active ground-level retail options;
- Sustaining and maximizing the economic capacity and magnetism of Silver Spring Drive as a standalone, 'main street'-style commercial district;
- Fostering a bicycle- and pedestrian-friendly environment with street life activity; and,
- Balancing economic activity with available parking to maintain an appropriate balance and provide for safety, proximity, and convenience.

PARKING RECOMMENDATIONS

The Master Plan Update included specific parking recommendations that were considered as part of this Parking Strategy document:

- **Examine parking utility and parking meter operation and maintenance to identify actions for the long-term parking strategy;**
- **Conduct additional research on parking technologies that may assist the Village with parking supply and demand;**
- **Review and evaluate employee parking options as part of ongoing monitoring within the District; and,**
- **When off-street parking is modified or created, continue to foster aesthetically pleasing parking areas that fit with the character of the District and adjacent land uses.**

EXISTING LAND USE & TRAFFIC GENERATION



The predominant land use along Silver Spring Drive is ground floor retail with office and residential uses above. Source: GRAEF, April 2016

Whitefish Bay BID Strategic Plan 2017-2019

Following the publication of the 2016 Silver Spring Drive Master Plan Update, the Whitefish Bay Business Improvement District (BID) completed a three-year strategic plan for its operations from 2017 to 2019. The BID sought to capitalize on the Master Plan's momentum and continue to foster a business-friendly environment. The BID's goals include:

- With other partners, collaboratively cultivate a diverse portfolio of businesses along Silver Spring Drive to energize day- and night-time activities and enhance the Drive's lifestyle and culture;
- Promote Silver Spring Drive as Whitefish Bay's key social and public place that allows residents and shoppers to gather, engage in informal discussions, and support local merchants; and,
- Attract regional customers through a select number of large-scale events that define Whitefish Bay as a boutique shopping destination.

The BID's strategies and future activities will likely generate increased parking demand by retaining current businesses, recruiting new ones, and attracting additional customer activity. Anticipating future parking demand through thoughtful planning along Silver Spring Drive will assist the BID in achieving its goals.

Whitefish Bay Downtown Incentive Grant Program

As part of a multi-faceted approach to maintaining and enhancing the social and economic vibrancy of the Silver Spring Drive Business District, the Village of Whitefish Bay's Community Development Authority provides financial incentives on a discretionary basis to business and property owners. The financial incentives provide business and property owners with the opportunity to renovate and revitalize commercial space along Silver Spring Drive.

The incentives can fund physical space enhancements through façade renovations, interior building renovations, upper-story occupancy, roofscaping, and larger improvement projects. Eligible projects achieve one or more of the following funding outcomes:

1. Create engaging spaces, encourage social spaces, and promote pedestrian activity through upgrades to storefronts, façades and streetscape features;
2. Attract new businesses and encourage business development that improves the district's retail mix and commercial density through building expansions or interior renovations;
3. Improve accessibility through building and/or site improvements that bring properties up to code for ADA accessibility standards; and,
4. Improve the roofscape of the district through rooftop build-outs and improvements that can create occupiable spaces.

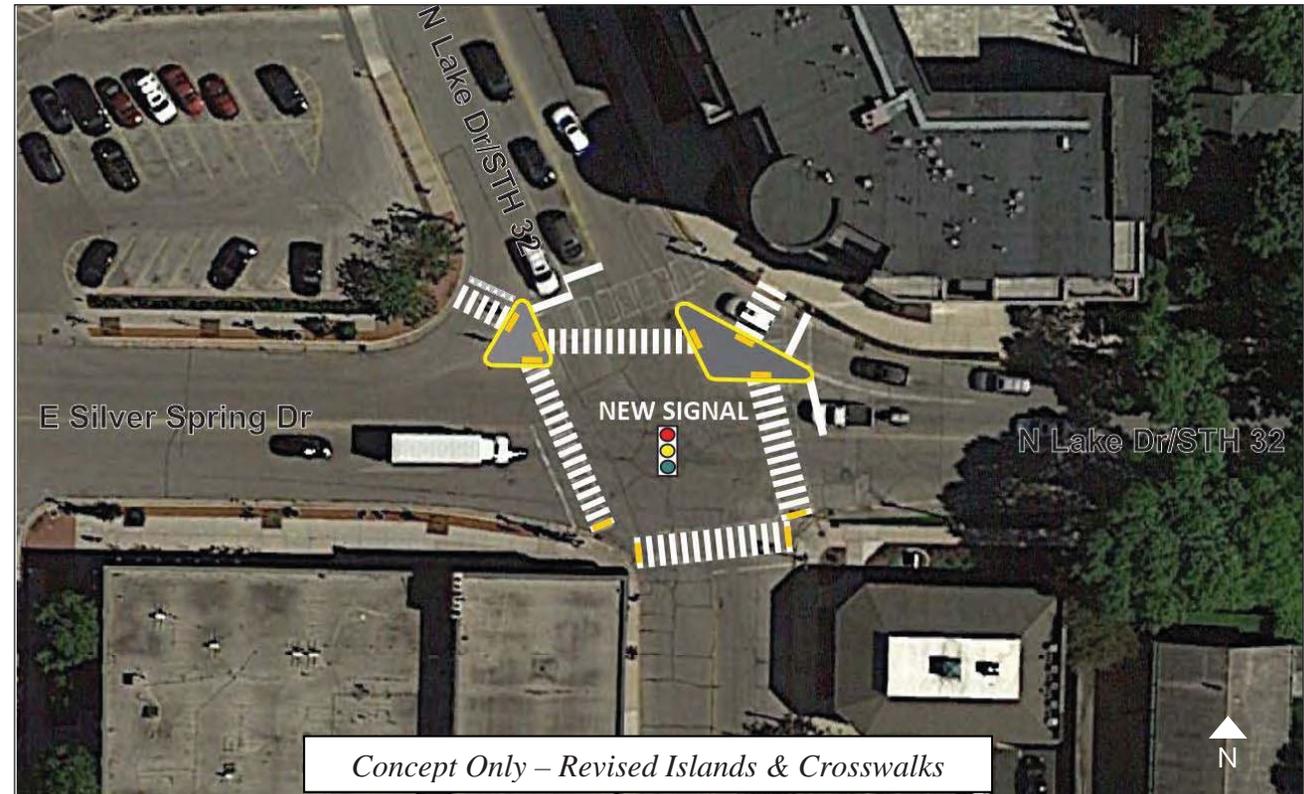
2016 TADI Silver Spring Drive Traffic Study & Signal Warrant Analysis

Traffic Analysis & Design, Inc. (TADI) conducted a series of traffic studies over a two-year period to address an increasing trend in traffic crashes within the village. These traffic crashes are categorized by type: pedestrian, bicyclist, and/or at angles. In an effort to develop strategies to address the increase in crashes along Whitefish Bay's traffic corridors and at various spot locations, TADI analyzed traffic along Lake Drive (STH 32) and Silver Spring Drive. The traffic study produced technical memoranda addressing specific intersections and potential improvements, the results of traffic signal warrant analyses, and project applications for the Wisconsin Department of Transportation's Highway Safety Improvement Program (HSIP).

Of importance to this parking strategy is TADI's analysis of traffic operations at the Lake Drive and Silver Spring Drive/Marlborough Drive intersection. Recommendations for improvements analyzed the intersection's level of service, queuing, pedestrian protections (signals and refuge islands), and pavement striping.

A key recommendation (listed to the right) considers restrictions on access to the "Sendik's block" (northwest corner of the intersection). Understanding access points to this site is important as future planning surrounding development opportunities for this block continue.

LAKE DRIVE & SILVER SPRING DRIVE/MARLBOROUGH DRIVE CONCEPT



Source: TADI

KEY RECOMMENDATION

- Consider access changes to the property located immediately northwest of the intersection. The driveway along Lake Drive should be closed or provide for right-in only traffic, as left-in and left-out movements are dangerous with traffic back-ups from the signal and the right-out movement is dangerous with lane changes so close to the signal. The driveway along Silver Spring Drive should provide for right-in/right-out only traffic or left-in/right-in/right-out only traffic due to traffic back-ups from the traffic signal. Impacted motorists may utilize access to Beaumont Avenue or to Consaul Place.

III. EXISTING CONDITIONS

Inventory of Existing Public & Private Parking

The Silver Spring Drive Business District and surrounding blocks contain a mix of on-street and off-street parking. The different parking facilities are utilized by customers, employees, residents and general visitors to the area. Drivers can choose to use on-street metered parking, on-street parking regulated by signs (non-metered), unrestricted on-street parking, and municipal lots.

The majority of metered parking can be found along Silver Spring Drive between N. Lydell Avenue and N. Marlborough Drive/N. Lake Drive. These are coin meters that offer 2- and 10-hour parking (8am-6pm, permit needed before 10am except Sunday). These spaces are ideal for customers and visitors.



The east Beaumont Place Public Parking Garage.

The non-metered, on-street parking regulated by signs is largely available along the neighborhood streets immediately adjacent to Silver Spring Drive (see the following diagram for non-metered, on-street parking regulations). The majority of this parking is available in the neighborhood to the south of Silver Spring Drive with additional availability to the north of Silver Spring Drive along E. Lake View Avenue and beyond. These spaces are used by customers, visitors, and employees depending on the time of day and the duration of the trip.

Municipal lots are available in the eastern half of the Silver Spring Drive Business District. These lots restrict parking to 2- and 10-hour time limits. These lots are used by customers, visitors, and employees depending on the time of day and the duration of the trip.

Limited amounts of unrestricted parking are available on select streets. These include E. Birch Avenue, N. Marlborough Drive, N. Bay Ridge Avenue, and E. Beaumont Avenue. These spaces are primarily used by employees.

The diagram on the following page illustrates the location and quantity of the existing parking supply.

NOTE: Existing parking supply quantities were garnered by a combination of aerial photography and on-site investigation. Numbers should only be used for planning purposes. These numbers do not include private underground parking or private garage parking. Accessible spaces (required per s. 346.503 Wis. Stats.) were not counted, but assumed to be included in the numbers listed to the right for off-street parking areas.

EXISTING, AT-GRADE PARKING SUPPLY

ENTIRE PARKING STRATEGY AREA	CONVENIENT PARKING ZONE ¹	
On-Street		
Public Metered		
2-Hour	139	139
10-Hour	17	17
Subtotal	156	156
Public Non-Metered		
1-Hour	254	62
2-Hour	347	77
10-Hour	22	22
Unrestricted	170	26
Subtotal	793	187
Off-Street		
Public		
2-Hour	150	150
10-Hour	66	66
Private	708	456*
Subtotal	924	672
Total	1,873	1,015
<i>Total 1-Hr (public)</i>		
	254	62
<i>Total 2-Hr (public)</i>		
	636	366
<i>Total 10-Hr (public)</i>		
	105	105

¹ See Page 12 for definition of "Convenient Parking Zone"

*Removes Dominican and St. Monica's private lots from calculation.

EXISTING PARKING CHARACTERISTICS

LEGEND

On-Street			Off-Street		
Non-Metered	Metered*	Other	Private	Public	Permit
10 hour	10 hour	Restricted	[Diagonal Hatching]	[Diagonal Green Hatching]	[Blue Hatching]
2 hour	2 hour	Unrestricted			
1 hour					

*Metered parking in effect from 8am to 6pm, permit needed before 10am (except Sunday)



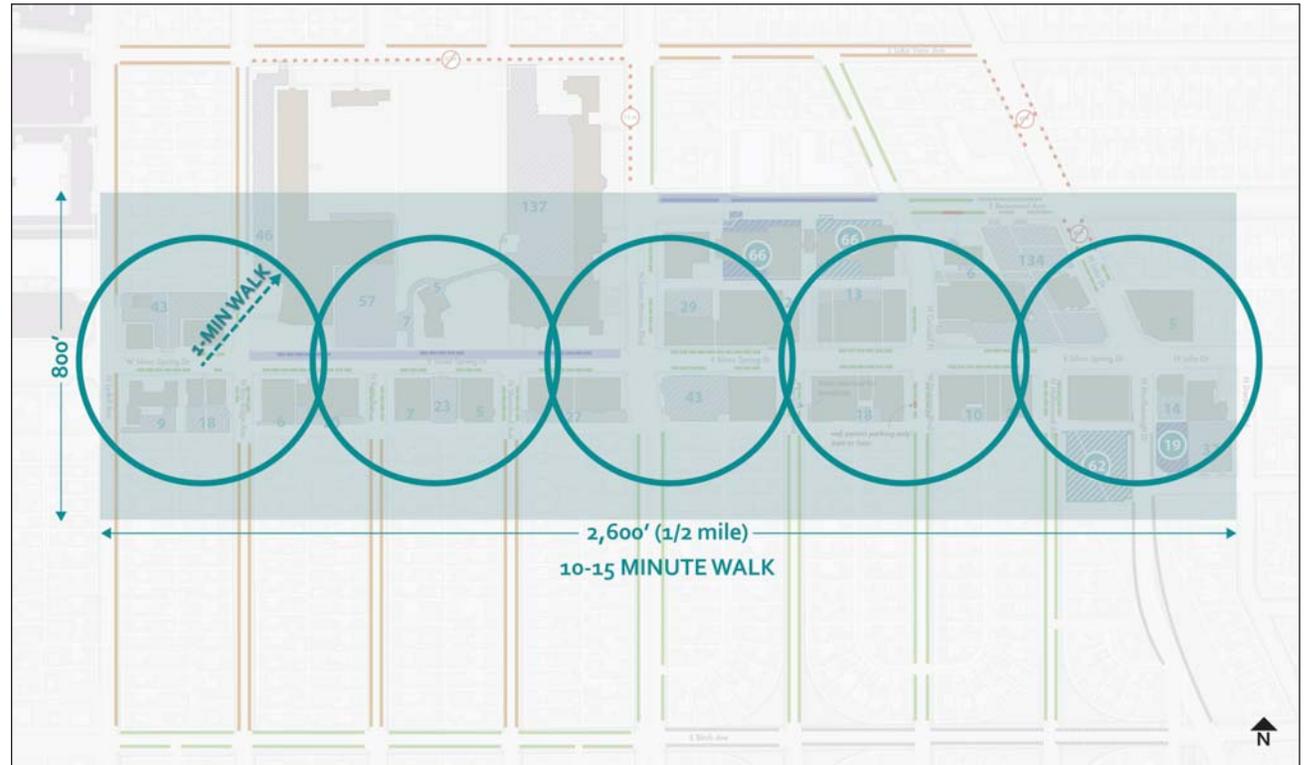
Sources for counts include BID staff, Village staff, GRAEF staff, and aerial review (2017).

CUSTOMER PARKING

Walking distance is an important factor when evaluating parking supply. While over 1,800 parking spaces exist within the study area, consideration must be given to the distance that someone (emphasis on the customer) is willing to park in relation to their destination. A distance of 1/4 mile, or 1,320 feet, is often used as an acceptable walking distance in various American research studies. This generally equates to a 5-minute walk. When it comes to convenience, however, a walking distance of 1-2 minutes is more realistic when determining how far people are willing to walk (particularly in winter months). This generally equates to a 1-2 block distance.

The diagram to the right shows a “convenient parking zone” and references a distance of 400 feet to the north and south of Silver Spring Drive. This distance equates to just over a 1-minute walk.

CONVENIENT PARKING ZONE



Source: GRAEF, October 2017

Summary of Current Parking Regulations for the District

CALCULATING THE REQUIRED NUMBER OF PARKING SPACES

Section 16.099 is the section for the “Silver Spring Drive Business District” – or District 11. §16.099(6)(A)(i) outlines that off-street, on-site parking is required in District 11. It then explains that the number of required parking spaces for the District is calculated using the criteria in §6.065 “Whitefish Bay Commercial Off-Street Parking Utility,” specifically §6.065(3)(a) of the Municipal Code. At the discretion of the Plan Commission, the criteria may be adjusted to reduce the number of required parking spaces pursuant to the factors enumerated in §16.099(6)(A)(v).

DETERMINING THE APPLICABILITY OF PARKING REQUIREMENTS

§16.099(6)(A)(ii) states that the Section’s parking requirements apply to proposed uses when:

1. A new building is being built;
2. The remodeling of a building produces an increase in parking demand;
3. A property or business owner applies for a conditional use; and/or,
4. A parcel is being created, combined, or a lot line will be adjusted.

The calculation of the minimum required number of parking spaces will be made based upon the proposed use(s) at the project site. If the proposed use(s) is/are not known, the following statement applies:

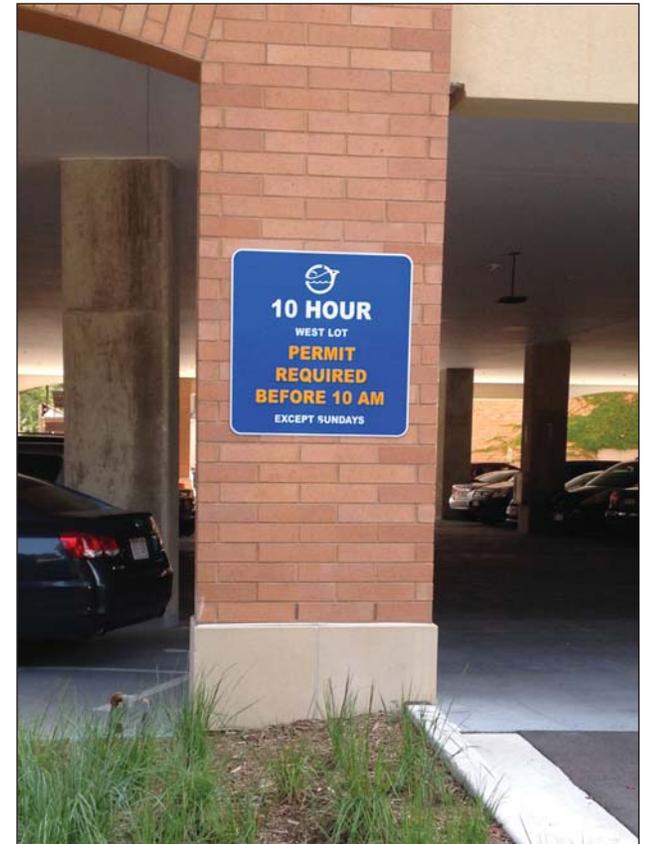
“The criterion for determining parking requirements shall be based upon the proposed uses. In the event of interior remodeling or alteration where the proposed use is not definitely known, the last previous use will be deemed to be the new use. In the event of a new building or exterior remodeling or alteration where the proposed use is not definitely known, the use will be presumed to be that with the greatest parking requirements.”

MAKING ADJUSTMENTS TO PARKING REQUIREMENTS

At the discretion of the Plan Commission per §16.099(6)(A)(v), minimum parking requirements may be adjusted to reduce the likelihood of “overparking” Silver Spring Drive, to provide for cost-efficient site development, to reduce the amount of impervious services and related stormwater facilities, and to provide additional landscape areas and open space on commercial sites.

The Plan Commission will consider the following factors when determining whether or not to adjust the minimum parking requirements:

1. Historical conditions;
2. Evidence that actual parking demands will be less than Code requirements;
3. Availability of shared or off-site parking; and,
4. Use of alternative transportation.



The west Beaumont Place Public Parking Garage.

PARKING UTILITY

CURRENT REQUIRED PARKING MINIMUMS PER §6.065(3)(A)

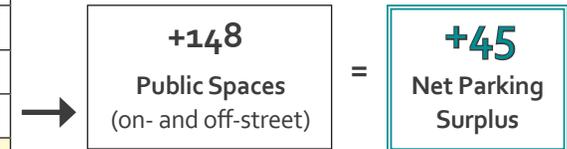
Use	Parking Requirement*
Attorney	2 spaces/attorney plus 1 space/2 employees
Commercial Artist	1 space/2 employees
Bank or Savings & Loan	Same as retail sales plus 1 space/2 employees
Barber Shop	2 spaces/barber
Beauty Parlor	2 spaces/operator
Funeral Home	1 space/6 seats
Furniture Store	1 space/600 sq.ft. sales area (Ord. 1690)
Grocery Store	1 space/300 sq.ft. sales area (Ord. 1690)
Insurance or Real Estate	1 space/agent plus 1 space/2 employees
Investment	2 spaces/office plus 1 space/2 employees
Management	1 space/officer plus 1 space/2 employees
Manufacturer's Agent	1 space/agent plus 1 space/2 employees
Offices: Doctor/Dentist	3 spaces/doctor plus 1 space/2 employees
Post Office	1 space/150 sq.ft. patron area plus 1 space/2 inside employees
Residential	1.5 spaces/residential unit for tenant parking plus 1 space/10 residential units for guest parking
Restaurants & Coffee Shops	The greater of 1 space/3 seats, or 1 space/250 sq.ft. up to 2,000 sq.ft. sales area plus 1 space/500 sq.ft. over 2,000 sq.ft. (Ord. 1690)
Retail Sales Area	1 space/200 sq.ft. up to 1,000 sq.ft. sales area plus 1 space/400 sq.ft. over 1,000 sq.ft. (Ord. 1690)
Theater	1 space/4 seats with 50% reduction for non-coincidence factor=1 space/8 seats

* Accessible spaces are required to be provided per s. 346.503 Wis. Stats. The number of required accessible spaces is included in the total number of required parking spaces.

Required Parking per Municipal Code

This table illustrates existing supply of parking, Code requirements, and parking surplus or deficiency within the convenient parking zone.

Zone A (West of Santa Monica)						
Block ID	Approx. Bldg Area (GSF)	No. of Stories	Current Land Use	Required Parking Spaces per Code*	On-Site Parking Supply (private)	Parking Surplus/ Deficiency
Block 1	12,434	1-2	Retail/Office	33	43	+10
Block 2	21,178	1-2	Residential/Office	33	27	-6
Block 3	<i>Dominican High School, St. Monica School, and St. Monica Catholic Church</i>					
Block 4	34,795	2	Retail/Office	73	26	-47
Block 5	35,254	2	Retail/Office	82	35	-47
Block 6	17,693	1	Retail	40	27	-13
subtotal				261	158	-103
Zone B (East of Santa Monica)						
Block 7	186,139	4	Residential	133	167	+34
Block 8	66,648	1-3	Retail/Office/ Restaurant/Theater	126	31**	-95
Block 9	26,275	1-2	Retail/Office	68	13	-55
Block 10	11,892	1	Medical Office	35	43	+8
Block 11	39,897	1-2	Retail/Office/Residential	82	18	-64
Block 12	31,460	1	Grocery/Office/ Institutional	93	140	+47
Block 13	34,351	1-2	Retail/Office/Residential	90	12	-78
Block 14	49,275	3	Retail/Office	88	0	-88
Block 15	43,327	1-4	Retail/Residential	83	44**	-39
Block 16	13,302	2	Retail/Office/ Institutional	44	65	+21
subtotal				842	533	-309



*includes vacant space
**includes below-grade parking stalls

History and Status of Whitefish Bay Parking Utility

CURRENT STATE OF THE PARKING UTILITY

As stated in Chapter 6 of the Whitefish Bay Municipal Code, the Whitefish Bay Commercial Off-Street Parking Utility exists pursuant to Sec. 66.067, Wis. Stats. The utility is established to acquire, construct, manage and operate off-street parking facilities for the benefit of commercial areas within the Village of Whitefish Bay and users of such areas. Prior to 2014, part of this management included the collection of an annual rental charge for commercial properties located within the utility district boundary area (see map). During the construction of the Beaumont Place development, the Village decided to temporarily halt collection of rent for all commercial properties located within this area due to the large amount of public, off-street parking that was inaccessible during construction. Upon the completion of Beaumont Place in 2015, the Village had not yet reinstated collection of rent in order to re-evaluate the costs and benefits of such a utility. Today, the utility remains inactive.

FUTURE CONSIDERATIONS FOR A PARKING UTILITY

An active parking utility can sometimes be generalized through two lenses: 1) parking fees for customers and assessments for business owners can be an inhibitor to commercial activity on Silver Spring Drive, or 2) the dedication of parking revenues to annual operations and long-term

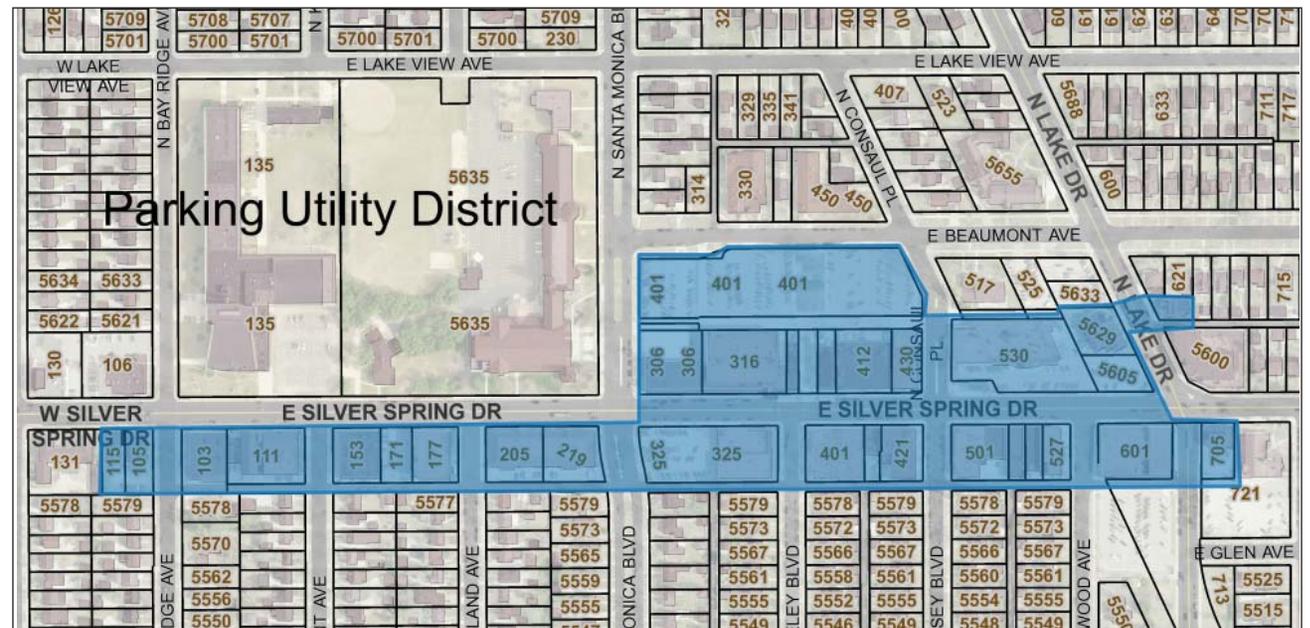
capital investments for municipal lots (and potential future parking structures) can relieve the burden on the General Fund and equitably assign financial responsibility to those users benefiting from the public parking. Regardless of the lens, the Village’s public policy decision should anticipate a shift in the Silver Spring Drive marketplace toward compact, active mixed-use developments often with ground-floor retail and high-value, upper-story offices and residences.

As of 2018, the Village is leaning towards decommissioning its parking utility, yet has

recognized that it could be reinstated in the future if deemed appropriate. Forward-looking public policy can help the Village forecast market demand and position for a future parking utility to economically benefit from emerging revenue streams, including both direct revenues from parking permits as well as larger indirect benefits from induced increases in property value throughout the village.

The potential positive benefits and negative consequences of maintaining a parking utility (with parking fees and assessments) include:

PARKING UTILITY DISTRICT BOUNDARY



Source: Milwaukee County Land Information, June 2017

Potential Positive Benefits

- Dedicated revenue stream generated by parking fees and assessments **relieves burden on the General Fund** to assist in funding annual operations, general maintenance, and capital investments;
- Dedicated revenue stream provides a level of certainty that may allow for the **leveraging of grants and revenue sharing** from other governmental units (state, federal);
- Alignment of multi-modal transit initiatives could create a **parking utility that funds transit infrastructure** (e.g., bike racks, pedestrian protections, wayfinding signage) along Silver Spring Drive;
- Facilitation of long-term opportunities to manage parking needs within the Silver Spring Drive Business District with the **customized management** needed to maintain a fair and effective condition for circulation and access. Detailed management options will need to be explored, implemented, and changed as Silver Spring Drive’s business activities change; and,
- Maintenance of the village’s prominence as an **attractive residential community** through the continued cultivation of Silver Spring Drive as an easy-to-use, highly-desirable shopping and entertainment district above the quality of comparable communities.

Potential Negative Consequences

- Daily operations and management of a

parking utility would **require additional staff**, including from Administration (management), Public Works (maintenance), and Police Department (enforcement). Revenue generated from fees and assessments may offset the personnel costs; and,

- Parking fees, assessments, and increased enforcement could, if managed ineffectively, **deter customers and businesses** from shopping and locating on Silver Spring Drive.

PARKING UTILITY CASE STUDIES

Answering the question “is parking a community benefit?” is currently a focus for the Village. To provide context that initiates conversation about this question, the parking management policies of Shorewood, Highland Park (IL), Madison, and Waukesha were examined to identify the ways in which local suburban communities are managing public parking and parking utilities. The annual budgets, long-term financial planning efforts, and capital improvement budgets of the communities were reviewed, when available. Notable features of parking management policies in each community are below.

Shorewood – Active Parking Utility (operates as an Enterprise Fund)

- 16 public lots provide 427 spaces;
- The purchasing of parking permits was automated with online software in 2017. The software implementation incurred additional costs, but should achieve operational

efficiencies as a result of fewer staff dedicated to permit processing;

- The Village entered into agreements with the owners of private lots to rent spaces for permitted overnight parking. This resulted in the earning of additional revenue for the Village and the sharing of a portion of each permit fee with the business owner. Village administration and enforcement costs are paid using revenues generated by permits for those spaces; and,
- Unlike Whitefish Bay, much of Shorewood’s need appears to be derived from its large number of rental apartments adjacent to, or within short walking distance of, both the Oakland and Capitol corridors.



LightHorse public/private parking structure in Shorewood.

Highland Park (IL) - Parking Fund operates as an Enterprise Fund

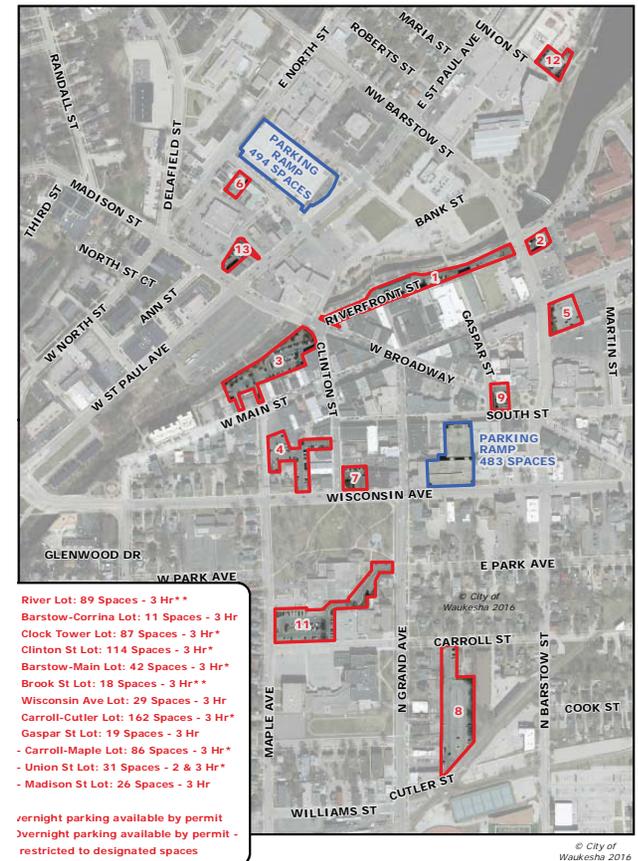
- 4 parking garages and 23 lots provide 2,554 spaces in the Central Business District;
- Parking permits are available for residents, commuters, and employees on a nightly, monthly, quarterly, and annual basis;
- The City's Parking Fund is intended to be self-sustaining and entirely or predominantly supported by user charges; and,
- The City also operates its Multi-Modal Transportation Fund for activities related to vehicular and pedestrian traffic, including street lighting, street cleaning, street maintenance, and transit services.

City of Madison Parking Utility

- The City of Madison Parking Utility manages the entirety of the City's public parking inventory, including on-street spaces, off-street lots, and off-street parking structures, as a component unit of government within the City's broader municipal structure. In total, 5,000 public parking spaces are available in five parking garages, seven parking lots, and 1,300 on-street, metered parking spaces. Daily, monthly, and annual parking permits are available for sale to students, employees, and visitors, as are residential parking permits. With respect to municipal finance, capital, operations, and maintenance costs are fully funded through user fees.

Waukesha – Active Parking Utility (operates as an Enterprise Fund)

- 13 public lots provide 714 spaces;
- The 2017-2021 5-Year Community Investment Program budgeted for a FY '17 \$40,000 expenditure to conduct maintenance on the Downtown Transit Center and Parking Ramp using the parking utility's parking fees and fines as the revenue source. While the money is sourced from General Revenues, the parking fees and fines provide a financially self-sufficient way in which to fund the repairs; and,
- Downtown Waukesha's parking issues differ from Whitefish Bay in a few key ways: more rental units, a larger commercial market, higher traffic volumes from multiple streets, and a more complex circulation system.



Public parking facilities in downtown Waukesha. Source: City of Waukesha, 2016

Whitefish Bay Parking Revenues & Expenses

As communities shift their parking utilities out of their General Funds into their Enterprise Funds, an analysis of existing revenue streams and expenses is required to establish a baseline. Typically, communities analyze income earned from parking meters, garage fees, parking permit fees, and parking citations. Expenses include administration and management, personnel costs, maintenance costs, and capital costs.

The accompanying table and chart detail Whitefish Bay's revenues and expenses related to the Parking Utility. Revenues are generated from overnight parking permits, parking citations, quarterly parking revenue (assessments to businesses along Silver Spring Drive), parking meters, and other miscellaneous sources. Expenses are primarily attributable to human resources and administration. The data was collected from annual Village budgets and analyzed in a time series for FY 2011 to 2015.

Between FY2011 and FY2015, revenues and expenses steadily increased. As the management of the Parking Utility remained the same without notable changes in governance or initiatives, the increases are not attributable to any apparent cause. Note that assessments were suspended following FY2013 during the construction of Beaumont Place, as the municipal parking lot along Beaumont Avenue was closed and unavailable to customers and employees.

REVENUES & EXPENSES RELATED TO THE PARKING UTILITY

Revenues

Account	2011	2012	2013	2014	2015
44307 - Overnight Parking	\$42,885	\$43,965	\$45,113	\$50,280	\$56,767
45103 - Parking Citations	\$141,550	\$173,654	\$175,174	\$153,994	\$176,618
46820 - Quarterly Parking Revenue	\$14,361	\$21,453	\$29,119	---	---
46821 - Parking Meters	\$60,184	\$57,312	\$58,774	\$72,337	\$80,280
48901 - Miscellaneous Revenue	\$60	---	\$157	\$416	---

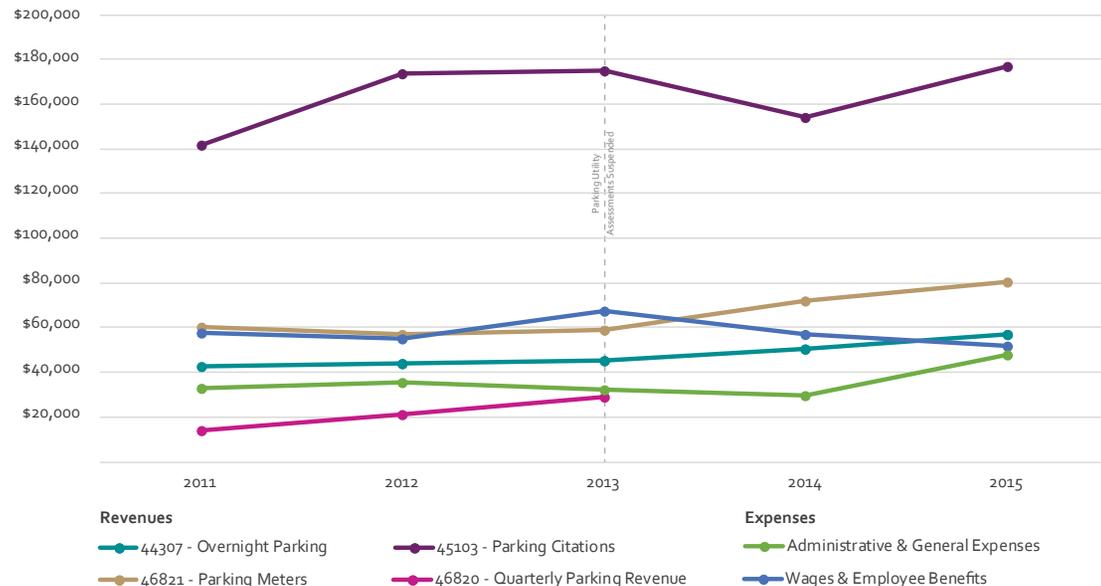
Expenses

Expense	2011	2012	2013	2014	2015
Wages & Employee Benefits	\$57,897	\$54,912	\$67,759	\$57,070	\$51,788
Administrative & General Expenses	\$32,692	\$35,302	\$32,445	\$29,866	\$48,032

Source: Whitefish Bay Annual Budgets, 2014-2017

Revenues & Expenses Related to the Parking Utility Historical Trend: 2011-2015

Source: WFB Annual Budgets, 2014-2017



Source: GRAEF, October 2017

FUTURE DEVELOPMENT POTENTIAL (SCENARIO 1)

Zone A (West of Santa Monica)									
Block ID	EXISTING			POTENTIAL			Ability to accommodate all parking on-site?	Capacity for Public Parking Facility?	
	Approx. Bldg Area (GSF)	No. of Stories	Current Land Use	Existing + Potential Development Square Footage (maximum)		No. of Stories			Required Parking Spaces per Code
				Commercial/Retail	Residential				
Block 1	12,434	1-2	Retail/Office	no change			33	yes	no
Block 2 ¹	21,178	1-2	Residential/Office	14,400	72 units	4	154	yes	yes
Block 3	<i>Dominican High School, St. Monica School, and St. Monica Catholic Church</i>			<i>Dominican High School, St. Monica School, and St. Monica Catholic Church</i>					
Block 4	34,795	2	Retail/Office	no change			73	no (-47)	no
Block 5	35,254	2	Retail/Office	no change			82	no (-59)	no
Block 6 ¹	17,693	1	Retail	12,600	54 units	4	121	yes	yes
Was 261 required spaces per Code				463					

¹Potential development assumes a complete demolition of existing buildings and redevelopment of the entire block. Assumes surface and below-grade parking to meet Code requirements.

FUTURE DEVELOPMENT POTENTIAL (SCENARIO 1)

Zone B (East of Santa Monica)				POTENTIAL					
Block ID	EXISTING			Existing + Potential Development Square Footage (maximum)		No. of Stories	Required Parking Spaces per Code	Ability to accommodate all parking on-site?	Capacity for Public Parking Facility?
	Approx. Bldg Area (GSF)	No. of Stories	Current Land Use	Commercial/Retail	Residential				
Block 7	186,139	4	Residential	no change			133	yes	already exists
Block 8 ¹	66,648	1-3	Retail/Office/Restaurant/Theater	75,648	none	3	151	no (-120)	already exists
Block 9 ²	26,275	1-2	Retail/Office	19,800	42 units	4	123	no (-7)	yes
Block 10 ³	11,892	1	Medical Office	16,200	66 units	4	149	yes	yes
Block 11 ⁴	39,897	1-2	Retail/Office/Residential	25,812	36 units	4	123	no (-42)	no
Block 12 ⁵	31,460	1	Grocery/Office/Institutional	64,750	70	4	308	yes	yes
Block 13 ⁶	34,351	1-2	Retail/Office/Residential	31,320	23 units	2	104	no (-86)	no
Block 14 ⁷	49,275	3	Retail/Office	no change			88	no (-88)	yes
Block 15	43,327	1-4	Retail/Residential	no change			83	no (-39)	no
Block 16 ⁸	13,302	2	Retail/Office/Institutional	7,000	44 units	3	123	yes	yes

Was 842 required spaces per Code

1,385

¹Potential development assumes a third floor addition (9,000 sq. ft) to the western half of the existing building. No additional on-site parking supply is created due to lack of physical space.

²Existing building (Building 29) along Consaul Commons remains (approx. 7,200 GSF). All other buildings to the east are demolished and redeveloped as a mixed-use ground floor retail (12,600 SF) with residential units above. Assumes surface and below-grade parking to work towards meeting Code requirements.

³Existing building is demolished and redeveloped as a mixed-use ground floor retail/office with residential units above. Assumes surface and below-grade parking to meet Code requirements.

⁴Existing building (Building 15) along Diversey Boulevard remains (approx. 13,812 GSF). All other buildings to the west are demolished and redeveloped as a mixed-use ground floor retail (12,000 SF) with residential units above. Assumes surface and below-grade parking to work towards meeting Code requirements.

⁵Existing buildings are demolished and redeveloped as two-three new mixed-use buildings. Assumed uses include a 40,000 SF grocery, 5,275 SF masonic lodge, 19,500 SF retail/commercial, and 70 residential units. All residential parking would be located below grade (122 required), as well as a portion of the grocery parking supply (approximately 108 stalls).

⁶Existing building (Building 16) along Diversey Boulevard and existing building (Building 19) along Hollywood Avenue to remain. Buildings 17 and 18 are demolished and redeveloped as a two-story retail/office space (14,000 SF total). Only 8 on-site parking stalls are provided due to lack of physical space.

⁷Winkie's building remains. Space for a new parking structure is possible at the existing public parking lot.

⁸Existing building at the corner of Marlborough Drive and Silver Spring Drive (Building 21) is demolished to make way for a new mixed-use development with surface lot parking for existing church and new 7,000 SF retail building. Assumes below grade parking for residential units.

Findings:

- Scenario 1 shows a parking surplus within both Zones A and B, while Scenario 2 shows a parking deficiency within both Zones.
- In both scenarios, Block 12 requires a high percentage of parking supply to be built below-grade. While proposed retail square footage could be reduced as part of an alternative scenario to reduce the minimum parking requirement, the design of the site would not be as strong with a single-use grocery building with parking field. The Village should consider Block 12 as a partnership opportunity where a portion of the cost for the below-grade parking could be split between a private developer and the Village. In return, the below-grade parking could function as a shared parking facility open to the public during certain time periods.
- With the 25% reduction of on-site parking supply for the “Major Redevelopment” blocks, Zone A is approaching an undesirable deficiency in parking supply that would warrant additional public parking supply to be increased.
- A 25% reduction of on-site parking supply for the “Major Redevelopment” blocks in Scenario 2 results in a more significant deficit in Zone B. This significant deficit should receive continued discussion and analysis by the Village.

SCENARIO 1 PARKING SURPLUS/DEFICIENCY

Zone A (West of Santa Monica)				
Required Parking Spaces per Code	On-Site Parking Supply (private)	Public “Effective” Parking Supply (on- and off-street)	Total “Effective” Parking Supply	Parking Surplus/ Deficiency
463	398	133	531	+68
Zone B (East of Santa Monica)				
1,353	1,010	369	1,379	+26

SCENARIO 2 PARKING SURPLUS/DEFICIENCY

Zone A (West of Santa Monica)				
Required Parking Spaces per Code	On-Site Parking Supply - 75% Compliance with Code (private)	Public “Effective” Parking Supply (on- and off-street)	Total “Effective” Parking Supply	Parking Surplus/ Deficiency
463	309	133	442	-21
Zone B (East of Santa Monica)				
1,353	857	369	1,226	-127

V. PARKING STRATEGIES & CASE STUDIES

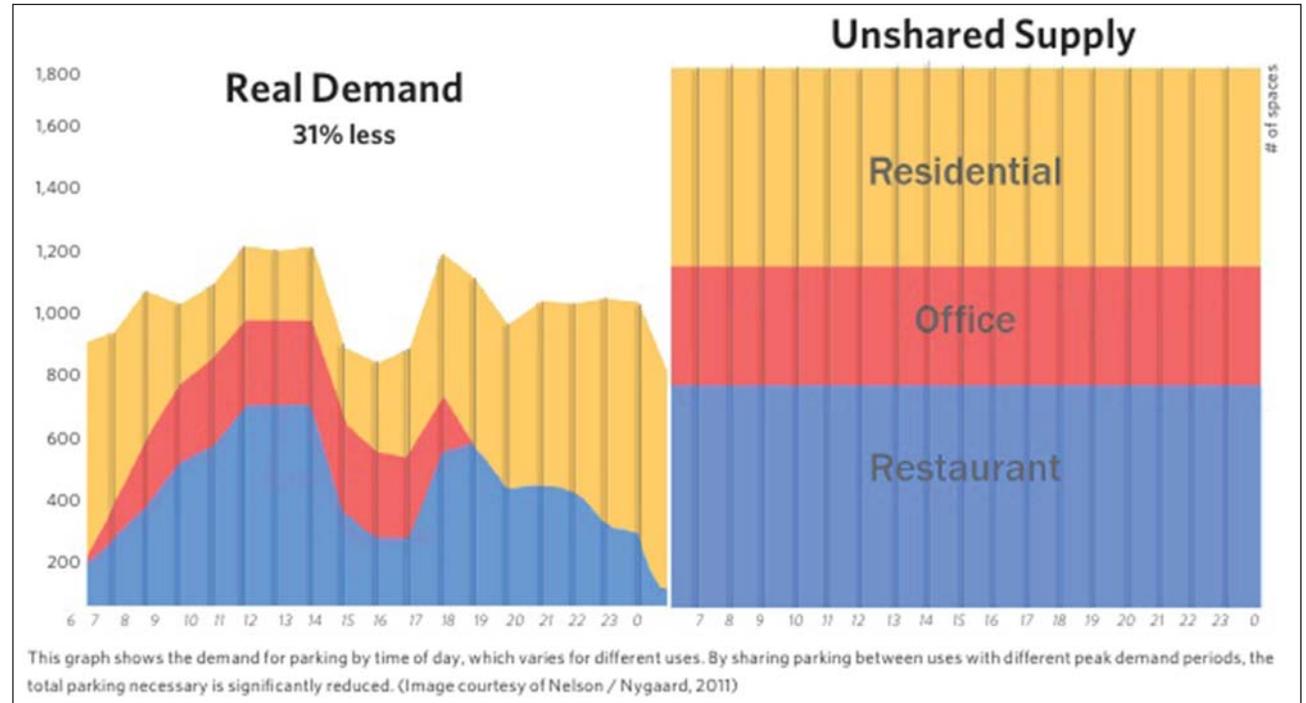
Shared Parking Options

A shared parking facility is one that serves two or more individual land uses (i.e., businesses, apartment buildings, condos, etc.) without conflict or encroachment. That is, business and property owners agree to mutual access of a parking facility that affords residents and customers the ability to use the facility as needed. Effective shared parking is achieved when the peak parking periods for multiple commercial or residential users occur at different times of the day or week. As the peak parking period for one user ends, activity for the other use begins to increase; thus, the parking facility transitions between users throughout the day and week and absorbs the parking demand, thereby reducing the likelihood of spillover onto neighborhood streets.

Land is more efficiently used with shared parking, as fewer acres are dedicated to impervious pavement. The remaining land can be used for green space or additional building density. In the case of Whitefish Bay, a reduction in impervious surface along Silver Spring Drive would be beneficial to reduce stormwater outflows. Green infrastructure could be implemented to slow runoff, which would act as a visually appealing complement to landscape islands and streetscaping.



Existing Aurora parking lot on Silver Spring Drive is an example of shared parking.



LINKED TRIPS

As Silver Spring Drive experiences revitalization and redevelopment, the cumulative intensity of uses along the corridor will increase and change the dynamic between existing parking supply and demand. Effective traffic demand management will require an understanding of how each of the land uses interact with the potential for complementary uses and shared parking. An important part of the considerations will include linked trips and shared parking facilities.

The Wisconsin Department of Transportation defines a “linked trip” as a trip “with one common point of origin and multiple destinations points. In essence, chaining (or linking) multiple stops together in a single trip.” That is, a customer’s visit would be counted as a linked trip if he or she came to Silver Spring Drive and made multiple visits to various businesses.

Shared parking and the complementary integration of uses will cultivate a “park once” design strategy that encourages walkability along Silver Spring Drive and reduces auto dependency for residents and customers. Shared parking can be achieved when various uses complement one another through their different daytime peak use periods. For example, high-activity morning and lunch time coffee shops could share parking facilities with high-activity evening restaurants and taverns. This type of parking facility coordination will require forethought and anticipatory design. The Village’s existing parking utility can act as the change agent that foresees the additional parking demand and develops new facility capacity to manage it.

LAND USES BY TIME OF PEAK PARKING AND DEMAND

Weekday	Evening	Weekend
Offices	Residential	Parks
Coffee Shops	Restaurants	Restaurants/Bars
Banks	Bars and Lounge Clubs	Coffee Shops
Schools		Institutional (Churches)
Daycare Centers		
Manufacturing Facilities		

Walking & Cycling Environment

PEDESTRIAN & BICYCLIST ENVIRONMENT – NARRATIVE ON CONDITIONS

Silver Spring Drive is a tight corridor for pedestrians, bicyclists, and motorists. The sidewalks, streetscaping, parallel parking, and striped crosswalks confine the two driving lanes and slow traffic. Recent traffic calming improvements, including curb bumpouts and pedestrian signage, have yielded the desired result of controlling traffic and elevating the importance of pedestrians and bicyclists along the corridor. The pedestrian and bicyclist environment on Silver Spring Drive is a unique condition in that the single-family neighborhoods to the north and south energize the corridor and funnel traffic towards it. These different circulation types meet and interact with one another at each intersection to create a multi-faceted dynamic.

To continue to ensure a safe environment for pedestrians and bicyclists, increases in the intensity of use of Silver Spring Drive's businesses should be carefully examined to maintain the appropriate balance between pedestrians, bicyclists, and motorists. This can occur on a continuous basis and be addressed as needed.

The corridor's current configuration, streetscaping, signalization, and improved motorist culture benefits existing business activity and will continue to be an asset in the future. Accommodating



Existing bike racks outside of Erik's Bikes Shop on Silver Spring Drive.

multiple modes of transportation will provide employees, customers, and residents with a variety of travel choices. Both the Village and private businesses can provide these accommodations, which can include, for example, bike racks.

Parking Regulations

An amendment to the parking space requirements in Whitefish Bay Zoning Code §6.065(3)(A) to consolidate land use categories and update required parking ratios would simplify and streamline the development process. While the current parking requirements have sufficiently served the Village in the past, potential development and redevelopment projects along Silver Spring Drive will generate a complex parking demand that exceeds the regulatory capability of the Zoning Code. In Silver Spring Drive's dense, mixed-used environment, parking requirements need to be responsive to multiple commercial and residential tenants while simultaneously preserving the Plan Commission's decision making authority.

Two professional resources are available to guide Zoning Code updates and amendments:

1. The American Planning Association's Parking Standards Planning Advisory Service Report No. 510/511 (2002); and,
2. The Institute of Transportation Engineer's Parking Generation 4th Edition (2010).

The Zoning Code update and amendment will provide the Plan Commission with a tool to balance the competing demands of customers, employees, and residents for parking spaces along Silver Spring Drive and within the adjacent neighborhoods. Judiciously crafted code language will empower the Plan Commission to:

- A. Effectively make adjustments to parking minimums and project parking requirements that are considerate of business owner needs;

ITE RESEARCH – AVERAGE PARKING SUPPLY RATIOS

Land Use Code	Land Use	Average Parking Supply Ratio
221	Low/Mid-Rise Apartment	1.0 space per bedroom
224	Rental Townhouse	1.7 spaces per dwelling unit
230	Residential Condominium/ Townhouse	1.4 spaces per dwelling unit
444	Movie Theater with Matinee	0.27 spaces per theater seat
492	Health/Fitness Club	5.7 spaces per 1,000 square feet GFA and 0.15 spaces per member
701	Office Building	4.0 spaces per 1,000 square feet GFA and 1.1 spaces per employee
720	Medical-Dental Office Building	4.0 spaces per 1,000 square feet GFA
850	Supermarket	3.2 spaces per 1,000 square feet GFA
880	Pharmacy/Drugstore without Drive-Through Window	5.4 spaces per 1,000 square feet GFA and 10.8 spaces per employee
890	Furniture Store	2.3 spaces per 1,000 square feet GFA and 3.5 spaces per employee
931	Quality Restaurant	20.2 spaces per 1,000 square feet GFA and 0.6 spaces per seat
932	High-Turnover (Sit-Down) Restaurant	17.3 spaces per 1,000 square feet GFA and 0.53 spaces per seat

Source: ITE *Parking Generation* (4th Ed.)

- B. Execute shared parking agreements to maximize the occupancy of off-street spaces; and,
- C. Efficiently distribute parking demand to on-street and off-street parking spaces to mitigate negative impacts on neighborhood streets.

APA PARKING STANDARDS

The American Planning Association (APA) maintains a library of research about various urban development issues related to parking. In the APA's 2002 Planning Advisory Service (PAS) Report 510/5/11 "Parking Standards," the shift in community philosophy towards more relevant and responsive minimum and maximum parking standards is addressed. The report addresses questions about perceptions of excessive parking standards, the possibility for shared parking in mixed-use projects, standards for bicycle parking, and standards for maximum parking requirements. This PAS Report can serve as a valuable resource for the Village.

ITE PARKING SUPPLY RATIOS

The Institute of Transportation Engineers (ITE) pools and blends data from parking demand studies into a central database to produce an information manual for planners and designers. The data is meant to inform projects, but is not meant to be interpreted as a standard by which a municipal code could be built. The data produced from the parking demand studies include a set of inherent variances: type of community/study location (urban, suburban, rural), time of day and day of week of data collection, size of study site, and community context of the study site. The ITE average parking supply ratios should be used for informational purposes only. Any future Village Code amendments should be developed from a broad survey of existing code provisions from peer communities in consultation with ITE data.

WISCONSIN COASTAL MANAGEMENT PROGRAM'S GREEN CODE RECOMMENDATIONS

(received by Village in April 2015)

In conjunction with the Wisconsin Coastal Management Program's (WCMP) review of Whitefish Bay's Zoning Code, recommendations were made by the reviewers related to potential adjustments to parking ratios for commercial and business uses throughout the village. The recommendations would adjust the parking ratios in line with current ITE standards (presented on the previous page). The intent was to bring the Village's parking ratios in line with professionally accepted standards to enable accurate parking management.

The parking ratio recommendations fulfilled the WCMP's overall objective of recommending code amendments that would increase the amount of green infrastructure and decrease the amount of impervious surface throughout the village. Decreasing the amount of impervious surface can assist Whitefish Bay in achieving its stormwater management goals to reduce flooding risks.

Parking Structure Considerations

Structured parking along Silver Spring Drive may be one potential solution to address parking demand as business grows and the intensity of customer activity increases. Structured parking typically comes in two basic forms: parking structures/ramps that are open to the general public, and those which are restricted to private users of the buildings served by the parking. Increasingly, hybrid situations exist in which a structure may have both reserved parking spaces (for residents or commercial employees) and open spaces for the general public. This kind of hybrid or integrated parking structure could serve new, expected users (like a new apartment building or commercial use) and also provide spaces that can serve neighborhood activity generated by a larger, general population of users. Their success is dependent upon a robust public-private partnership between the municipality, developer, and tenants. One major value of this approach is the partial economic independence of both the parking structure and the target companion building. That is, the future economic value of one structure is not completely dependent on the value of the other. For example, if the market value of a new apartment building changes negatively, the value of the associated parking structure could be more easily retained (and vice-versa).

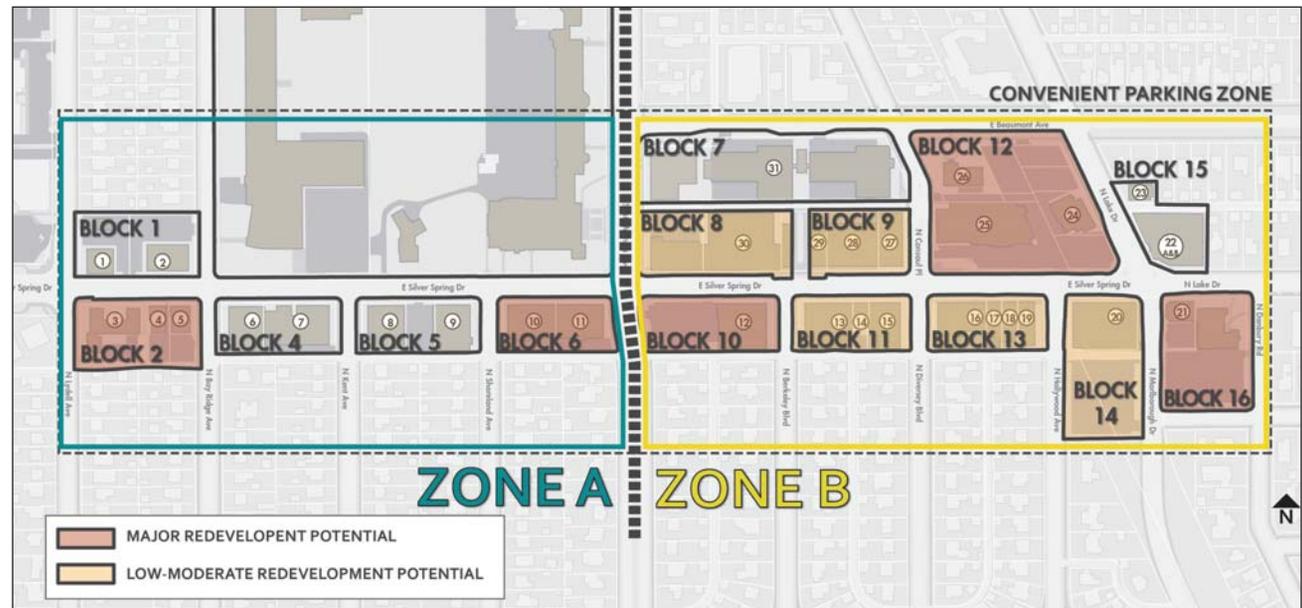
Construction cost is also a critical component to consider when planning for a single- vs. mixed-use parking structure. Average cost of a parking structure is between \$18,000-\$20,000 per space¹. Instead of bearing this cost alone, the Village should

look for partnership opportunities with future private developments along Silver Spring Drive.

Because of existing building and business density, a potential parking structure can be one component of a larger mixed-use project. Successful parking structures in high-density settings mix the parking with ground floor retail, offices above, and residential units. Silver Spring Drive offers multiple ideal sites for potential redevelopment that could accommodate such a project (see “Major Redevelopment Potential” blocks in the diagram below).

Key lessons learned from mixed-use parking projects are emerging in the professional literature, notably from the Urban Land Institute, and include:

- Shared parking between retail and office users can easily be accomplished, thereby reducing the need to strictly enforce parking minimums;
- Rentable space for retail, office, and residential users significantly boosts cash flows in the pro forma and makes the project more attractive to investors;
- It should not be expected that the public parking component of a project will generate a sufficient revenue stream to be self-



Source: GRAEF, October 2017

1 Carl Walker, 2015

sustaining. This may require government subsidy;

- If retail is a project component, ensure that the spaces are large enough to accommodate market-rate users;
- Proximity and/or immediate adjacency to marquee venues and retailers is important to ensure convenient access, visibility, and customer comfort; and,
- Mixed-use projects are an excellent way to diversify the property tax base and add density to the redevelopment area.

Other key factors in the size, phasing, design, location, and management of public parking structures include:

- Proximity of spaces to daily uses
- Ease of vehicular and pedestrian access
- Ground floor uses for street activation
- Number of pedestrian entries to facilitate use by employees and customers – location to maximize number of people who can use the parking structure within 3-4 blocks of their destination
- Appearance of the structure in relationship to neighborhood character. Parking structures in Whitefish Bay should embrace the high-design quality, low-medium density, and neighborhood character within the District
- Perception of safety and security
- Management provisions for multiple parking types (e.g., fully secured with a guaranteed space, reserved space at key times, open for use by general public, etc.)



Stand-alone parking structure example in Village of LaGrange, IL. Structure was built to blend with the surrounding low-density, residential neighborhood while providing parking for local retail and employees.



(Above) Downer Avenue parking structure on Milwaukee's East Side is an example of a mixed-use structure. The ground level of the structure includes commercial space and the above four levels are public parking.

(Lower) Development of a site can be maximized by providing occupied floors (residential and/or office) above surface level parking. Walgreen's parking lot in Shorewood is an example of this type of parking configuration.

Alternative Parking Management Study

As mentioned in the introduction, this study identifies base conditions related to parking within the Silver Spring Drive Business District alongside a mix of best practices and precedent case studies. Upon review and discussion of this study, the Village may seek to perform a more in-depth study that provides specific recommendations for implementation. Based upon discussions with staff, GRAEF was asked to assemble an outline of what a “Future Alternative Parking Management Study” could entail.

1. **Policy Review (Includes Village Engineering, Village Board, Police)**
 - Review Parking ordinances
 - Analyze parking enforcements – Number of offices and time of enforcements
 - Analyze parking violations or fines
 - Review and comment on number and type of fines for previous 3 years (by type)
2. **Community Engagement**
 - Conduct an online survey, business and resident one-on-one meetings, and public listening sessions
3. **Quantitative analysis of existing parking (Data collection & analysis)**
 - Conduct Field surveys: on and off street inventory
 - Analyze Parking occupancy for weekday 10am-8pm and Saturday 10am-4pm
 - Analyze Parking turnover and duration for on-street spaces and public off-street spaces
4. **Parking management best practices (review alternatives)**
 - Conduct a parking meter analysis
 - Review residential parking permit zones
 - Evaluate dynamic parking management / guidance
 - Include components of: Policy, Enforcement, Engineering
5. **Recommendations**

VI. STRATEGIC RECOMMENDATIONS

To achieve customer and employee parking goals along Silver Spring Drive, the Village may choose to follow these recommendations to pursue multiple implementation strategies either individually or concurrently. Each recommendation requires varying levels of effort and investment; but, each will prepare Silver Spring Drive to anticipate future parking demand generated by development and redevelopment. Importantly, these recommendations will support the creation of an intelligent parking management infrastructure that cultivates a responsive customer experience.

The Village should consider these recommendations as a way to implement managerial and technological interventions that will allow staff to more efficiently manage the parking demand generated by customers and employees. The relationship between customer and employee parking is mutually reinforcing and self-generating. As business activity increases along Silver Spring Drive, a correlated increase in the parking demanded by customers and employees will need to be appropriately managed.

ACTION 1: *Increase village-wide knowledge of the parking accommodations and regulations*

- A. Add a parking map for the parking strategy study area to the Village website;
- B. Clarify the four bullets on the Village website for employee parking locations; and,
- C. Mark the minimum distance from fire hydrants, driveways, and crosswalks where visitors can park.

ACTION 2: *Monitor employee parking trends to evaluate the supply of and demand for long-term, public permit parking within the "Convenient Parking Zone"*

- A. Conduct surveys to understand employee concerns and preferences;
- B. Have employers track the permits provided to employees;
- C. Encourage employers to direct employees away from using short-term parking facilities (1-hr, 2-hr);
- D. Strengthen the purpose of the permits provided to employees (explain where to park and why that matters);
- E. Consider modifying employee parking permit renewal requirements to be once annually in lieu of the current policy of every two years;
- F. Modify the current Parking Permit Application language to explain that employee parking permits become invalid when an employee is no longer with the associated business,

- G. Work with the Business Improvement District to host refresher conversations about permits.

ACTION 3: *Develop ways to reduce parking demand*

The Village should work with property owners and the BID to develop methods for reducing parking demand, focusing first on reducing parking demand generated by the employee base in the study area, and second on reducing parking demand within the visitor base. See Section V of this document for potential strategies to reduce parking demand.

For example, the Village could encourage the provision of incentives to employees and customers who utilize alternative transportation (bike, walk, bus, Uber). Such incentives may include stamping punch cards for each trip that, when full, can be cashed in for a good, service, or monetary award. The Village could also work with the BID, developers, and property owners to provide parking [and amenities] for bicycle, scooter, moped, and other transportation options that minimize automobile parking demand. The Village may even encourage incentive programs for bike-taxis, rickshaws, and other shared-mobility transportation solutions.

ACTION 4: *Consolidate parking requirements and update parking ratios*

The Village may consider updating the parking regulations in Zoning Code §6.065(3)(A) to consolidate land uses into best practice categories (e.g. “retail,” “restaurants,” etc.).

For example, the land use categories of “beauty parlor,” “barber shop,” and “commercial artist” could be consolidated into the generalized category of “professional service retail;” and, the land use categories of “attorney,” “investment,” and “management” could be consolidated into the generalized category of “general office.” Consolidating the parking requirements will simplify the process of determining parking requirements for new developments, as well as allow for a more streamlined process for potential future changes and updates to this section of the Zoning Code.

The Village may also consider updating the parking requirements contained in Zoning Code §6.065(3) (A) to reflect the average parking ratios prescribed by the American Planning Association (APA) or the Institute of Transportation Engineers (ITE). See page 29 of this document for more information.

ACTION 5: *Evaluate parking technologies that can efficiently manage customer demand and collect revenue*

The Village is undertaking a full review of parking technologies in 2019 to efficiently manage customer demand and collect revenue (e.g.,

parking meter technologies). New technologies are available to municipalities that wish to digitize parking management and enforcement by creating an intelligent parking infrastructure. These technologies offer a series of benefits for developing an efficient and effective parking system. In order of priority to the Village, these benefits include:

- Credit card processing and online payment systems for permits and citations allow for less time consuming revenue collection by municipal staff;
- Municipal staff can actively manage parking demand through interactive, web-based dashboards;
- Digital pay stations offer easy-to-read display screens, large buttons, and credit card processing to facilitate an efficient experience for the driver; and,
- Parking enforcement officers can employ license plate recognition systems to issue citations with real-time vehicle data.

ACTION 6: *Enforce high-quality, neighborhood-friendly designs for parking facilities*

The Village desires to maintain neighborhood-friendly designs of parking facilities. “Parking facilities” include surface and structured parking within the study area.

- A. Design parking facilities with a primary goal of accommodating pedestrian views and movement;
- B. Enforce the architectural and landscape

standards for parking facilities as outlined in Chapter 16, District 11 of Village Ordinances; and,

- C. Design parking facilities with a focus on the key factors relating to size, phasing, design, location, and management; key factors for parking structures are on page 32.

ACTION 7: *Further consider a structured parking solution along Silver Spring Drive*

As the Village is presented with continued development that will increase the building density and square footage of interior space in the study area, so too should the Village be advocating for structured, not surface, parking solutions. This strategy document advocates for multimodal structured parking solutions, shared parking, and similar features that should be at the forefront of discussions about structured parking solutions. The intent of recommending that the Village “further consider” a structured parking solution is to have the Village keep structured parking at the top of the list of discussion topics when engaged in pre-development conversations.

ACTION 8: *Consider reinstating the Parking Utility along Silver Spring Drive*

As discussed in Section III of this Parking Strategy, the Village may consider reinstating the Parking Utility. The revenue stream generated from property assessments can assist in funding maintenance projects and enhancements to the parking facilities

along and around Silver Spring Drive. This public policy action should be carefully crafted to ensure an equitable assignment of financial responsibility to those who benefit from the public parking provided that the cost to park is not so burdensome that it inhibits business activity.

The Parking Utility can largely be reinstated and operated as it had in the past. The potential positive and negative benefits discussed in Section III of this Parking Strategy can be used to inform the discussion. Should the Village wish to expand the scope of the Parking Utility, additional discussion and considerations are outlined in Action 8A of this Section.

ACTION 8A: *Transform the Parking Utility into a financially self-sustaining community investment tool*

To anticipate shifts in the Silver Spring Drive marketplace toward a compact, mixed-use place with higher-intensity users, Whitefish Bay's Parking Utility can be transformed into an enterprise fund that operates in a pseudo-business capacity to fund capital investments and operating expenses that build, operate, and maintain multi-modal transportation infrastructure along Silver Spring Drive. This re-orientation of the Parking Utility will create a financial strategy that enables the Village to cultivate a convenient and accessible business district with a financially self-sustaining way to fund improvements.

As a matter of public policy, the Parking Utility can become the Multi-Modal Transportation Fund. The architecture of the policy and management of the Fund should include the following components:

- A. Develop a fee structure for meters, lots, structures (if constructed in the future), and permits that generates a reasonable revenue stream without unfairly burdening property owners, business owners, customers, and residents;
- B. Develop a managerial process that accounts for revenues generated by the parking fees and segregate that revenue for uses solely within the Multi-Modal Transportation Fund; and,
- C. Create a budget policy, an operations and maintenance plan, and a capital improvements plan for multi-modal transit investments along Silver Spring Drive that use the collected fees.

ACTION 9: *If future conditions present the need, commission an alternative parking management study*

A critical next step for the Village lies in the following comment: "what is Silver Spring Drive's parking problem, and is the answer the same for every audience?" An alternative parking management study, if commissioned, could define the actual "parking problem" and provide the Village with insights as listed on Page 33.



