

Master Planning: Benefit or Boondoggie?



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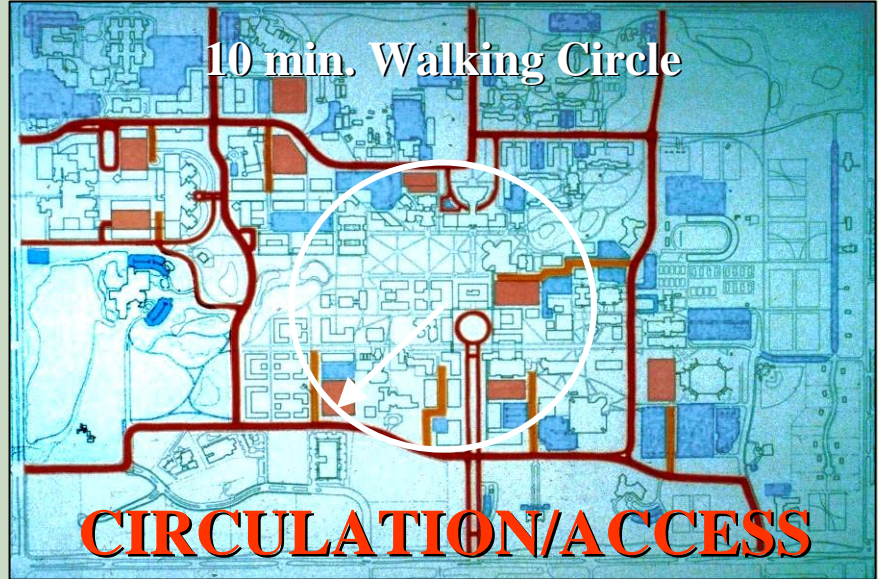
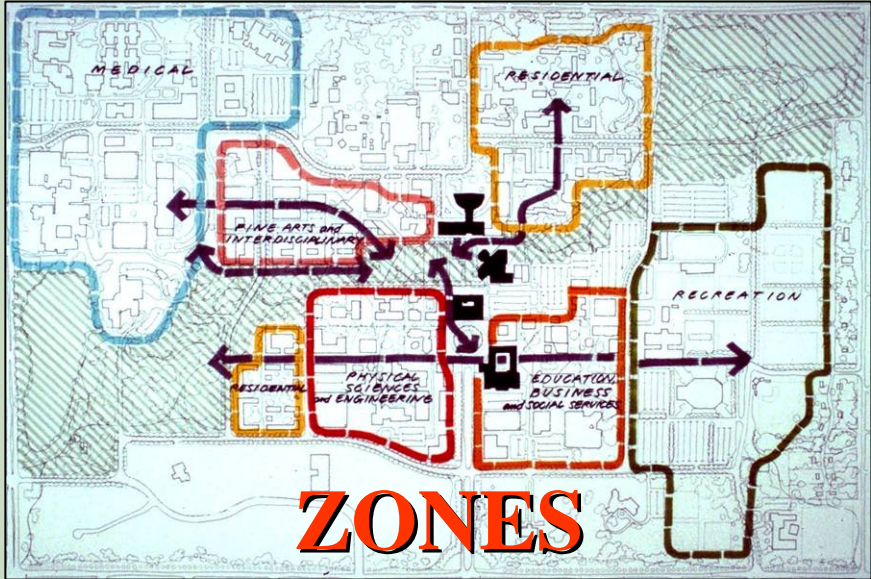
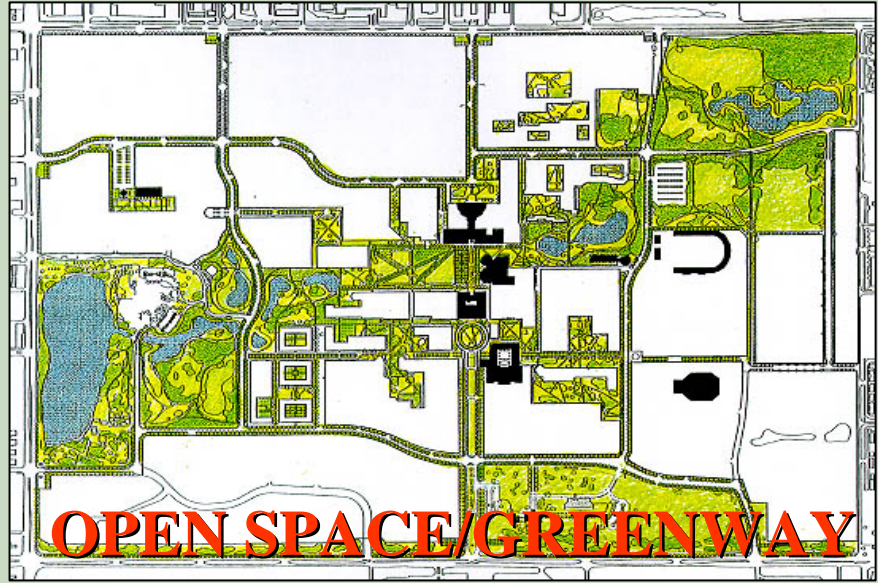
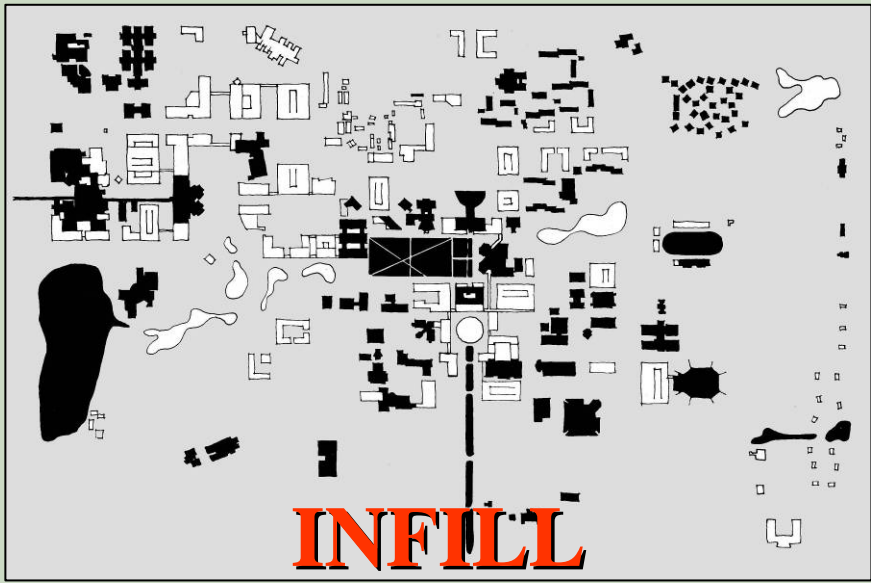
CMA Staff Comments on
"What did you learn about
Master Plans this year?"

- Supposedly smart people can make awfully dumb decisions.
- The importance of strong leadership can't be over-stressed, coupled with a good plan/vision to guide things from the master plan stage through implementation.
- Master Plans are at a 30,000 foot level. When you get to P&T sub-plans, there is a need for more detailed information. So start data gathering and formatting early.

- P&T needs to do an “information audit” prior to the Master Plan beginning, so that:
 - ◆ accurate and up-to-date data will be available for the consultants;
 - ◆ P&T representatives are ready to answer questions, provide information, and be a smart participant in discussions;
 - ◆ someone else isn’t offering incorrect perceptions and passing them on as facts;
 - ◆ less time is spent by the Master Planning team in data gathering and more in addressing “what difference does it make?”

Types of Master Plans

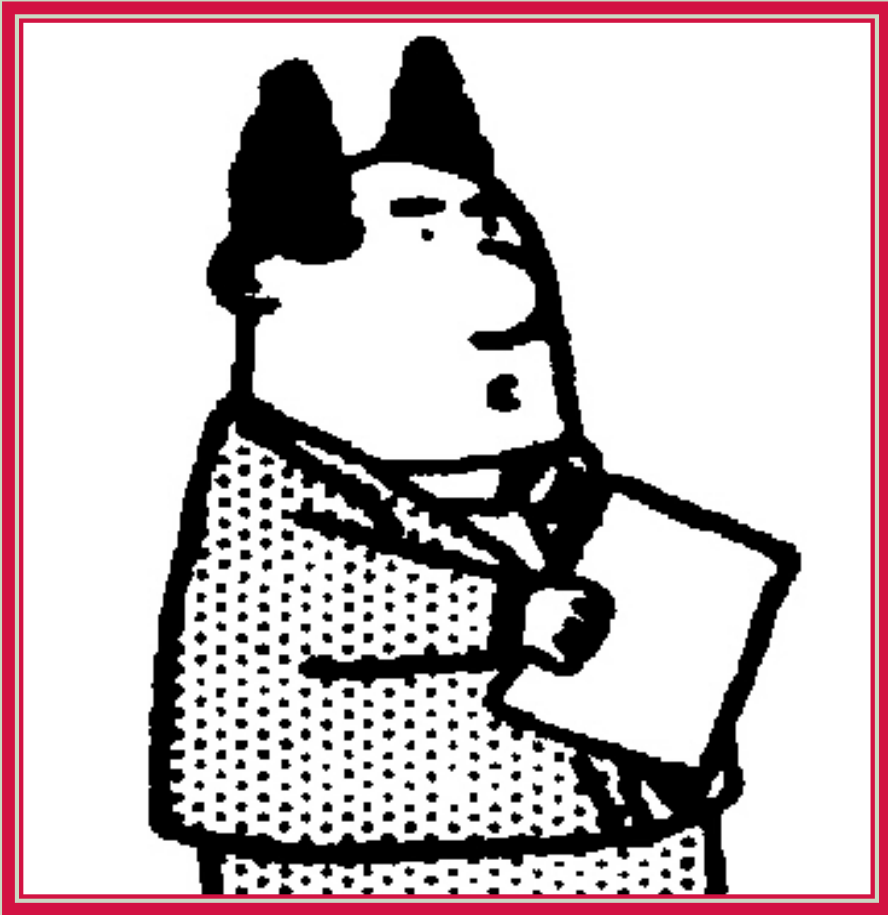
- Facilities master plans
- “Conceptual” master plans
- “Frameworks for change and improvement”
- “Guidelines for the future”
- Land use master plans
- Comprehensive master plans
- Required plans – legislatures, trustees, etc.



Master Plan Relationship to Parking and Transportation

- Sometimes P&T is included in the overall Master Plan
- Often P&T are not considered until facilities plans are completed
- Often P&T plans are done separately under the Department leadership, rather than University leadership

Typical . . .



This is what we have decided. Now you make it work, OK? And by the way, we displaced 2,000 surface parking spaces, so you will need to do something quick!

Oh, and don't raise rates!!

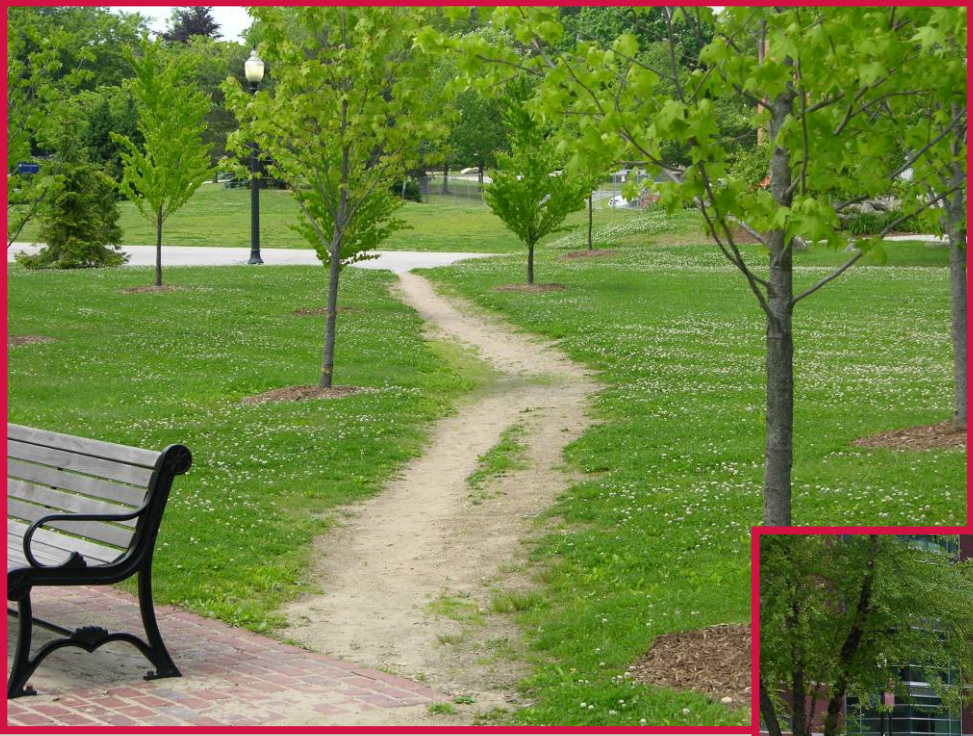
Current “Popular” Concepts in Master Planning

- Pedestrian-oriented campuses
- Garages to replace “ugly” surface parking
- Garages at the edges of campus or preferably underground
- Campus cores for pedestrians, bicycles, and service only
- Bus routes at the periphery, and maybe bikes too
- CARS ARE BAD!
- TDM IS GOOD!
- GREEN SPACE RULES!!

What's wrong with
these concepts?

Consider . . .

- Making a central campus “pedestrian only” creates other pedestrian issues elsewhere
 - walking from parking farther away or walking to transit stops
- Many pedestrian paths on campuses are poor surfaces, without crosswalks, uncoordinated with destinations, left over from previous plans



Consider . . .

- Closing roadways often prevents effective campus transit circulation
- Not every environment is “transit rich”, so eliminating parking may not be a successful strategy on campus
- There are significant costs to all successful TDM – it is not free!
- Access Management – deliveries and services, must still take place

Consider . . .

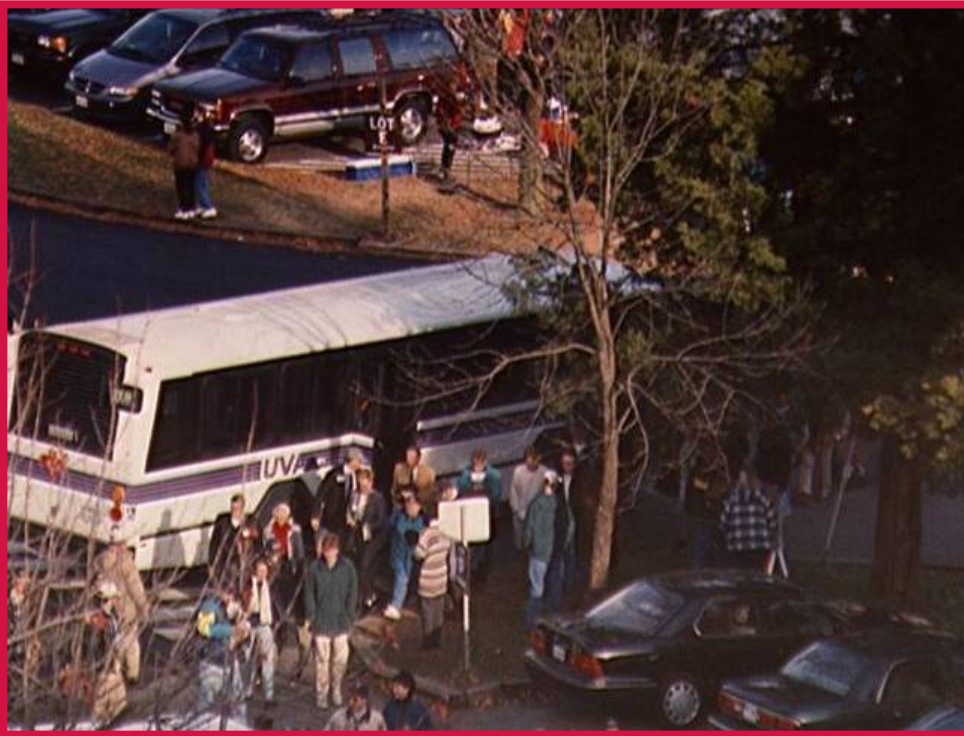
- Dramatic changes (e.g., reduce parking and increase TDM participation by 20% in five years) are not realistic
- While undergrad students turn over in four years, faculty and staff go on “forever”
- Many people do not embrace change personally, although they agree in the abstract or theoretically

Realities on Many Campuses

- Most people still arrive in private vehicles
- Public transportation does not serve most campuses adequately
- Having a car on campus is a competitive student enrollment issue
- Visitors almost always come by private vehicle



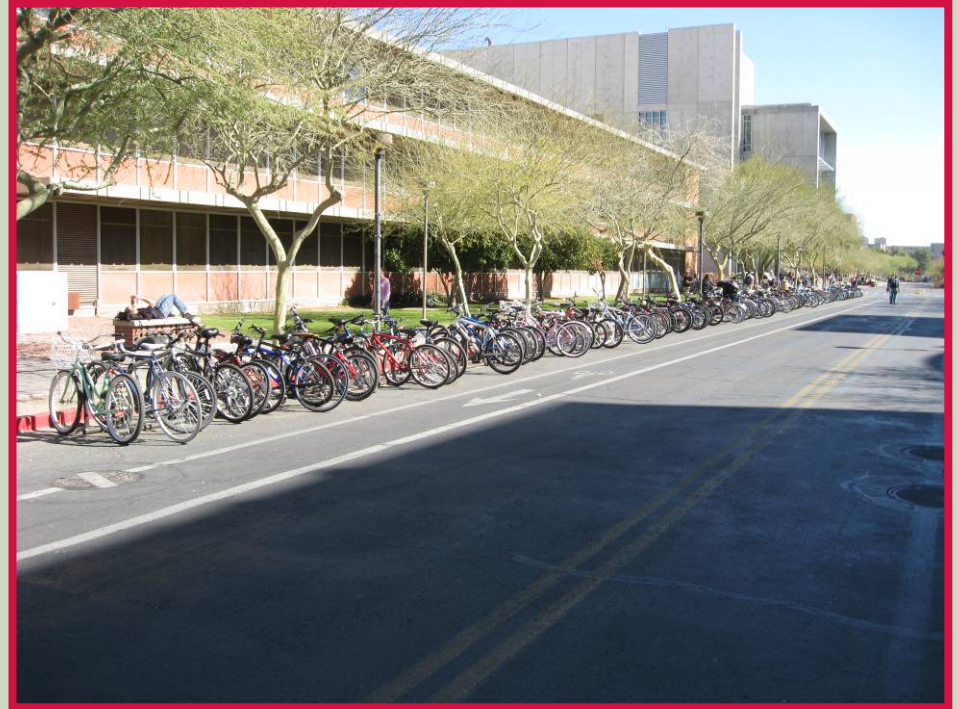
Realities (continued)



- An increasing number of campuses need significant transportation (bus) systems
- Most P&T systems are self-supporting, so costs are a major issue
- Parking & Transportation need to be coordinated with all other access issues on campus, but many times no one is in charge of overall access

Realities (continued)

- Allocation, transit, and access control may not be coordinated
- Bicycles, carts, and skateboards must be considered
- Where does space exist for all the parking, transit, and related functions?
- What are the priorities?



Who are the Customers?

T&P's Customers

- Faculty
- Staff
- Students
- Patients
- Visitors
- Physicians
- Vendors

Master Plan Customers

- Campus Architect or Planner
- Oversight group
- Trustees
- The campus, eventually
- ?
- ?

So Where Does That Leave You?

- P&T professionals need to be early and significant participants in the master planning process
- The realities of P&T need to be presented and reinforced to planners/architects – and to the campus community
- You need facts, good information, and a strategy to be a “player”

What do you need to do?

- Get a seat at the table
- Try to remove barriers to understanding
- Increase awareness of T&P issues:
auxiliary status, effects on rates, realities
of demand, time necessary for changes
- Create advocates and support
- Present financial realities
- Pick your battles

Take a Broad Planning Approach

- Emphasize all aspects related to T&P—total ***ACCESS MANAGEMENT***
- Parking, transportation, pedestrian ways, roadways, bikes, public transit, carts
- Roadways and circulation (for transit, vendors/service, and parking)
- What is needed to make your campus work on a day-to-day basis?

Major Issues

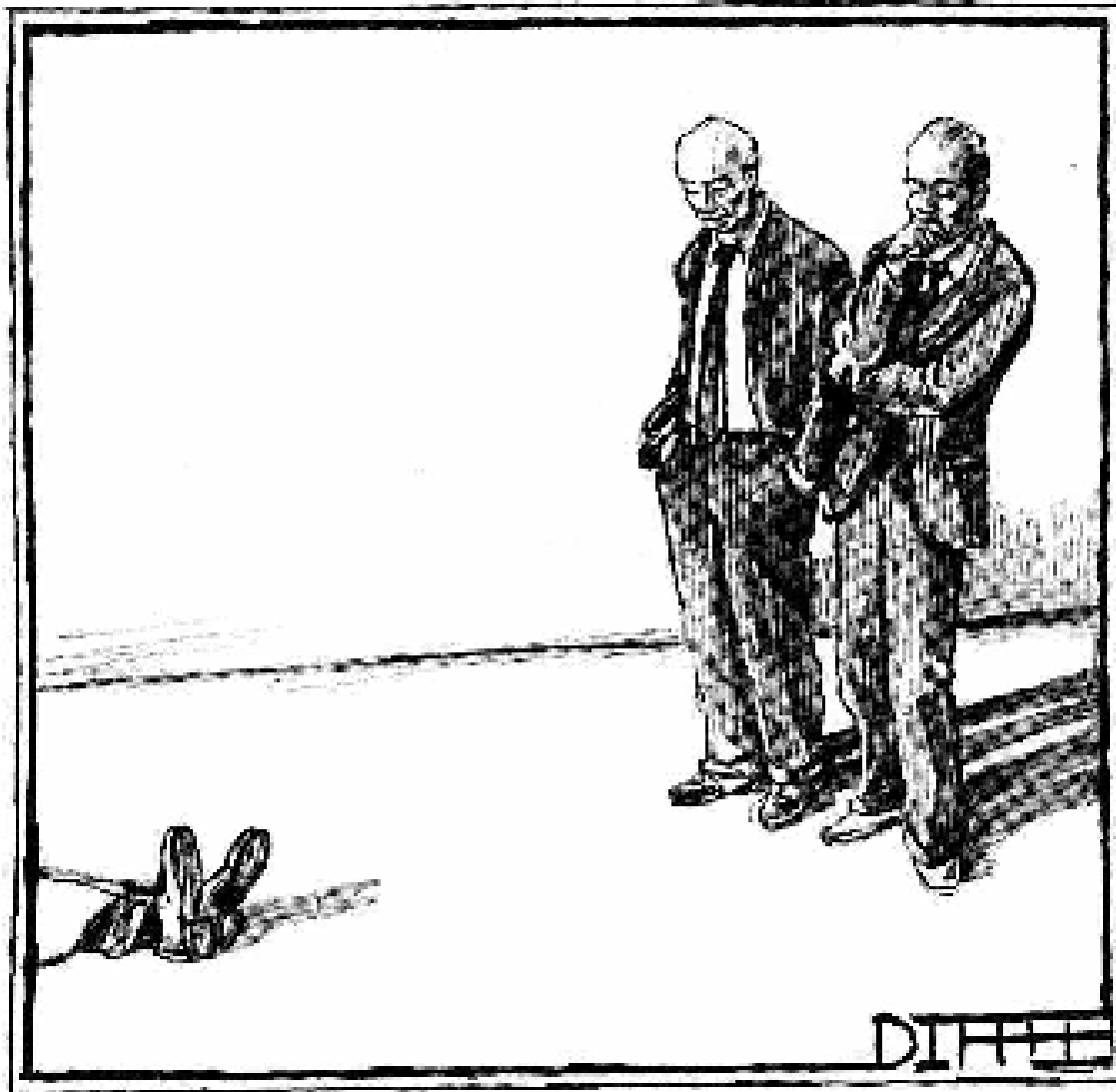
- Allocation – where are people parking now, where must they in the future, is the future reasonable?
- Transit – is the existing system helped or hurt by the master plan?
- Access Control – what do you need to ensure that people park where they should?

- All three elements need to work together
- Peripheral parking won't work without good transit and access controls – carrots and sticks
- Transit without an allocation plan won't be used
- Ineffective access control undermines transit use and the allocation system



Financial Realities

- Typically not addressed in Master Plans
- Concepts are approved without an understanding of the real costs
- “Give everyone a transit pass and they will all ride buses to campus” (maybe!)
- New facilities are envisioned, but repairs to existing are not often considered
- What does a bus fleet really cost?



*"From the violent nature of the multiple stab wounds,
I'd say the victim was probably a consultant."*

How can a Master Plan be a Benefit?

- Forces a look at the parking locations, use, and needs on campus
- May demand the collection of data not otherwise viewed as needed by campus administrators
- May help you to work toward making the existing parking and transportation system perform as well as possible
- May allow the opportunity for T&P and the Master Plan to be mutually supportive

- May provide you better information on future growth on campus
- May allow you a wider audience to present P&T facts
- May provide a chance to emphasize existing problems so they don't occur again



Lessons Learned

- Find a way to participate in Master Planning on your campus
 - ◆ “Demand” a place on the working group
 - ◆ Do your own concurrent T&P Master Plan
- Develop T&P advocates
 - ◆ Work one-on-one with important players
 - ◆ Customers on advisory groups are advocates or should be
 - ◆ Determine who will be effective for you
 - ◆ Work with the MP P&T firm (if there is one)

- Get your facts together
 - ◆ Allocation in each facility
 - ◆ Occupancy in each facility
 - ◆ Rate histories
 - ◆ Ridership on transportation system
 - ◆ Groups/individuals with special needs
 - ◆ Revenues/expenses -- particularly if your organization is an auxiliary
 - ◆ Projected additions or displacement of parking spaces
 - ◆ Ability to fund additional facilities

- Plan your schedule – plan time to develop your strategy and to participate in the process
- What is your story, and how do you want to tell it?
 - ◆ What are existing important issues?
 - ◆ What will future important issues be?
 - ◆ Develop materials – handouts, charts, PowerPoint, maps, budgets, etc.
 - ◆ Get your key staff involved
 - ◆ Remain flexible – you won't always win

Remember when speaking . . .

- 55 % pay attention to visual aspects
 - ◆ Facial expressions
 - ◆ Physiology
 - ◆ Gestures
- 38 % pay attention to the voice
 - ◆ Tone, tempo, pitch, volume
- 7 % pay attention to the words!

Be Persistent

- Refute bad ideas with facts and better ideas
- Tell your story consistently and often
- Remember your customers – they pay and they have expectations
- Focus on the University's customers – visitors, patients, commuter students
- Get help if you need it

PARKING MATTERSSM

