

The following summarizes the strategic planning process conducted by the PAC and the creation of a strategic framework to guide the program.

Strategic Framework:

1. SWOT analysis
2. Mission/vision and principles development
3. Program outcomes and objectives development – what is the purpose of the program?
4. Key performance metrics – what does success look like?
5. Near-, mid-, and long-term action steps – how to achieve success

SWOT Analysis

	Strengths	Weaknesses
Internal Factors	<ul style="list-style-type: none"> • Varied types of facilities (lots, garages, on-street) • Parking is conveniently located, there is capacity and low fees • Captured market • Good employees • Limited Competition • Good Parking app • Fair and consistent enforcement • No debt • Program longevity 	<ul style="list-style-type: none"> • Lack of consumer knowledge of app • Lack of consumer knowledge of the parking program (hours, rates, etc.) • No clarity about the system • Signage & branding • Marketing • Honor boxes – not user friendly • Negative perception of meters • Antiquated meters, no credit cards • Lack of revenue for maintenance • No City Parking Manager • Condition of facilities <ul style="list-style-type: none"> ○ Cleanliness, lighting, security ○ Homeless • Perception of parking program – value • Demeanor of staff (some not friendly) • SP+ branded employees • There are areas of downtown where tenant vacancy is low therefore parking utilization is low • Parking program lacks the ability to budget for economic downturns • Most don't understand the value proposition (for parking)

	Opportunities	Threats
External	<ul style="list-style-type: none"> • New commissioners • Local landowners who may be inclined to partner • Summer tourism 	<ul style="list-style-type: none"> • Not a vibrant downtown • Private lots are cheaper • Business location decision-making • Slow growth community

Mission/Vision and Principles Development

Mission¹: The mission of the City of Great Falls Parking Division is to provide an efficient operation and an adequate supply of affordable parking distributed within the City's core business district in order to serve the needs of the community. Downtown parking is an important urban land use and a vital public service that benefits a wide number of stakeholder groups with diverse needs: business / merchants – residents – downtown employees – hotels – galleries – restaurants

The Parking Division provides the operation and management mechanism needed to assure the success of the City's downtown parking program in serving parking needs and supporting overall economic vitality, mobility, and quality of life for the citizens of Great Falls.

The Parking Division is responsible for downtown parking program operations and functions relating to parking, including off-street parking at the City's parking structures and lots, maintenance, on-street meter parking, the residential parking permit program, and the parking enforcement program. The day-to-day operation involves many intricate activities requiring adequate staffing, management supervision, efficient operating procedures, and accountability. The parking program represents a significant public investment and provides essential public facilities and services that must be efficiently operated and effectively managed in order to meet the existing and future parking needs of Great Falls.

Principles:

Guiding Principles allow for strategic decision making especially when resources are limited or when there are competing objectives. Principles inform strategic objectives and typically do not change over time.

The following draft principles were discussed during the December PAC Strategic Planning Meeting:

1. Accountability – The Downtown Parking Program must be “firm but nice”

¹ At the 12/7/17 PAC meeting this mission statement was considered and affirmed as currently appropriate.

2. Customer Service – The Downtown Parking Program must be focused on serving parking patrons
3. Economic and community development based – The Downtown Parking Program must support the City’s bigger economic and community development goals.
4. Informed Public – Customers are informed and understand how to use The Downtown Parking Program, its services and resources.
5. Facility Care – The Parking program’s facilities are well kept, clean and safe.
6. Enterprise – As a self-supporting enterprise, the Parking Program has financial requirements and financial limitations. The financial sustainability of the Parking Program is critical to its long-term success and to fulfilling its purpose in support of the City’s broad economic and community development goals.
7. Strategic Importance – Downtown Great Falls is a critical asset, important to the entire region. Providing access through the Downtown Parking Program is of strategic importance to the city, property owners, business, residents and visitors.