Memorandum

Maine Medical Center Campus-Wide Parking Study

Overview

Maine Medical Center (MMC) retained VHB to conduct a campus-wide parking study that includes an analysis of demand and supply for patient, visitor, and employee parking on MMC's Bramhall Campus. This parking study incorporates the targeted impact of MMC's Get on Board Transportation Demand Management program.

This study quantifies the existing and future parking conditions, with a focus on peak period demand requirements, to help quantify and formulate sound parking strategies to adequately support MMC's patients, visitors, staff, and physicians into the future. The study took into consideration the assessment of two distinct user groups on-campus: patients/visitors and employees (all staff including physicians, nurses, administration, etc.). It also looked at all MMC-controlled parking, including both the on-campus parking as well as off-site, remote staff parking.

Existing Parking Supply

Table 1 provides a summary of existing MMC parking spaces. Currently, there are 850 patient/visitor parking spaces. All patient/visitor parking spaces are located on-campus. There are 2,027 employee parking spaces.

Table 1: Existing MMC Bramhall Campus Parking Supply Summary

		Patient / Visitor	Employee	Total at Facility	Ownership
ON-CAMPUS	Employee Garage	0	1,274	1,274	*Owned*
850 patient/visitor spaces	Patient/Visitor Garage	480	0	480	*Owned*
1,538 employee spaces	South Lot	370	0	370	*Owned*
	887 Congress (Forest St Garage)	0	178	178	*Owned*
	7 Bramhall St	0	26	26	*Leased*
	905 Congress St (Sportsman Lot)	0	60	60	*Leased*
OFF-CAMPUS	222 St John St (First Atlantic Lot)	0	283	283	*Leased*
489 employee spaces	181 High St (Gateway Garage)	0	100	100	*Leased*
	993 Congress St (Classic Lot)	0	97	97	*Owned*
	321 Brackett St	0	9	9	*Leased*
	Total Parking Spaces	**850**	**2,027**	**2,877**	

Existing Parking Demand

Existing MMC parking demand information was collected and quantified via various sources. A description of each of the data sources is outline below:

- Detailed weekday occupancy parking counts were conducted to understand utilization at key points in time to assess peak occupancy, overnight occupancy, and intervals of weekday garage entries and exits. These counts were conducted on multiple days in March and April 2017;
- Intermittent spot checks of parking utilization and access/egress were conducted from January through March 2017 by MMC and its consulting team; and

- MMC Parking and Security staff and the City of Portland Parking Director provided supplemental input regarding their observations and experiences related to the utilization of parking.
- A hospital peer review of parking facilities.

These counts, observations and input were compiled and used to help quantify the existing parking demand for a typical day on the campus. As shown in **Table 2**, MMC typically operates its employee parking at or above capacity during the weekday daytime. Patient/visitor parking generally operates at or near capacity during typical weekdays as well.

Table 2: 2017 MMC Bramhall Campus Parking Spaces/Demand Summary

	Patient / Visitor	Employee	Total at Facility
Parking Spaces	**850**	**2,027**	**2,877**
Parking Demand	**860**	**2,400**	**3,260**

MMC has approximately 2.3 employees, students, and contractors for every one employee parking space near the Bramhall Campus. Under current conditions, MMC would require about 370 additional parking spaces to alleviate today's employee parking shortfall. MMC manages this shortfall utilizing multiple strategies to address the demand for parking, such as TDM programs and moving employees to off-campus locations and securing additional remote parking with shuttle service. These strategies, however, have no satisfactory long-term solutions. The decentralized parking solution creates management challenges and is an employee dissatisfier. MMC continues to hear from employees that parking at the Bramhall Campus is unreliable. There have also been observations of MMC employees utilizing adjacent streets for parking throughout the day.

According to a hospital peer review, MMC's 850 patient/visitor parking spaces equate to 1.33 parking spaces per bed. This ratio is low compared to other New England and national peers. MMC's 2,027 staff parking spaces equate to 3.18 parking spaces per bed. This ratio is also low when compared to other peer institutions.

Future MMC Parking Actions

MMC has proposed multiple capital projects and programs in connection with the Master Facility Plan outlined in MMC's IDP. Near-term (completed by 2021) projects to expand parking supply include:

1. Patient / Visitor Garage Addition: Expand the existing 480-space Patient/Visitor Garage by three levels to accommodate an additional 225 spaces; and
2. New St John St Garage: Construct a new 2,450 space parking garage on the nearby St. John Street and demolish the existing 1,274-space Employee Garage.

The resultant 2021 parking supply upon completion of these near-term projects is summarized in **Table 3**.

Table 3: Expected 2021 MMC Bramhall Campus Parking Supply Summary

		Patient / Visitor	Employee	Total at Facility	Ownership
ON-CAMPUS	Patient/Visitor Garage	705	0	705	*Owned*
1,075 patient/visitor spaces	South Lot	370	0	370	*Owned*
264 employee spaces	887 Congress (Forest St Garage)	0	178	178	*Owned*
	7 Bramhall St	0	26	26	*Leased*
OFF-CAMPUS	New Employee Garage	0	2,450	2,450	*Owned*
2,459 employee spaces	321 Brackett St	0	9	9	*Leased*
	Total Parking Spaces	**1,075**	**2,654**	**3,729**	

Per September 22, 2017 Institutional Development Plan

As shown in **Table 3**, the patient parking supply by 2021 will increase by 225 spaces and the employee parking supply will increase by 696 spaces with these two parking projects completed. With the new Employee Parking Garage located off-campus, the amount of employees who park remotely will increase from about 25 percent to 90 percent.

MMC anticipates consolidating the Gateway Garage and Classic Lot parking spaces into the new employee garage following the opening of the new parking garage.

These efforts are intended to enable MMC to continue with their primary Master Plan goals, which include the expansion of important clinical programs and the de-coupling of semi-private patient rooms to fully private rooms. The proposed new hospital building will be located on the site of the former Employee Garage. As defined in the MMC IDP, the hospital anticipates that the overall patient load will grow by approximately eight percent over the next ten years (or about 0.75 percent per year). Similarly, employment at MMC is expected to grow by approximately 7 percent over the next ten years (or about 0.70 percent per year). The growth rates were applied to the 2017 MMC parking demands to reflect overall anticipated institutional parking growth. **Tables 4 and 5** summarize how the new construction will affect the occupancies over time.

Table 4: Future MMC Bramhall Campus Employee Parking Supply/Demand Summary

	2020	2022	2026
Parking Spaces	**2,654**	**2,723**	**2,723**
Effective Parking Capacity	**2,521**	**2,521**	**2,521**
Parking Demand	**2,465**	**2,500**	**2,570**

For employee parking garages, the effective parking capacity is 95% of striped parking spaces, shown in **Table 4**. This is due to the user group familiarity of the parking garage layout, circulation and general trends of the garage availability due to their daily use of the facility and the low space turnover. Effective capacity for the employee parking spaces is not 100% because of anticipated user compliance with lined spaces (i.e. parking in a way that limits the use of the adjacent parking space).

Table 5: Future MMC Bramhall Campus Patient/Visitor Parking Supply/Demand Summary

	2020	2022	2026
Parking Spaces	**1,075**	**1,075**	**1,075**
Effective Parking Capacity	**970**	**970**	**970**
Parking Demand	**892**	**905**	**933**

For patient/visitor garages, the effective parking capacity is 90% of striped parking spaces, shown in **Table 5**. Patients and visitors are often unfamiliar with the garage layout and operations. Planning to accommodate this targeted utilization will ensure arriving patients and visitors have convenient and available parking.

To help alleviate existing and future parking demands, and to support use of other alternative, sustainable modes of transportation, MMC continues to pursue and bolster its Transportation Demand Management (TDM). The purpose of the TDM Plan, called the Get on Board Program, is to reduce the amount of single-occupancy vehicles by enabling and promoting alternative modes of transportation to and from MMC's Bramhall Campus for MMC employees.

In the 2017 Get On Board plan, MMC established the following short-term, mid-term, and long-term single-occupancy vehicle reduction goals shown in **Table 6** below:

Table 6: 2017 TDM Trip Reduction Goals

	Short-Term (0-2 years)	Mid-Term (2-5 years)	Long-Term (5+ years)
Trip Reduction Target	2%	4%	5%

MMC will continue to monitor parking demand and needs at the Bramhall campus and re-evaluate its program goals. The estimated impacts of the Get on Board program's reduction goals are summarized in **Table 7**.

Table 7: Employee Parking Demand Reduction Due to TDM Efforts Summary

	2020	2022	2026
Parking Demand	**2,465**	**2,500**	**2,570**
Estimated TDM Reduction	**-60**	**-100**	**-120**
TDM Influenced Demand	**2,405**	**2,400**	**2,420**

If Get on Board targets are met, parking demand will reduce by approximately 60 in the short term (2020), 90 in the mid-term (2022) and 120 forecasting out to longer-term (2026). Such reductions strive to follow with less single-occupancy vehicles travelling to and from the Bramhall campus as intended by the Get on Board plan and programs.

Table 8: Employee Parking Demand Reduction Due to TDM Efforts Compared to Effective Employee Parking Capacity

	2020	2022	2026
Effective Employee Parking Capacity	**2,521**	**2,521**	**2,521**
TDM Influenced Demand	**2,405**	**2,399**	**2,420**
Estimated Parking Surplus	**116**	**122**	**101**

Table 8 compares the TDM influenced parking demand to the effective parking capacity for employee parking spaces. The amount of parking surplus fluctuates between 2020 and 2026 because of the time it will take for MMC to enhance the existing TDM program.

This analysis projects parking demand for 2026. The lifespan of the parking garage is expected to exceed 30 years. The estimated parking surplus in **Table 8** is roughly 7% of the total employee parking spaces shown in **Table 4** and is within a reasonable margin of error.

Conclusion

This study quantifies the existing and future parking conditions, with a focus on peak period demand requirements, to help quantify and formulate sound parking strategies to adequately support MMC's patients, visitors, staff, and physicians into the future. VHB determined that existing estimated parking demand at the Bramhall campus exceeds existing supply. The demand for complex healthcare in Maine is growing. As a result, MMC is growing to meet that demand. MMC's forecasts an increase in patient activity at the Bramhall campus by 2026. Using this forecast, VHB estimated a parking demand that will be accommodated only through investments in parking facilities and MMC's Get on Board program.