July 15, 2019

Anthony Goodnight
Director of Public Works and Engineering Services
City of Huntington
300 Cherry Street
Indianapolis, IN 46750

Re: *Downtown Huntington Parking Study*
Walker Project No. 20-1825.00

Dear Anthony:

Walker is pleased to submit the following DRAFT report of our parking study for Downtown Huntington, Indiana. The study includes a summary of our public engagement initiative, a parking supply-demand analysis, and our assessment of existing program policies and practices with recommendations for City consideration provided herein.

We hope that our analysis assists you in planning for the growth of the parking system to accommodate the parking needs of multiple users including visitors and employees.

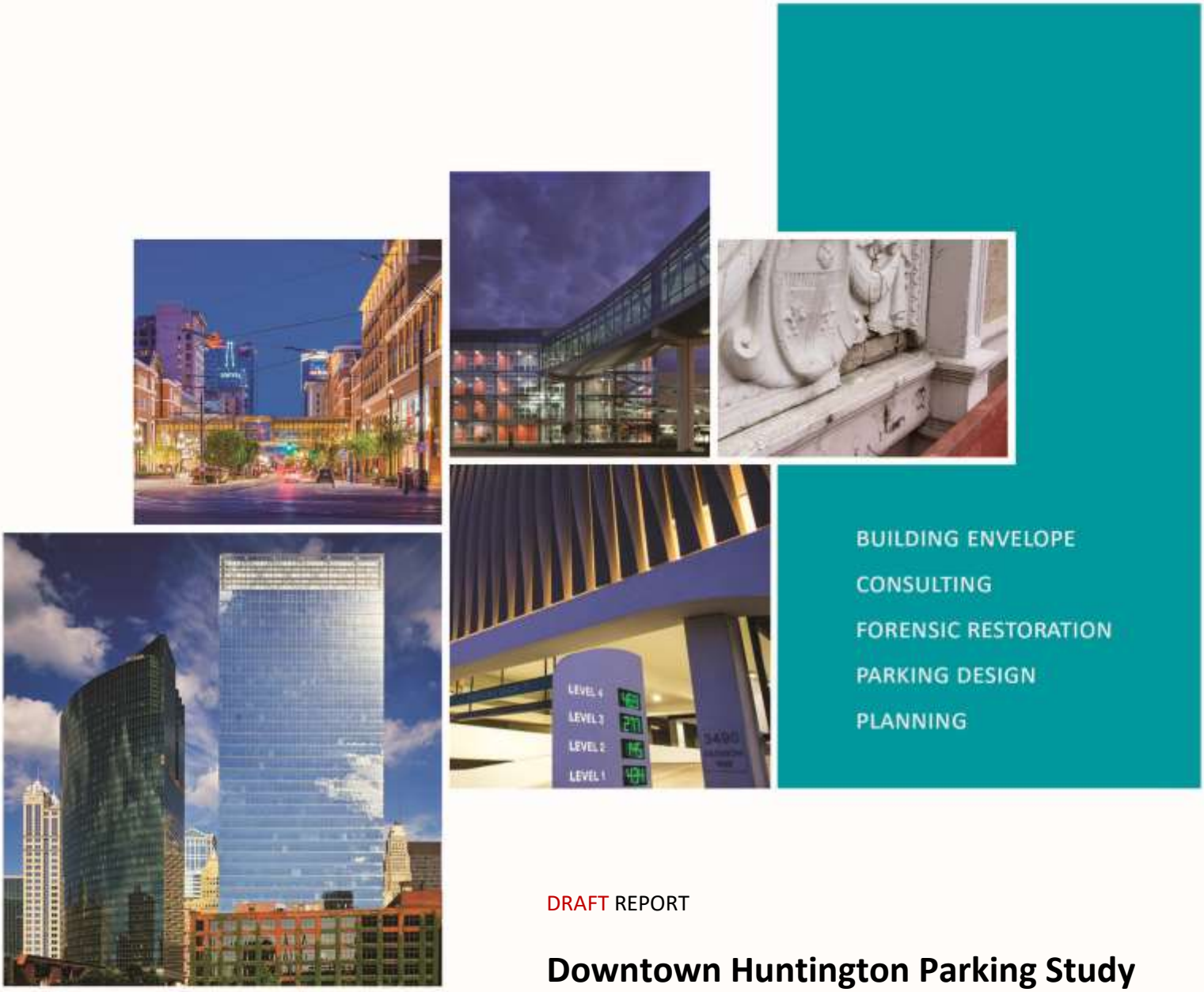
We appreciate the opportunity to be of service to you on this project. If you have any questions or comments, please do not hesitate to call.

Sincerely,

WALKER CONSULTANTS

John Dorsett, AICP, CPP
Senior Vice President

David Garza
Analyst



DRAFT REPORT

Downtown Huntington Parking Study

Huntington, Indiana

July 15, 2019

Anthony Goodnight
Director of Public Works and Engineering Services
City of Huntington

WALKER CONSULTANTS

TABLE OF CONTENTS

LIST OF FIGURES AND TABLES

EXECUTIVE SUMMARY

The City of Huntington ("City" and/or "Huntington") selected Walker Consultants ("Walker") to deliver a downtown parking study for the City ("Study").

The City of Huntington Comprehensive Plan adopted in 2012, and, updated in 2019 articulates goals for the downtown parking system. In 2019, the City issued a formal Request for Qualifications for the delivery of a Study, an outgrowth of recommendations from the Comprehensive Plan.

The Parking Study ("Study") herein provides downtown stakeholders and the community at-large with strategies and tools to address and improve the user parking experience downtown and ensure that downtown parking assets are managed in a way that reflects the primary goals and needs of the community.

The Study Team divided its work into the following five key areas:

Step One: Discovery/Stakeholder Input
Step Two: Supply/Demand Analysis
Step Three: Review of Parking Policy and Practices
Step Four: Alternatives Analysis
Step Five: Recommendations and Implementation

The project team led a public input session in April 2019, soliciting public opinion and stakeholder feedback regarding the downtown parking experience. Many of the issues addressed in this report are in response to the issues raised during the public engagement process. In addition to an in-person session, public opinion was also received through an on-line community survey released to the City via Survey Monkey.

We believe that the community's concerns provide important context for our recommendations. In addition to qualitative data received via the public engagement process, the project team also collected formal parking inventory and occupancy data to quantify the level of parking-space availability and activity downtown and observe existing conditions on a first-hand basis.

Across a 17-block downtown study area, the Project team identified 749± spaces. The user availability of these spaces is as follows:

- On-Street – 394 spaces
- Public Off-Street Lots – 182 spaces
- Private Off-Street Lots– 173 spaces

Parking space occupancy counts were performed for a typical weekday on a Tuesday morning and afternoon between the hours of 9 a.m. to 10 a.m. and noon to 1 p.m., periods believed to capture typical busiest hours of parking demand in downtown Huntington.

Figure 1: Parking Inventory

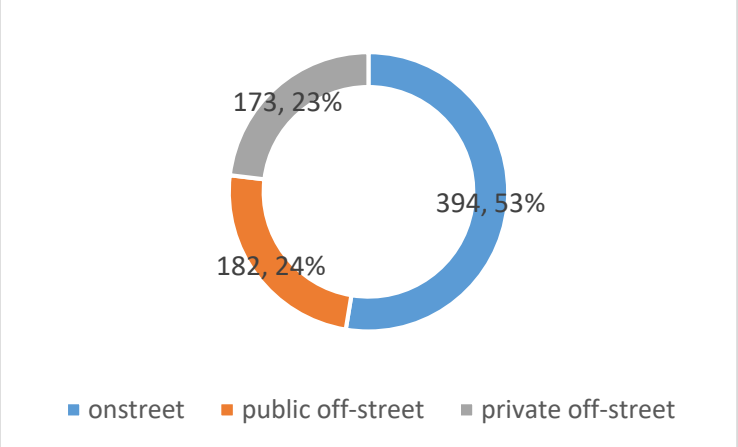


Figure 2: Parking Space Occupancy – 9 AM Peak Hour

Overall utilization peaked across the morning hours between 9 a.m. to 10 a.m. when the project team observed more than 400 vacant spaces across the study area. More vacant parking spaces were observed than parked cars (326). Parking-space occupancy during these typical peak times was observed at 44%, meaning that 56% of the parking spaces in the downtown were vacant. Parking "hot-spots" were observed in selected areas (e.g. courthouse block faces and select block faces along Jefferson Street), see orange shading in the following figure.

Key Findings:

- The City of Huntington manages and enforces approximately 77 percent of the existing downtown parking supply which means it has considerable influence over the local parking market.
- Overall there is an ample number of existing parking spaces available for public use, however "hot-spots" and a low walking-distance tolerance are shaping public opinion about parking availability problems.
- Some on-street parking spaces are being used as long-term employee parking instead of short-term customer and visitor parking.
- Absent designated long-term employee parking areas, employees will keep vehicles on street.
- Current parking wayfinding and signage is insufficient and not providing motorists with the information they need to identify parking options.
- Information regarding the downtown parking system (location, public availability, hours of enforcement, adjudication process, etc.) is piecemeal and not readily available in one "easy-to-access" place.
- Downtown Huntington is highly walkable, and, long-term parking users should be able to park greater distances and walk.
- Opportunities for shared parking use existing between the existing and private ownership, institutions, churches, and the City, to make more parking available across "off-peak" times.
- City residents, according to the on-line survey, are sensitive to parking costs and the current preference is for no hourly rates to be charged on street and in surface lots.

Walker is not recommending meters or the construction of a parking garage for the downtown.
Our reasoning is three-fold:

- The existing parking **utilization rates system wide are below 50 percent** for a typical weekday with ample space vacancy identified, parking turnover and space availability can be managed through posted hours of enforcement;
- There is a widely held public view, uncovered through Project public engagement, that **residents do not want hourly rates Downtown**. It is Walker's understanding that meters once existed Downtown but were removed because the public did not support them.
- An analysis of the existing market for parking downtown found that **monthly rates and fees are too low to cover the monthly debt service and operations expenditures required for new garage construction without significant public subsidy**. Our opinion on probable project costs for new construction of a parking garage are approximated at $23,000 per space. **The existing revenues collected today do not even cover existing parking program costs, let alone, the added annualized costs associated with a new garage facility without significant public subsidy.**

The primary Study takeaway is that a more vigorous parking management program needs to be pursued through adjustments to current parking policies and practices. To ameliorate user challenges, the project team recommends that stakeholders consider the following series of recommendations.

1. IMPLEMENT A COORDINATED STRATEGY FOR SHORT-TERM AND LONG-TERM PARKING

It is recommended that the City of Huntington implement a strategy to promote employee parking across peripheral public lots, while, making more visible on-street spaces available for short-term customer and visitor use.

ISSUE
There are more than 390 on-street spaces within the Study Area that are primarily enforced for two-hour parking but currently being used for more long-term parking needs:

- Employees are utilizing on-street spaces as long-term parking
- On-street spaces are often the most visible parking spaces for motorists and nearest to store fronts; therefore, on-street spaces should be treated as premium spaces.
- Motorists often form perceptions of parking-space availability based upon on-street space occupancy.
- Greater turnover and space availability is recommended on street, which can balance the parking distribution.
- Existing signage is unclear as to long-term versus short-term public-space availability.
- Existing parking-space enforcement practices allow employees to park on street with unofficial paper tags.

In the public on-line survey, 67 percent of respondents said that long-term spaces are not clearly identified.

Furthermore, during the parking supply-demand field survey, the project team found high vacancies at the peak time of day.

Figure 3 displays surface lots circled in navy blue showing the recorded occupancy and space availability. Green represent utilization rates below 50 percent. These lots have space availability to absorb long-term and short-term parking.

Figure 3: Long-term Parking Lots

Walker recommends the City designate surface lots as "long-term" or "daily" parking through clarification to physical signage, changes to the enforcement ordinance, and promulgation of long-term parking areas across all information-sharing platforms. Surface lots should be long-term parking areas, but, if short-term users want to park in these lots as well, the signage should welcome them.

Monitoring parking occupancy on a frequent basis is necessary to determine if policy changes are encouraging the right parking behaviors. **A maximum targeted on-street parking space occupancy of between 70-85 percent occupancy should the goal for Huntington. This means that at any given time, 1-2 spaces per block face are open.**

The goal should be to get long-term parkers, defined as those parkers parking for three hours or more, into off-street lots and facilities, and make on-street spaces available for short-term customer and visitor use.

2. MAINTAIN TWO-HR. ON-STREET PARKING TIME LIMITS ALONG JEFFERSON STREET CORRIDOR, CREATE FOUR-HR. TIME ZONES ALONG PERIPHERAL STREETS

It is recommended that the City maintain two-hour time limits along Jefferson Street, but, consider four-hour on-street zones for less utilized on-street block faces. The purpose of this change would be to better distribute parking demand, promote greater walking across the downtown, and accommodate special users that need more than two hours (e.g. hair salon patrons, dental visitors, special services etc.) of parking.

Figure 4 depicts the proposed time limits for on-street only parking. For the core blocks surrounding Jefferson Street we propose maintaining two-hour time limits, while parallel blocks, including Cherry Street and Warren Street, be

Figure 4: Proposed 2-Hour and 4-Hour On street Parking Zone Map

considered for four-hour time limits.

In implementing this, we recommend that the City eliminate the practice of enforcement exemptions for employees with hand-written parking placards placed on their vehicles parked in two-hour spaces on-street.

All businesses should be notified of enforcement changes including daily and four-hour parking options with notification that two-hour parking will be enforced, without exception, across posted hours of enforcement.

3. CONDUCT ROUTINE AND CONSISTENT PARKING ENFORCEMENT

We recommend that the City have, at a minimum, one Full-Time-Equivalent (FTE) parking enforcement officer performing enforcement on a rigorous and consistent basis across all posted hours of enforcement, Monday through Friday 8 a.m. to 4 p.m. **Improved parking enforcement will help create greater space turnover and availability throughout the posted daytime hours of enforcement.**

In support of this recommendation, we recommend that the City **conduct a public relations campaign,** explaining the benefit of changes to the parking enforcement program which include greater space availability for downtown businesses.

Figure 5: Parking Wayfinding and Directional Signage – Greenfield, Indiana

4. IMPROVE PARKING WAYFINDING AND DIRECTIONAL SIGNAGE

In the on-line community survey, 40 percent of all users found wayfinding and signage to be inadequate. **Missing wayfinding and signage is also contributing to congestion at the curb because users are having difficulty locating off-street parking and are competing for more visible curb spaces.**

Improved wayfinding and signage system can help motorists more easily identify public parking areas which positively increases the overall parking experience. Communicating the location of parking areas, the hours of enforcement, and the public availability is important information for downtown users and should be promulgated not only by physical signage, but, also through maps on the City's website and social media platforms.

Locating public parking can often be the most challenging task for motorists, especially for short-term users and visitors. By creating and installing uniform signage and a logo that is easily identifiable, intuitively understood, and properly located, the City can help direct users to public parking areas and help distribute demand more evenly across the downtown.

5. PROMOTE PARKING THROUGH ROBUST MARKETING AND COMMUNICATIONS

Currently, there is a gap between the parking user and knowledge of the parking system. Over half of respondents said they do not know where they can find downtown parking. Users can benefit from improved communications and information regarding the downtown parking system. **Walker recommends that a parking webpage solely dedicated to downtown parking be established and that the City and all downtown partners use this website as a one-stop information clearinghouse.**

As an initial requirement, a dedicated downtown parking page should allow the City to perform the following tasks:

- Continue to **maintain a comprehensive downtown parking webpage**;
- **Respond to questions and requests** from the general public for locations of parking facilities, pricing, and availability;
- Maintain the integrity of downtown parking promotional materials, and provide parking maps, business development packets, and fact sheets;
- **Market all publicly-available parking** in the downtown, regardless of public or private ownership;
- Provide public relations assistance to other downtown events as needed.

This information should be distributed through the following:

- The comprehensive downtown parking webpage;
- A quarterly newsletter for the downtown parking community with news of potential economic/developmental impacts on parking, development and construction projects, upcoming downtown events and profiles of downtown newsmakers;
- Brochures and maps both distributed and posted;
- Direct mailings / email when appropriate;
- Downtown meetings and presentations about downtown parking to City business and civic groups upon request; and

Local businesses are often willing to provide parking information and links to additional parking resources from their own website's home page. This can be very helpful in providing specific location data to their customers, while also providing a free portal to market parking services to potential patrons. If patrons are armed with parking availability and location information prior to arriving at their destination, their overall downtown experience can be greatly improved.

6. STEWARD A PARKING AUXILIARY ENTERPRISE FUND TO PRESERVE EXISTING PARKING ASSETS

The City has a parking auxiliary fund which contributes to some capital expenditures including lot resurfacing and repair. Currently, however, the fund is not self-sustaining. Walker finds that a best practice is for a city to work towards a self-sustaining fund. While this might not be achievable given the current rate environment in Downtown Huntington, revenue dollars that are currently collected should go towards maintaining existing assets.

Municipalities often create auxiliary enterprise funds. These resources are then used to fund parking system operating expenses and capital improvements. By definition, an auxiliary enterprise fund is self−sustaining. This means that the auxiliary enterprise fund generates a revenue stream that is sufficient to cover ongoing operating expenses and outstanding debt service obligations.

Auxiliary enterprise funds have their own operating budgets. This operating budget is separate from a municipality's general fund. These operating budgets include a stream of revenues collected from a variety of sources, including the following:

- Monthly leases (if charged)
- Parking meter revenues (if meters implemented)
- Transient parking revenues (if rates implemented)
- Parking violations revenues

Budgeted expenses include the operating costs associated with ongoing parking operations. This may include the labor costs associated with maintenance, security, parking enforcement, revenue collection, management, and administration. Other operating costs may include utilities, supplies, and equipment.

Currently revenues are too low to self-support a downtown parking program including a FTE parking enforcement officer. Parking enforcement costs are funded through the annual Police Department budget. Moreover, Walker is not recommending the formation of another department to administer parking enforcement. Parking enforcement can be properly administered through the Huntington Police Department.

7. CLARIFY PARKING ADJUDICATION PROCESS BY ORDINANCE AND COMMUNICATIONS

Approximately 30 percent of citations were either unpaid or dismissed in FY 2018. It is noted that instruction regarding the existing appeals process is not provided in print on existing parking tickets issued. **Clarifying the parking citation appeals process through ordinance language promulgated on official materials can limit the number of unpaid violators and minimize the number of dismissals. These rules and processes can also be posted to the City parking webpage.**

Fair and routine enforcement, coupled with more clear rules and regulations promulgated to the public, can limit the amount of scofflaws. **The goal should not be to collect more revenue but to induce the right public behavior so that parking rules are serving turnover and space availability needs for system users.**

8. IMPLEMENT A DOWNTOWN PARKING ADVISORY COMMITTEE

Walker recommends that the City consider forming a downtown parking advisory committee with broad representation of interests including members of the downtown business community, owners, retailers, restaurateurs, downtown institutions and organizations including the Chamber, and a City staff designate. The purpose of this committee would be to provide a sounding board to the City regarding downtown parking. Walker recommends meeting on a quarterly basis to discuss parking trends and issues in downtown Huntington. The committee would not have any official government capacity but could serve as a clearinghouse for the

exchange of information and ideas. The meetings would serve as an opportunity to help the City deliver on its brand promise to provide parking turnover and availability to support downtown businesses and to assist the City roll-out public relations campaigns for downtown parking program improvements. The Advisory Committee can help educate their patrons and members on the benefits of any coordinated policy actions and provide the City direct feedback on implementation.

The goal is to forge a valuable public-private partnership that advises, improves public communications, and balances the needs of the downtown parking system for the benefit of all users.

IMPLEMENTATION AND ORDER OF MAGNITUDE COSTS MATRIX

Action	Description	Timescale	Costs
Implement a long-term and short-term parking strategy	1. Designate surface lots as "long-term" or "daily" parking through clarification to physical signage and changes to the enforcement ordinance. 2. Make known long-term parking areas across all information-sharing platforms. 3. Strictly enforce on-street parking time limits as posted.	FY '19- '20	$
Create four-hour parking zones along peripheral streets including Warren Street and Cherry Street	1. Create four-hour on-street zones for lesser utilized block faces along Cherry Street and Warren Street to provide users more options for timed parking. 2. Maintain two-hour parking along Jefferson Street corridor.	FY '19- '20	$
Clarify parking adjudication process	1. Create clear and easy-to-understand language to print on all parking tickets, explaining the adjudication process. 2. Codify through municipal ordinance.	FY '19- '20	$
Create Communication Strategy	Develop communication strategy to promote parking options. Elements include: • signage and wayfinding • public relations and communications • launching the downtown parking web page	FY '19- '20	$$-$$$
Create a downtown parking advisory committee	Create a voluntary committee of downtown stakeholders to advise the City on parking issues.	FY '19	No initial costs anticipated

*Costs opinions are provided on an order of magnitude basis in 2019 dollars. Actual costs will vary.

Legend
$ = <$25,000
$$ = >$25,000
$$$ = >$100,000

01 Introduction & Project Discovery

INTRODUCTION

The City of Huntington issued a Statement of Qualifications for a comprehensive downtown parking study in January 22, 2019 seeking the help of a qualified professional firm to evaluate the downtown parking system in Huntington and develop a framework to guide recommendations and changes to the downtown parking system, in anticipation of future growth and development.

In March 2019, Walker was selected as the firm to deliver the Downtown Huntington Parking Study. The Parking Study ("Study") herein provides downtown stakeholders and the community at-large with strategies and tools to address and improve the user parking experience downtown and ensure that downtown parking is being managed in a way that reflects the goals and needs of the community.

STUDY TEAM

The consulting team is Walker Consultants, the industry's leading and largest parking consulting firm in the United States, committed daily to helping communities solve their most vexing parking and mobility challenges.

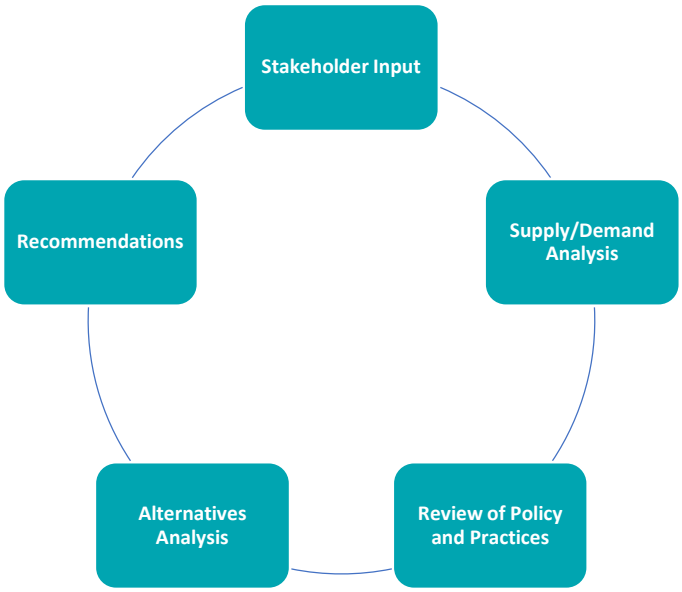
Key Project Components And Study Process

The project team divided its work plan into five key focus areas that formed the basis of the Study:

- **Attentive stakeholder and community engagement** to identify downtown parking needs and challenges and to inform the overall project goals. Engagement included community workshops and an on-line survey.
- A **comprehensive space inventory of the downtown parking system**, including the identification of on-street and off-street parking facilities and a documentation of parking rates and hours of enforcement.
- An **occupancy survey delivering performance analytics** across primary user hours.
- A **review of existing parking policies and a parking alternatives analysis** that considers improved parking system efficiencies and opportunities for any additional space capacity.
- A **forward-looking series of recommendations** including an implementation matrix that will help decision- makers maximize the management of existing parking assets, deliver customer-service enhancements, and appropriately plan for future needs.

The following figure represents the Study Process:

Figure 6: Downtown Huntington Parking Plan



Source: Walker Consultants, 2019

STEP ONE: DISCOVERY/ STAKEHOLDER INPUT

The first step of our Study was to elicit stakeholder and community input to understand and document the experience of parkers in the Downtown. Information was derived from a public input session held on April 22, 2019 and a public survey administered by the City in April and May 2019, and made available for community access on the City's website and in paper survey format.

In total, more than 300 participants contributed their input which informs this analysis and guides the feasibility of the recommendations.

STEP TWO: SUPPLY/DEMAND ANALYSIS

In addition to the qualitative feedback that we received from the community, we collected quantifiable parking survey data. This included space inventory and occupancies collected over two days of field observations by the Project team and a documentation of observed parking enforcement hours. In this phase we analyzed the parking supply and demand in the downtown to establish a baseline for downtown parking conditions.

STEP THREE: REVIEW OF PARKING POLICY AND PRACTICES AND ALTERNATIVES ANLAYSIS

Following from our baseline conditions assessment, we obtained information regarding downtown parking policies and practices to evaluate the current performance of the parking system. This included a high-level review of the operational and financial management of the public parking system in order to weigh the potential for any efficiencies or program enhancements.

In concert with an evaluation of the existing parking program, we considered alternatives to maximize existing space capacity and consider opportunities for additional parking infrastructure (if needed).

Here we considered proximity to uses, opportunistic sites and locations and probable implementation costs.

STEP FIVE: RECOMMENDATIONS AND IMPLEMENTATION

In the final phase of our analysis, we created a series of recommendations for the City to consider adoption and an implementation matrix which detailed the potential phasing and prioritization for any proposed improvements or changes.

PROJECT TIMELINE

Figure 7: Study Timeline

Project Phase	April 2019	May 2019	June 2019	July 2019	August 2019
Project Kick-Off	April 15, 2019 Conference call				
Public Meeting – Input Session	April 22, 2019				
RFI Issued	April 24, 2019				
I. Stakeholder Outreach II. Supply and Demand Analysis III. Review of Parking Policies and Practices IV. Alternatives Analysis V. Recommendations					
Draft Issued				July 15, 2019	
Draft Comments Received Deadline				July 30, 2019	
Final Report Issued					August 5, 2019
Final Report Presentation					August 13, 2019

Source: Walker Consultants, 2019

The Project initiated in April 2019 with the delivery of the Project Team's Final Report August 05, 2019.

PROJECT DISCOVERY

Project discovery is an information-gathering process intended to be a "deep-dive" exploration into the unique issues, user-experience, and operational workings of the downtown parking system.

Qualitative and quantitative methods were employed for the Study and included community engagement, conducted through an in-person stakeholder input session, on-line opinion surveying, direct Project Team field observations and formal data collection, and a review of City of Huntington parking financial data.

All of the aforesaid sources formed the basis for the Project Team's analytical conclusions, informing the project findings and recommendations presented in this document.

PUBLIC INPUT SESSION

The Project Team facilitated a public engagement input session held on April 22, 2019 to hear directly from downtown stakeholders and the community regarding the downtown parking experience. The Project team led participants through a 'town hall' style workshop forum facilitating discussion questions and inviting participants to actively "map" out parking issues and contribute their own ideas for downtown parking improvements.

Session outcomes included the following:

- **Issue identification** regarding downtown parking;
- **Documentation** of existing parking conditions at the institutional and user-levels;
- **Convening** groups of downtown leaders, stakeholders and citizens to articulate a common community challenge and vision for parking downtown; and
- **Enhanced communications** with the downtown community and an increased awareness.

ISSUE IDENTIFICATION

Over the course of the session, participants expressed ideas and concerns related to parking in the downtown. The following list represents our summary of the discussion items raised by stakeholders:

- Lack of knowledge of public parking areas downtown;
- Unclear parking wayfinding and signage;
- No coordinated approach to short-term versus long-term parking;
- More short-term customer and visitor spaces needed in core;
- Employees taking up spaces intended for short-term customer/visitor use;
- More consistent and fair parking enforcement;
- Future development parking needs;
- The merits of a permit parking system;
- A parking app or more user-friendly technology to guide the parking experience;
- What constitutes "too far" for walking;

- Lunch time/daytime parking needs;
- Residential parking downtown;
- Daytime courthouse parking uses;
- Benefits of paid versus unpaid parking system;
- Time limit needs by business type;
- Employee versus customer parking expectations;
- "Hot-spots" but generally no space availability problems;
- Shared parking between private and public; and
- Pedestrian safety.

ON-LINE SURVEY

An on-line community survey was issued to the general public through Survey Monkey and made available through the City of Huntington website and social media platforms.
Survey participants were asked to assess fifteen multiple choice questions on downtown parking with the complete survey template and results provided in Appendix A: Downtown Huntington Parking Survey.

The purpose of the survey was to elicit community input regarding the downtown user parking experience. The results of the survey helped guide the Project Team discovery and problem statement process.

Appendix A displays detailed results. The following bullet items provide a summary of survey key findings:

- **Parking costs,** not lack of proximity to destination or availability, is the most important factor related to parking in downtown for survey respondents (38 percent answering costs; 35 percent proximity; 25 percent availability);
- Nearly **52 percent** of survey respondents are **dissatisfied with downtown parking;**
- Approximately 42 percent of survey respondents said they are unable to find available parking downtown;
- **Nearly half of all respondents say that visitors and customers do not know where to find public parking;**
- **Nearly 46 percent of respondents do not think on-street spaces are typically available and that on-street spaces are turning over as intended through posted hours of enforcement;**
- **Approximately 67 percent of respondents say that long-term parking spaces are not clearly identified and that people do not know where to go for all-day parking;**
- Nearly 36 percent of respondents do not think parking enforcement is clear and fair.

The following section of this report evaluates the parking supply and demand collected across the downtown Study Area to assess the existing performance of the parking system and guide the development of recommendations.

02 Supply and Demand Analysis

The findings of the supply and demand component of the project are the foundation of an effective parking plan. Before we can identify opportunities to develop or improve parking or recommend changes to existing parking policies, we must first have a solid understanding of existing conditions within the Study Area. Our understanding of existing conditions begins with stakeholder outreach to determine the parking habits and preferences of typical users which includes an identification of obstacles and opportunities for improvement as reviewed in the previous sections of this report. These qualitative findings are combined with the parking supply and demand data collected during our field survey to develop a comprehensive picture of parking conditions in the downtown, ultimately providing a framework for recommendations and strategies that result from the study process.

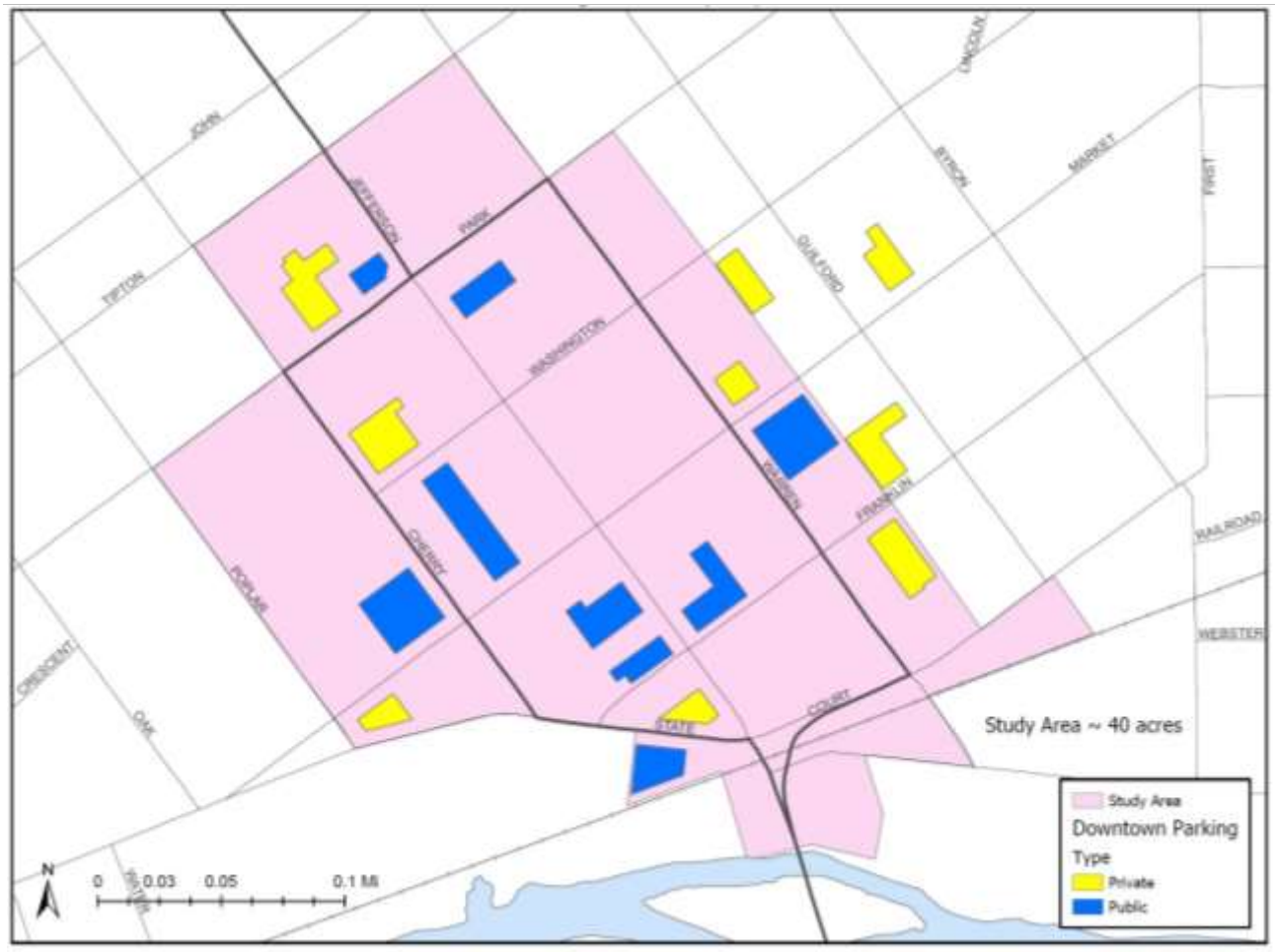
The project team conducted field inventory and occupancy counts on Tuesday April 23, 2019 to observe typical parking conditions in the downtown Study Area. The objective of our field work was to answer the following questions:

- What is the parking supply?
- What is the parking demand?
- Is there a surplus or deficit?
- Is additional parking required? If so, how much?
- Who needs additional parking?

STUDY AREA

The parking study area, as determined by the City, is bounded by Tipton Street to the north, State and Court Streets to the south, Popular and Cherry Streets to the west and mid-block between Warren Street and Guilford Street to the east. The following figure depicts the Study Area.

Figure 8: Study Area



Source: City of Huntington, 2019

The seventeen-block core downtown area comprises the central business district; oriented primarily towards government, professional services, retail, and restaurant usage.

HOW MANY PARKING SPACES ARE IN THE DOWNTOWN?

The project team identified approximately 749 spaces across the Study Area. This includes all on-street and, public and private off-street parking lots, shown within the study area in “Yellow” above.

On-Street

394± spaces

Public Off-Street

182± spaces

Private Off-Street

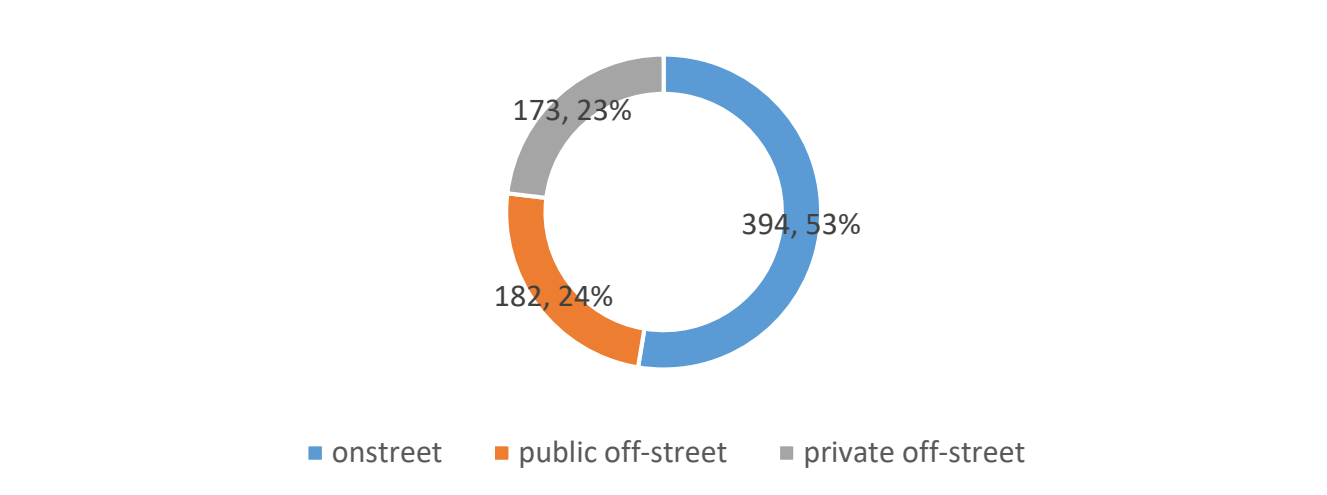
173± spaces

On-Street spaces include all two-hour time enforced and unregulated spaces, including ADA provisions.

Public Off-Street spaces are categorized as public lots operated by the City of Huntington, providing unreserved hourly and monthly reserved and unreserved parking.

Private Off-Street spaces are privately-owned restricted or limited-use commercial spaces. This includes portions of the inventory that are signed only for certain business uses, and with signage or access controls, that deter public parking use.

Figure 9: Parking Space Inventory



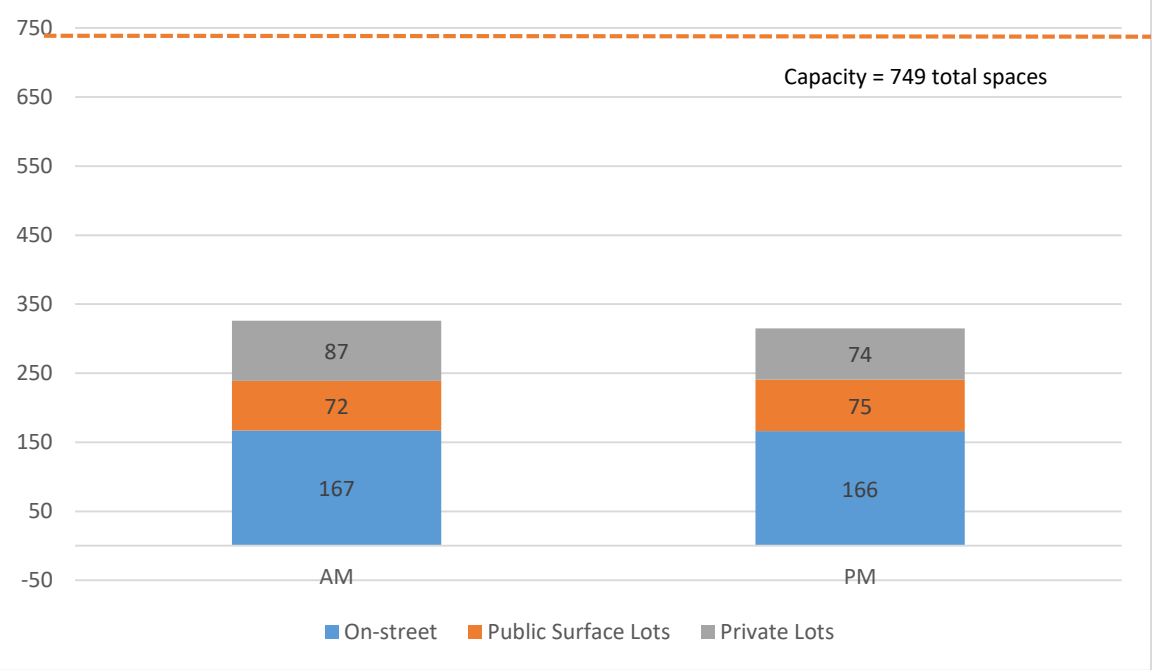
Source: Walker Consultants, 2019

Approximately 53 percent of the inventory surveyed within the Study Area is on-street parking, offered primarily as two-hour parking. Municipal surface lots comprise approximately 24 percent of the existing supply while private off-street lots comprise another 23 percent. Hours of enforcement for on-street parking and municipal surface lots occur from 8 a.m. to 4 p.m.; Monday through Friday. Permit parking is offered across select off-street municipal lots with a total of 124 permits issued in 2018; reserved permit hours are only in effect from 8 a.m. until 5 p.m. The remaining non-reserved spaces located in municipal lots are available as free hourly parking.

PARKING SPACE OCCUPANCY

Parking space occupancy was recorded on Tuesday April 23, 2019 across the morning and afternoon hours of the day. The day of the week and hours selected are intended to be representative of typical weekday conditions. Counts were performed between the hours of 9 a.m. to 10 a.m. and noon to 1:30 p.m. to capture daytime activity and multiplicity of use across the government, professional service, and food and beverage sectors. **Appendix B: Field and Occupancy Data** provides a more detailed showing of inventory and occupancy results by block.

Figure 10: Total Parking Space Occupancy



Source: Walker Consultants, 2019

Observed occupancy peaked across the morning hours, between 9 a.m. to 10 a.m. with 44 percent total occupancy observed. However, afternoon occupancy was nearly identical with 42 percent total occupancy observed. **At the "peak hour" more than 400 vacant spaces were observed across the Study Area, indicating a surplus of spaces available.** Occupancy across public lots totaled approximately 41 percent with total on-street occupancy at 42 percent.

While overall occupancy remained under 50 percent across peak hours of the day, with an overall surplus of available parking identified, parking "hot-spot" areas were observed across several block faces. The following figure illustrates parking space occupancy at the block level for on-street and off-street spaces at the 9 a.m. peak hour.

Occupancy is displayed using a "heat map" with color ranges given to occupancy percentages on an on-street and off-street block basis. The color red represents occupancy of 85 percent or greater; the highest level of recorded occupancy indicating little to no space availability. The color orange designates 70 to 84 percent occupancy which indicates healthy occupancy levels with remaining space availability. Yellow represents 50 to 69 percent occupancy and green, 49 percent or lower, indicating both high vacancy and ample space availability.

Figure 11: Parking Space Occupancy Heat Map

Source: Walker Consultants, 2019

On street blocks faces around the courthouse saw the highest concentration of uses with occupancies between 70 to 84 percent; typically indicating 1-2 spaces open per block face. Jefferson Street, a primary downtown corridor, exhibited results that varied by block. Generally, space availability was found across multiple blocks with the exception of the western block face of Jefferson Street, between Washington and Market Streets, where 14 of the 16 spaces were found occupied. Additionally, the northern block face of Franklin Street, between State and Jefferson Streets and the southern block face of Franklin Street, adjacent to the Court House between Jefferson and Warren Streets, experienced occupancy in excess of 84 percent ("triangle block").

URBAN FORM AND LAND USES

In addition to formal data collection, the project team conducted field observations documenting the condition and special use characteristics of the existing parking system in relation to the downtown urban form. We noted parking space geometrics (e.g. angled spaces versus parallel spaces on street etc.), the location of parking assets, the condition of lots and on-street spaces, the proximity of parking to concentrated-use areas and other notable physical characteristics that limit parking availability and inform an alternatives analysis.

Downtown Huntington maintains an attractive core historic building stock that is pre-automobile era. The minimal building setbacks, uniform building heights (2-3 stories only found), and building façade orientation, relative to the existing street network, creates a street wall and coherent human scale that is ripe for higher pedestrian use, enhanced place-making ability, and the right environment for small retail.

Since much of the core building stock remaining intact and built to occupy entire city-blocks, **off-street parking options are limited to peripheral areas or on parcels where buildings have been razed.** Walker noted the existence of alley ways across a few blocks off Jefferson Street; however, these have minimal parking space availability.

- Angled and parallel on-street spaces were observed along Jefferson Street, downtown Huntington's primary business corridor.

- On-street parking and existing right-of-way dimensions allow for traffic calming. Angled spaces maximize parking space efficiency per block face, adding more spaces per block face, as shown on the graphic to the right.

- These more visible spaces should be intended for short-term customer and visitor use because of proximity to store-fronts.

- Dense historic building fabric limits available off-street parking opportunities
- The City of Huntington maintains nine small-sized surface lots in the downtown area. These lots are found primarily in peripheral areas or on parcels where buildings have been removed. Parking is offered on a free time-hour and permit basis with nearly 182 spaces in the existing public lot inventory.
- Approximately 124 monthly permits were issued in fiscal year 2018.
- The dimensions of these existing lots limits the amount of parking space capacity that can be realized.
- Most all available lots today are relatively small and therefore not suitable for an efficient parking garage layout should one be contemplated.
- There are a limited number of private surface lots found downtown. These lots are primarily signed for customer use only, as seen at the Red Eye Bar and Grill to the right or employee only parking. Private spaces are approximately 23 percent of the existing total space inventory downtown surveyed.

FUTURE DEMAND MODEL

Walker assessed the potential of the existing parking system to absorb future parking demand as the result of proposed new development anticipated to occur within a five-year planning horizon. The following table summarizes our model of future parking demand for known proposed developments identified by the City.

A 36-unit residential project is anticipated for the downtown. According to our demand model, summarized in the following figure, at a parking ratio of one space per residential unit, 36 additional spaces would be generated.

Figure 12: Future Demand – Five Year Summary of Demand Additions

Land Use	Proposed Units	Base Ratio	Total
Residential	36	1 space per unit	36

Source: Walker Consultants, 2019

With a demand for 36 additional parking spaces downtown, we calculated the effect on future parking adequacy. We have also assumed the removal of 43 parking spaces at the City Hall/PD lot for the construction of the new police headquarters. The following figure depicts our calculation for future adequacy.

Figure 13: Future Parking Adequacy Scenario Summary

Total Public Supply*	533
Less Current Demand (Peak Hour)	326
Less Future Demand Modeled	36
Future Adequacy Surplus/Deficit	171

**This scenario assumes the loss of 43 spaces from the public parking inventory for the construction of the new police headquarters within a five-year planning horizon.*
Source: Walker Consultants, 2019
Overall, there is enough parking capacity to absorb future development as modeled with a surplus of 171 parking spaces anticipated. However, the location and availability of parking assets approximate to the project site will need to be assessed. We have assumed in our model that the proposed development will not be building off-street parking.

The following section of this report evaluates downtown parking program policies and practices and considers the capacity for program changes and enhancements.

03 Parking Policies, Practices & Alternatives Analysis

In this section of the report we review existing parking policies and practices. This includes a review of parking management downtown, goals of the parking program, parking enforcement policies and practices, existing rates and hours of enforcement, parking signage and wayfinding, equipment and technology, existing land use practices and zoning impacts on parking.

HOW IS PARKING BEING MANAGED DOWNTOWN?

The City of Huntington owns and/or manages nearly 77 percent of the downtown parking supply (on-street spaces and municipal surface lots), giving it considerable leverage over the downtown parking market. The municipal parking system comprises all on-street spaces and select off-street facilities.

Hours of enforcement for all municipal lots and on-street spaces are Monday – Friday 8 a.m. through 4 p.m. **Apart from monthly reserved off-street spaces, offered at $10 per space per month and $5 per month to select senior users (8 - $5 permits issued in FY '18), hourly rates are not charged on street or across existing public surface lots. Parking is managed on a time-enforcement basis.**

GOALS AND OBJECTIVES OF PARKING SYSTEM

Parking is not usually an end in-and-of itself, but a means to serve broader goals which, might include- but are not limited to, the following:

- Greater access and utilization of existing downtown businesses;
- Expanded economic development opportunities;
- Enhanced daytime, night-time, and entertainment district usage;
- Increased downtown viability and attractiveness; and
- Improved prominence and regional appeal of the downtown.

The City of Huntington has articulated goals for its downtown parking system in the City of Huntington Comprehensive Plan, adopted in 2012 and updated in 2019. The following plan excerpt identifies the planning framework and context for downtown parking:

"Downtown parking is a critical component of Huntington's future development; it should not detract from intrinsic qualities like a pedestrian-friendly environment and a unique sense of place. Parking should be viewed as a supportive tool to help make downtown attractive and easier to access. Although too much surface parking tends to detract from the urban qualities and pedestrian activity in a downtown."- 2012 Comprehensive Plan

The goals of a downtown parking system should be to serve the needs of the downtown community and to support existing and future downtown users.

Walker devised a public survey intended to elicit feedback on the downtown user experience and evaluate user preferences and attitudes towards the parking system (see Appendix A: Downtown Huntington Parking Survey).

One of the primary survey findings is that users are more sensitive to costs than proximity or availability. **Based upon the public engagement conducted and the public comments received, the community preference at this juncture is to maintain free hourly parking downtown.** Users expect to access downtown via personal automobile and find a parking space with minimal hassle or frustration. While some users expect easy door front access, others accept that they must park further and walk in a downtown environment and that it is unrealistic to expect parking at every door front for every user.

ORGANIZATIONAL STRUCTURE

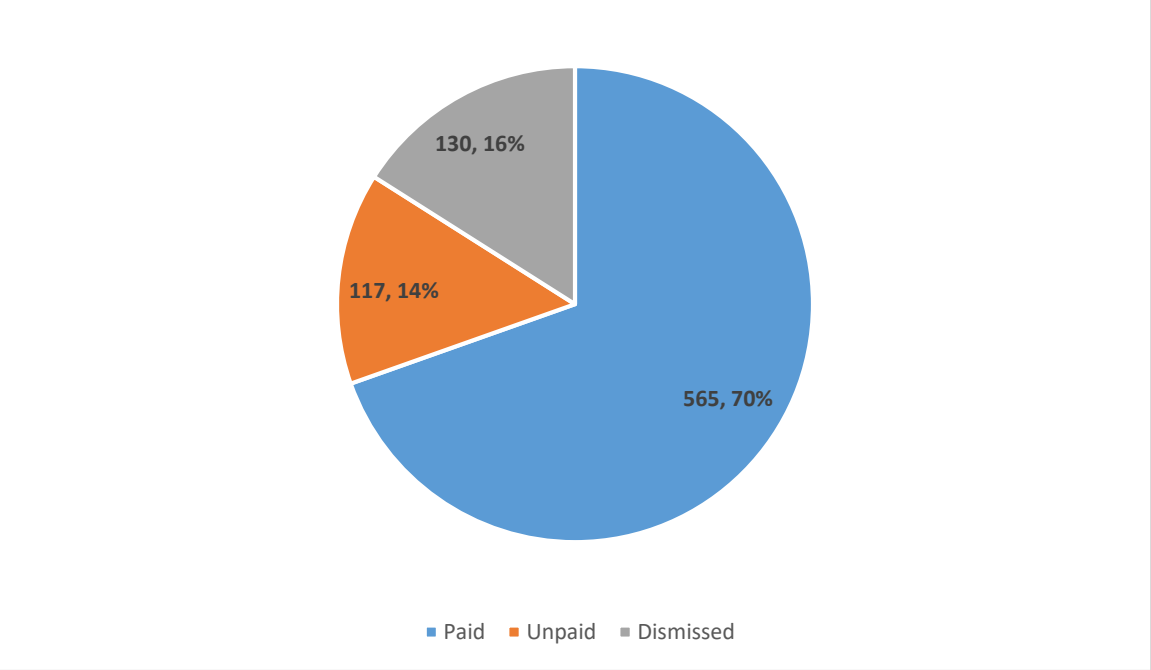
Parking enforcement is handled through the Huntington Police Department with parking facility maintenance and landscaping administered through the City Public Works Department. Parking adjudication is handled at the Police Department staff level with ticket payment made to the City Clerk Treasurer.

Parking adjudication is currently not codified in language or by ordinance. Unchallenged tickets are paid through the City-Clerk Treasurer's office with a receipt issued. The current practice is for an appeal to be made to the Police Department with judgment rendered at the administrative level. Should the appeal need to be escalated beyond City staff level, the individual has the ability to appeal to the Board of Public Works; although not common. **Walker recommends the City clarify and formalize the adjudication and appeals process with City ordinance.**

PARKING RATES AND FINES

The existing ordinance prices parking violations at $10 for the 1st violation; $50 for the 2nd violation; and $50 for additional violations. In FY 2018, approximately 812 parking citations were issued with 565 citations paid, 117 unpaid, and 130 dismissed. The following figure depicts the allocation of citations in FY 2018.

Figure 14: Parking Citations – FY 2018



Source: Walker Consultants, 2019

Approximately 30 percent of citations were either unpaid or dismissed in FY 2018. It is noted that instructions regarding the existing appeals process are not provided in print, on the existing parking tickets issued. **Clarifying the parking citation appeals process through ordinance language promulgated on official materials can limit the number of unpaid violators and minimize the number of dismissals.** Fair and routine enforcement, coupled with more clear rules and regulations promulgated to the public, can limit the amount of scofflaws. **The goal should not be to collect more revenue but to induce the right public behavior so that parking rules are serving turnover and space availability needs for system users.**

PARKING ENFORCEMENT

One ordinance officer dedicates approximately 75 percent or his time enforcing parking downtown. The annual salary for this position is $32,959; including benefits, the annual cost to the City is $46,142. Parking tickets are issued through hand-held ticket writing devices.

PARKING PERMITS

The City administers a permit parking program for monthly parkers oriented towards serving residential, daytime office, and professional service employees downtown. In FY 2018, the most recent year in which data was made available, approximately 124 permits were issued for monthly parkers downtown.

COMMUNICATIONS AND PUBLIC RELATIONS

Information regarding downtown parking is scant on-line. While users have the ability to pay parking tickets on-line, a good best case practice we note, the navigation accessing this portal is difficult. Moreover, the City does not have a dedicated downtown parking page. Information that is available, is piecemeal and not comprehensive enough. A Downtown Huntington Indiana social media page is available, however, there is no available information regarding parking downtown. **Walker recommends that the City and private partners enhance the communications and marketing platform for downtown Huntington parking.**
Huntington's downtown parking system public relations and communications need to be more prominent and user-friendly. The City has the opportunity to collaborate with local downtown partners to create a downtown parking web page that is attractive, customer-friendly and integrative with other websites.

As an initial requirement a website or dedicated downtown parking page should have the following:

- Continue to **maintain a comprehensive downtown parking webpage**.
- **Respond to questions and requests** from the general public for locations of parking facilities, pricing, and availability.
- Maintain the integrity of downtown parking promotional materials, and provide parking maps, business development packets, and fact sheets.
- **Market all publicly-available parking** in downtown, regardless of public or private ownership.
- **Provide day-to-day media relations**, and generate press releases as needed.
- Provide public relations assistance to other downtown events as needed.

This information should be distributed through the following:

- The comprehensive downtown parking webpage.
- A quarterly newsletter for the downtown parking community with news of potential economic/developmental impacts on parking, development and construction projects, upcoming downtown events and profiles of downtown newsmakers.
- Newspaper items or articles and media releases.
- Brochures and maps both distributed and posted.
- Direct mailings / email when appropriate.
- Downtown meetings and presentations about downtown parking to City business and civic groups upon request.
- Radio announcements advertising upcoming events and lower-cost long-term parking.

Local businesses are often willing to provide parking information and links to additional parking resources from their website's home page. This can be very helpful in providing specific location data to their customers, while also providing a free portal to market parking services to potential patrons. If patrons are armed with parking availability and location information prior to arriving at their destination, their overall downtown experience can be greatly improved.

Examples of Downtown Parking web pages:

https://www.visitbloomington.com/make-a-plan/maps-and-transportation/downtown-parking/
http://downtownfortwayne.com/Parking/

WAYFINDING AND SIGNAGE

The Project Team heard from stakeholders that wayfinding and signage in the downtown is either missing, incomplete, or difficult to understand. We agree with stakeholders that a uniform wayfinding and signage system can help motorists more easily identify public parking areas which improves the overall parking experience.

Communicating the location of parking areas, the hours of enforcement, and public availability, is important information for downtown users. Locating public parking can often be the most challenging task for motorists, especially for short-term users and visitors. By creating and installing uniform signage and a logo that is easily identifiable, intuitively understood, and properly located, the City can help direct users to public parking areas and distribute demand across the downtown.

Figure 15 is an example of vehicular directional, trail blazer, and lot identification signage packages. Color scheme must be consistent and sensitive to downtown design aesthetic standards while serving as a strong visual cue.

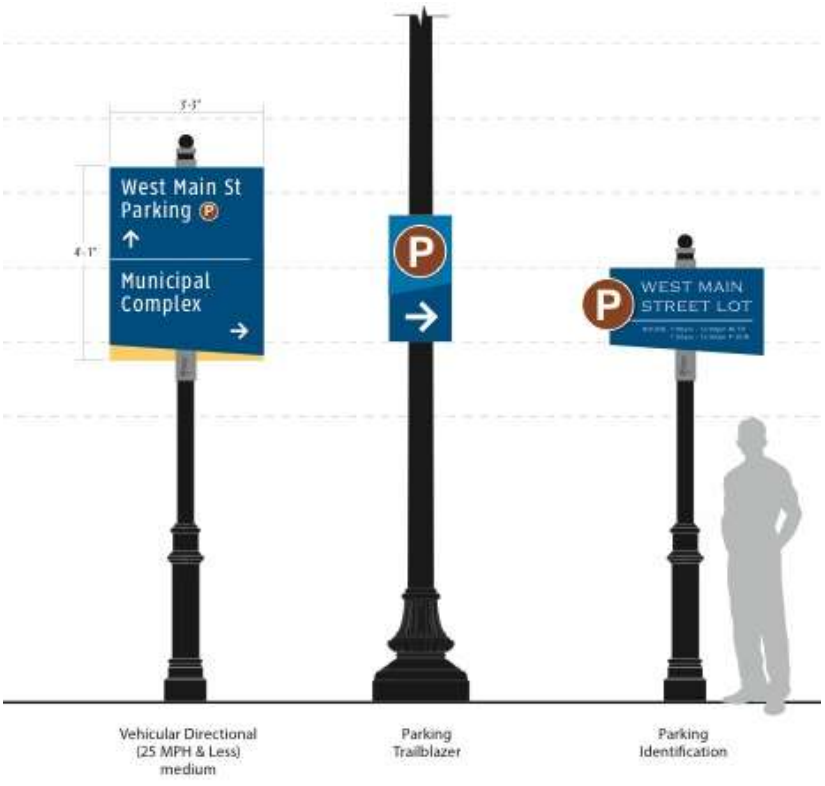


Figure 15: Example of Parking Wayfinding Signage

SHARED PARKING USAGE

Shared parking takes advantage of "off-peak" hours to share parking resources. For example, an office could likely support evening and weekend parking and a church facility could likely support weekday users because their peak hours are likely not to conflict with each other.

While there are opportunities to develop structured parking, there are existing spaces in private lots in the downtown area that are vacant for large portions of the day. **One improvement Huntington could make would be to create agreements to share underutilized parking lots between their private owners and the public.** There are several reasons why this is a beneficial approach:

- From an environmental perspective, it is always preferable to make good use of existing parking resources before building additional ones.
- From an aesthetic perspective, adding to the existing checkerboard of surface lots is not desirable and a garage, which would consolidate parking and reduce the surface area devoted to parking, is usually an expensive option and may not be warranted yet.
- From a customer service perspective, the current arrangement is unwelcoming. It's one thing to have some private lots that a customer cannot use, but also have signage directing a newcomer to a public parking area.
- From a financial perspective, owners may be relieved of some insurance and other operating costs while the City gets parking without spending the large amount of money needed for a garage.

Candidates for shared parking include downtown churches or underutilized parcels. Additionally, it was observed that the mortuary parking lot downtown adjacent to the public library on Cherry Street and Park Drive was vacant.

In addition to the concern about ensuring that tenants still have spaces, there is a concern about the liability associated with having the general public parking on private lots. Some cities lease the lots from the private owners, which makes the leaseholder liable; the leaseholder carries the insurance for public parking in the lot, in addition to paying other expenses such as lighting, cleaning, etc. Given the low occupancy in some of the surface lots throughout the day, but especially later in the day, evening shared use should be strongly considered even where lot owners are reluctant to allow overflow onto underutilized portions of their lots during their busy daytime hours. A limitation of liability will be important to allay concerns and responsibilities.

ZONING ORDINANCE

There are areas of downtown Huntington that temporarily experience high levels of demand that strain the local parking supply, while nearby areas experience a substantial parking surplus. Even though available supply may exist within one or two blocks, these localized challenges inform perceptions that parking is inadequate. The community can address the parking challenges by building more supply, better managing the existing resources, or a measured combination of both. Many communities are rethinking how best to address the challenges of parking and are pursuing management solutions before committing to long-term capital investments. This course of action has proven to promote positive perceptions and to increase access to available supply.

The following figure provides an overview of how communities are starting to evolve their thinking about parking planning.

Figure 16: Parking Paradigm Concept

Old Parking Paradigm	New Parking Paradigm
• "Parking Problem" means inadequate parking supply.	✓ There are many types of parking problems (management, pricing, enforcement, etc.)
• Abundant parking supply is always desirable.	✓ Too much supply is as harmful as too little. Public resources should be maximized and sized appropriately.
• Parking should be provided free, funded indirectly, through rents and taxes.	✓ Users should pay directly for parking facilities. A coordinated pricing system should value price parking with on-street parking priced the highest.
• Innovation faces a high burden of proof and should only be applied if proven and widely accepted.	✓ Innovations should be encouraged. Even unsuccessful experiments often provide useful information.
• Parking management is a last resort, to be applied only if increasing supply is infeasible.	✓ Parking management programs should be applied to prevent parking problems.

Source: Walker Consultants, 2019

As additional development makes its way to downtown Huntington, the City should review the zoning code to ensure that parking is available for employees and patrons of new development alike.

Employing parking minimums in the downtown district may not be necessary given the existing conditions. However, as conditions change and new demand is created, the City may consider minimum requirements and shared parking provisions within the downtown district, as recommended by the National Parking Association or Urban Land Institute. Additionally, absent minimum parking requirements, the City could require developers to submit a parking plan as part of an overall site-development plan. This would, at the very least, encourage developers to consider available public and private parking conditions prior to submission of a site plan.

Time limits increase parking capacity by encouraging parking turnover. Higher turnover occurs with short term spaces, and long-term parkers utilizing previously empty spaces at the periphery increase the total number of vehicles accommodated in the system. These strategies further reduce the need for minimums on mandated parking in select locales within a city.

COURT HOUSE PARKING

Overall, there is public parking adequacy with a surplus of publically available spaces downtown. However, parking "hot-spots" exists. One such area where this occurs is around the courthouse block. Block faces surrounding the courthouse saw occupancy rates between 70- 84 percent indicating 1-2 available spaces per block face.

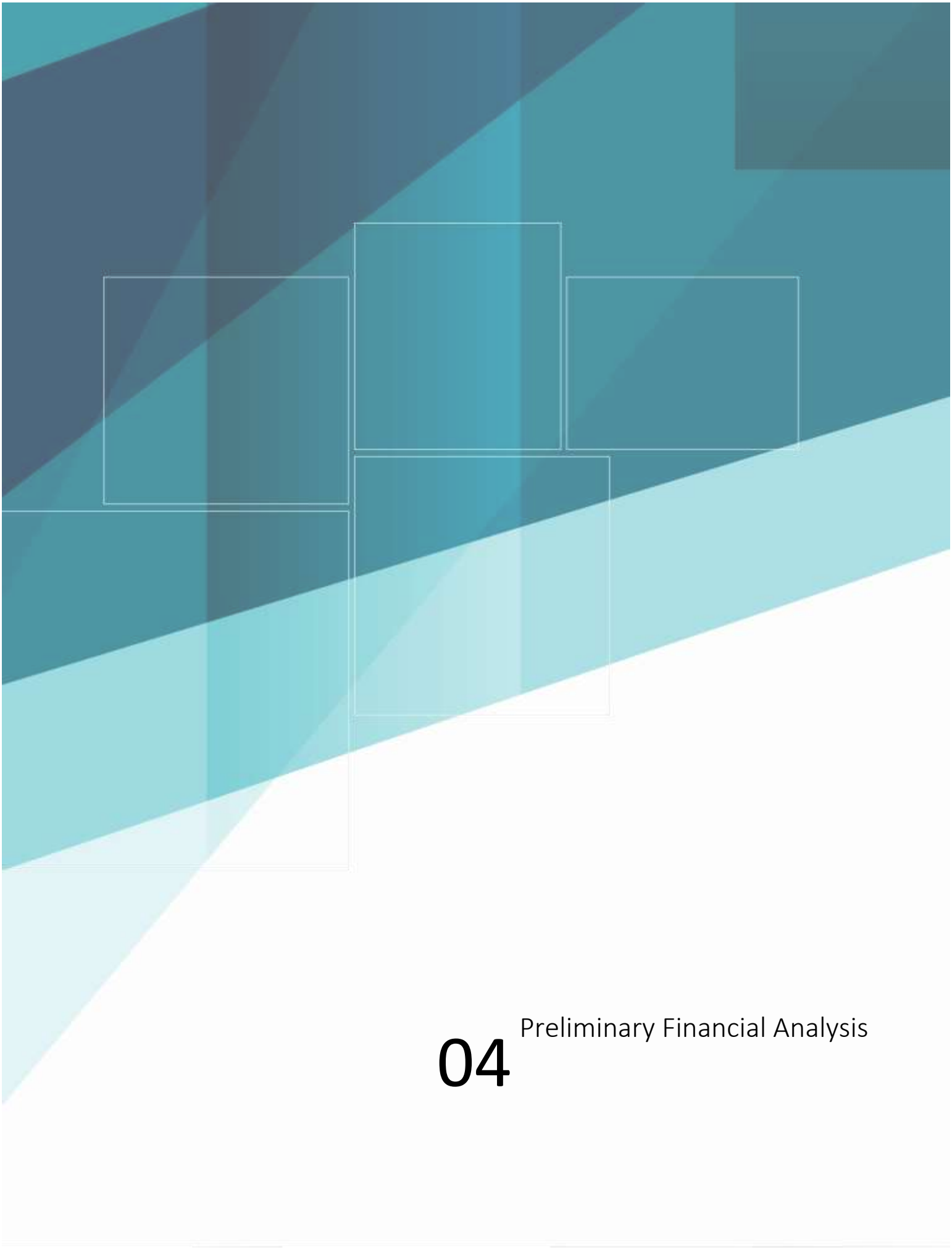
The project team heard from stakeholders that court and judicial employees are utilizing these on-street spaces as all-day parking options.

Absent an off-street employee parking location, court employees will continue to occupy on street angled spaces. **Walker recommends that the city and county work together to identify an off-street parking lot option for court employees to keep on-street spaces available for greater short-term use.**

SITE ALTERNATIVE ANALYSIS

Walker considered the potential for existing public parking lots to be restriped/reconfigured or for parking structures to be built on the available site foot print. **The feasibility of lot restriping/reconfiguration and the construction of a parking structure is limited at existing surface lots due to needed site dimension requirements for an optimal functional layout and efficiency.**

The following section of this report represents a preliminary financial analysis of the downtown parking program including a discussion of program revenues and expenses and a presentation of break-even costs for parking garage. Walker is not recommending a parking structure.



04 Preliminary Financial Analysis

PARKING FINANCE 101

Walker finds that a general overview of parking is first needed to establish a context for decision-making regarding the parking system. **Fundamentally, there is no such thing as a "free" parking space**. At the end of the day, someone is paying either directly or indirectly the true costs of "free" parking. If parking users are not paying directly than who is?

- Developers pay for parking when they are required to meet off-street parking zoning requirements which raises project costs which are passed along to end consumers of their product.
- Employers pay through higher office rents.
- Consumers pay in the sales price of goods and services; retailers pass along costs to consumers.
- The community pays through taxes levied for the delivery of services including a downtown parking program.

In providing parking to the downtown community, the City is administering a scarce resource that has intrinsic value and associated costs. Thus, parking should be viewed as an asset that requires continual stewardship to serve the goals of the downtown community.

The healthy financial performance of the parking system is necessary to keep delivering on the overall downtown parking mission to provide parking turnover and space availability to support local businesses in the downtown.

Walker conducted a high-level preliminary financial analysis of the parking enterprise to identify the current fiscal environment the system is operating in.

PARKING SYSTEM EXPENDITURES

According to a preliminary analysis of parking related expenses, provided to Walker by the City of Huntington, direct parking related expenses are averaging approximately $45,000 per year. This includes administrative, personnel, operations and maintenance, and technology and hardware related expenses.

The City estimates the annual personnel costs of parking enforcement at $32,959 for one ordinance officer dedicating approximately 75 percent of his labor to downtown enforcement.

FACILITY MAINTENANCE AND OPEX COSTS

The maintenance of existing parking assets, including municipal surface lots, is administered by the City of Huntington Public Works and Engineering Department. Landscaping is conducted on an annual contract basis; with expenses estimated at $2,600 in 2018 categorized as operational expenditures.

Surface lot sealcoating is performed every two years for each municipal lot on a rotating basis. The City tabulates these total costs at approximately $2,500 on average per year estimated for capital expenditures

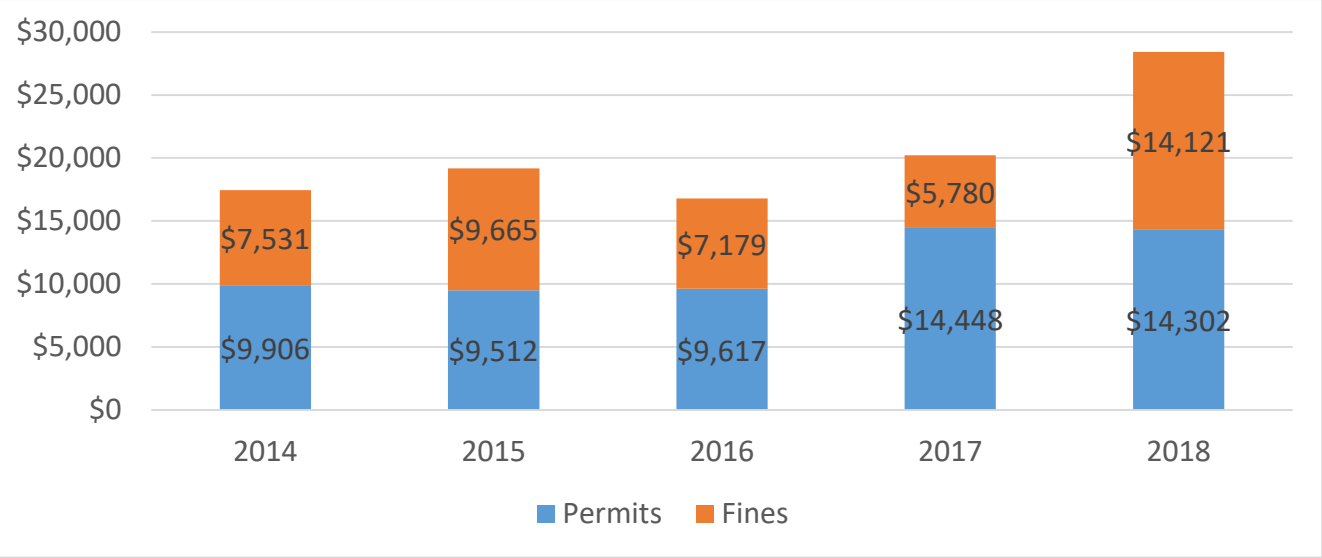
related to sealcoating. Parking lot lighting meter and electric expenses are budgeted at approximately $360 per year categorized as operational expenditures.

PARKING SYSTEM REVENUES

Parking system revenue is derived from only two sources: a parking permit program administered by the City which charges $10 per month per reserved space and $5 per month per space discounted for senior use only, and by parking fines collected. The City of Huntington does not charge rates for hourly parking on street and across municipal lots downtown.

Historical revenue data was shared with Walker for the last five fiscal years: FY 2014 to FY 2018. The following figure depicts changes to parking revenues by source.

Figure 17: Total Parking System Revenue – FY 2014 to FY 2018



Source: Walker Consultants, 2019

In FY 2018, total revenues equaled $28,423. Parking fine revenues have nearly doubled in four fiscal years, while permit revenues have increased steadily.

Even with sustained revenue growth over the five-year fiscal period measured, current parking system revenues are not keeping pace with average annualized program related expenditures resulting in a challenging operating environment to create a truly self-sustaining parking enterprise. Currently, parking is being subsidized by other revenue sources. Since current revenues are not meeting current expenditures, the City is bearing the costs of administering a downtown parking program. Ultimately, it a public policy decision to continue to subsidize the costs of a public parking program provided the program meets the goals of the community.

NEW FACILITY COSTS

Walker includes the following section on parking costs as part of the wider public education process. Since parking facilities represent a significant community investment and costs, we are keenly aware of the need to not recommend more parking infrastructure than is needed. **Moreover, we are not recommending the construction of a parking garage for Downtown Huntington. The construction of a new facility would further widen the current gap between annual parking program expenditures and revenues.**

Parking costs include land, construction, and operations and maintenance costs and can vary depending upon the local market. For above-grade structured parking, Walker estimates construction costs to be $18,000 to $20,000 per space for the Huntington CBD. Assuming soft costs to be 20 percent of construction costs, total project costs per space would total nearly $23,000. Walker also assumes an annual operating cost per space of $500 per space which includes cleaning, lighting, facility maintenance, snow removal, insurance, equipment, and administration. **Walker does not recommend a parking structure in the CBD at this time. The cost statement below is being provided for information purposes only.**

As a point of reference, it can be helpful to parse out the true cost of parking, including both capital and maintenance costs. The following table presents the monthly price of parking needed per space to break even (assuming amortization over 25 years at 5.0 percent interest), given the capital cost per space and annualized operating cost per space.

Table 1: Opinion on Probable Costs per Space – New Garage Construction

Project Cost Per Space	Annual Operating Cost Per Space				
	$300	$400	$500	$600	$700
$ 15,000	$114	$122	$130	$139	$147
$ 16,000	$120	$128	$136	$145	$153
$ 17,000	$126	$134	$142	$151	$159
$ 18,000	$131	$140	$148	$156	$165
$ 19,000	$137	$146	$154	$162	$171
$ 20,000	$143	$152	$160	$168	$177
$ 21,000	$149	$158	$166	$174	$183
$ 22,000	$155	$163	$172	$180	$188
$ 23,000	$161	$169	$178	$186	$194
$ 24,000	$167	$175	$184	$192	$200
$ 25,000	$173	$181	$189	$198	$206
	Rate:	5.0%	Amortized Period:		25

Monthly Revenue Per Space Needed

Source: Walker Consultants, 2019

The monthly revenue per space needed for break-even for a new facility would be $172. Currently, the City charges $10 a month for a reserved parking space across available facilities, with the majority of public parking spaces being offered at no charge. The market, as it currently exists, would not be able to self-support a parking garage.

CONCLUSION

Walker is not recommending meters in the downtown or the construction of a parking garage downtown at this time. Our reasoning is three-fold:

- The existing parking **utilization rates system wide are below 50 percent** for a typical weekday with ample space vacancy identified, parking turnover and space availability can be managed through posted hours of enforcement;
- There is a widely held public view, uncovered through Project public engagement, that **residents do not want hourly rates Downtown**. It is Walker's understanding that meters once existed Downtown but were removed because the public did not support them.
- An analysis of the existing market for parking downtown found that **monthly rates and fees are too low to cover the monthly debt service and operations expenditures required for new garage construction without significant public subsidy**. Our opinion on probable project costs for new construction of a parking garage are approximated at $23,000 per space. **The existing revenues collected today do not even cover existing parking program costs, let alone, the added annualized costs associated with a new garage facility without significant public subsidy.**

We have found that the parking program can be improved through changes to existing policies and practices. The following summarizes Walker's recommendations for the downtown parking program, with a more detailed discussion found in Executive Summary of this document.

1. Implement a coordinated strategy for short-term and long-term parking
2. Maintain 2-hour on street time limits along Jefferson Street corridor, create 4-hour limit on-street zones along underutilized peripheral streets including Cherry Street and Warren Street.
3. Conduct routine and consistent parking enforcement.
4. Improve parking wayfinding and directional signage.
5. Promote parking through robust marketing and communications.
6. Work towards creating a self-sustaining parking auxiliary fund to maintain existing parking assets
7. Clarify parking adjudication process by ordinance and communications.
8. Implement a downtown parking advisory committee.

A Appendix

Online User Survey Results

See attachment spreadsheet enclosed.

B Appendix

Field and Occupancy Data

Block	Lot ID/ Block Face	Lot Name/ Street Name	Inventory	10:00 AM	1:00 PM	AM %	PM %
1	North	E. Tipton St.	14	10	11	71%	79%
	East	N. Jefferson St.	6	0	0		
	South	E. Park Dr.	0	0	0		
	West	Cherry St.	0	0	0		
	public lot	public lot	11	5	7	45%	64%
	private lot	private lot	26	10	9	38%	35%
Block	**Lot ID/ Block Face**	**Lot Name/ Street Name**	**Inventory**				
2	North	E. Tipton St.	0	0	0		
	East	Warren St.	7	1	1	14%	14%
	South	E. Park Dr.	16	2	3	13%	19%
	West	N. Jefferson St.	0	0	0		
Block	**Lot ID/ Block Face**	**Lot Name/ Street Name**	**Inventory**				
3	North	E. Park Dr.	0	0	0		
	East	Cherry St.	7	1	2	14%	29%
	South	W. Market St.	16	2	2	13%	13%
	West	Poplar St.	12	3	2	25%	17%
		City Hall/ PD lot	43	17	15	40%	35%
Block	**Lot ID/ Block Face**	**Lot Name/ Street Name**	**Inventory**				
4	North	E. Park Dr.	0	0	0		
	East	N. Jefferson St.	12	5	6	42%	50%
	South	E. Washington St.	7	2	6	29%	86%
	West	Cherry St.	9	0	0	0%	0%
	Private Lot	The Red Eye Bar and Grill	15	13	9	87%	60%
	Private Lot	Mortuary Lot	16	5	4	31%	25%
Block	**Lot ID/ Block Face**	**Lot Name/ Street Name**	**Inventory**				
5	North	E. Park Dr.	4	2	2		
	East	Warren St.	6	4	5	67%	83%
	South	E. Washington St.	9	4	4	44%	44%
	West	Jefferson Ave.	14	8	7	57%	50%
		public lot (Centennial Park)	15	6	8	40%	53%
Block	**Lot ID/ Block Face**	**Lot Name/ Street Name**	**Inventory**				
6	North	E. Park Dr.	0	0	0		
	East		0	0	0		
	South	E. Washington St.	14	0	0	0%	0%
	West	Warren St.	4	1	2	25%	50%
Block	**Lot ID/ Block Face**	**Lot Name/ Street Name**	**Inventory**				
7	North	E. Washington St.	8	3	5	38%	63%
	East	N. Jefferson St.	12	5	3	42%	25%
	South	W. Market St.	7	5	2	71%	29%
	West	Cherry St.	7	1	2	14%	29%
		public lot (Washington St.)	44	22	23	50%	52%
Block	**Lot ID/ Block Face**	**Lot Name/ Street Name**	**Inventory**				
8	North	E. Washington St.	8	3	4	38%	50%
	East	Warren St.	7	1	2	14%	29%
	South	W. Market St.	8	3	4	38%	50%
	West	N. Jefferson St.	16	14	12	88%	75%
Block	**Lot ID/ Block Face**	**Lot Name/ Street Name**	**Inventory**				
9	North	E. Washington St.	6	3	2	50%	33%
	East		0	0	0		
	South	W. Market St.	0	0	0		
	West	Warren St.	8	3	1	38%	13%
	private lot	private lot	10	6	5	60%	50%
Block	**Lot ID/ Block Face**	**Lot Name/ Street Name**	**Inventory**				
10	North	W. Market St.	5	2	2	40%	40%
	East	Cherry St.	3	0	2	0%	67%
	South	W. State St.	0	0	0		
	West	Poplar St.	0	0	0		
	private lot	City Hall lot	17	12	11	71%	65%
	private lot	private lot	10	2	2	20%	20%
Block	**Lot ID/ Block Face**	**Lot Name/ Street Name**	**Inventory**				
11	North	W. Market St.	6	4	4	67%	67%
	East	N. Jefferson St.	10	3	4	30%	40%
	South	E. Franklin St.	8	4	4	50%	50%
	West	Cherry St.	0	0	0		
	public lot	public lot	23	10	9	43%	39%
Block	**Lot ID/ Block Face**	**Lot Name/ Street Name**	**Inventory**				
12	North	E, Market St.	8	2	1	25%	13%
	East	Warren St.	12	1	2	8%	17%
	South	E. Franklin St.	14	12	8	86%	57%
	West	N. Jefferson St.	16	3	6	19%	38%
		public lot (Franklin St.)	24	8	10	33%	42%

Block	Lot ID/ Block Face	Lot Name/ Street Name	Inventory				
13	North	E. Market St.	0	1	0		
	East		0	0	0		
	South	E. Franklin St.	4	1	0	25%	0%
	West	Warren St.	6	3	1	50%	17%
		public lot (Warren St.)	54	13	10	24%	19%
Block	**Lot ID/ Block Face**	**Lot Name/ Street Name**	**Inventory**				
14	North	W. State St.	0	0	0		
	East	N. Jefferson St.	0	0	0		
	South	E. State St.	0	0	0		
	West		0	0	0		
		public lot (State St.)	11	8	8	73%	73%
Block	**Lot ID/ Block Face**	**Lot Name/ Street Name**	**Inventory**				
15	North	E. Franklin St.	6	8	9	133%	150%
	East	N. Jefferson St.	1	1	1	100%	100%
	South	W. State St.	0	0	0		
	West		0	0	0		
		private lot (triangle)	8	5	4	63%	50%
Block	**Lot ID/ Block Face**	**Lot Name/ Street Name**	**Inventory**				
16	North	E. Franklin St.	16	12	11	75%	69%
	East	Warren St.	6	5	4	83%	67%
	South	Court St.	0	0	0		
	West	N. Jefferson St.	10	8	10	80%	100%
Block	**Lot ID/ Block Face**	**Lot Name/ Street Name**	**Inventory**				
17	North	E. Franklin St.	3	1	0	33%	0%
	East						
	South	Court St.	11	8	7	73%	64%
	West	Warren St.	5	2	0	40%	0%
	private lot		28	17	15	61%	54%
			749	326	315	44%	42%
				44%	**42%**		