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LONGMONT

Parking and Access Study

Kimley»Horn
Expect More. Experience Better.



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1. Executive Summary

Introduction

In January 2016, the Longmont Downtown Development Authority (LDDA), City of Longmont and Boulder County contracted with Kimley-Horn and Associates (Kimley-Horn) to do a Parking and Access Study for Downtown Longmont. The goal of the Study was to develop a set of strategic recommendations to assist the City and LDDA in their partnership to develop a proactive, customer-friendly and well-managed public parking system that will support the City's larger economic development and mobility goals, today and in the future.

Project Objectives

The Parking and Access Study was designed to serve as a guide for City, LDDA and County decision-makers on parking management-related topics such as governance, organizational structure, and enforcement. Another key goal was to provide an updated snapshot of how well on- and off-street parking in the downtown was being utilized. Specific project objectives include providing strategies and tools to:

- ▲ Identify governance and management structures that will work best for Downtown Longmont and will contribute both to the successful implementation of the Study's recommendations and to moving the public parking program forward.
- ▲ Analyze the use of both public and private parking facilities, including demand for parking spaces, occupancy, and turnover.
- ▲ Provide best practice solutions for leveraging public/private shared parking opportunities.
- ▲ Understand public perceptions of downtown parking, including opportunities, challenges, and key concerns from the community's perspective.
- ▲ Begin positioning parking as a contributor to continued downtown redevelopment and economic expansion.
- ▲ Provide recommendations on establishing positive and proactive customer relations.
- ▲ Explore the range of parking management strategies that can be used to encourage on-street parking turnover and promote increased downtown vitality without unduly penalizing infrequent violators.
- ▲ Position parking management within the larger "access management" context in a way that promotes a balanced system of parking and transportation alternatives.
- ▲ Identify and recommend parking management strategies that balance the needs of businesses, residents, and visitors.

Our Process

This report highlights the importance and complexity of parking as a critical element in the continued development and revitalization of Downtown Longmont. With a growing downtown restaurant and pub scene, the addition of upscale residential offerings, popularity of year-round LDDA events and the vision of a dense, urban Transit-Oriented Development area at the southern end of the downtown district near 1st Avenue and Main Street, Downtown Longmont is poised for the next chapter in its history as a welcoming, family-friendly and connected Front Range community.

In order to fully understand the unique context and shared values of the Longmont community, the Kimley-Horn team created a comprehensive and stakeholder-rich process through which the Parking and Access Study would be completed.

This process included:

- ▲ Creation of a Project Steering Committee, which served as a sounding board for Study processes, provided insight into existing community plans / goals and as a preliminary review board for project recommendations. Kimley-Horn would like to thank LDDA Executive Director Kimberlee McKee for her role in coordinating the Project Steering Committee meetings and serving as the consulting team's main point of contact throughout the study process. The Project Steering Committee included the following representatives:
 - **Kimberlee McKee**, Longmont Downtown Development Authority
 - **Barb Ratner**, City of Longmont
 - **Ron Cheyney**, Ron's Printing Center
 - **Emelie Torres**, Longmont Downtown Development Authority
 - **Brian Lindoerfer**, Boulder County
 - **Bob Ball**, City of Longmont
 - **David Starnes**, City of Longmont
 - **Phil Greenwald**, City of Longmont
 - **Scott McCarey**, Boulder County
 - **Thaxter Williams**, Longmont Downtown Development Authority Board
- ▲ Thorough review of existing / ongoing planning efforts to identify community goals related to parking and transportation (Chapter 2)
- ▲ Research into the operations, organizational structure, enforcement policies, ticketing, and customer-service posture of the existing public parking program, including an interview with key parking department staff (Chapter 3)
- ▲ Collection of parking inventory, occupancy, utilization, and turnover data for on- and off-street parking assets within the LDDA boundaries (Chapter 4)

- ▲ Development of a multi-faceted community engagement process (Chapter 5)
- ▲ Analysis of how to best structure the parking department organizationally, including where parking management should be “housed” as a critical enterprise that supports the City and downtown (Chapter 6)
- ▲ Guidance and recommendations on parking program vision, mission, guiding principles, and operating philosophy (Chapter 7)
- ▲ Development of Primary and Secondary Action Items that will help “jump start” implementation efforts for program improvement, growth, and transformation (Chapter 8)
- ▲ Creation of an extensive set of appendices that provide documentation on this study’s processes, as well as a resource-rich library of parking management resources and best practice white papers to assist staff with implementation of the study’s recommendations. (Chapter 9)

Guiding Philosophy & Core Values

The recommendations outlined in this Study were guided by the philosophy that parking management is about supporting inviting, walkable public spaces for people and not about warehousing cars. In short, effective parking and access management solutions focus on getting people where they want to go, using their preferred method of transportation – car, bicycle, public transit and/or as a pedestrian.

The following foundational elements provided the “back-drop” for evaluating the City of Longmont’s existing public parking program and it is the consulting team’s hope that the City, County and LDDA see the following core values represented in the Study’s recommendations:

- ▲ **Customer Service** – The parking management program should be rooted in providing exceptional customer service, with the program designed to support citizens, business owners, visitors, and development. Positive customer service will be the foundation for a community-centric parking management approach that supports the “quality of life” issues important to the City and its citizens.
- ▲ **Financially Self-Sustaining** – The parking management program should identify creative ways to continue supporting not only its current operations but future investment in parking and / or transportation infrastructure.
- ▲ **Environmentally Sustainable** – The parking management program should follow the sustainability goals outlined by the City, with a focus on encouraging alternative travel modes through smart growth design and transportation demand management (TDM) principles.
- ▲ **An Expanded Focus on Access Management and Mobility** – The access management program should have a scope wider than just parking. While the development of parking management strategies will be an initial focus, in the long-term the program should also develop strategies and programs to enhance overall mobility throughout the community. This focus could include strategies to integrate

parking with transit, cycling, and pedestrian initiatives, as well as programmatic support for enhancing transportation and community/economic development elements. TDM strategies will be used to reduce the reliance on single occupant vehicle usage.

- ▲ **Technology** – The parking management program should strive to implement technologies that enhance customer experience and improve parking, traffic, and community development functions.
- ▲ **Ease of Use** – The parking management program should provide a system of parking that is easy to use and understand by promoting good wayfinding, marketing, branding, and information to help the Longmont community (and visitors!) better use and understand the system.

Key Topic Areas & Recommendations

Based on our understanding of the community's overarching economic development and quality of life goals, as well as the desire to balance the welcoming "small town" feel of Downtown Longmont with the future goal of providing a more walkable and dense urban core supported by a variety of multi-modal transportation options, the following Key Recommendations outline a high-level roadmap of Key Topic Areas and Recommendations included in the Parking and Access Study:

- ▲ **Secure Formal Adoption of this Plan** – It will be important to have the Longmont City Council and LDDA Board of Directors formally adopt and/or endorse this plan as the agreed-upon guiding planning document for creating a shared vision of parking and access management in Downtown Longmont. Additionally, it is hoped that this plan will be integrated into and help inform the Downtown Master Plan process beginning in Fall 2016.
- ▲ **Define the Program Vision, Mission, and Guiding Principles** – Defining a shared, strategic vision for future management of parking and access options in Downtown Longmont is an important foundational element that should not be overlooked. The goal in investment of time and resources in this exercise is an important step in developing a comprehensive approach to parking management for the City of Longmont that will provide an integrated, action-oriented, and accountable system of parking and access management strategies that supports, facilitates, and contributes to a sustainable and vibrant community. These principles should be strategic in nature, responsive to the needs of the community and aligned with the larger community's strategic and economic development goals.
- ▲ **Identify the appropriate "Organizational Home" for Parking** – Identifying the preferred location for parking management functions is an important first step. While this idea will be discussed at length in this report, the conversation about where parking "lives" is not a simple one. Traditionally, parking functions in municipal environments have tended to be "horizontally-fragmented"; in other words, the different functions of parking have been assigned to various departments that could handle a specific role. For example, revenue collection went to Finance, enforcement went to the Police Department, asset maintenance went to Facilities, etc. The challenge with this approach is that often these departments didn't talk to each other,

which led to inefficiency, lack of strategic planning and ultimately customer frustration. Our recommendation is a “vertically-integrated” model that is fully “housed” in one of two places, within the current City structure or within the LDDA.

- ▲ **Focus on “Mastering the Fundamentals” of Parking Management** – While related to the training and staff development element, this focus area is really about gaining an in-depth understanding of the many complex and challenging aspects that are somewhat unique to parking. Appendix 28 of this report (“20 Characteristics” of Effective Parking Management Programs) provides a strong framework built around specific program categories that can form the basis for a comprehensive program development approach. Between this document and the wealth of tools provided in the appendices, there are numerous program elements, both short- and long-term that can guide City and LDDA leadership, and Longmont parking program staff, as they work to elevate the parking and access experience in downtown.
 - ▲ **Invest Appropriately in Parking Program Staffing** – The consultant team was especially impressed with the attitude, initiative and passion displayed by City Parking Enforcement Officers Barb Ratner and Cristi Campbell. Both Barb and Cristi participated in a one-on-one interview with the consultant team and it was clear that they take great pride in their work and know their customers well. Barb and Cristi are definitely an asset to the City of Longmont and it was clear that increased investment in administrative support for them as well as their inclusion in bigger picture conversations about parking and access management would be very beneficial to the City’s parking operations. Given this situation, this report provides an extensive assortment of tools, sample manuals, white papers on various specialized parking elements and a rich collection of parking management best practices to aid in the staff education and development process.
- ▲ **Continue Building Upon the Existing Strong Customer Service Orientation** – Parking can play an active and integral role in improving the perception and the experience of downtown. While Longmont currently benefits from parking staff that are committed to going “above and beyond” to provide good service to the parking public, enforcement staff do not currently have the support they need to take the program from “good to great.” Collaboration and partnership with the Longmont Downtown Development Authority will be an important component of taking the customer service orientation to the next level, and in transition their role from solely “parking enforcement” to parking and access management.
- ▲ **Start with Enforcement of Existing Parking Regulations and Develop Targeted Programs to Help People Park Legally** – The goal of parking management is not to “get better at catching illegal parkers” or about a “money grab”; it’s about identifying strategies that help people find legal parking spaces quickly and efficiently. It’s also about effectively managing a limited public resource. Improving the parking experience in Downtown Longmont starts with managing available resources better, enforcing existing regulations judiciously and in development of programs that help alleviate / address current parking “hot spots”.

- ▲ **Maximize Existing Parking Infrastructure** – As observed during our data collection efforts, heard during our stakeholder conversations, and captured in our online questionnaire about parking in Downtown Longmont, the consulting team believes that the community doesn't have a parking "problem" or deficit of parking spaces, but instead, a "distribution problem". While the amount of parking available is currently sufficient to meet current needs and even to accommodate the several small development projects that are on the immediate horizon, there are hot spots of parking demand that need to be proactively addressed. The City should make efficient use of existing parking assets before investing in potentially expensive future parking infrastructure. Effective parking management includes proactive coordination with public and private partners, thoroughly understanding the often competing needs of various user groups (i.e., employees, visitors, business owners) and managing supply to prioritize use based on adjacent needs and land uses. The concept of shared parking should be actively promoted to move towards the creation of an integrated network of parking offerings, where public and private parking assets can be both leveraged to meet peak demand. The City should take an active role in promoting and facilitating shared parking to ensure that supply is not over-built and demand is effectively managed by leveraging the existing parking supply.
- ▲ **Give Parking a "Seat at the Table"** – One consistent characteristic of well-managed and forward thinking parking programs is integration of parking and access management planning into the bigger picture of community / economic development planning. Giving parking program leadership a "seat at the table" elevates the conversation about parking and transportation into bigger picture conversations and ultimately save time, money, and duplication of work.
- ▲ **Adopt a Broader "Access Management" Focus** – As mentioned above in the Guiding Philosophy section, while development of parking management strategies will be an initial focus in elevating the parking experience in Downtown Longmont, the "big picture" focus should include strategies to integrate parking with transit, cycling, and pedestrian initiatives, as well as programmatic support for enhancing transportation and community elements. Due to the consulting team's firm belief that the pedestrian experience can extend the reach of the pedestrian, ideally reducing the amount of downtown land use dedicated to parking (warehousing cars), Kimley-Horn will be providing the City of Longmont with a pro-bono walking audit of downtown for key City, LDDA and County staff as well as for the general public. The process and results of this walking audit exercise are detailed in the recommendations later in this report and will be highlighted in detail in the appendix.
- ▲ **Investment Appropriately in Technology that Enhances the Customer Experience** – With technology innovation moving at an increasingly rapid pace, it can be challenging for some parking programs to identify where technology can be helpful and where technology might actually get in the way of progress. While technology is an important part of the conversation, it isn't the "answer" to every challenge and should be approached thoughtfully. Some of the ways in which technology can benefit a parking program of Longmont's size and complexity include:
 - Enhanced customer friendly programs and services



- Improved operational efficiency through the use of enforcement and management technologies like License Plate Recognition (LPR) software
- Enhanced system financial performance
- Improved system management

▲ **Strategic Investment in Communications, Marketing, and Ongoing Stakeholder Engagement** – Regardless of whether a parking program is budgeting for dollars, staff time and/or scarce resources, strategic investment in branding, marketing and public education often slides to the bottom of the list. However, thinking strategically about the ways in which a parking program is (or is not) communicating with its customers can support (or detract from!) every other aspect of a parking program’s operations. Additionally, consideration should be given to ongoing ways to include key downtown stakeholders (and interested members of the community) in conversation about how to continuously improve public parking and access offerings.

▲ **Be Creative in Identifying Solutions to Parking and Access Challenges** – Providing staff and strategic partners like the LDDA with the opportunity to “get creative” when approaching parking management challenges important for a parking program like Longmont, where revenue to support new programs might be lacking due to the presence of free on-street parking. Identifying and tailoring creative solutions that fit not only Longmont’s existing need but that also support the community’s longer-term vision of a connected, walkable, and more multi-modal downtown core should be encouraged. Additionally, setting a course that integrates complementary downtown and parking management functions can provide staffing synergies that can play multiple roles in welcoming residents and visitors downtown, while also providing additional “eyes and ears” on the street. An example of these types of creative solutions can include:

- Encouraging / formalizing bike and/or ride share offerings
- Bike corrals / valet to support events
- Preferred car / vanpool parking
- Promotion of a downtown / parking “ambassador” role that supports parking enforcement functions, as well as downtown clean and safe activities

▲ **“Walk the Talk” with Transportation Demand Management** – A key theme running through the stakeholder feedback gathered through other ongoing or recent planning efforts is the desire to identify strategies, programs and incentives that make options beyond driving and parking in a single occupancy vehicle an attractive and viable options for those who would like to make a different choice, even if only for part of their week. Identifying policies and programs that support Longmont’s desire to implement a more transportation alternatives is an important step in transitioning “big picture” planning documents into action plans.

Primary Action Items

The following provides a high-level summary outline of the Primary Action Items outlined in Chapter 8 (pg. 73) of the Longmont Parking and Access Study. Each of the items listed below are also “clickable links” that will take you directly to the section of interest.

- 1. Primary Action Item #1: Confirm a Shared Vision for the Future of Parking Management in Downtown Longmont.** Actionable strategies include:
 - a. Secure Formal Adoption of this Plan
 - b. Define the Program Vision, Mission, and Guiding Principles
 - c. Identify the Appropriate “Organizational Home” for Parking
- 2. Primary Action Item #2: Make Strategic Investments in Staff Training and Development.** Actionable strategies include:
 - a. Investment in a Parking Professional
 - b. Administrative support
 - c. Fully fund enforcement staff
- 3. Primary Action Item #3: Leverage Parking as a Tool to Promote Economic Development and Give Parking a “Seat at the Table”.** Actionable strategies include:
 - a. The Importance of “Parking Planning”
 - b. Leveraging Public / Private Partnerships
 - c. Using Parking Development as a Platform for Achieving Other Community Goals
 - d. Parking Investment “Leading” Other Investment
- 4. Primary Action Item #4: Implement Programs to Help People Make the Right Transportation Choice for their Trip Downtown.** Actionable strategies include:
 - a. Welcoming Parking Signage and Wayfinding
 - b. Employee Parking Program
 - c. Educational Campaigns
 - d. “Park Once – Pedestrian First”: Extending the Reach of the Pedestrian
 - e. Invest in Safety and Security
- 5. Primary Action Item #5: Maximize Existing Parking Resources.** Actionable strategies include:
 - a. Adjust on-street time limits
 - b. Shared Parking Agreements
 - c. Public / Private Partnerships

- d. Proactive Facility Maintenance
 - e. Customer-Friendly / -Focused Policies and Technology
- 6. Primary Action Item #6: Make Parking Program Branding, Communication and Continued Stakeholder Engagement a Priority.** Actionable strategies include:
- a. Brand Development
 - b. Strategic Communication Planning
 - c. Leverage Existing Partner Resources
 - d. Maintain and Enhance a Strong Online (and Mobile) Presence
- 7. Primary Action Item #7: Adopt a Broader “Parking and Access Management” Philosophy.** Actionable strategies include:
- a. Support Transportation Demand Management (TDM) and Active Transportation
 - b. Identifying Investments in Sustainability
 - c. Recognize the Importance of Paid Parking as a Long-Term Demand Management and Funding Strategy
- 8. Primary Action Item #8: Protect the Parking Enterprise Fund Approach and Identify Progressive Funding Strategies to Support the Parking Program in the Future.** Actionable strategies include:
- a. Financial Stability and Independence
 - b. Progressive vs. Regressive Funding Strategies
 - c. Recognize the Importance of “Paid Parking” as a Long-Term Demand Management and Funding Strategy

In addition to these eight Primary Action Items, Chapter 8 also includes several Secondary Action Items and corresponding reference material (i.e., sample handbooks, white papers and metrics) that can be found in the appendices (Chapter 9).

In Summary

The development of a strategic vision and a strong, well defined action plan is a critical first step in taking the public parking program in Downtown Longmont to the next level. Kimley-Horn applauds the City, LDDA and Boulder County’s recognition of this fact and for making this important investment.

A well-managed parking and access system can be a significant contributor to both advancing a community’s economic development goals and to improving the overall experience of accessing core neighborhoods and in Longmont’s case, a thriving downtown business district. As our team works with cities and towns, large and small, across the Front Range in Colorado and nationwide, we are confident that with the strong core team of City, LDDA and County leaders, an engaged

and supportive downtown community, seasoned and passionate parking staff and a forward-thinking approach to access and mobility, that the future of downtown Longmont is bright indeed.

2. Planning Context

As part of the initial project request for information, copies of previous studies and planning projects were requested in order to better understand the planning context in which this analysis effort would be conducted.

Several recent planning documents that provided important context for the completion of the Parking and Access Study were provided. Key highlights of these plans are summarized briefly below.

Envision Longmont

- ▲ **Timing:** Initiated in early 2015
- ▲ **Consultant Team:**
 - Clarion Associates
 - Felsburg, Holt, & Ullevig
 - Economic and Planning Systems, Inc.
 - Urban Interactive Studio



Purpose

“Envision Longmont is an exciting community wide planning effort by the City to update and integrate the Longmont Area Comprehensive Plan and the Longmont Multi-Modal Transportation Plan. The plans were last updated in 2003 and 2005, respectively. The updated plan will serve as a policy guide for the City over the next ten to twenty years.”

Main Recommendations

- ▲ Integrate Land Use and transportation planning to enhance quality of life
- ▲ Create a safe, healthy, reliable transportation system
- ▲ Enhance the current transportation system to improve economic vitality
- ▲ Continued development of complete streets and mixed-use centers

Main Street Pavement Project

- ▲ **Timing:** April 2014 started, construction started September 2015 and was supposed to end July 2016
- ▲ **Consultant:** Muller

Purpose

“The goal of the project is to address on-going pavement maintenance issues on South Main Street (US 287) from Ken Pratt Boulevard to 3rd Avenue. Throughout the project, aging asphalt pavement will be replaced with new concrete pavement. In addition, the project includes a variety of storm drainage and sidewalk improvements. These improvements will provide long lasting pavement and a high level of service for the busy South Main Street transportation corridor.”

Main Recommendations

- ▲ Address Pavement maintenance issues at one time by closing down larger sections and re-paving
- ▲ Concrete is replacing asphalt
- ▲ Drainage will be improved throughout the corridor
- ▲ Pedestrian sidewalks will be improved and repaired
- ▲ New/Improved striping on the road will be added

Downtown Alleyscape and Breezeway Project

- ▲ **Timing:** Phase I Alleyscape construction completed in 2013; Phase II to be completed in 2016.
- ▲ **Project Team:** Longmont Power & Communications, Longmont Downtown Development Authority, DeFalco Construction

Purpose

“The construction will focus on the alleys, breezeways and parking lots to further support the growth and development of downtown Longmont. Infrastructure improvements will include undergrounding overhead utilities, installing new lighting, adding landscaping, and installing porous pavers to increase drainage capacity.”

Main Recommendations

- ▲ Improve downtown parking lots between 3rd and 6th Avenue
- ▲ Bring all overhead utilities underground (electric, cable, telephone)
- ▲ Install permeable concrete paver system for surface replacement (will also help with drainage)
- ▲ New lighting along the area
- ▲ Parking lot improvements: screen walls, landscaping, and irrigation
- ▲ Re-install Los Arcos artwork in breezeways

Advance Longmont

- ▲ **Timing:** Published 2014
- ▲ **Consultant:** Avalanche Consulting

Purpose

Longmont has numerous competitive infrastructure assets, including the fiber optic broadband network, affordable and reliable power, and high-quality water. Despite availability of undeveloped real estate for industrial and other purposes, Longmont's existing building inventory is not fully competitive for attracting modern businesses in all targeted industries. The City and LEDP must do more to increase the availability of updated buildings for startups, office, and industrial users while also continuing the redevelopment of downtown and building amenities for residents. *Note: this is the purpose of the Infrastructure Section (5.0) of the plan, the overall plan is more economic/business focused

Main Recommendations

- ▲ Implementation Committee meets on a quarterly basis to monitor progress of the plan
- ▲ Encourage the redevelopment and beautification of downtown, the river corridor, and other targeted areas such as the Butterball facility and sugar mill.
- ▲ Continue City investment in capital improvements in public buildings and facilities, transportation, trail systems, parks and recreation, telecommunications, and water

1st Main Station Transit Revitalization Project

- ▲ **Timing:** June 2012
- ▲ **Consultant:** Steer Davies Gleave

Purpose

"The City has completed a 10-month master plan and revitalization study for the 1st & Main Station project near the site of the old flour mill near 1st Avenue and Main Street. The study examined both short-term and long-range development potential for the site (well in advance of actual rail station construction) and included preparation of transit-oriented development concept plans and market analyses for the area. The plan also examined multi-modal connections to the site, including development of potential alternative bus service options for the City to better serve the site and surrounding areas. At the end of this process, this area was rezoned to Mixed Use (103 acres) and Public (2 acres)."

Shorter Purpose: Take advantage of proposed light rail, and propose appropriate revitalization/development of area around the station

Main Recommendations

(Note: Traffic calming, connectivity, parking & Transit high-medium priority)

ACTION	PRIORITY Hi-Med-Low	COST ESTIMATE	RECURRING ANNUAL COST
1. MUSIC & PERFORMING ARTS	HIGH	\$250,000	
2. PLACEMAKING - PUBLIC REALM	HIGH-MEDIUM	\$300,000 (Plus AIPP funds)	
3. ARTS EDUCATION	HIGH-MEDIUM	\$150,000	
4. RETAIL STRATEGY (TENANT MIX)	HIGH	\$150,000	
5. HOUSING & ARTS STUDIOS	HIGH	\$100,000	
6. MARKETING & PROMOTION	HIGH	\$150,000	
7. TRAFFIC CALMING, CONNECTIVITY, PARKING & TRANSIT	HIGH-MEDIUM	\$330,000	
8. CLEAN, SAFE & ATTRACTIVE	HIGH	\$130,000	
9. HISTORY & CULTURAL DIVERSITY	HIGH-MEDIUM	\$100,000	
10. LIVEWELL DOWNTOWN	HIGH-MEDIUM	\$20,000 (Plus LiveWell funds)	
11. MANAGEMENT OF A&E DISTRICT	HIGH	\$30,000	\$140,000
12. JOBS PROMOTION	HIGH	\$50,000	
TOTAL		\$1,760,000	\$140,000

- ▲ Work with Bicycle Longmont to develop strategies to encourage more biking to downtown.
- ▲ Explore bicycle sharing program
- ▲ Slow traffic down on Main St. / Highway #287, needs to be more business friendly and accommodate seniors. Add traffic calming measures. Work with city staff, Colorado Department of Transportation (CDOT) and a traffic calming expert to evaluate and make recommendations on downtown Main Street. Address enhancing the pedestrian experience, especially the Main Street and 3rd Avenue intersection.
- ▲ Working in conjunction with Bicycle Longmont and the City of Longmont, add more bicycle parking in strategic locations downtown.
- ▲ Improve connections between downtown and Roosevelt Park and the St. Vrain Greenway.
- ▲ Develop shuttle bus service from Front Range Community College and the Longmont Museum to downtown.

- Address parking resources downtown. For example, study the option of extended hours for some parking spaces downtown, as well as adding parking in strategic locations.

Former Butterball Plant Site Redevelopment Project

- Timing:** Demolition began in 2014 with Phase 1 to be completed in 2015/2016.
- Project Team:** The former plant is being redeveloped through a partnership between the city, 150 Main LLC and the Longmont Downtown Development Authority.

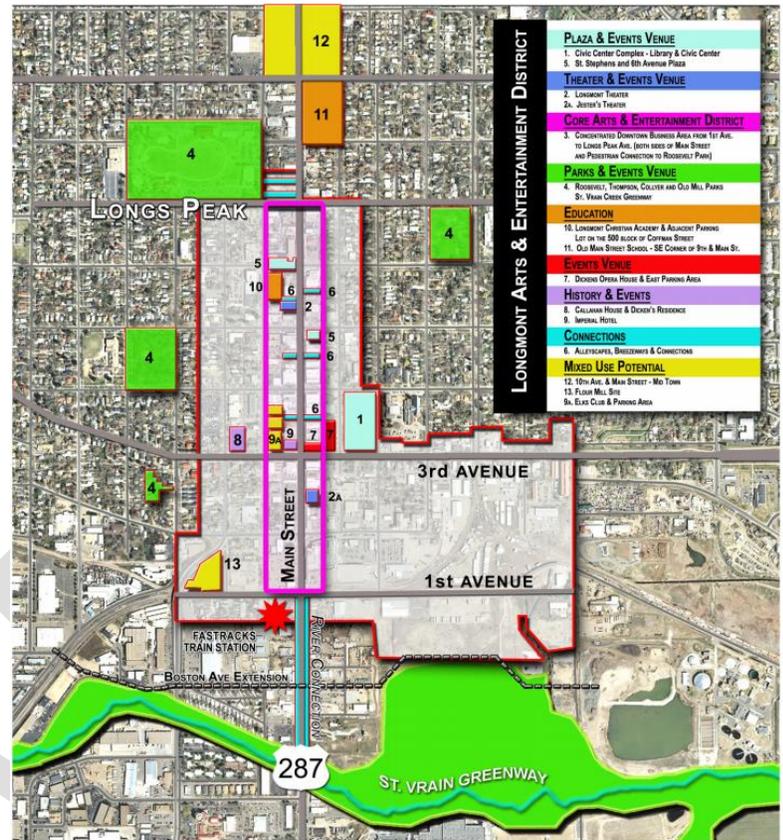
Purpose

“The redevelopment of the former Butterball site will enhance the Longmont downtown area and create opportunity for additional employment for our Longmont citizens as the project moves forward. We look forward to working with our community partners and the developer on recruiting these types of jobs to the downtown area.” –Longmont Area Economic Council, Wendi Nafziger.

Several of the existing smaller structures will be adapted and renovated for new uses. Bair says a new brewery will be moving into an existing building in the spring, as part of phase one. (Butterball closed in 2011).

Main Recommendations & Background

- In early 2012, the city changed the zoning in the area from industrial to mixed use.
- The former Butterball parking lot on the west side of Main Street could be used for interim additional parking for the regional transportation center.
- Bring in multifamily apartment rental units, for a downtown area with a shortage of rental properties (314 rental units)
- First phase of re-development includes turning nearby sites into a commercial center including urban wineries, craft breweries, artisan food businesses and office space. (9,300 feet of commercial space on site)



Longmont Arts District



3. Existing Program Assessment

Current Conditions Overview

The following overview of the current City of Longmont parking program was developed from several sources including:

- ▲ Documentation provided by the City in response to our initial request for information
- ▲ Interviews with City and Parking Department staff
- ▲ City parking website information
- ▲ Excerpts from previous studies

Organization

The City of Longmont Parking Department is located organizationally under the City of Longmont Community Services division. There are currently two part-time Parking Enforcement Officers (PEOs). The PEOs work under the supervision of the Community and Neighborhood Resources Manager, who reports to the Director of Community Services, who in turn, is overseen by the Assistant City Manager. While the PEOs are listed in the City's website under the page "Parking Enforcement", the Longmont Parking Department is not included in the Community Services section of the City's organizational chart.

On-Street Parking System Overview

Parking Enforcement

The City of Longmont Parking Department is charged with the responsibility of enforcing all on-street parking regulations, transient and permit parking activity at eight off-street surface lots. Parking Enforcement's primary focus is the downtown area.

Parking enforcement staff is comprised of two individuals serving a combined total of 60 hours per week, supported by Handicapped Parking Patrol volunteers. While the Parking Enforcement Officer's primary job duty is to patrol and "enforce the parking laws of the City in the downtown area fairly and consistently", they also handle mediations and perform all departmental administrative duties including delinquency communications, collections support, and data entry of supplemental tickets written by officers of the Longmont Police Department, city code enforcement officers, as well as park rangers.

Currently, the downtown area is divided into three sections from a parking enforcement perspective. Each section, on foot, takes about one hour to patrol, with one section patrolled each day.

PEOs enforce off-street surface parking lot permits and time-limited spaces and the unmetered parking time limit zones on-street. Each PEO is armed with a Brazos Technology E-ticketing hand-held unit with printer. These units do not provide real time access to scofflaw lists.



Parking Fines

There are six different fine amounts that apply to more than thirty different parking regulation infractions in the City Code. The six fine amounts range from \$10.00 to \$100.00.

The City of Longmont parking fine structure includes graduated fines that double after 30 days of issuance, and PEOs do have the ability to issue warnings prior to citation. Vehicles receiving four or more citations that remain unpaid for 30 days are subject to towing and impoundment at the vehicle owner's expense. City Code does not currently address immobilization of vehicles (booting) as a form of enforcement recourse.

Off-Street Parking Overview

The Off-Street parking system is comprised of eight surface parking lots. More detail on off-street parking facilities and utilization can be found in the Supply/Demand Update section later in this report.

Surface Parking Lots

The following tables summarize some of the key attributes of the City's parking lots:

TABLE 1. PUBLIC OFF-STREET PARKING CAPACITIES	
Lot	Total
200 E Main	43
300 E Kimbark	117
400 E Kimbark	94
500 E Kimbark	87
300 W Coffman	69
500 W Coffman	114
600 W Coffman	18
Roosevelt Park Apartments	43
Roosevelt Park-N-Ride	178
Total Spaces	763



Parking Facility Operating Hours

Surface parking lots are accessible 24 hours per day, seven days per week. Enforcement hours of publicly-owned off-street surface lots mirror on-street enforcement hours and as such, are incorporated into the daily routes of parking enforcement officers. Posted hours of restricted parking are Monday through Friday from 8:00 AM to 6:00 PM.

Parking Pricing

On-street parking throughout the study is free, but subject to time limits. A map identifying downtown on-street parking, associated time limits as well as off-street parking lots and Electric Vehicle (EV) charging stations is easily accessible via the LDDA’s website under the “Explore” tab.

Permits are specific to the assigned lot, and provide access without a guaranteed space. Permits range in price from \$5.00 for a daily permit to \$36.00 per month for a covered space (See Table 2A below).

TABLE 2. CURRENT OFF-STREET PERMIT PRICING	
Permit Type	Cost
Day Permit	\$5.00
Annual Permit, 200E	\$20.00 per month, paid in 6-month increments
Annual Permit, surface	\$28.00 per month, paid in 6-month increments
Annual Permit, covered spaces at RPA	\$36.00 per month, paid in 6-month increments

Strengths and Weaknesses of Existing Program Elements

Parking Fines and Enforcement

STRENGTHS:

▲ Motivated staff

- The consulting team was especially impressed with the attitude, initiative and passion displayed by Parking Enforcement Officers Barb Ratner and Cristi Campbell. Both Barb and Cristi participated in a one-on-one interview with the consultant team and it was clear that they take great pride in their work and know their customers well. Barb and Cristi are definitely an asset to the City of Longmont and through conversation with them, it was clear that increased investment in administrative support for them as well as their inclusion in bigger picture conversations about parking and access management would be very beneficial to the City’s parking operations.

▲ Flexibility

- Ability to issue warning citations.
- PEOs are able to stop writing a citation if approached in the process of issuing a citation.

▲ **Current investment in License Plate Recognition (LPR) technology**

- This new technology will allow PEOs to cover more distance and improve operational efficiency and accuracy.
- It will also allow for in-field scofflaw check and provide new capabilities that will enhance key operational benchmarks such as improving citation collection ratios, improving violation documentation and most importantly give the PEOs the ability to see violation histories in real time.

WEAKNESSES:

▲ **Enforcement is inconsistent**

- The primary source of the “inconsistency” is a function of staffing related to the size of the enforcement area. The recent investment in LPR technology will help with this, but ultimately an increase in staffing will likely be required to adequately enforce the downtown area.
- Times listed and actual enforcement hours do not coincide.
- Select “pockets” of downtown enforced daily, rather than entire area.

▲ **Staffing shortage**

- Contributes to inconsistent enforcement.
- Staff are stretched between administrative and enforcement duties, often not having time to complete both effectively.

▲ **Low fines provide less incentive to abide by parking regulations**

OPPORTUNITIES

▲ **Parking enforcement management tools**

- Given the current program structure and the limited level of investment in parking as a defined program element, there are many opportunities to grow and enhance parking management capabilities going forward. This study is a first step in this direction. As it relates specifically to parking enforcement, several “management tools” will be provided as part of this study. Two parking enforcement related examples are briefly described below:
- Appendix 16 is a Parking Enforcement Operations handbook or manual. This document was created after reviewing some of the best municipal parking enforcement programs in the country. It is hoped that the City of Longmont staff will use this document as a template to create a customized manual that reflects the policies, ordinances and procedures of the City of Longmont for use as both a policy/procedures manual as well as training tool for City staff on an on-going basis.

- Appendix 15 is a Parking Enforcement Program Audit Checklist. This document is intended as a tool for staff to use to conduct an internal review and assessment of their current program against industry accepted parking enforcement best management practices.

Parking Pricing

STRENGTHS:

Free on-street parking. While many, especially in small communities, see free on-street parking as a benefit (some might call it essential to the success of their businesses), best practice would suggest even a small fee for on-street parking with less expensive off-street parking. While this Study is not recommending paid on-street parking in Downtown Longmont at this point, on-street paid parking is one, if not the most powerful, parking management tool available. When a decision is made to explore paid parking, it should be done in a thoughtful way with a well-defined process that engages downtown business and property owners throughout every step.

WEAKNESSES:

- ▲ **Free parking does little to encourage turnover in retail areas.** Ultimately, parking is never really “free” – someone somewhere is paying for it. On-street parking should be managed as a short-term, high turnover asset for the benefit of the retail businesses that it serves. As such, charging for on-street parking primarily as a tool to encourage space turnover is an important consideration and management strategy. Research has shown that most customers don’t mind paying a small amount for a convenient short-term parking space. What is more likely to drive customers away is a lack of available short-term parking or getting a larger parking citation.
- ▲ **Permit demand exceeds supply.** Part of the charm of smaller communities is that parking is often more convenient and less expensive than in larger cities. However, as business districts evolve and parking demand increases a gradual increase in parking rates is both to be expected and to some degree encouraged as both an effective parking management tool, an incentive to encourage alternative modes of transportation and ultimately as a funding strategy to provide future parking infrastructure.
- ▲ **No long-term funding strategy for additional investment in parking infrastructure or assets.**

Parking Infrastructure

STRENGTHS:

- ▲ **Capacity exists within the system as a whole to effectively serve current needs.**
 - 56.39% of surveyed respondents reported they could find a parking space close to their destination within a reasonable time or better.
 - At any time during collection periods throughout the study, any full lot had another lot within one block with availability.
 - This includes both public and private parking assets.

WEAKNESSES:

- ▲ **Current infrastructure does not actively support alternative modes of transportation.**
 - Bike routes to and through downtown are inconsistent and unreliable.
 - It was observed that traffic along Main Street travels at a high rate of speed, which can discourage “drop in” shopping and create a challenging environment for pedestrians.
 - Managing on-street parking to achieve an average vacancy rate of approximately 15% is considered a best practice, but assumes an on-street parking fee.

Parking Department

STRENGTHS:

- ▲ **The limited parking staff currently employed are engaged, competent and enthusiastic.**
- ▲ **There is a positive working relationship between City parking staff and the Downtown management professionals (LDDA).**
- ▲ **The City, LDDA and the County have invested in this Parking and Access Study to provide a new parking roadmap for the future.**

WEAKNESSES:

- ▲ **There is not a comprehensive parking management function currently in place.**
- ▲ **Investments in staff capacity, technology, training and planning resources are needed (and included as recommendations of this Study).**
- ▲ **Currently parking management has been largely reactive to issues and events.**
 - A greater focus on parking planning as a tool to help the community achieve its larger strategic goals is encouraged.
 - A more proactive posture is recommended going forward with an eye toward anticipating longer term parking needs within the context of overall community development and economic development initiatives (i.e., leveraging parking as a tool to support economic development)
- ▲ **Parking infrastructure investment strategies should begin to be developed (also addressed in the recommendations of this Study).**



Conclusion

While the current parking program is fairly typical for a community of Longmont's size, investment in the development of a more robust and comprehensive parking management program should be an important element in advancing the larger community and economic development goals of the downtown, the City and the County. The investment in this planning study is an important first step in this direction. The adoption of this study and its recommendations, followed by a series of prioritized strategic investments can lead to the development of a more proactive, financially self-sustaining and customer focused parking and access management program that will better serve the needs of visitors, residents, business owners and employees going forward.

DRAFT

4. Data Collection & Analysis

A Note About Process

Kimley-Horn understands that perception can often be as important, if not more important, to downtown and community stakeholders as “realities” seen out in the field. The term “reality” is in quotes because the consulting team understands that everyone’s motivations, parking needs and therefore their own reality can differ depending on their perspective as a business owner, property manager, downtown resident or busy mom corralling several toddlers and a stroller. It is this understanding that guides the consulting team’s approach to parking management. As such, we place the same value on collecting and presenting a concise, accurate and comprehensive picture of parking data as we do on the thoughts, perceptions and feedback that we receive during stakeholder meetings, via online input forums and in one-on-one conversations with residents.

While Chapter 4 focuses solely on this Study’s data collection and analysis processes and findings, Chapter 5 will provide the complementary stakeholder perception narrative that, when combined with what we’ve learned from the Planning Context and Existing Conditions Assessment help us form well-grounded, holistic and actionable recommendations.

Introduction to Data Collection

In order to understand existing parking assets, usage patterns, and overall parking demand needs for Downtown Longmont, Kimley-Horn coordinated with the City and LDDA to identify the area of focus for the data collection efforts. It was determined that an area which included downtown along Main Street between Longs Peak Avenue and First Avenue and west to Terry Street and east to Kimbark Street was the primary area of focus for this effort (see Figure 1). An exhibit detailing the numbered lot system that was used to identify each surface parking lot in the data collection process can be found in Appendix E.

The following provides an overview of what was included in the parking supply/demand analysis conducted by Kimley-Horn as part of the Parking and Access Study:

1. Parking inventory data was collected by block for the entire study area.
2. Parking occupancy data was collected by block for the entire study area.
3. Parking turnover data was collected by block for the entire study area
4. The raw parking inventory, occupancy, turnover, and GIS files are supplied in the appendix

Parking Supply/Demand Update

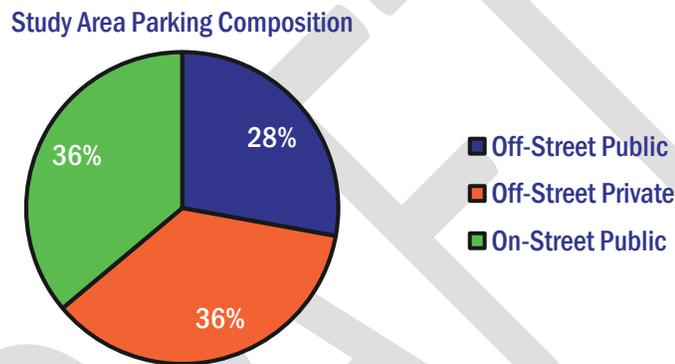
Maintaining an accurate inventory of parking spaces as well as regularly surveying parking-resource utilization are two hallmarks of an effectively-managed parking program. As part of the City of Longmont’s Parking and Access Study, it was important to update the parking supply/demand data within the downtown core. The most recent parking supply/demand study was conducted in Felsburg Holt & Ullevig (FHU) in October 2002. The 2002 study was an assessment of parking in the central downtown area including on and off-street parking inventory for both public and private facilities. Beyond having accurate data on parking system assets and

utilization, one of the primary objectives of the study was to identify potential future demand based on then-current ratios of parking available based on land use and the associated user behaviors.

PARKING INVENTORY

According to 2013 parking inventory provided by the LDDA as part of the initial request for information, there are 1,864 total on-street parking spaces within the City of Longmont, with 975, or 52.3% falling within the study area or downtown core.

Within the study area, as of April 2016, approximately 36.1% (974 spaces) of the overall parking supply is on-street and 63.9% (1,724 spaces) are located in off-street parking facilities. The off-street parking supply is a combination of public and private facilities, with the breakdown being 43.6% public (752 spaces) and 56.4% private (972 spaces).



ON-STREET PARKING

The on-street parking supply within the Study Area is approximately 975 parking spaces with a variety of time limits including 30-minute, 1-hour, 2-hour, 3-hour, and unrestricted all day parking. While the City of Longmont experienced growth of more than 13% from 2003 through 2013 and has seen increasing investment and activity in the downtown core, parking remains free; a trend which is slowly decreasing among communities of Longmont's size. Table 3, below, provides some comparative data.

TABLE 3. ON-STREET PARKING COMPARISON		
City	Population	Hourly Rate
Longmont, CO	89,919	FREE
Racine City, WI	78,199	\$0.30
Trenton City, NJ	84,034	\$0.75
Greeley City, CO	96,539	FREE
Fort Collins, CO	152,060	FREE

On-street parking spaces are patrolled by Parking Enforcement, a division of Community Services,

during “regular” weekday business hours (9:00 AM to 4:00 PM). Parking on weekends and holidays is unregulated. Additionally, it was observed both during data collection efforts and noted anecdotally through stakeholder conversations that the lots are often unmonitored due to the limited nature of current staffing levels for the City’s two part-time enforcement officers.

While this study is not recommended a move to on-street paid parking at this time, if Longmont continues to see the exciting growth of downtown that it is expecting, paid parking will likely be on the table within 3-5 years. It’s also important to consider what is happening with paid on-street parking in neighboring communities. Currently, both Fort Collins, CO and Greeley, CO do not have paid on-street parking. Parking meters have been in place in Boulder, CO since the 1940’s and parking revenues have significantly contributed creating the transit-rich environment that the community currently enjoys.

PUBLIC OFF-STREET PARKING

Each of the City’s surface parking lots has available monthly parking permits for purchase by individuals and employees. Based on the City’s rate structure, shown in Table 4 below, individual parking spaces can be purchased for use by an individual from 8:00 AM – 6:00 PM Monday – Friday (with the exception of assigned spaces).

However, permits function as a “hunting license” and do not guarantee a space. This is generally a good approach as it increases the effective supply by allowing some degree of overselling of non-reserved spaces. In addition to selling permits for off-street public parking lots, the lots are open to downtown visitors as well with posted limits of two hours. Having off-street parking with same time limits as on-street is somewhat unusual. Generally, the off-street resources should be encouraged as a longer term parking resource. As with on-street parking spaces, the lots are often unmonitored due to the limited nature of current staffing levels for the City’s two part-time enforcement officers. As such, downtown employees have little incentive to park off-street which would leave the more convenient on-street spaces, available for customer and visitor use.

Each of the City’s surface parking lots has available monthly parking permits for purchase by individuals and employees. Based on the City’s rate structure, shown in Table 4 below, individual parking spaces can be purchased for use by an individual from 8:00 AM – 6:00 PM Monday – Friday (with the exception of assigned spaces).

TABLE 4A. CURRENT PARKING PERMIT RATES

Permit	Cost	Note
Day Permit	\$5.00	Lot specific
Annual Permit, 200 E	\$240.00	\$20 per month, billed twice annually; Lot specific
Annual Permit, uncovered	\$336.00	\$28 per month, billed twice annually; Lot specific
Annual Permit, covered	\$432.00	\$36 per month, billed twice annually; Lot specific



When compared to other communities of similar size, Longmont’s permit pricing provides good value (See Table 4B below). However, as will be detailed in the following exhibits, specific City surface lots (400 E, 500 E) had very high demand (over 90% occupied). When occupancy exceeds 85% consistently, it is recommended that pricing be reviewed. In this case, it is recommended that a price increase in those high-demand lots be paired with a decrease in monthly pricing for the more remote Roosevelt Parking facility. While Roosevelt does offer covered parking, it is a few blocks away from where the highest parking demand was observed (Longs Peak to 5th, Main to Kimbark) and has adequate capacity for additional parking (the highest occupancy was observed at XX%). As such, it would make sense to raise the pricing of lots 400 E and 500 E to be more expensive than the pricing of the Roosevelt Garage.

TABLE 5B. PROPOSED PARKING PERMIT RATES		
Permit	Cost	Note
Day Permit	\$5.00	Lot specific
Annual Permit, 200 E	\$240.00	\$20 per month, billed twice annually; Lot specific
Annual Permit, uncovered	\$336.00	\$28 per month, billed twice annually
Annual Permit, covered	\$384.00	\$32 per month, billed twice annually
Annual Permit, 400 E, 500 E	\$432.00	\$36 per month, billed twice annually

Additionally, a possible strategy to make it more attractive and more welcoming for customers/visitors who might want to stay beyond the posted on-street time limits, would be to offer some welcoming signage and the ability to pay for parking hourly using a pay station or mobile application. Fort Collins, CO offers the ability for customers to pay immediately in some surface lots using a multi-space parking pay station per lot. The pay station is located in a highly-visible area for customers to see when entering the lot to park and when exiting on foot to enter the downtown area. Lincoln, NE uses specific signage that welcomes shoppers into convenient surface lots and identifies specific spaces for them to use.

Shopper Zone

8 am - 5 pm

3 Hour Parking

Park & Go



TABLE 4C. PARKING PRICING COMPARISON

City	Population	Off-Street Surface (Hourly & Permit)	Off-Street Garage (Monthly)
Longmont, CO	89,919	\$5/day; \$20-\$28/mo.	\$36/mo.
Boulder, CO	105,112	\$1.25/hr.; \$2.50 after four hrs; \$66/mo.	\$110/mo.
Greeley, CO	96,539	Free; \$35-\$65/quarter	N/A
Fort Collins, CO	152,060	\$1.25/hr. with first hour free	\$21-\$43/month for lots; \$20-\$50 for garage
Missoula, MT	69,112	\$30 - \$55/mo.	\$75/mo.

Private / Public Parking Agreements

The City of Longmont provided a summary of the parking agreements that the City has with different entities. These agreements provide for parking to be used for public use, or other specifically determined uses (such as residential and event parking). Longmont has one such agreement with the Archdiocese of Denver for utilization of 46 spaces in the lot for the St. John the Baptist Church.

Approach to Data Collection

Parking occupancy, utilization and turnover was collected using Kimley-Horn’s mobile License Plate Recognition (LPR) technology. The mobile LPR equipment uses a dual camera configuration, placed on the roof of the data collection vehicle. The vehicle drives continuous loops through each collection area, counting the number of vehicles parked on-street.

The intent of this effort was to count the number of parked vehicles in the area in order to inform the parking study. For the Downtown Parking analysis, the data was collected in the Study Area, shown in in Figure 1 (on the following page), over the course of approximately two months. The dates of collection were Monday, March 16; Tuesday, March 17; Thursday, March 19; Wednesday, April 20; Thursday, April 21; and Saturday, April 21, 2016. Collection runs began at 6:00am, 8:30am, 11:15am, 2:35pm, and 5:00pm.



Figure 1. Study Area



For the purposes of this analysis, LPR technology was used to take reads on license plates along curb faces to determine occupancy and parking behavior. The data that received from the LPR unit was limited to a license plate number, the time stamp the read was taken, and a GPS location. The license plate number was used to create a unique identifier for each vehicle observed, which was assigned to each read, replacing the license plate number. License plate data was then deleted and was not retained by Kimley-Horn, the City of Longmont, LDDA or Boulder County.

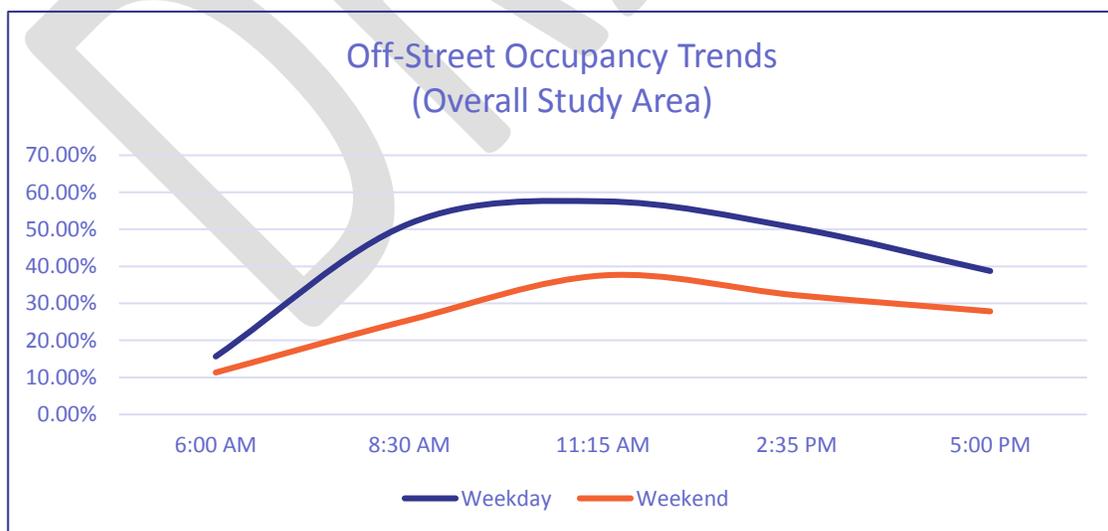
The photos below show examples of the LPR equipment setup for the data collection efforts.

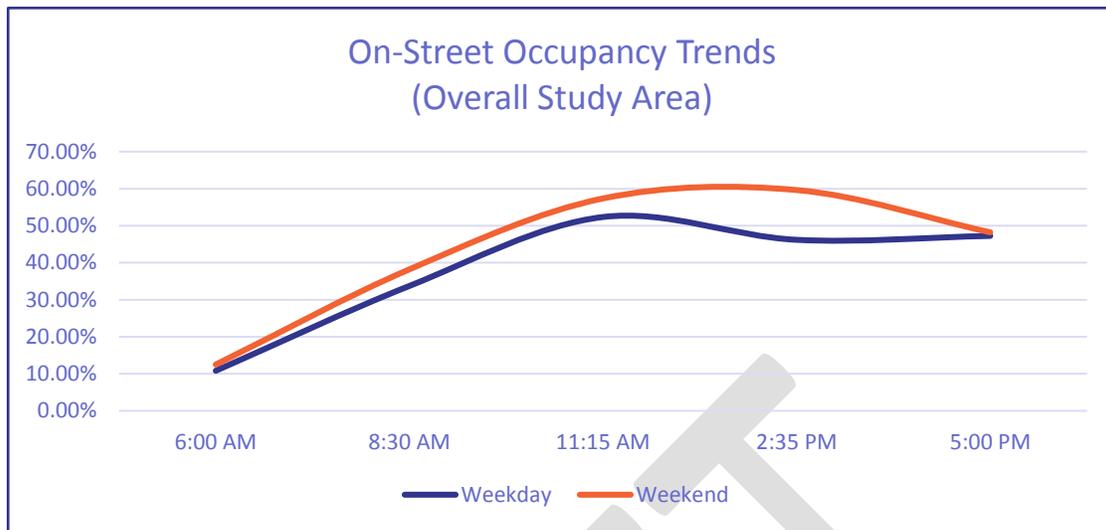


Parking Occupancy

Occupancy data was collected by area and summarized at the block face level. Each location was collected in the morning, mid-day, and peak afternoon periods to determine the fluctuations in occupancy as residents depart for work and employees and visitors enter the study area.

The following graphs and tables present the parking occupancies within the study areas. The graphs below compare the overall occupancy of off-street and on-street parking in the study area on the collection dates by time of day.





The data indicates that the study area experiences peak demand at mid-day. Weekday occupancies are consistent with land uses in the area, showing the steady influx of employee parkers entering the study area to park off-street in longer term spaces at a higher rate than visitors who increase steadily throughout the morning, utilizing shorter term on-street spaces. This pattern is again reflected in the table below, with fewer businesses open on the weekend, the demand shifts from off-street to on-street with a greater influx of visitors to the study area.

HOURLY OCCUPANCY COMPARISON – MARCH 2016						
	Wednesday		Thursday		Saturday	
	March 16, 2016		March 17, 2016		March 19, 2016	
	Off-Street	On-Street	Off-Street	On-Street	Off-Street	On-Street
6:00 AM	22.81%	8.11%	15.07%	9.62%	12.00%	14.75%
8:30 AM	59.12%	27.63%	57.58%	42.41%	29.49%	55.49%
11:15 AM	55.72%	36.83%	59.55%	54.73%	35.97%	83.25%
2:35 PM	45.13%	31.84%	49.06%	51.25%	31.03%	82.49%
5:00 PM	36.23%	30.94%	33.19%	55.59%	25.82%	75.15%



HOURLY OCCUPANCY COMPARISON – APRIL 2016

	Wednesday April 20, 2016		Thursday April 21, 2016		Saturday April 23, 2016	
	Off-Street	On-Street	Off-Street	On-Street	Off-Street	On-Street
	6:00 AM	12.17%	13.34%	12.63%	12.22%	10.67%
8:30 AM	41.90%	38.34%	47.65%	51.68%	21.53%	40.40%
11:15 AM	56.49%	64.65%	58.50%	66.80%	39.14%	54.89%
2:35 PM	52.57%	60.11%	54.69%	55.48%	33.37%	52.42%
5:00 PM	42.73%	59.73%	42.82%	58.79%	29.88%	50.34%

As shown in the heat maps (Figures 2, 3 and 4) on the following three pages, the demand for on-street parking is especially high over the mid-day in the northeastern section of the study area. Occupancy heat maps for each day and run collected can be found in Appendix A.

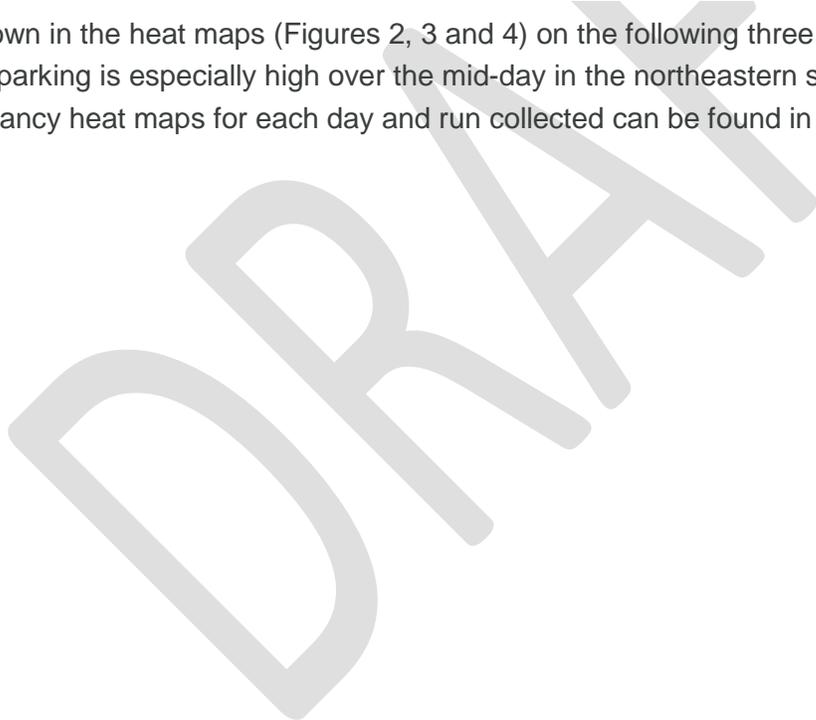




Figure 2. Occupancy Map for Saturday, March 19, 2016 11:15am

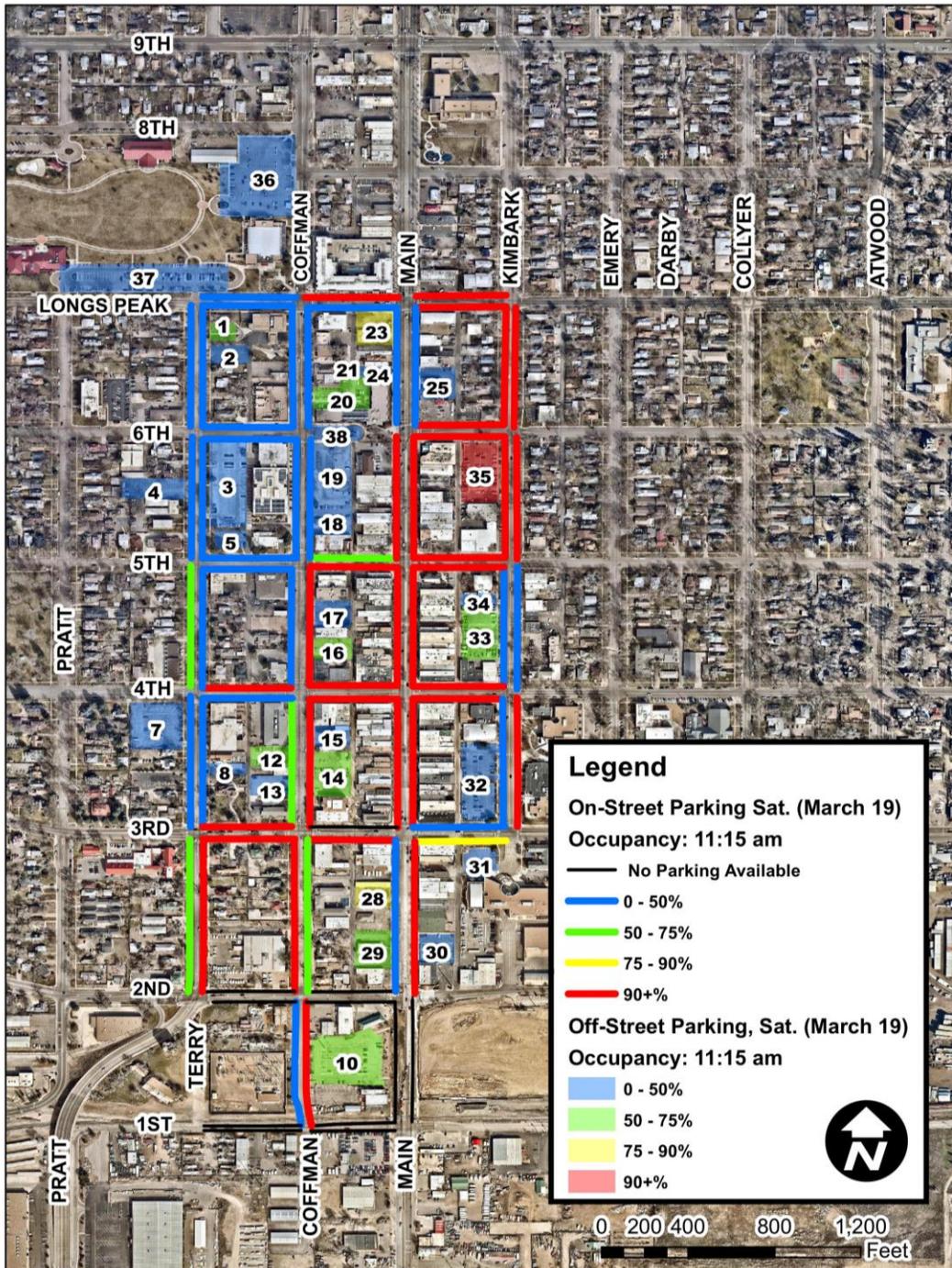




Figure 3. Occupancy Map for Wednesday, April 20, 2016 11:15am

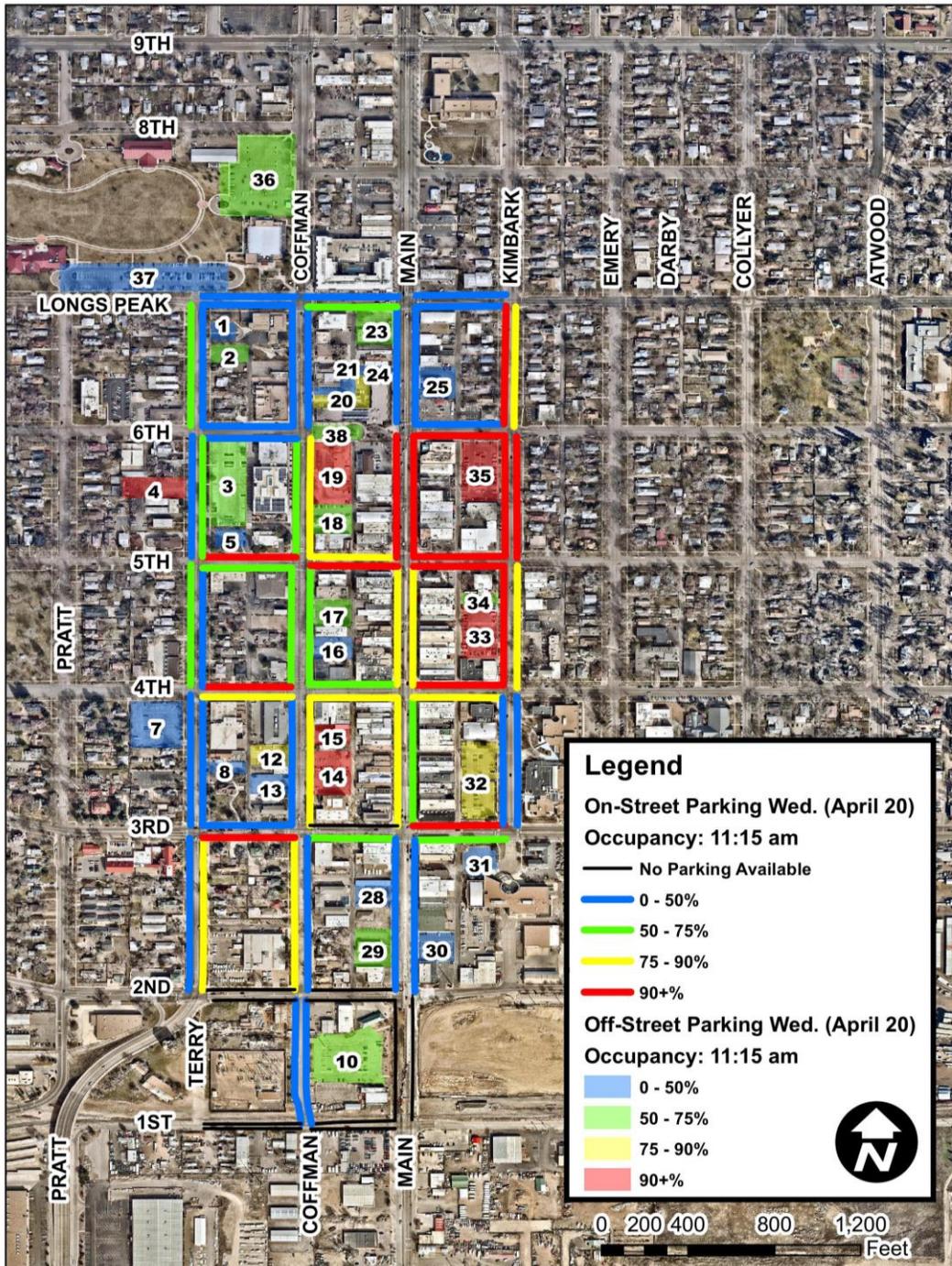
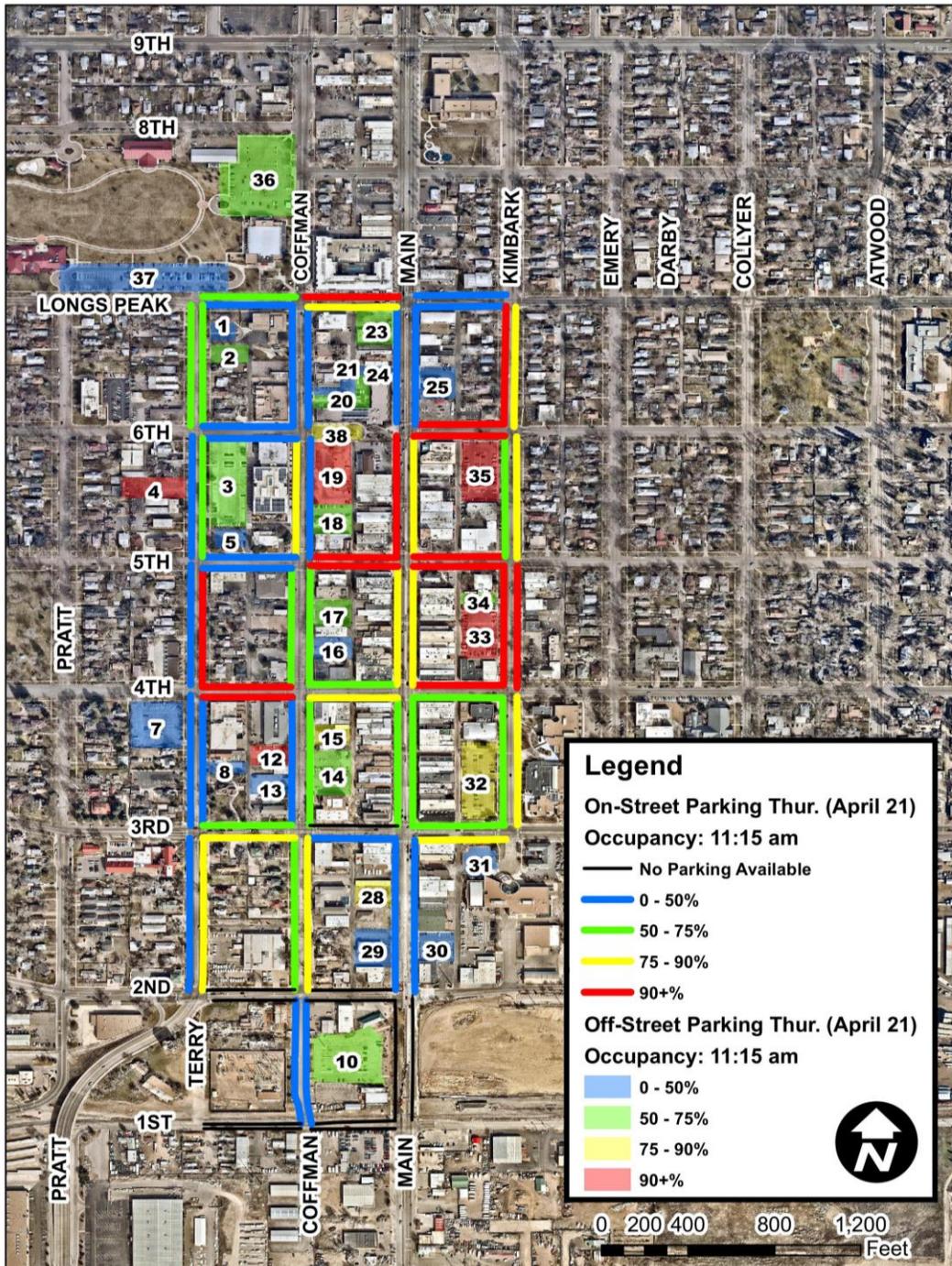


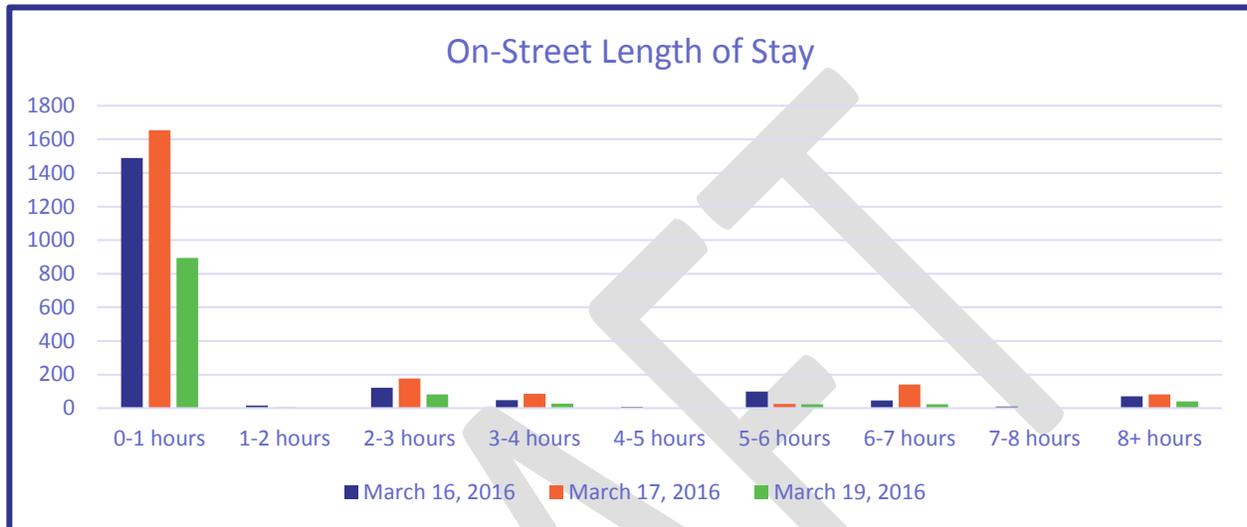


Figure 4. Occupancy Map for Thursday, April 21, 2016 11:15am



Parking Duration

In addition to occupancy data, the LPR technology allows for analysis of how long vehicles tend to park in the area. The length of stay information was analyzed for on-street parking only since higher rates of turnover are typically encouraged for on-street parking and longer term parkers are encouraged to use off-street facilities. The graphs below illustrate the length of stay throughout the study area for on-street parking.



Parking turnover counts were collected on March 16th, 17th, and 19th for the study area. These counts were beginning at 6:00am and finishing at approximately 6:30pm. Table below provides a summary of the total turnover data. See Appendix E for the complete table.

Number of Parked Vehicles by Length of Stay (Hours)										Total Vehicles	Total Duration (Hours)	Average Turnover	Average Duration (Hours)	Number of Time Violations	Violation Hours
Inventory	0-1	1-2	2-3	3-4	4-5	5-6	6-7	7-8	8+						
2,620	4,014	23	378	160	9	147	208	11	193	5,143	10,042	1.96	1.95	454	2,337

The data in Table above reveals that the two-hour spaces turned over on average 2.68 times the collection period, whereas 30 minute spaces turned over on average 2.83 times. The average turnover rates indicate considerable violations occurring in time restricted zones. The estimated number of additional parkers that could have been accommodated in these spaces with no violations is 1,161.

This lack of parker compliance with posted time limits is significant and indicates a relatively low level of enforcement. Effective utilization of time-restricted parking is dependent upon active enforcement that achieves the intended level of turnover. The level of turnover reflects how effectively those spaces are being utilized. Since on-street parking is considered to be the most convenient parking within the system, effective utilization of these spaces is important to the health of downtown businesses that depend on customer and visitor convenience.

Data Collection Conclusions

The following are key findings from collection of parking occupancy, utilization and turnover data collected within the Study Area.

What We Learned: Weekday

▲ On-street

- Peak: Midday Thursday (11:15 AM – 1:15 PM)
- Terry St. to Kimbark between 4th and 5th Ave. (90%)
- Kimbark from 3rd Avenue to Longs Peak
- Trend higher midday (during lunch rush)
- After 5:00 PM, lots are full and on-street occupancy along Kimbark and Main were observed at 100%+

▲ Off-street

- Peak: Midday Thursday (11:15 AM – 1:15 PM)
- City-owned lots along Kimbark (Lots 33 & 35) near capacity
- Most utilized lots (>75%)
- 4, 12, 19, 33, 34 35 (90%+)
- 28 and 32 (75-90%)

What We Learned: Weekend

▲ On-street

- Overall highest on-street occupancy (of entire study)
- Late morning / early afternoon through rest of day
- Eastern half of study area along Kimbark and Main – near or at capacity

▲ Off-street

- Majority were underutilized on weekend (< 50%)
- Most consistently used lots: 32, 33 and 35 (75%+)
- Private-owned lots were mostly empty

What We Learned: Overall

▲ Northeast corner of study area is well-utilized on both weekday and weekend

- Kimbark and Main from 3rd to Longs Peak
- Over 85% occupancy observed both on- and off-street
- On-street peaks:
- Weekday at 11:15 AM and after 5:00 PM

- Weekend beginning at midday through remainder of day
- Off-street peaks:
- Weekday varied widely (0-100%); however several (10) lots at 75%+
- Weekend also varied widely, however only two lots at 75%+
- ▲ Many vehicles on Kimbark do not move throughout the day
- ▲ Enforcement was seen infrequently

Conclusion

There are certain thresholds that indicate when a parking system has reached effective capacity. When those thresholds are reached, there are a variety of parking management strategies and best practices that can be implemented to maintain or improve the effective parking supply. Effective capacity for a parking system is when occupancy reaches 75 to 85 percent consistently system-wide. Beyond this point, it can be difficult for drivers to find available parking – typically one available parking space per block face – which can lead to driver frustration and contribute to congestion/additional traffic brought on by drivers circling a block looking for parking. Additionally, there are other trigger points that may indicate that the system could use different parking restrictions. Those include resident and business owner complaints about lack of parking availability.

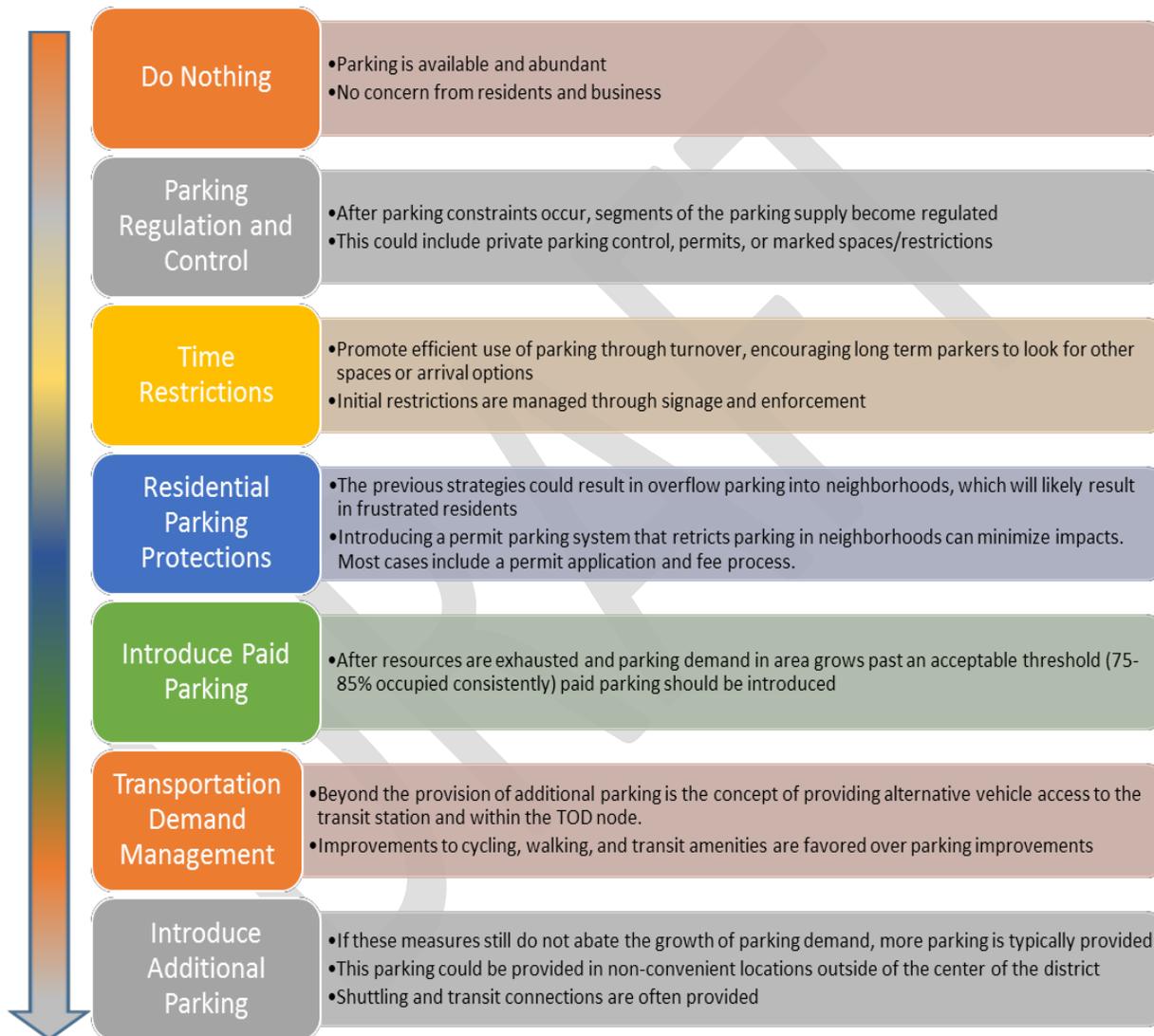
As illustrated in Figure 5 on the following page, there is a “Spectrum of Parking Management Alternatives” that provides a high-level overview of parking management strategies that municipalities have at their disposal. This spectrum illustrates an important point: that there are a variety of strategies that can be employed to manage parking beyond simply implementing paid on-street parking. Currently, the City of Longmont has moved through the first few steps in the spectrum by implementing parking regulation and control (i.e., signage, permitted parking) as well as time-limited parking. However, while Downtown Longmont does have time-limited parking areas on and off-street, due to the limited nature of enforcement, the City is not really getting the entire picture of what an important parking management tool time-limited enforcement can be for encouraging turnover and freeing up valuable on-street spaces. However, as detailed in this chapter, Longmont has begun to meet or exceed some of the recommended thresholds for making additional investment in more active parking management. Specific strategies for Longmont, which were included above and are also touched upon in Chapter 8 (Key Action Items) are:

- Adjust off-street permit pricing to make the higher demand, well-utilized lots more expensive and the more perimeter assets less expensive (see pg. 26).
- Adjust on-street time limits to offer more consistency for the parking public (See Figure 6). Please note that the current 30-minute areas were retained based on review of nearby land use and after conversation with LDDA staff. While consistency in parking regulations is important for customers and visitors, it is also important that parking management

remain flexible enough to adjust time limits in certain areas if an appeal is made by an adjacent business or property owner.

- Identify additional off-street options for employee parking to encourage the use of on-street spaces for shorter-term, customer trips (see pg. 80).

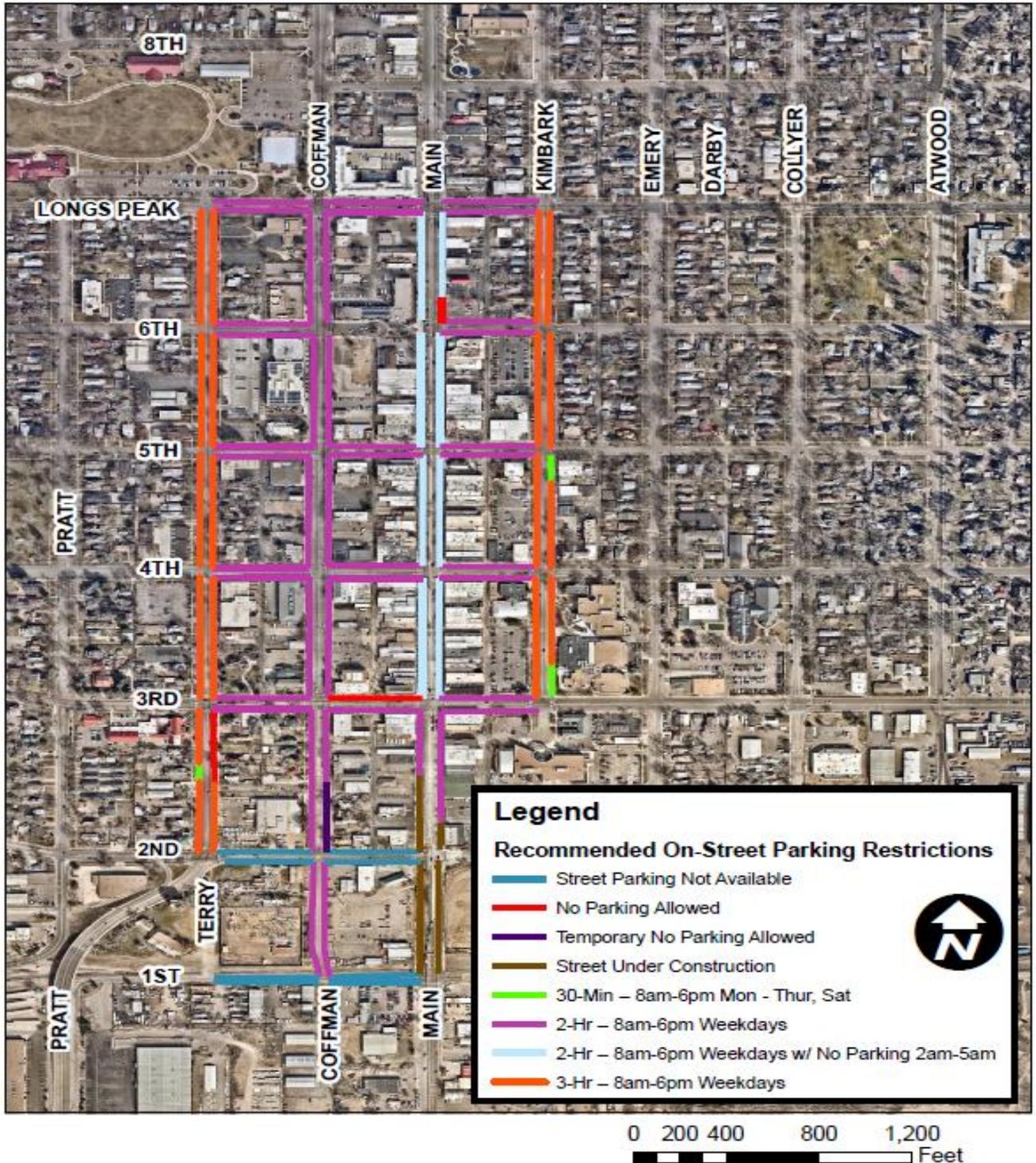
Figure 5. Parking Management Spectrum



It is also important to note that while implementation of Transportation Demand Management (TDM) strategies is listed “after” implementation of paid parking, it is our professional opinion that due to Longmont’s larger community vision of a multi-modal community, investment in TDM strategies should be made earlier in Longmont’s parking management spectrum, ideally concurrently with more effective management of existing time-limited parking and consideration for residential parking protections. This idea is explored in further detail in Chapter 8 (Key Action Items)



Figure 6. Proposed Time-Limit Adjustments



5. Community Engagement

Introduction and Task Goals

A critical element of developing a successful parking plan is clear and concise communication with various user groups, coupled with proactive and authentic stakeholder engagement. For the City of Longmont Parking and Access Study, intentional and targeted outreach to the Longmont community was designed to provide both City of Longmont staff and the consultant team with valuable insight into the real and perceived parking and transportation challenges that residents and visitors face when visiting downtown Longmont.

The following chapter outlines the community engagement activities that were conducted as part of the Parking and Access Study.

Stakeholder Engagement Process

In February 2016, a Stakeholder Engagement Strategy was developed to support the City of Longmont's Parking and Access Study by:

- ▲ Introducing the project to community leaders, stakeholders, and general public
- ▲ Placing parking, transportation, and access management into the larger context of economic and community development
- ▲ Listening to and documenting the stakeholder feedback, concerns, and suggestions

The Longmont community was given multiple opportunities and formats to provide their feedback, including:

- ▲ **Appointment of and frequent communication with a Study Steering Committee**
- ▲ **Online Questionnaire**
 - Open from February 2 – June 26, 2016
 - Widely promoted
- ▲ **Business Owner's Meeting**



- Presentation on March 9, 2016
- ▲ **Building Better Cities Forum on March, 2016**
 - Presentation for local City, County and DDA leadership
 - Public presentation
- ▲ **Individual calls / emails with stakeholders**
- ▲ **LDDA staff updates**
- ▲ **Interview with City parking team**

The main goal of the stakeholder engagement process was to provide community members with an opportunity to share their experiences, perceptions, ideas and concerns related to parking in and around the downtown area.

Collection of Personal Experience and Preferences

Kimley-Horn also conducted an online questionnaire to capture data related parking experiences and preferences for the City of Longmont Downtown Parking Study and Plan. This section describes the process for collecting user behavior and preferences data.

Summary of Online Questionnaire Results

Online questionnaires can be incredibly valuable tools in collecting respondent perceptions and behaviors. Sample sizes tend to run higher than alternative methods of behavioral or preference collection as participants are able to respond at a time that is convenient for them. Additionally, online questionnaires tend to provide a more accurate depiction of the population's feelings for the overall program as the respondents are able to more thoroughly contemplate their responses than other methods that capture experiences in the moment when respondents may be rushed or otherwise distracted. For conditions, similar to those found in the City of Longmont, where a population has strong feelings about current supply and accessibility, Internet based survey platforms provide any easily accessible to efficiently collect feedback from a diverse population. In the City of Longmont, the online questionnaire was widely promoted from February 2 through June 6, 2016. While complete reporting of the questionnaire results is available in Appendix D below is a brief summary of findings:

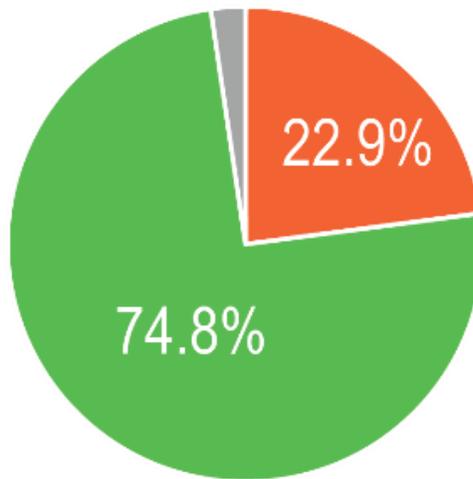


QUESTIONNAIRE FINDINGS – DEMOGRAPHICS

AGE

Which of the following best represents your age?		
Answer Options	Response Percent	Response Count
Under 17	0.0%	0
17-24	3.2%	26
25-30	6.6%	54
31-39	16.8%	137
40-49	21.7%	177
50-59	22.9%	186
60-69	18.6%	151
70 and Older	8.2%	67
Prefer Not to answer	2.0%	16
<i>Answered question</i>		814
<i>Skipped question</i>		7

GENDER IDENTIFICATION



■ Male ■ Female ■ N/A



QUESTIONNAIRE FINDINGS – BEHAVIORS

64.6%

visit Downtown at least **weekly**

84.8%



68.1%

report needing **5 mins or less** to find parking

22.9%

report finding parking **challenging** and when they do, it is not close to their destinations

38.7%

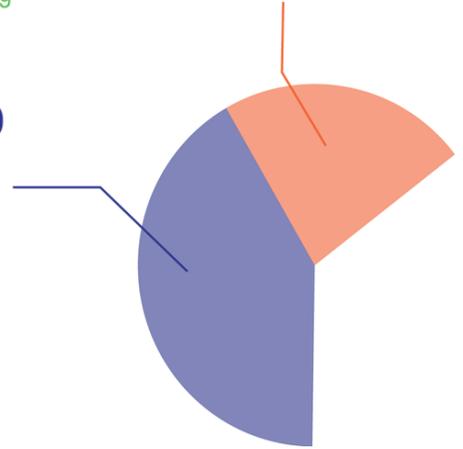
report **daily** visits

4.1%

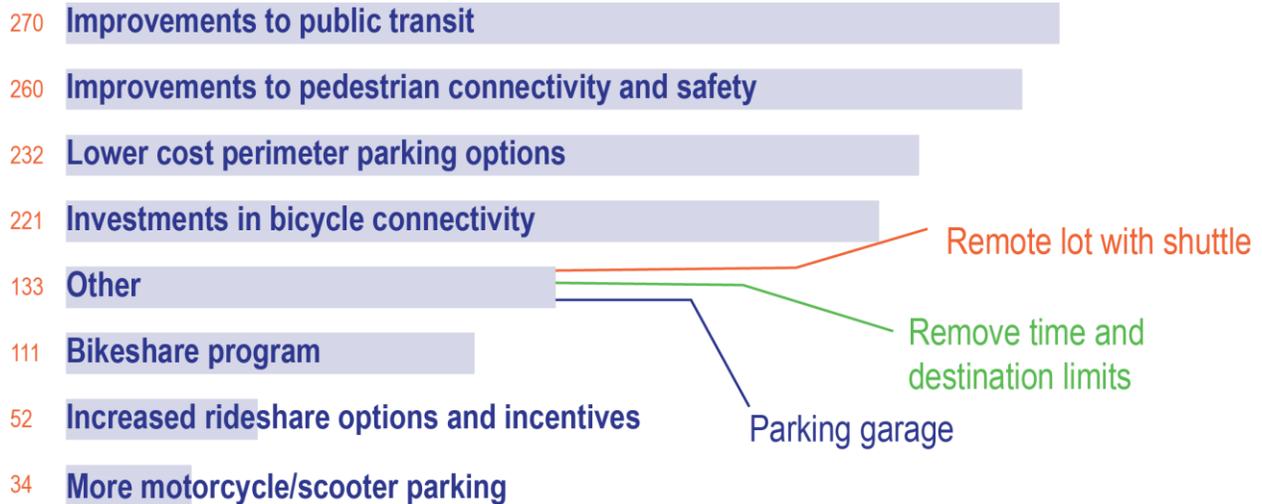
use **alternative** modes of transportation

41.5%

can find parking **near** their **destinations** in a **reasonable** amount of time



QUESTIONNAIRE FINDINGS – PREFERRED ALTERNATIVES



QUESTIONNAIRE FINDINGS – PEDESTRIAN EXPERIENCE

- ▲ Lack of safe bike routes to and through Downtown area
- ▲ Speeding; racing to beat pedestrians at crosswalks
- ▲ ADA concerns
 - Sidewalks in disrepair
 - Short signal lengths
- ▲ 82% of respondents have used the mid-block crosswalks
 - Safety concerns
 - Pedestrian and drivers' visibility around parked vehicles and landscaping
 - Drivers not stopping or stopping short
 - Most challenging during peak hours

37.5%

report
challenges

navigating
downtown
on foot or bike

Stakeholder Conversation Summary

In addition to the online questionnaire, detailed notes were taken during individual in-person meetings with stakeholders, phone calls and at public meetings. The following outlines key themes, challenges and comments that were heard frequently in conversations with members of the Longmont community that participated in outreach efforts for the Parking and Access Study.

- ▲ “We don’t have a parking problem...yet”
- ▲ Parking is relatively easy to find and generally available except during “extraordinary” demand times (i.e., special events)
- ▲ Employees are parking on-street and taking up valuable customer (short-term) spaces
- ▲ Information on where to park is needed (signage and online)
- ▲ Employees and customers are spilling over into residential areas
- ▲ Additional parking management is needed, especially in the northeast quadrant of the study area (Kimbark St., Main St.)
- ▲ Infrastructure investments are need to achieve future vision of a multi-modal downtown
 - Bike path access is patchy
 - Traffic travels quickly on Main Street
 - Remote parking with shuttle/trolley option is attractive

- Transit improvements
- ▲ Perception that additional parking is needed (preferably structured)
- ▲ Handful of additional concerns
 - Current snow removal strategies can negatively impact access to parking spaces and can interrupt the pedestrian experience.
 - Some stakeholders expressed frustration with a lack of parking requirements in the downtown area, specifically related to the mixture of commercial and residential land uses on the east side of downtown.
 - County parking spillover was both noted by stakeholders as a concern and observed during data collection efforts for this study
 - Several stakeholders mentioned what they felt was “illegal” / “self-managed” parking signage along Terry Street that indicated “Funeral Parking Only”.

“Closing the Communication Loop”

The City of Longmont, LDDA and Boulder County should be commended for their commitment to including the community in the creation of the Parking and Access Study process. What these organizations rightly realize is that stakeholder engagement is a vital part of developing a successful parking and access management plan that supports the community’s larger vision and development goals. Public involvement, while not without its challenges and varied opinions, provides important insight into the real and perceived parking challenges regularly faced by merchants, property owners, employees, residents of and visitors to Longmont.

Public involvement efforts can also play an important role in strengthening and promoting a shared vision for the future of a community. Creating a balanced engagement strategy that both identifies the current parking and mobility landscape – in the opinion of those who participate – and starts to build a shared vision for the future, is vital to success of any planning effort long-term. A plan without a vision or shared community narrative is less likely to be successfully adopted, championed and ultimately implemented.

In many communities that undertake a planning or study process like this one, communication with stakeholders about how their feedback was used to develop study or plan recommendations is often missing. After spending hours of time attending public meetings, taking surveys and engaging in discussion, stakeholders often feel disenchanting with the process because they can’t see their “fingerprints” when it comes time for recommendations on policies and programming to be made. In many communities, engagement grinds to a halt when the study is complete or the consultant leaves town, and stakeholders don’t hear from their cities again until it is time for a new round of public meetings.



In Longmont – where public engagement is a foundational element absolutely critical to the success of any new policy or program – it is really important to continue communication and education throughout implementation, giving the stakeholders and general public an avenue to give feedback that could help refine the implementation process. As such, it is strongly recommended that this report be made available to the general public using a variety of formats, including social media and through presentations to community groups.

6. Parking Program Management & Organization

Introduction

As the parking profession has evolved, several very effective parking system organizational models have emerged. Each of these models has its own strengths and weaknesses depending on several factors. Some of these factors are the: parking system's size, degree of development, programs offered, political landscape, and community's goals. The four most successful and commonly utilized organizational models are:

- ▲ A Consolidated (“Vertically-Integrated”) City Department model
- ▲ The Parking Authority model
- ▲ The “Contract” or Business District model
- ▲ The Parking District model

There are of course several variations and hybrids of these models, but these are the four primary alternatives commonly seen across the country. Each of these models will be detailed in more depth in the following sections, but they all have one common factor that contributes to their success: They all address the major problem associated with the “horizontally-fragmented” approach, briefly described in the Executive Summary.

When evaluating which organizational option will work best in a specific community, it is important to ask community stakeholders to create a prioritized set of evaluation criteria. A typical list of criteria would include determining which organizational option:

- ▲ best supports economic development
- ▲ best reflects the image and personality of the community
- ▲ is most efficient/cost effective
- ▲ is most customer-friendly
- ▲ is most politically feasible
- ▲ is most focused on the vision
- ▲ is easiest to achieve
- ▲ is most responsive to businesses and stakeholders
- ▲ is most financially viable
- ▲ provides the most effective coordination

Consolidated (“Vertically-Integrated”) City Department Model

A Consolidated “Vertically-Integrated” City Department Model is essentially a typical department; led by a department head and consisting of a varying assortment of support staff. The defining characteristic of this model is that the department director has complete responsibility for the management of all parking-related program elements. The primary elements of these being:

- ▲ Off-street parking facilities
- ▲ On-street parking resources
- ▲ Overall program financial performance
- ▲ Parking system planning
- ▲ Parking enforcement

There are numerous other related areas that can be included:

- ▲ Transportation Demand Management (Trip Reduction Programs, Preferential Parking for Car/Van Pools, transit programs, etc.)
- ▲ Parking system branding, marketing, and community outreach
- ▲ Implementation of new technologies (special projects)
- ▲ Parking system planning (i.e., zoning, parking requirements, code issues, financial planning)
- ▲ Residential permit parking programs
- ▲ Interface with downtown development and economic development

The City of Fort Collins, Colorado, for example, has a consolidated parking management program that incorporates off-street parking (parking structures and surface lots), on-street parking (time limited on-street spaces), and parking enforcement. The City’s Parking Manager has also developed a program to promote effective coordination and collaboration with the owners of private parking assets to better support evening restaurant parking demands and special events. Another feature arising from this integrated approach is that the City recently embarked on a parking technology assessment. A key feature of this assessment is to identify technology options that could link on-street/enforcement systems (Auto-Vu LPR enforcement technology/T-2 systems software) with the next generation of off-street parking equipment and potentially new on-street multi-space meters.) This type of creative and integrated thinking is more common in systems with a vertically-integrated organizational structure.

The Parking Authority Model

Parking Authorities typically operate with a small staff, have a governing board of directors and engage a private parking operator to manage day-to-day operations. One advantage of the Parking Authority model, especially in a municipal setting, is that it puts all the major parties at the same table. This helps stakeholders gain a deeper appreciation for the competing agendas between various constituents.

The defining characteristics of a Parking Authority Model are as follows:

- ▲ It has a defined mission and vision
- ▲ It is governed by a detailed management agreement
- ▲ It often has bonding capability
- ▲ It most often has responsibility for all aspects of parking operations (off-street, on-street, and enforcement)
- ▲ It is typically headed by a President or Executive Director
 - Because of this they tend to attract the highest caliber parking management personnel
 - The President or Executive Director reports to a board (typically 7 – 15 members)
 - The board is comprised of influential and invested downtown stakeholders
 - Board composition typically includes:
 - High-level city staff
 - Mayor or City Manager (or appointee)
 - Director of Finance
 - Director of Public Works
 - Property owners/developers
 - Downtown association members
 - Chamber of Commerce representative
 - Large downtown employers

Although the authority may not control all of the parking in a downtown area, they can still affect the entire downtown. In Toledo, Ohio, the Downtown Toledo Parking Authority (DTPA) dramatically transformed the operations of its three facilities. All other private parking operations were forced to follow suit. Now, following DTPA's lead, virtually all downtown parking facilities have attendants in new uniforms, customer-service training for front-line staff, freshly-painted white parking structure interiors, and new user-friendly parking technologies and programs. We refer to this as the "high tide raises all boats" phenomenon.

The "Contract" or Business District Model

In a surprising number of communities across the United States, downtown Business Improvement Districts (BIDs) or downtown associations are taking operational responsibility for parking. Similar to the Parking Authority Model, the Contract or Business District Model is governed by a well-defined operating agreement that sets specific expectations and limits on the use of parking assets. These contracts or agreements must typically be reauthorized every 3 to 5 years based on whether the defined contract goals were met. If reauthorized, it is not uncommon for new goals and program objectives to be set for the next contract period.

In Boise, Idaho, the off-street parking program is professionally managed by the Capital City Development Corporation – the city's urban renewal agency. Through the aggressive use of tax increment financing (TIF) combined with a strategy of leading other desired development with parking infrastructure investment, downtown Boise has become a national model of downtown resurgence.

Another example of this model can be found in Tempe, Arizona. The City of Tempe owns only a few small surface parking lots and does not possess any significant parking facilities. In Tempe, the need for a coordinated parking system solution to provide a more user-friendly experience for visitors drove the downtown organization – the Downtown Tempe Community, Inc. (DTC) – to create what amounts to a "parking management overlay" program.

Working with the owners of the off-street parking assets, DTC created a parking system management plan. Through creative signage, a common parking validation program, and extensive marketing, they branded the parking system so well that it appears that Tempe has a well-managed and comprehensive parking program, even though the individual parking facilities and assets are under different ownerships. DTC acts, in essence, as a private parking management firm—they manage all parking staff and programs and return all profits, aside from a modest management fee, to the facility owners. The DTC also manages the city's on-street parking resources and reinvests on-street parking revenues back into the downtown area.

The presence of an unfunded BID in downtown Longmont presents an interesting potential funding opportunity for future investment in parking and access infrastructure down the road. This funding mechanism could potentially be leveraged to make an investment in future parking

assets or technology (i.e., additional surface parking for employees and/or parking metering technology).

The Parking District Model

The Parking District Model is slightly different than the previously-defined models, but retains the common goal of all of these successful models: the goal of creating a “comprehensive parking management function” under the control of one leader (“vertical integration”).

The characteristics of a parking district typically include:

- ▲ A defined area with set boundaries
- ▲ A special assessment that applies to all properties within the district (typically a mill levy on a square footage of leasable space basis)
 - This revenue generally goes toward defined district improvements, but could be restricted to parking- or transportation-related projects.
- ▲ An Executive Director or President (although some are run by city department heads)
- ▲ Net parking revenues collected and managed by the district for reinvestment into the district
 - In some cases, if revenues exceed operational or capital program needs, the additional funds are returned to the city’s general fund.
 - In other cases, the City assesses the district a fee based on a percentage of net revenues in-lieu of not assessing property taxes on the parking facilities. This money goes to the city’s general fund.
- ▲ Revenue sources typically include:
 - Special assessment revenue (if applicable)
 - Off-street parking revenue could include:
 - Fees for off-street parking
 - miscellaneous revenue sources such as advertising (in parking structures), vending machines or retail space rental (mixed-use parking facilities)
 - special event parking revenue
 - valet parking
 - On-street parking revenue
 - Parking enforcement revenue

Parking Districts have made some significant contributions to the communities they serve. For example, in Boulder, Colorado, the Downtown and University Hill Management District/Parking

Services have used parking district revenues to accomplish the following:

- ▲ Funding of the Eco-Pass Program – currently over \$780,000
 - This program gives all downtown employees a free bus pass and contributes to a 62% modal split among downtown employees (reducing parking demand).
- ▲ Repayment of a \$3.4 million Mall Improvement Bond - \$500,000 annually
 - This is a good example of the parking program contributing to community economic development.
 - Payment of parking structure debt service obligations
 - Parking district revenues fund the development costs of downtown public parking structures as well as all parking operating and maintenance costs.
 - One of the more impressive parts of this program has been the leadership in defining appropriate design guidelines for parking structures.
 - Only mixed-used structures are permitted.
 - They must incorporate street level retail and be architecturally consistent with the downtown fabric. Some have been multi-modal in nature – integrating transit functions with parking.

The Parking District model shares many similarities to a General Improvement District (GID) in structure, fee generating mechanisms, governance and creation.

Parking System Operating Methodologies

Once a management structure has been determined, operating methodologies are another organizational/management consideration. There are three primary methodologies for operating parking programs. These are:

- 1. Self-Operation** – The managing entity or owner operates the parking program itself. For example, a downtown parking authority could hire the necessary staff to operate the parking system internally.
- 2. Outsourced – Management Contract** – The facility owner or managing organization contracts a private parking management firm to handle day-to-day operations and maintenance through a management contract. Through the management contract, the private parking management firm is either paid a fixed management fee and/or a percentage of gross revenues and is reimbursed by the owner for all costs incurred in the operation.
- 3. Outsourced – Concession Agreement** - The facility owner or managing organization contracts a parking management firm to assume full responsibility for all aspects of the operation, including expenses, and the parking management firm pays the owner a guaranteed amount and/or a percentage of gross revenues (or a combination).

Self-Operation

Self-operation of the parking system requires that the owning entity provide all the necessary employees (i.e., full or part-time staff and/or temporary employees), equipment, supplies, etc. With this method of operation, the owning entity receives all gross parking revenues and pays for all operating expenses. Self-operation requires internal administrative and managerial staff at a higher level than the management contract or concession style agreements.

Self-operation allows the owning entity to have complete control over the parking facilities and the level of service provided to its patrons. This requires a well-trained and experienced staff to effectively manage a large parking operation with significant daily revenues. Parking has become a highly specialized field and also requires good general and facility management skills. Without proper training and professional development, self-operation can result in a lower than desired level of service and revenue controls. This, in conjunction with the requirements for a high level of customer service and the specialized nature of parking, makes the idea of using a professional parking management firm a logical and attractive alternative for initial downtown parking operations.

POTENTIAL ADVANTAGES OF SELF-OPERATION INCLUDE:

- ▲ Complete control over day-to-day parking operations, including customer service.
- ▲ Internal parking knowledge to assist with future planning.
- ▲ Uniform look and feel with other city services.
- ▲ Better control over staff and staff training.
- ▲ Eliminates paying a management fee to a vendor.

DISADVANTAGES TO THIS APPROACH WOULD INCLUDE:

- ▲ Typically, higher expenses than contracting with a private parking provider due to:
 - Higher pay rates than private operators especially in a unionized environment
 - More restrictive benefit requirements
 - Higher staff training and development costs
 - Private operators have a greater economy of scale relative to supplies
 - Higher insurance costs/requirements.
- ▲ More operational duties for the city.
- ▲ Smaller staff pool to draw from for covering sick days and vacations.
- ▲ Without adequate training, customer service could suffer.

- ▲ The city would need to find and hire experienced parking staff.
- ▲ The city would have higher administrative and back office costs than an experienced private operator.
- ▲ The city would deal directly with customer complaints.
- ▲ The city would assume all of the financial risks related with the parking system.
- ▲ Can be more difficult to terminate the employment of staff when needed.

Management Agreement Operations

In this form of operation, the owning entity retains complete control over staffing levels, validation policies, parking rates, and customer service policies. With a management agreement, the parking operator provides the necessary labor and services for the operation of the parking facilities in accordance with an agreed upon policies and annual operating expense budgets established by the owner. The parking operator then receives a monthly payment, either a lump sum amount or a percentage of the gross or net revenue. This monthly payment represents the fee to manage the facilities.

The parking operator should provide the owning entity with a detailed monthly report package including: operating statistics, revenue summaries, expenses summaries, budget variance reports, etc. The management agreement still requires some additional personnel time for the owning entity's staff, since it is necessary to audit the gross parking revenues, as well as the monthly operating expenses. The preferred arrangement is that all reporting guidelines and accounting practices are determined up-front so that each party understands their responsibilities.

The owning entity's stakeholders and staff should have significant input into establishing the "level of service" for the parking system by deciding on the type of parking access and revenue control systems to be employed, the quantity of cashiers/customer service ambassadors, acceptable traffic queuing upon exit, lost ticket/insufficient funds policies, parking related services offered (lost vehicle assistance, dead battery assistance, vehicle lock-out assistance), etc.

The following outlines the potential advantages of outsourced day-to-day operations via management agreement (in conjunction with a small in-house contract management function):

- ▲ Reasonable control over day-to-day parking operations.
- ▲ An internal parking manager could be hired by the city with sufficient parking knowledge to assist with future planning.
- ▲ A well-structured management agreement would provide:

- Reasonable control over staff and staff training.
- High customer service expectations.
- A high level of staff appearance.
- Strong auditing capabilities
- Operator accountability.
- ▲ Parking services from an experienced service provider.
- ▲ Typically, operations are less expensive due to:
 - Lower staffing costs.
 - Lower supply costs.
 - Lower training costs.
 - Lower administrative costs.
 - Lower insurance costs.
- ▲ The use of a private parking operator, at least for a short time, would provide valuable parking experience to the city.
- ▲ Potentially, a large pool of private operator staff to draw from for sick day and employee vacations.
- ▲ The contracted parking operator would deal with most customer complaints.
- ▲ Relatively predictable parking system expenses.

Disadvantages to this approach include:

- ▲ The city would have to compensate a private operator with a management fee or a percentage of gross revenues.
- ▲ Somewhat less control over day-to-day operations.
- ▲ Somewhat less control over staffing and training issues.
- ▲ The city would need to find and hire an experienced parking manager.
- ▲ The city would have some administrative and back office staffing costs.
- ▲ The city would assume most of the financial risks related with the parking system.

Concession Agreement Operations

With a concession agreement, the concessionaire will provide all necessary labor and services for the complete operation of parking facilities in return for a percentage of the gross parking revenues. The actual percentage varies from operation to operation based on the size,

complexity, revenue potential, and perceived risk to the operator. There may be a guaranteed minimum annual payment to the owning entity. Sometimes a revenue split is negotiated for revenues above a certain level.

In general, concession agreements work best in situations where the owning entity wishes to divest itself from the day-to-day parking operational concerns in order to better focus on its core business (these types of arrangements are more common in airports for example). With this type of agreement, a minimal amount of time is required by the owning entity's staff in the day-to-day operations of the parking program. The owning entity also gives up some level of control as it relates to defining day-to-day operations, as the concessionaire is responsible for all expenses and most liabilities. Typically, the owning entity receives a deposit from monthly parking revenues within two weeks after the end of each calendar month. Periodic conversations with the parking operator are necessary to discuss operational issues that affect the quality of service to owning entity's patrons.

The concession agreement is the simplest type of agreement for administrative purposes, in that only the gross parking revenue need be audited. All operational expenses are the responsibility of the concessionaire, thereby resulting in minimal control of this function by owning entity staff. Also, as with the management agreement, the parking operator serves as a buffer to the owning entity's management with respect to parking complaints and potential wrongdoing by those employed within the parking system.

Potential advantages of concession style leasing of parking facilities include:

- ▲ No real parking operations or management required by the city.
- ▲ No substantial daily auditing required by the city.
- ▲ Facilities would be leased to an experienced parking services provider.
- ▲ Requires no internal parking experience on the part of the city.
- ▲ Relatively predictable revenue stream.
- ▲ Less operations related financial risk.
- ▲ Parking operator takes all significant parking customer complaints.

Disadvantages to this approach would include:

- ▲ Little to no control over day-to-day parking operations.
- ▲ No control over staffing and training issues.
- ▲ Less customer service accountability.

- ▲ Difficult to measure parking system expenses, if the parking operator is required to share them at all.
- ▲ The parking operator may be encouraged to reduce facility expenses to a minimum level (negatively impacting customer service), to increase profits.

Recommended Organizational Options

Kimley-Horn and Associates, Inc. recommends that the City consider two primary parking system organizational options, as described below. The first option is the “Contract” or Business District Model which in this case would place parking management responsibility under the LDDA using a management agreement approach as the governing document to define responsibilities, limits of control, program management goals and objectives and compensation for management services. The second is the vertically-integrated City department model. While Kimley-Horn feels that both organizational models would work well in Longmont, the potential synergies that could be created with parking management functions located within the “organizational home” of a community-focused group like the LDDA presents a number of interesting benefits that should be actively considered by the City and LDDA Board of Directors.

Option A – Create a Management Agreement that places parking program development and management under the LDDA.

This approach has several advantages:

- ▲ First, LDDA has shown an interest and leadership in this area and has the respect and credibility within the community to take on this function, at least as an initial step in the development of a parking management program.
- ▲ Second, while it is likely that a new staff addition with parking management expertise would still be required under this approach, the same half-time position approach could be used to get the parking program started while also providing staff capacity to address other LDDA program initiatives like safety and cleanliness. This also presents an opportunity for both the LDDA and City to partner with Boulder County to potentially fund a full time position dedicated to managing overall downtown operations, including parking management, cleanliness, safety and as a “first point” of contact for downtown business and property owners on these important issues.
- ▲ The LDDA is well-connected to the local business community and would be an effective representative of their interests and be in good position to understand and address the needs of retailers, restaurants, employees and other key downtown constituents. They are also well connected to economic development and business recruitment initiatives.

Under the proposed management agreement approach, the LDDA would receive a management fee for providing this service. This would help support the LDDA and allow them to continue to advance their work and grow their programs.

Option B: Create a Vertically-Integrated City Parking Department

Kimley-Horn was impressed with the effectiveness and professionalism of the Longmont City government, enthusiasm of staff and willingness to improve upon existing parking management practices. While the most traditional of the parking management options, at this stage of parking system development, a vertically integrated department within the City government structure would be a conservative but logical choice.

With a self-operated City system, the parking program should invest in a dedicated department manager that is responsible for managing on-street, off-street and parking enforcement functions. It is recommended that the parking function still be located organizationally within Community Services as a means to leverage its potential to support community and economic development strategic goals. To achieve a more fully integrated parking program, it is envisioned that additional functions will be added over about a five-year period. These additional functions should include:

- ▲ A more robust parking planning function (working with City Planning on parking and related transportation issues). Parking should also be at the table when issues related to zoning code changes and parking requirements are debated and amended.
- ▲ Better integration and collaboration with downtown management and economic development programs. One of the lessons learned from other studies is the extent to which parking can become a true community partner in terms of downtown revitalization and development efforts. Collaborative program initiatives and participation on boards and committees and generally closer working relationships can generate significant community wide benefits to all parties.
- ▲ A specific focus on developing programs related to Transportation Demand Management, transportation alternatives and other sustainable transportation program options should be developed over time. In the long-term, the parking program should evolve to adopt a more comprehensive and balanced mobility management function.
- ▲ This approach would require an investment in program staffing, especially the addition of a program manager to provide program vision, direction and leadership, parking and transportation management expertise and strong community outreach, education, policy development and collaboration with other community groups. Given the size of the community, the proposed parking manager position could be a half-time position with the other 50% being dedicated to another function.

Parking Program – Roles and Responsibilities

The City of Longmont parking program (under either of the two organizational options discussed above) should have complete responsibility for the management of all parking related program elements, including the following program components:

- ▲ **Off-Street Parking Facility Management** – This includes day-to-day operations of parking facilities (both garage and surface) as well as maintenance, management, marketing, and security of facilities.
- ▲ **On-Street Parking Resource Management** – This component includes management of on-street spaces, which could include commercial districts, transit/BRT station areas, paid parking and neighborhood (potential Residential Permit Program) areas in the future.
- ▲ **Collaborative Management of Private Assets** – This includes working with private sector property and business owners, as well as developers, to define shared or leased parking management agreements, or development plans for public-private partnerships related to parking facility construction.
- ▲ **Parking Enforcement** – Enforcement includes introduction of on-street and off-street enforcement, management of citations, collection of violation revenue etc. Adjudication of parking citations should be a function separated from the department that issues the citations. Under Option A above, the current parking enforcement staff could still be City employees, with direct supervisory responsibilities transferred to the LDDA as part of the terms of the management agreement. There are several examples of these types of agreements, most notably Cedar Rapids, Iowa and Ann Arbor, Michigan. While the majority of parking enforcement takes place in the downtown area and within core neighborhoods, parking enforcement functions are conducted citywide as well. If Option A is selected, part of the management agreement structure between the LDDA and the City would need to take into account a collaborative relationship with local police and/or code enforcement to ensure that parking enforcement continues to be handled citywide.
- ▲ **Parking Planning and Policy Development** – This includes developing plans and policies to support the parking program, as well as coordinating with area stakeholders such as businesses, churches, medical campuses, local universities and colleges, residents, regional transportation districts and local/state transit agencies.
- ▲ **Special Event and Downtown Management Coordination** – This includes developing plans and coordinating parking management policies and procedures related to special events.
- ▲ **Technology Acquisition and Management** – This includes the planning, acquisition, management, and maintenance of parking management, revenue

control systems, communications, and associated technologies to help manage and support a data-driven program operation. Developing a comprehensive web-based parking platform that can grow and evolve with the program is highly recommended.

- ▲ **Operations and Maintenance** – Operations and maintenance includes the overall day-to-day operation of the program’s assets and the ongoing routine, preventive, and proactive maintenance needs of the program assets.
- ▲ **Finance and Budgeting** – This includes developing, adapting, and managing annual and program budgets, as well as capital acquisition and ongoing maintenance and management costs. Developing parking repair and replacement reserve funds should be a priority. It is envisioned that the parking department be maintained as a separate enterprise fund. Another key recommendation is that all parking-related revenue streams be consolidated into the parking enterprise fund (off-street parking revenues, potential on-street parking revenues, parking enforcement revenues and other potential parking revenue streams (such as fee-in-lieu of parking funds, special assessment funds, parking impact fees, etc.). If returning a portion of parking revenues back to the City’s general fund is seen as an important element politically, it is recommended that an approach that considers all public parking assets as “taxable properties” be adopted and that the net parking revenues be taxed at the same level as other taxable revenues and that this becomes the contribution of parking to the general fund.
- ▲ **Mobility/Transportation Alternative Programs** – These programs include the introduction and management of mobility improvements intended to enhance the transportation system and support an efficient (and sustainable) parking and mobility enterprise program.

One of the most important and urgent actions that needs to be undertaken is the authorization and recruitment of a parking manager. As noted above, given the size of the community, it is recommended that this position could satisfy several needed functions within the downtown area (parking management, clean and safe, overall downtown operations). Even if the vertically-integrated City model is selected over the Business District model described in Option A, Kimley-Horn highly recommends that the City recruit and hire a high caliber individual that has downtown operations and/or management experience (preferably with some sort of parking or transportation background) who also excellent communications skills, the vision the guide program development and someone who can work well in a team environment. Parking is more complex and inter-related to many other City functions that most people appreciate. Parking can also be very controversial and needs a manager that can generate confidence and trust while also being politically astute. As the department evolves into a more robust, mature program with an expanded scope of services, it is recommended that the parking manager position be reviewed with an eye toward the development of a “Parking and Mobility (or Transportation) Director”, “Parking and Mobility Administrator” or “Operations Director” level



position. An extensive document has been provided in the report appendices which provides an overview of parking administrator positions from around the country including salary information, examples of program scopes and several example position descriptions.

As the department expands its scope and matures, new potential areas of staff development and recruitment might include “accounting and auditing”, “planning and community education” and “special projects”. If recommendations to upgrade parking technologies (both on and off-street) are implemented, staffing the special projects area might become especially important.

This organizational recommendation also envisions some form of Parking Advisory Counsel, Board or Commission to provide a mechanism for ensuring on-going community engagement and input. The envisioned Parking Advisory Board should attempt to recruit a range of community leaders who are both invested in Downtown Longmont and have strong business backgrounds to provide sound direction and guidance. Developing some level of authority to affect or at least recommend policy decisions is important to ensure that high quality board members see their role as having value and that that they are not merely ceremonial.

A framework should be developed whereby certain “policy-level decisions” are defined as the responsibility of the City Council and more operational level decisions are ceded to a Parking Counsel or Board. The Parking Advisory Board should also be encouraged to draft policy level proposals for the City Council to review and vote on.

7. New Parking Program Goals & Objectives

“Charting the Right Course”

As described in Chapter 5, conversations with stakeholders about the current “state of parking” in Downtown Longmont were held throughout the Parking and Access Study process. Very early on in those conversations, a common communication and public outreach goal began to emerge: Any operational improvements, technology investments and/or update in front-line staff training for the public parking program would need to be accompanied by a strong communications and marketing effort to ensure that the parking public was aware of the investments being made by the City and LDDA to improve parking management.

Regardless of whether a parking program is budgeting for dollars, staff time and/or scarce resources, strategic investment in branding, marketing and public education often slides to the bottom of the list. However, thinking strategically about the ways in which a parking program is (or is not) communicating with its customers can support (or detract from!) every other aspect of a parking program’s operations.

It is strongly recommended that the City of Longmont consider developing a parking brand and strategic communications plan to support the operational and programmatic improvements outlined in this report. Intentional promotion and positioning of Downtown Longmont’s parking and mobility service offerings will provide opportunities for increased user recognition and engagement, as well as increased understanding about existing and future service areas.

The following sections outline several key elements that should be included in the effort and based on their existing communication infrastructure and positive relationship with key downtown stakeholders, it is recommended that the LDDA play an integral role in this piece of this process.

Organizational Branding

An organizational brand goes beyond an organization’s name, logo and visual identity. A brand represents an unspoken promise, or commitment – of quality, value, professionalism and financial stewardship – about the consistent experience patrons can expect when interacting with the public parking system in Downtown Longmont. Over time, a brand becomes synonymous with an organization. When patrons see an organization’s signage, communication pieces or uniforms, an emotional connection is created that evokes the memories and feelings that a person associates with a particular organization.

Branding creates value and starts with truth. It identifies shared values and areas of expertise; for example, what community needs **are** and **are not** being met by the organization? What story is your current brand telling about the organization? What story do you want to tell? Your

organizational brand provides the foundation for the creation of content and tone for marketing efforts, customer relations efforts and organizational culture.

It is worth noting that while the Parking and Access Study does not cover signage and wayfinding in great detail, both are critical elements in creating a consistent identity that provides parking patrons with easy-to-identify visual cues about where public parking is available and what level of service they can expect upon arrival at a City-managed parking facility. The location of Longmont's surface parking assets is both a positive attribute (due to their location behind buildings on Main Street) and a challenge, given that some visitors may have trouble locating the lots given the current and limited signage.

Messaging

Messaging provides the foundation for creating content and tone for marketing and customer education efforts.

The three key elements to effective messaging include:

1. **Consistency:** Keeping similar tone/feeling when communicating to your audience.
2. **Frequency:** The driving force – keeping the message in front of the audience as often as possible – and not just focusing on providing “must have” information about construction, special events and programs, but updates that reinforce the goals of the organization and remind users of the bigger picture.
3. **Anchoring:** Messaging that provides a compelling call to action. Memorable, high impact language and visual presentation that talks **to** the patron, not **at** the patron.

Messaging for the Longmont public parking system should focus heavily on how the program will work to align parking and access policies and activities with the community's strategic development and growth goals.

When crafting key messaging for public education and communication about the parking system's operational and customer service enhancements, it will be vitally important to carefully consider the tone of the messaging and how various messages will be perceived by different audiences. In an arena as technical and complicated as parking management, it is often easy to get caught up in creating messages that try to convey too much information, often in a way that is full of jargon or technical instructions. As a membership organization, the LDDA has a proven track record of communicating effectively with its stakeholders. Therefore, what could potentially be seen as a challenge for City as it works to identify the best way to communicate with customers, can be reframed as an opportunity for increased collaboration and partnership with the LDDA. The LDDA is an excellent resource to utilize as a “sounding board” to ensure that

any messaging that goes out to the general public is both informative and supportive of the City's broader value proposition.

Audience Segmentation

A successful communication strategy starts with identification of audience(s). While every unique communication effort doesn't have to be tailored to meet a specific audiences' needs, it is important to keep in mind that communication – especially during tense or challenging times – isn't a "one size fits all" solution. Audience identification can help the City know when additional communication or explanation of a situation might be needed. It also helps prevent overwhelming customers with irrelevant or too much communication, and can assist with making choices about communication tools will be most effective for a particular audience.

The following list provides a preliminary set of primary and secondary audience segments for Downtown Longmont's public parking system.

PRIMARY AUDIENCES

- ▲ **Frequent patrons:** This audience includes daily commuters and regular patrons of businesses, organizations and entities that will interact with Longmont's public parking and system at least once per week. These customers are more informed about parking policies and regulation than the average parker, however they may be more resistant to future changes because they have an established routine.
- ▲ **Visitors, New and Future Patrons:** This audience includes moderate to infrequent users and potential future users. This audience also includes suburban and rural residents who travel "to the city" for special events or meetings. This is a more challenging group to reach because of their infrequent use of the system, however they are also likely to complain the loudest when they have a negative parking experience.
- ▲ **Business Owners and Merchants:** This audience segment is highly engaged which can provide both a challenge and opportunity. On one hand, they are very knowledgeable and are connected to larger groups of stakeholders or customers, and can act as "peer champions" to help spread the word about improvements to the parking system. On the other hand, while these groups often lack knowledge about professional parking management policies and can become quickly frustrated at the slow pace of the public sector. The City has an active, engaged and professional partner in the LDDA. Leveraging this relationship will be key as the LDDA works to get the word out about the new vision for management of public parking facilities.
- ▲ **Property owners:** Downtown property owners, especially those who have owned property for several decades, can often be cautious about any sort of change in parking management policy, as they might assume that any change to the status quo will impact their ability to fill buildings and keep current tenants in place. This

stakeholder group usually requires more intensive, face-to-face education and engagement.

- ▲ **Downtown Residents:** As this customer base begins to grow, it will be important to proactively plan for the types of programs and policies that will be needed to support a 24/7 downtown like a downtown residential permit program, loading/unloading zones and enhanced security. Due to the privacy afforded by many downtown housing typologies (i.e., condos), downtown residents are typically a bit slower to organize than traditional neighborhoods so it will be important to identify other channels through which to engage this key group as it begins to grow like the realtor community, developers and through downtown employers.

Quick Guide: Brand Position Statement

Here is a helpful way to think about how each of these pieces – organizational mission, vision, audience and messaging – all fit together to create one cohesive brand position:

To (Target Audiences):

We are (Unique Identifier):

That (provides “X” to the audience):

By (details that support “X”):

VISION:

- ▲ How would you define your ultimate point of success?
- ▲ What umbrella task/goal do you possess that will be worked on indefinitely?

MISSION:

- ▲ What will you do to continuously work towards your vision?
- ▲ What markets are you serving and what benefit do you offer them by working towards your vision?

Questions to identify key words in a statement that presents the means in which your organization will work towards the vision:

1. What perceptions, habits, or beliefs do we need to work on or develop in order to grow?
2. What are we “selling”?
3. Who do we benefit?
4. What’s in our toolbox (i.e., what resources do we provide)

Guiding Principles

Based on feedback from project meetings and community conversation, the Kimley-Horn project team drafted a preliminary set of program goals and Guiding Principles.

The goal in crafting these program Guiding Principles is to develop a comprehensive approach to parking management for the City of Longmont that will provide an integrated, action-oriented, and accountable system of parking and access management strategies that supports, facilitates and contributes to a sustainable and vibrant community. These principles are strategic in nature, responsive to the needs of the community and aligned with the larger community's strategic and economic development goals.

These parking program Guiding Principles will encourage the use of parking and other transportation resources to support and facilitate priority economic development goals and serve prioritized user groups. They will also serve as a foundation for near and long-term decision-making relating to parking management and development in the downtown.

Draft Guiding Principle Categories:

- ▲ Organization/Leadership
- ▲ Effective Management/Accountability
- ▲ Customer Service Orientation
- ▲ Community and Economic Development
- ▲ Communications/Branding /Community Education
- ▲ Accountability/Financial Management
- ▲ Planning / Visioning/ Policy/ Urban Design
- ▲ Leveraging Technology
- ▲ Sustainability
- ▲ Integrated Mobility Management

Guiding Principle #1

ORGANIZATION/LEADERSHIP

The parking management program will be “vertically-integrated” with responsibility for:

- ▲ Managing on-street parking
- ▲ Managing City owned off-street parking

- ▲ Coordination with privately owned off-street parking
- ▲ Parking enforcement/citation management and adjudication
- ▲ Parking planning and development
- ▲ Transportation demand management

Consolidating the various parking functions under a single entity will establish a consolidated system that is action-oriented, responsive, and accountable with improved coordination and operating efficiencies.

Recruiting a strong leader is a key element for success. The organization leader must have strong vision and communications skills, specialized parking and planning expertise, and be capable of educating other community leaders, stakeholders and private sector partners on the importance and relevance of a strong parking management organization. Strong general management and financial program development skills are also required.

Guiding Principle #2

EFFECTIVE PARKING MANAGEMENT/ACCOUNTABILITY

The Longmont parking management system will be a forward thinking, “Best-In-Class” parking program.

The Longmont parking management system should anticipate future patron needs in the context of community/economic development and other planning initiatives and seek to integrate supportive parking and multi-modal access strategies as appropriate.

Evaluation of other parking management best practices and new technologies should occur on an on-going basis. Effective facility maintenance, infrastructure reinvestment and other system management fundamentals will be routinely addressed. Emphasis will be placed on enhancing parking asset appearance, functional design, maintenance, safety and security, regardless of facility ownership. The parking management system will promote standards to encourage comprehensive and pro-active facility maintenance and security plans.

Facility maintenance reserves and other maintenance best practices will be encouraged in the City-owned facilities. Publicly available parking facilities marketed through the Longmont parking management system will agree to a community developed set of parking facility standards. Participating facilities will be routinely monitored.

Parking facilities will incorporate public art and creative level identification/theming to enhance the parking experience for their patrons and make parking facilities more navigable and inviting.

Guiding Principle #3

CUSTOMER SERVICE ORIENTATION

Parking contribute to, not detract from, Downtown Longmont’s reputation as a desirable destination for shopping, dining, and events.

The Longmont parking management system will strive to develop and coordinate private and publicly owned parking facilities that are clean, convenient and safe.

Parking enforcement staff will present a friendly and professional appearance and receive on-going customer service and community ambassador training.

Ongoing goals of the parking management organization will include: Responsiveness to community needs, openness to fresh ideas and active participation in community planning and events.

One major goal of the Longmont parking management system is to create a parking program that will be easy for the visitor to understand and to access. This will be accomplished through the use of common branding and marketing, an integrated signage and wayfinding plan, validation programs, a web-based information clearing house, special events programs, etc.

Management of the on-street parking system will be enhanced over time through investments in new technology and more customer friendly parking enforcement policies.

The Longmont parking management system should aim high and strive to achieve a Best-In-Class parking program. All aspects of the City parking should reflect an understanding of what the customer desires in terms of a positive and memorable experience.

Special programs to address retail enhancement initiatives, shared-use parking, employee parking, special/large events parking, etc. will be developed. These programs will be developed in a collaborative manner and designed to support larger community goals and objectives.

Guiding Principle #4

COMMUNITY AND ECONOMIC DEVELOPMENT

Parking management in Downtown Longmont will be guided by community and economic development goals and City Council adopted policy directives that are the result of collaborative processes between parking program staff, other agencies and involved stakeholders.



The Longmont parking program will use its resources to promote mixed-use and shared-use parking strategies as well as promoting alternative transportation modes through the creation of

incentives, partnerships and programs to attract private investment; this will include reviewing and updating existing city parking requirements, as appropriate.

The Longmont parking management program will assume a leadership role in developing public policies that support parking and mobility management as a key element of the downtown economic development strategy.

It is envisioned that the Longmont parking management program will work in partnership with economic development agencies, LDDA and other entities actively engaged in community and economic development work in the downtown. The addition of City's new parking management focus in economic development projects will encourage the leveraging of strategic parking development as a significant tool to promote targeted and prioritized development projects in downtown.

Guiding Principle #5

COMMUNICATIONS/BRANDING/MARKETING AND COMMUNITY EDUCATION

Parking management programs and facilities will be developed to function as a positive, marketable asset for the City of Longmont.

Parking management strategies and programs will be cross-marketed to promote the City as a unique and visitor-friendly regional destination. Parking availability shall be well publicized to enhance the perception of parking as a positive element of the community experience. Reinvestment of parking resources back into the downtown will be promoted. Development of a "parking benefit district" approach is recommended as a potential strategy to encourage the ultimate adoption of paid on-street parking when the timing is right for that management strategy to be implemented.

In addition to web-based information, the Longmont parking management system will develop educational materials on topics such as: parking development trends, parking safety tips, etc. The organization will also promote discussion with parking facility owners/operators on topics such as facility condition assessments, maintenance program development, parking management best practices, etc.

City parking programs and information shall be well promoted and marketed. The Longmont parking management system will work closely with the LDDA., City and County Economic Development professionals and other community agencies/stakeholders to promote, educate and market parking and access programs.

Guiding Principle #6

ACCOUNTABILITY / FINANCIAL MANAGEMENT

The parking system will strive, over time, to be financially self-supporting and accountable to stakeholders.

Parking management will work toward developing a parking system that is self-supporting and sets aside funds for maintenance reserves and future capital asset funding.

By aligning approved parking revenue streams from on-street, off-street, enforcement, (and potentially special assessment fees and fee-in-lieu programs), it is possible to develop a parking system that self-funds all operating and maintenance expenses, facility maintenance reserves, planning studies and future capital program allocations. A consolidated parking revenue and expense statement should be developed to document all parking related income streams and expenditures to give a true accounting of parking finances.

Guiding Principle #7

PLANNING / VISIONING/ POLICY/ URBAN DESIGN

The Longmont parking management system shall have an active and comprehensive planning function.

The Longmont parking management system will be included in all strategic and transportation planning efforts. The parking management system will work with City planning staff to review and evaluate parking zoning requirements, the development of parking design standards that promote good urban design principles related to parking structures and mixed-use projects, and the creation of transit oriented development parking standards.

Effective parking planning will mean an improved understanding of parking supply/demand conditions on an on-going basis, and ultimately the development of parking infrastructure that will enhance and better support the community strategic goals and urban design.

The vision of an enhanced planning and policy development function will be pursued on multiple levels.

Parking management strategies and programs should support and compliment other access modes as a means to better facilitate the accessibility and user-friendliness of downtown Longmont as a preferred regional destination. Resources shall be effectively planned and managed to promote and support multiple access modes into and around the downtown. Primary access modes include automobile, transit, bike/motorcycle and pedestrian users.

Well-defined parking facility design criteria, parking related streetscape enhancements and effective integration of signage and wayfinding elements are all areas that this principle will

promote. Parking management will work toward developing a parking system that continues to be self-supporting and sets asides funds for maintenance reserves and future capital asset funding.

Appendix 29 provides a set of parking garage design criteria for the City's use down the road if it considers developing additional structured parking assets in the future. This document could be especially useful if the City considers a public/private partnership project in which a parking garage is developed as part of a joint venture project.

Guiding Principle #8

LEVERAGING TECHNOLOGY

The Longmont parking management system will be an adopter of technology solutions to enhance customer service and parking information options.

A key goal is to make parking less of an impediment to visiting the City and more of an amenity.

Technology will be leveraged to streamline and simplify access to parking and will be a key parking management strategy. Another key technology related goal is to enhance the efficiency and effectiveness of parking management staff and programs.

Guiding Principle #9

SUSTAINABILITY

Initiatives to promote more sustainable and efficient operations will be actively pursued.

“Green” strategies that can result in more efficient use of parking facilities and provide other benefits, including reduced congestion and pollution, improved transportation choices, more efficient land-use, and improved streetscape aesthetics. Sustainability will be an integral part of the day-to-day operations of the Longmont parking management system.

Guiding Principle #10

INTEGRATED MOBILITY MANAGEMENT

The Longmont parking management system will support a “Park Once” philosophy and a balance of travel modes, including bus, vehicular, transportation demand management strategies, bicycle and pedestrian, to meet community-wide access goals. Parking strategies and initiatives will be coordinated and aligned with the 2014 Longmont Urban Area Long Range Transportation Plan.

The parking management plan will promote a “park once” strategy that uses parking supply efficiently and emphasizes “linkages” to other forms of transportation.



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The parking program will be a supporter and potentially a funding partner for a variety of transportation demand management programs and transportation alternatives that promote improved community access and a more sustainable parking and transportation program.

8. Recommended Action Items

Using the parking program “Guiding Principles” outlined above as the basis for a new parking and access management plan, this section will outline specific recommended action items to begin laying the framework for strengthening the fundamentals of parking operations in the City of Longmont. The primary action items are seen as the most critical for establishing the new program framework, setting a new direction and implementing needed system improvements. The secondary action items are supplemental program “best practices” that can be implemented as funding is available or as needed to address specific community issues or opportunities.

Primary Action Items

Introduction

The following actions are recommended and necessary first steps toward developing an enhanced parking program for the City of Longmont. These initial steps are needed to begin upgrading the organizational effectiveness and staff capabilities needed to achieve the goals of providing a more customer focused, sustainable and self-supported parking program for the community. This required investment is needed to provide the parking program with the tools needed to effectively manage the system. These initial steps will also support the primary goals of enhancing customer services and economic development by making downtown more appealing to businesses wishing to relocate to or remain downtown. All the stakeholder feedback to date agrees that an effective public parking system is an important element in the revitalization of Downtown Longmont.

In an attempt to keep the main report document as concise as possible, we have provided an extensive set of Appendices (or “Parking Management Toolkit”) to provide more background on some topics, including tools to aid in program implementation such as sample agreements, sample manuals, supporting articles and whitepapers, policy recommendations, process checklists, etc. At relevant points within the strategic plan, notes are provided to refer the reader to a specific appendix item.

A discussion of each set of Primary Action Items follows.

Primary Action Item #1: Confirm a Shared Vision for the Future of Parking Management in Downtown Longmont.

- ▲ Create a shared parking program vision and mission as a baseline recommendation. Additionally, the report outlined suggested program “Guiding Principles” based on the consulting team’s conversation with stakeholders and understanding of the community’s larger vision of a dense, urban core supported by a variety of mobility options beyond the car.
- ▲ While two organizational options were included earlier in this report, it the consulting team’s belief that the LDDA would provide a good “organizational” home for parking management. While the function might not support a full-time staff member at first, if housed with the LDDA, the parking management professional could also take on other complementary roles in communications, event assistance and/or downtown operations.
- ▲ Consider creation of a Parking Advisory Board to review and refine these draft documents and adopt them as the basis of new parking program strategic plan.
- ▲ A public review process including City management, LDDA, the County and other key stakeholder groups is recommended to obtain additional input and feedback and to increase public buy-in to the new strategic direction.
- ▲ Ultimately, formal adoption of this plan and of the new strategic direction for public parking management, specifically the question about a new organizational home for parking should be supported by the City, County and LDDA Board of Directors. by the City Council is recommended.

Primary Responsibility:

City of Longmont Community Services Division

Key Partners:

City Economic Development Dept., City Communications Dept., new Parking Advisory Board and LDDA

Timeframe:

Complete by March 2017

ACTION ITEM #1: “AT A GLANCE”

- Adopt new program vision and mission statements.
- Adopt parking program Guiding Principles.
- Determine the right “organizational home” for parking.
- Conducting a public review process related to recommendations of this study including City management, LDDA and other key stakeholder groups is recommended to obtain additional input and feedback and to increase public buy-in to the new strategic direction.
- Review the Parking Management “20 Characteristics” document (Appendix 28) and other tools provided to identify additional program enhancements going forward.
- Formal adoption of this plan by the City Council and LDDA Board.



Supportive Documents/Tools Provided:

- ▲ Appendix 2– Sample Parking Administrator Position Description
- ▲ Appendix 3– New Parking Manager Integration-Action Plan
- ▲ Appendix 28– “20 Characteristics” of Effective Parking Management Programs

Primary Action Item #2: Make Strategic Investments in Staff Training and Development

- ▲ A significant investment in staff training is recommended; especially if it is decided that the parking management function and associated existing staff resources, will be located organizationally within the LDDA.
- ▲ It is highly recommended that the new parking manager join the International Parking Institute (IPI) and attend the annual IPI conference. The 2017 conference will be in New Orleans, LA. It is also recommended that the City considering joining/participating in the Pacific Intermountain Parking and Transportation Association (PIPTA). PIPTA is the regional parking and transportation association and would provide a good opportunity for developing relationships with local peers. Involvement in the International Downtown Association (IDA) is also recommended as this can help ensure that the new parking manager is well acquainted with not only parking technical issues, but also downtown management and development strategies.
- ▲ A new program offered by the International Parking Institute is called the Accredited Parking Organization or APO. The APO program provides a structured program assessment and accreditation. Since the Longmont program is just ramping up, it may take a few years to achieve accreditation, but the program structure and assessment matrix are valuable tools and processes in and of themselves.
- ▲ Make an investment in enforcement staffing and technology to ensure that existing parking regulations (i.e., two-hour time limited parking) is being adequately enforced. This will likely include:
 - Increase in the number and hours of enforcement staff OR investment in technology like License Plate Recognition (which the consulting team is aware is being considered and has provided information to assist current enforcement staff with vendor communication)
 - Increased communication with the downtown community that enforcement of existing regulations will be more frequent; this could include a few weeks of a “grace period” where warning tickets are provided to help community members understand where the can legally park

ACTION ITEM #2: “AT A GLANCE”

- Invest in Training and Staff Development; with a new “parking manager “ function, there will be a steep learning curve and a need for investment in staff training and personnel development.
- Make an investment in enforcement staff and/or technologies to more effectively manage existing parking resources.
- Join the International Parking Institute and the regional parking and transportation association – PIPTA.
- Invest in Peer City Program visits with the participants of the advisory Panel process.
- Participate in the IPI’s APO program accreditation process.
- A significant number of educational papers and tools has been provided in the appendices to help with this process.

- Provision of part-time administrative support for the parking enforcement officers, as enforcement staff are currently required to handle their enforcement duties as well as administrative and adjudication activities
- ▲ Strategically invest in the use of consultants (as needed) for technical expertise especially in the areas of new technology specification and more complex issues such as zoning and parking requirements reform and new facility planning and development.

Primary Responsibility:

City of Longmont Community Services Division

Key Partners:

LDDA; Consulting Support as needed

Timeframe:

- ▲ Staffing and / or technology investment: As the City budget process for 2017 has already been concluded, any additional investment in staffing would likely need to happen within existing budgets through a realignment/reassignment of funds. Technology investment should be considered as part of the 2018 budget process in the summer/fall of 2017.
- ▲ Training & Development: On-Going; recommend attendance to the 2017 IPI Conference & Expo in New Orleans, LA and/or 2017 PIPTA Annual Conference in Tacoma, WA

Supportive Documents/Tools Provided:

- ▲ Appendix 3- New Parking Manager Integration-Action Plan
- ▲ Appendix 7- Recommended Reading List for Parking Professionals – 2016
- ▲ Appendix 15- Parking Enforcement Program Audit Checklist
- ▲ Appendix 16- Parking Enforcement Operations Manual
- ▲ Appendix 25- License Plate Recognition White Paper
- ▲ Appendix 28- "20 Characteristics" of Effective Parking Programs

Primary Action Item #3: Leverage Parking as a Tool to Promote Economic Development and Give Parking a “Seat at the Table”

- ▲ Link parking planning to larger community and economic development initiatives.
 - Review Appendix 5 for example guidelines on how to begin positioning parking as an economic development strategy.
- ▲ Recommended parking planning activities include:
 - On-going monitoring of parking supply/demand and land use data on a facility/lot specific basis
 - Documentation of lot/facility utilization on a regular periodic basis will allow the parking program to better manage existing resources as well as plan for future parking needs. The potential investment in LPR technology will make this process much more efficient and manageable within existing staff resources.
- ▲ Beyond parking data collection and analysis, the on-going assessment of potential long-term parking development sites, the creation of a parking lot and structure design guidelines and the development of a parking specific capital projects list are all parking specific planning efforts that are expected from an effective parking program.
- ▲ Parking and transportation are important support systems that are most effective when specific programs, policies and philosophies are aligned with a larger downtown master plan.

ACTION ITEM #3: “AT A GLANCE”

- Develop a Comprehensive Parking Planning Function.
- On-going monitoring of parking supply/demand on a facility/lot specific basis is strongly encouraged.
- Documentation of lot/facility utilization on a regular periodic basis will allow the City to better manage existing resources as well as plan for future parking needs.
- Periodically assess future parking or transportation infrastructure development sites.

Primary Responsibility:

City of Longmont Community Services Division

Key Partners:

City Planning Department, LDDA, New Parking Advisory Board

Timeframe:

Develop a list of prioritized parking planning action items by Q1/Q2 2017.

Supportive Documents/Tools Provided:

- ▲ Appendix 5- Parking as an Economic Development Strategy White Paper
- ▲ Appendix 6- Guidelines for Parking as an Economic Development Strategy

Primary Action Item #4: Implement Programs to Help People Make the Right Parking and Access Choice for their Trip Downtown.

- ▲ As mentioned earlier in this report, wayfinding and signage can play an important role in the overall parking and access experience in Downtown Longmont. While most participants in the online questionnaire reported finding parking in five minutes or less (with 20% reporting finding parking in less than two minutes), some downtown merchants commented that when one is looking for parking, five minutes can seem like a really long time.
 - Signage can also help alleviate the “anxiety” that might come along with a visitor not knowing exactly where to park and consequently provide a more welcoming environment for new patrons.
 - The concept of the “Connected Traveler” has gained traction over the past few years in parallel with the increase in number of people online / “connected” with mobile devices. Understanding that increasing numbers of parking customers are likely to head to the internet before taking a trip should be motivation for keeping online information about parking offerings updated and easily accessible from a website’s homepage.
- ▲ While it may seem counterintuitive to have as a recommendation in a parking study, the consulting team believes firmly that extending the reach of the pedestrian can be a powerful parking management tool. As such, Kimley-Horn staff performed a walking audit with City, County and LDDA leadership and staff, as well as the general public in August 2016. Results from this effort can be found in [Appendix 37 \(Placeholder for results from Kimley-Horn’s walking audit; to be inserted when completed at the end of September 2016\)](#).
- ▲ When a community of Longmont’s vitality has free on-street parking, those on-street spaces are frequently taken up by downtown employees who park all day and take up those shorter-term spaces that are best suited for short-term stays. Off-street surface lots and parking ramps are often the best place for employees and other longer-term parkers, however there is a delicate balance that should be struck between encouraging employees to park off-street and making employees, many of whom likely work in the service industry, feel like they have an extra burden of walking longer distances, faced in-climate conditions during the winter or at night when leaving a later shift. The other key employee parking issues facing Longmont are:

ACTION ITEM #4: “AT A GLANCE”

- Invest in signage and wayfinding to help alleviate customer anxiety about finding an available parking space.
- Keep the “Connected Traveler” in mind and have information about where to find parking online and mobile-friendly.
- Support a “Park Once” philosophy through investments that extend the reach of the pedestrian.
- Create an Employee Parking Program.

- In off-street locations, a parking permit functions like a “hunting license” where there is no guaranteed space. Employees who have a permit but can’t find parking quickly, might simply park on-street instead of trying a different off-street lot. With some public off-street lots currently experiencing demand over 85% during peak times, this behavior is likely happening quite frequently based on the type of land use in areas experiencing these peaks (i.e., restaurants, pubs).
- County employees are spilling over into on-street spaces due to the lack of available off-street public parking in the area.
- City enforcement staff do not have the ability to effectively enforce the downtown area given their limited shift hours.
- City enforcement staff currently have no way identify if employees are currently the ones parking on-street so enforcement is limited to relying on “local knowledge” of enforcement officers.
- ▲ With all of these factors taken into account, the recent investment in License Plate Recognition (LPR) will be a vital tool to help increase the reach and effectiveness of the existing parking enforcement staff.
- ▲ In addition to increased efficiency in enforcement, the City should simultaneously consider partnering with the LDDA to create an Employee Parking Program. Identifying viable solutions for longer-term employee parking will be an important focus area, especially once on-street time-limited parking is managed more actively via LPR. For Longmont, the following key steps are recommended for Employee Parking Program actions:
 - Offering a lower cost parking option in more “remote” areas that are 2-3 blocks off Main Street. Two locations have been identified for this option, the Roosevelt Parking Garage and RTD Park and Ride Lot (Corner of Coffman St. and 8th Avenue).
 - Remote or peripheral on-street spaces (with low demand) that are converted to permit parking or 10 hour metered parking
 - Preferred parking locations for carpool or vanpool programs
 - Employers / merchants could be encouraged to implement “parking cash out” instead of purchasing parking permits for their employees. This would entail giving employees a monthly stipend as part of their pay and allowing them to make their own transportation choice (i.e., purchase a permit, put the funds towards a bike or simply pocket the cash and carpool!)

Primary Responsibility:

City of Longmont Community Services Division

Key Partners:

City Engineering and Public Works Departments, City Finance Department, LDDA, downtown merchants and businesses

Timeframe:

- ▲ Commission a downtown wayfinding study by Q2 of 2017 (as a jointly-funded venture by the City, Boulder County and LDDA)
- ▲ Convene a Task Force to begin identifying the details of an Employee Parking Program by Q4 2016

Supportive Documents/Tools Provided:

- ▲ Appendix 37- Walking Audit Report and Recommendations

Primary Action Item #5: Maximize Existing Parking Resources.

- ▲ Public / private partnerships can be an important tool that can both help the City maximize existing parking resources as well as partner for future investment in parking infrastructure, as needed. Based on the parking occupancy data collected as part of this Study, there are some areas of downtown where public parking assets are experiencing higher than 85% occupancy at peak times while nearby private parking lots are experiencing low utilization.
- ▲ As referenced in the previous Action Item, a recommended first step to maximize existing parking resources is to identify additional employee parking options, both publicly and privately owned.
 - Two locations have been identified for this option, the Roosevelt Parking Garage and RTD Park and Ride Lot (Corner of Coffman St. and 8th Avenue).
 - The City should also consider initiating conversations with private parking lot owners to develop a shared parking agreement to help increase existing parking options without making the expensive investment of building additional parking assets.
 - Based on the low-utilization of the County surface parking lot (located at the corner of 6th and Terry St.) seen during data collection periods, and with the knowledge (and feedback from stakeholders) that County employees are parking on-street, it is recommended that the County reconsider the mix of employee to customer parking ratio in that lot. During peak times, the lot was observed at 50-75% utilized. As such, the County could reasonably carve out an additional 10-15% for employee parking initially, and then monitor the results. If the lot is still showing vacancy, an incremental approach to increasing the percentage of employee parking would be recommended. This could be something handled by City parking management as a service to the County for contribution to a possible shared position.
 - Additionally, based on a review of the current lot locations in downtown, the Kimley-Horn team thinks that the current location of public surface lots (specifically 500 E, 300E) are well-placed, well-connected to Main St. and provide opportunity for future investment in the addition of another level, or two, of structured parking on those sites.

ACTION ITEM #5: “AT A GLANCE”

- Use data collected as part of this Study to identify private parking resources that could “take the pressure” off of areas that have peak demand for public on- and off-street parking.
- Implement the “First 30 Feet” rule.
- Make clean, safe and attractive facilities a signature element of parking program management.
- Create a specific “parking maintenance reserve fund” program.

- ▲ Another important component of more effectively managing existing resources is review and adjustment of on-street time limits. Kimley-Horn took the existing hourly time-limits and compared those to a map that outlined average turnover by block. This methodology can be used to identify specifically where people are overstaying the posted limits. Other key factors for consideration when determining parking time limits are land use, proximity to other off-street parking options and consistency. As noted previously, while consistency in parking regulations is important for customers and visitors, it is also important that parking management remain flexible enough to adjust time limits in certain areas if an appeal is made by an adjacent business or property owner. Recommendations for updating the on-street can be found on page 39.
- ▲ Maintaining clean, safe and attractive facilities is a core function of any parking program and has a significant impact on the perception of the program and the community it serves. As is often the case with parking studies, safety was mentioned frequently during conversations with stakeholders. Longmont is currently facing a challenge seen in many other Front Range communities: the rise in homeless and transient populations, coupled with lack of access to mental health services. While it may seem a bit incongruous to mention these important community issues in the recommendations of a parking and access study, parking assets (lots and structures) often are the “front door” to many of the real and perceived safety and security challenges that downtowns face. As mentioned previously in this report, the opportunity for a jointly-funded operations position, housed within the LDDA, could present a unique opportunity to identify a point-person that could actively manage parking, safety, cleanliness and other important elements of Longmont’s urban “front door”.
- ▲ A strategy of addressing the “First 30 Feet” of each parking facility is a recommended first step in showing some immediate progress. Key elements of the “First 30 Feet” approach include:
 - Cleaning and painting
 - Signage review/consolidation
 - Adding “Welcome” and “Thank You” messaging
 - Upgrading lighting to ensure that there are no dark corners or unlit locations within the structure
- ▲ Another important dimension of a parking facilities maintenance program is to create a specific “maintenance reserve fund” program. Parking facilities are made of concrete and concrete deteriorates over time requiring significant investments in on-going maintenance and periodic restoration. Deferring maintenance will only cost the system more over time and without an effective program of routine maintenance and the setting aside of dedicated maintenance reserve funds; the likelihood of serious deferred maintenance leading to even higher maintenance and

facility restoration costs is much more likely. Typical parking facility maintenance reserves are in the \$50.00 - \$75.00 per space per year range.

- ▲ The maintenance plan should be in conformance with National Parking Association guidelines. A recommended parking facility maintenance scope and schedule are provided as Appendices 12 and 13.
- ▲ It should also be noted that there were a few instances where unique parking arrangements or activities were observed. Most notably, the presence of A-Frame signs that read “Funeral Parking Only” placed in on-street parking spaces along the corner of Terry St. and 5th Ave. While this likely was done by the adjacent funeral home to provide an extra level of customer service for their patrons, the on-street parking is public right of way and the signs should be removed, unless other arrangements are made directly with the City to monetize those spaces (making one or two, short-term funeral parking in exchange for a monthly permit fee). However, it should be mentioned that this could start a “dangerous precedent” whereby other downtown business/property owners might want to “reserve” on-street spaces. An example of this type of on-street anomaly was observed the frame store on the corner of Kimbark and 4th Avenue. There are parking spaces “in-set” into the property line along Kimbark that appear to be public spaces, however the frame store has signed them for their employees/customers only. This may be the result of a previous agreement between the property owner/business and City, however similar to the funeral home, these spaces should be unsigned as they are public right of way (unless documentation of an agreement can be provided).

Primary Responsibility:

City of Longmont Community Services Division

Key Partners:

City IT Department, City Facilities Maintenance, LDDA, Development Community

Timeframe:

Q1 of 2017

Supportive Documents/Tools Provided:

- ▲ Appendix 10- Recommended Maintenance Procedures
- ▲ Appendix 11- Parking Facility Maintenance Schedule
- ▲ Appendix 30- ULI Shared Parking Model
- ▲ Appendix 31- Shared Parking Analysis Tool
- ▲ Appendix 32- Example of Shared Parking Ordinance (City of Portland, OR)
- ▲ Appendix 33- Example of Shared Parking Agreement (City of Portland, OR)

Primary Action Item #6: Make Parking Program Branding, Communication and Continued Stakeholder Engagement a Priority.

- ▲ Develop a strong and consistent parking program identity and brand, which includes visual identity, program mission, vision, core values, investment in new communication pieces, collateral, etc.
- ▲ Create a strategic communication plan designed to improve overall parking program communications with its wide range of community stakeholders
Community outreach cannot be a one-time investment.
 - Include parking communication planning with annual organizational strategic planning
 - Dedicate a parking communications budget; start with whatever is possible but aim for a goal of \$8 per space per year as a goal annual budget.
- ▲ Stakeholders and citizens should be continually engaged and asked for their feedback on major policy and programmatic decisions to help build trust and "show" that the City is taking citizen feedback into account. While mentioned in Action Item #1, the creation of a Parking Advisory Board is an important first step in keep stakeholders actively involved in the implementation of the recommendations of this plan and in reviewing / creating parking and access management policy recommendations for City leadership.
- ▲ While the very positive relationship between the City of Longmont and the LDDA is well-documented throughout this report, the importance of that relationship cannot be overstated. The LDDA should be leveraged as an extension of City staff, especially with regard to communication about changes in parking policy, programs or management. This relationship will be absolutely critical in assisting the City with dissemination about how enforcement of on- and off-street parking will change with the implementation of a technology like License Plate Recognition. While a very powerful management tool, if implemented too quickly or without proper communication, LPR enforcement will likely seem punitive and could erode community trust.

ACTION ITEM #6: "AT A GLANCE"

- Develop a new parking program brand and marketing program including significant on-going community outreach strategies.
- Develop a Strategic Communications Plan with dedicated annual budget.
- Appoint a Parking Advisory Board that has the authority to review and recommend policy to City Council.
- Continue to increase the partnership between the City and LDDA, especially with regard to coordinated marketing and outreach efforts.
- Invest in expanding the online presence of parking and access information online.

- ▲ Designate and train specific parking program spokespeople (preferably City and LDDA staff) on customer-focused internal and external communications procedures.
- ▲ Consider investment in enhancing the current parking information available online. The LDDA does a good job of making parking information easily accessible (“one click in” from the homepage) and keeping parking information current. Conversely, the City’s webpage on parking is titled “Parking Enforcement” and all the information is focused on tickets and fines.
 - The “Parking Coach” series is definitely a step in the right direction with regards to using video and using a playful tone to educate the public about how to parking legally.
 - Event parking information should also be prominently included on both the City and LDDA websites.
- ▲ Consider the development of Annual or Bi-Annual Parking Report. An example of a parking program annual report is provided in Appendix 12 and an annual report template is provided in Appendix 12.

Primary Responsibility:

City of Longmont Community Services Division

Key Partners:

City Communications Department, City IT Department, LDDA and new Parking Advisory Board

Timeframe:

Short-Term (Q1 of 2017)

Supportive Documents/Tools Provided:

- ▲ Appendix 12- Parking Annual Report Template
- ▲ Appendix 34- “Best in Class” Parking and Mobility Brands

Primary Action Item #7: Adopt a Broader “Access Management” Philosophy

- ▲ The trend in the industry is to embrace a more holistic and integrated approach to parking and transportation – an “Integrated Access Management Strategy”.
- ▲ An important dimension to this movement is to be aware of the need to balance both the supply and demand sides of the parking and access equation. Building public parking is extremely expensive and leveraging alternative transportation and Transportation Demand Management (TDM) strategies can reduce the need for additional parking over time.
- ▲ TDM program elements support the Guiding Principle for Sustainability and a more balanced parking and transportation program.
- ▲ TDM strategies are gaining popularity not only across the United States but across the Front Range as well. Communities like Fort Collins and Boulder are both actively investing in bike share programs like B-Cycle, exploring relationships with car sharing companies like providers Zip Car and Car2Go, preferential parking and reduced parking pricing (or free parking) for van and carpools, etc.
 - It is recognized that these investments can be longer-term investments and should be prioritized by local stakeholders both in terms of timing and financial support.
 - Strategies that are recommended for exploration by the City of Longmont include:
 - Engage Boulder County as an active partner in funding and promotion of investments in TDM. Promotion of parking and access management strategies that encourage multi-modal access to Downtown Longmont align well with Boulder County’s larger sustainability goals.
 - While the loss of on-street parking of any variety is a sensitive topic, communities like Fort Collins have seen great success with taking parking spaces and converting them into bike corrals. This could be done as a pilot in a particularly active area of downtown where there is a high prevalence of bars / nightlife

ACTION ITEM #7: “AT A GLANCE”

- Expand the scope of the Parking Program over time to be more supportive of alternative modes of transportation and Embrace more of a “Access Management Philosophy”
- Embrace a more holistic and integrated approach to parking and transportation – an “Integrated Access Management Strategy”.
- Leverage alternative transportation and Transportation Demand Management (TDM) strategies to reduce the need for additional parking over time.
- TDM program elements support the Guiding Principle for Sustainability and a more balanced parking and transportation program.
- Strategies to consider include:
 - Bike corrals
 - Bike valet at events
 - Participating in [PARK]ing Day 2017
 - Bike Share / Library
- Investment in strategies that extend the reach of the pedestrian.

establishments. Offering a very convenient “front row” bike parking option might encourage those who would like to make another choice beyond driving.

- Longmont is known for having numerous (and very popular!) downtown events throughout the year. One strategy to encourage fewer cars would be expansion and more intensive promotion of the complimentary bike valet service provided by the LDDA. Even if only 5-10% of downtown event attendees made another choice, the resulting impact on parking availability would be noticeable.
 - Participate in [PARK]ing Day 2017. [PARK]ing Day is an international day that happens every September. On this day, communities transform parking spaces into mini-parks, beaches, picnic areas, etc.
 - Begin researching the cost and feasibility of offering bike share, either community-based and run, or via existing vendor like B-Cycle. While bike share infrastructure can be quite expensive, the concept of a bike library” can allow for a “new life” for donated bicycles or be a good public relations investment for a downtown business.
- ▲ Additionally, the recommendations outlined the walking audit report that help extend the reach of the pedestrian ([Appendix 37](#)) also serve to assist with adoption of a broader access management approach.

Primary Responsibility:

City of Longmont Community Services Division, Public Works and Natural Resources and Boulder County

Key Partners:

Bicycle Longmont, City Planning and Development Services, LDDA, and RTD.

Timeframe:

Short- to Mid-Term

Supportive Documents/Tools Provided:

- ▲ Appendix 20- Valet Parking Program
- ▲ Appendix 28- “20 Characteristics” of Effective Parking Management
- ▲ Appendix 36- Car Sharing Best Practices

Primary Action Item #8: Protect the Parking Enterprise Fund Approach and Identify Progressive Funding Strategies to Support the Parking Program in the Future.

- ▲ One of the big advantages that the City of Longmont has is that parking is currently operated as an enterprise fund.
- ▲ By aligning all related parking revenue streams into one parking enterprise fund, the City has the ability to create, over time, a truly self-supporting enterprise that can cover all its own operating and maintenance funding, fund parking maintenance reserves and ultimately finance future parking facility capital development projects.
- ▲ Parking revenues from the following sources should contribute to the parking enterprise fund:
 - Off-street parking revenues
 - On-street parking revenues (when appropriate)
 - Parking enforcement revenues
 - Special event parking revenues
 - Revenues from special districts and / or other parking-related taxes / fees
- ▲ Policies should be developed to define the appropriate use of parking revenues.
 - Generally speaking the following priorities are recommended related to the approved use of parking revenues:
 - Operations and maintenance
 - New technology acquisition
 - Parking facility maintenance reserves
 - TDM and mobility management support initiatives
 - New facility capital investments
- ▲ Consideration should be given to parking funding strategies that are “progressive” not “regressive”. These strategies should also be considered within the context of “parking requirement reform”. As these can be lengthy topics with multiple (and often conflicting) viewpoints, the appendix of this report includes two important resources for the City of Longmont:

ACTION ITEM #9: “AT A GLANCE”

- Protect the current policy of parking as a separate enterprise fund.
- A well-rounded parking system is funded by:
 - Off-street parking
 - On-street parking (for Longmont, this will be in the future)
 - Parking enforcement
 - Special events (when appropriate)
 - Revenue from special districts and / or other parking-related taxes / fees.
- Policies should be defined to govern appropriate and prioritized use of parking funds.
- Consideration should be given to parking funding strategies that are “progressive” not “regressive”.

- Parking Requirement Reform White Paper (Appendix 27)
- Parking Funding Strategies and Case Studies (Appendix 35)

Primary Responsibility:

City of Longmont Community Services Division, Finance and the LDDA

Key Partners:

City Legal / Risk Management

Timeframe:

Short-Term; Establishment of the financial structure of the department should be an early priority.

Supportive Documents/Tools Provided:

- ▲ Appendix 18- Consolidated Financial System Report
- ▲ Appendix 24- Parking Fee-in-Lieu White Paper
- ▲ Appendix 27- Parking Requirement Reform
- ▲ Appendix 35- Parking Funding Strategies and Case Studies

Secondary Action Items

Action Item #S-1 – Stakeholder “Report Cards”

The City could develop Parking Action Plan “Report Cards” or updates to keep the new Parking Advisory Board and community stakeholders informed and educated as to program development progress. These report cards or updates could involve the development of a concise set of parking program benchmarks that would be tracked over time.

Intended Results:

Progress reporting could also take the form of a simplified “Action Plan Report Card” for specific stakeholder groups. This format could also be combined with a feedback mechanism to create an ongoing mechanism for community input and program development/refinement.

Action Item #S-2 – Develop Overflow and Event Management Parking Strategies

Overflow parking plans describe the management strategies that will be applied when parking facilities fill, for example, during special events, peak demand periods, or temporary reductions in parking supply. Below are some possible components of an overflow parking plan:

- ▲ Provide signs with directions to alternative nearby parking facilities.
- ▲ Provide adequate traffic and parking management staff during peak periods. Additional staff may be hired for special events.
- ▲ Provide information on parking and travel options for special event participants, highlighting those that can be used to avoid parking problems. For example:
 - Brochures that show both parking facility locations and transit options for major cultural or religious events.
- ▲ Encourage travelers to shift mode or use remote parking during peak periods. Example – retail employees can be required to use remote parking facilities or alternative commute modes during holiday shopping seasons.

Action Item #S-3 – Parking / Access System Benchmarking

Identify a basic set of parking and access system benchmarks relevant to Downtown Longmont and begin tracking. Document results/progress in an annual parking report.

Examples of recommended parking program benchmarks might include:

- ▲ Total Operating Cost per Space
- ▲ Total Revenue per Space
- ▲ Total Operating Costs per Parking Department FTE
- ▲ Total Revenue per Parking Department FTE

- ▲ Surface Parking Spaces as a Percent of Total Spaces
- ▲ Structured Surface Parking Spaces as a Percent of Total Spaces
- ▲ On-Street Parking Spaces as a Percent of Total Spaces
- ▲ Administrative Cost Per Space
- ▲ Administrative Costs as a Percent of Total Costs
- ▲ Security Costs per space
- ▲ Security Costs as a Percent of Total Costs
- ▲ Enforcement costs per metered space
- ▲ Enforcement costs per Citation Issued
- ▲ Percent of Citations Collected vs. Citations Issued
- ▲ Citation Revenue per Citation Issued
- ▲ Total Maintenance Cost per Space
- ▲ Total Maintenance Costs as a Percent of Total Costs

Intended Results:

Develop a baseline of parking operations measurements. Compare to peer cities. Track progress against baseline results and peer organizations. See Appendix 4: Recommended Parking Program Benchmarks for additional strategies.

Action Item #S-4 – Develop an Internal Parking Program Operations Manual

As a primary staff training tool, develop parking facility operations manuals. Many systems have a separate manual for each facility or one common manual with individual facilities each given a chapter. Note: Sample parking operations manuals are provided in Appendices 16 and 17.

Intended Results:

Document specific equipment and policies per facility for staff training as well as to document operating policies/procedures.

Action Item #S-5 – Develop a Parking System Information Database/Become the Central Clearinghouse for Parking/Access Information

Monitor and track parking rates, availability, owners, operators, contact info, etc. for all parking resources in the downtown (both public and private). Coordinate and provide information

relative to other transportation options. Consider providing this data on multiple downtown related websites.

Intended Results:

Become a one-stop information clearinghouse for all downtown parking and access information (both public and private).

Action Item #S-6 – Marketing Tie-ins for Parking to Special Events

Work closely with the Downtown Longmont Inc. to promote parking tie-ins in conjunction with downtown special event promotions, downtown attractions/venues, etc.

Intended Results:

This strategy leverages the shared benefits of joint marketing opportunities and promotes new parking/access system branding and marketing campaigns.

9. Appendices & Parking Management Toolbox

The following set of appendices provides a range of documents designed to support and augment the content of the Parking and Access Study. The content ranges from detailed parking occupancy counts to an extensive Parking Management Best Practices “Tool Kit” to sample policies related to specific elements identified during the current program assessment, etc.

The Longmont parking program currently has a limited foundation on which to build in terms of infrastructure, enforcement program and basic policies, etc. One of the major themes identified in the Parking and Access Study is the need to “master the fundamentals” of managing a municipal parking program. To this end, we have provided several supplementary resources that provide a comprehensive overview of the various elements that must be addressed to have a successful program. Appendix 28, the “20 Characteristics of Effective Parking Programs” is an important guiding document for this effort.

We have also provided several very specific “tools” to help advance the Longmont parking program in a number of operations focused areas. These tools range from a sample parking enforcement manual to a tool designed to critique and audit the existing enforcement program. Another example of an “operations focused tool” is a very detailed parking facility operations manual. In every case, the goal of providing these sample documents is for the Longmont parking program to use them as a basis and guide for creating similar documents specific to their operation.

Finally, in anticipation that the City will authorize, recruit and hire a new Parking Manager we have included several “white papers” on a number of topics that will hopefully put the new manager on the path to success. Examples include: security, valet parking, in-lieu fees, tax increment financing, successful approaches to evaluating parking rates, etc.

It is our hope that these documents will provide valuable background information and practical tools to help advance and improve the Longmont parking program as staff work to implement the primary recommendations contained in the Parking and Access Study.

Appendix A

Occupancy Heat Maps

Appendix B

Occupancy Data Tables

Appendix C

Duration Data Tables

Appendix D

Online Questionnaire and Results

Appendix E

Data Collection Area – Numbered Facilities

Appendix 1

Community Engagement Strategy

Appendix 2

Sample Parking Administrator Position Description

Appendix 3

New Parking Manager Integration-Action Plan

Appendix 4

Recommended Parking Program Benchmarks

Appendix 5

Parking as an Economic Development Strategy White Paper

Appendix 6

Guidelines for Using Parking as an Economic Development Strategy

Appendix 7

Recommended Reading List for Parking Professionals - 2016

Appendix 8

Tax Increment Financing Whitepaper

Appendix 9

Developing a Retail Parking Support Strategy

Appendix 10

Recommended Maintenance Procedures

Appendix 11

Parking Facility Maintenance Schedule

Appendix 12

Annual Parking Report Template

Appendix 13

Generic Parking Facility Rules and Regulations

Appendix 14

Sample Parking Garage Operations Manual

Appendix 15

Parking Enforcement Program Audit Checklist

Appendix 16

Sample Parking Enforcement Operations Manual

Appendix 17

Parking Garage Security Whitepaper

Appendix 18

Consolidated System Financial Report

Appendix 19

ADA Parking Reform Reference Files

Appendix 20

Valet Parking Program Development

Appendix 21

IPI Emergency Preparedness Manual

Appendix 22

Residential Parking Permit Programs White Paper

Appendix 23

Parking Facility Design Guidelines

Appendix 24

Parking In-Lieu Fees Whitepaper

Appendix 25

License Plate Recognition Whitepaper

Appendix 26

Parking Technology Overview and Peer Cities Review

Appendix 27

Parking Requirements Reform Whitepaper

Appendix 28

“20 Characteristics” of Effective Parking Programs

Appendix 29

Parking Structure Design Guidelines

Appendix 30

ULI Shared Parking Model

Appendix 31

Shared Parking Analysis Tool

Appendix 32

Example of Shared Parking Ordinance – City of Portland, OR

Appendix 33

Example of Shared Parking Agreement – City of Portland, OR

Appendix 34

Best in Class Parking and Mobility Brands

Appendix 35

Parking Funding Strategies and Case Studies

Appendix 36

Car Sharing Best Practices

Appendix 37

Walking Audit Report