

**City of Keene
New Hampshire
Office of the City Manager**

Date: June 6, 2018

To: Mayor and City Council

Through; Elizabeth A. Dragon, City Manager EAD

From: M.K. Kocczynski, Director of Economic Development,
Initiatives and Special Projects
Rhett Lamb, Assistant City Manager/Planning Director RL
Steve Russo, Police Chief RR-140

Subject: Parking Issues, Direction/ Recommendations

Introduction

The City Manager requested a comprehensive review and report regarding parking space utilization in the downtown and surrounding areas. This report is the work of the Police Department and the Parking Division, Planning, Public Works, and Finance Department and represents a continuation and elaboration of parking analysis underway since 2010. The analysis and recommendations in this report are based on current information and City staff will continue to monitor the use of spaces and the effects of changes made, and will work closely with affected property owners and businesses to adjust where needed. It is anticipated that when the vacant Operations Manager position is filled, at some point a review of operations generally will occur. That review combined with future data will permit further fine tuning of the parking system.

Issues in this Review Include:

- Evaluation of trends in the utilization of on-and-off-street parking spaces and lots.
- Changes in revenue from parking rates and fines.
- Identifying and developing new parking "markets" in downtown.
- Evaluating and proposing changes to hours of operation.
- Future demand locations.
- Use of technology such as kiosks.
- Demand for overnight parking.
- Public outreach and information sharing.

An Integrated Parking Management System

The management of parking has several overarching goals. These goals are immediately related to the economic health and vitality of Downtown Keene, the heart of

our community and region. Parking spaces and lots are intended to provide reasonable access to businesses and properties. Public parking is critical to businesses that cannot provide their own parking in the dense Central Business District where there are no zoning requirements for development or redevelopment to provide on-site parking. Without public parking, businesses with no ability to build their own parking would not be viable and downtown Keene would not be the regional economic engine that it is. Local businesses and the downtown as a whole depend on parking provided by the City.

Keene's 2010 Comprehensive Master Plan recognizes the importance of parking in downtown:

With very little, easily developable, land left within the community, the downtown offers an opportunity for increased densities and expansion of a sustainable mix of uses.

Surface parking lots increase the amount of impervious surfaces and stormwater runoff and should be strongly discouraged. They also create gaps in the urban fabric, counteracting the massing (infill) strategies that define the downtown area.

Keene Comprehensive Master Plan 2010, pages 38 & 45.

Free parking is never free – it is costly in practical terms such as stormwater and environmental issues and in terms of lost opportunities for new development. Large areas set aside for parking can block or limit development of valuable downtown land and with it the opportunity for new buildings, residences and businesses and the taxable value they generate. When you walk by a surface parking lot in a vibrant downtown, imagine what other interesting things might be there instead -- an art gallery? Multi-story condos? A restaurant? A downtown park? And accessory use parking lots are considered for tax value as part of the parcel and generate tax revenue at a much lower level than land with buildings.

An Integrated Parking Management System helps create a downtown that is attractive and welcoming to visitors, downtown residents and employees, and the citizens of Keene. Important components of Parking Management Systems are: parking structures, on-and-off-street spaces, convenient payment options and appropriate parking services. Parking revenue is also used for other important components of a downtown including: lighting, street and sidewalk maintenance, pedestrian improvements, and marketing. The correct mix and availability of parking not only supports economic vitality, it can also increase the value of downtown property. An Integrated Parking Management System should be married to strategies related to public transportation, pedestrian and cycling infrastructure.

The proper oversight of parking is meant to ensure that violation of parking rules does not occur, spaces are not monopolized and that there is adequate turnover for business customers and visitors. Revenue from meters, kiosks, reserved spaces and fines supports the Parking Fund. This revenue is used to maintain the parking system and to improve and maintain downtown amenities such as trees, landscaping and overall appearance. Without this financial support, the downtown amenities would be paid entirely by the taxpayers of Keene through the general fund.

The Public Works Department spends funds through the Parking Fund Operating Budget¹ for general maintenance, repair and rehabilitation for the downtown, surface parking lots, and parking structures. Maintenance includes:

- Pavement line marking of parking spaces in areas of parking meters, surface parking lots, parking structures;
- Snow and ice control in surface parking lots and parking structures,
- Removal of snow from the downtown and from around parking meters;
- Repairs to parking structure surfaces
- Weekly trash and large litter collection.

The fund also supports efforts such as the repair and maintenance in downtown including crosswalks, lighting, painting, and the repair, storage and set up of fixtures including benches. The fund also supports half of the cost for maintenance of downtown areas including:

- flower beds;
- sidewalk repairs;
- mowing of grass belts on Main Street, around the surface parking,
- annual power washing of parking structures,
- large litter collection;
- annual leaf collection.

The fund also pays for Main St. street lighting and lighting in parking lots and structures, and the downtown irrigation system (water, repair and maintenance).

The Parking Fund Capital Program pays for major rehabilitation and construction of the surface parking lots, major repairs to the parking structures, periodic assessment of the parking structures, and the installation of collection equipment/technology. In the future, the fund may support asset management programs, in addition to upkeep and beautification projects.

¹ Cost centers: 01501-62340, 01501, 01502, 01503

An effective Integrated Parking Management System will shape the look of the downtown, contribute to the quality of the "place" and provide the platform for retention and growth for business. Visitors and residents alike consider parking when they make decisions regarding where they live, work and play. Keene's Parking System should emphasize availability of parking spaces and turnover of vehicles in support of a vibrant and evolving Downtown.

There is a clear need to improve the overall parking strategy to better serve current needs and fine tune the parking program to serve the economic interests of the community now and in the future. The intent is to better define and evolve an Integrated Parking Management Strategy.

History

Parking management in Keene began in 1947 and the issues raised then and since have been studied and evaluated by the City. The most recent discussions began in the early 2000's when several evaluations were prepared by staff and with consulting assistance. The focus of those studies and reports related primarily to the question of the need for and location of a parking structure to support to businesses in the downtown. Access to parking and parking prices and fees were also evaluated. These prior studies/reports include:

- 2004 & 2006 Planning Department Downtown Parking Needs Analysis.
- 2010 DTPP Associates Downtown Parking Analysis *Final* Report.
- 2011 & 2012 City Staff parking analysis for Fire Station
- 2011 DTPP parking analysis for Courthouse & Latchis Theater
- 2013 City Staff analysis and presentation on utilization rates and demand trends
- May 2, 2014 Finance, Organization and Personnel Committee discussions with Report.
- June 22, 2015 Informational Memo to City Council
- July 28, 2015 City Council Workshop

In 2015, Ordinance O-2015-04-B was adopted by City Council addressing parking fees for the first time since 2002. Initial discussions about the ordinance began in 2014 when the FOP Committee received staff recommendations and discussed the parking fund and revenue and expenditure projections, changes to parking meter rates, rental rates, parking violation fees and a change in the hours of operation. City Council directed staff to prepare O-2015-04-B in order to improve financially sustainability.

At the Nov. 12, 2015 FOP committee meeting, former Police Chief Costa explained that rate adjustments were last authorized in January of 2002, and only then after a lengthy discussion and presentation by the former Downtown Parking Commission and City

staff. Expenses increased while the revenues were level, which caused the depletion of the fund balance. In 2002, the Parking Commission recommended and the City Council adopted a 100% increase in the meter rates. It had been 13 years since the previous rate change in 1988.

The Parking System

The Parking Services Division of the Keene Police Department monitors meters, enforces time limitations, and issues violations. Outside of the Central Business District, Parking Services also patrols areas near Keene State College such as Main St. south of Marlboro St., Ralston St., and streets adjacent to the College. Additionally, parking time limitations are enforced in the Adams St. area and Marlboro St. at Grove St.

In April 2018, the parking system consists of 1,347 parking spaces on-and-off-street that includes metered and reserved parking. 396 spaces are reserved by permit and 824 are paid via meters or kiosks. There are 48 accessible spaces, 24 loading spaces, and 55 *no-charge* two hour limited spaces (Davis St., Elm St., Gilbo Ave, Marlboro St., Roxbury St. and St. James St.). In addition there are 41 *no-charge spaces not in the system, with no set time limits and not counted* (i.e. not regulated) in the above total (8 on Emerald St., 12 on Norway Ave, 3 on Marlboro St., and 18 on Washington St.).

The use of metered spaces both on-street and off-street has changed as the character of the Central Business District has changed. That has an effect on the income stream for the Parking Fund. Today, the parking program is primarily focused on the daytime retail market with meter pricing at \$.75 per hour and 2 hour time limits that encourage turnover in parking spaces desired by retail shops such as those on Main Street.

Long-term parking is managed with 310 - 10 hour metered spaces. These spaces are primarily in surface lots and parking structures within a few minutes' walk from Main Street. The 10 hour spaces are at the lower rate of \$.30 per hour to be convenient to downtown employees. However, they are not marketed to them this way. There are no-charge, 2-hour spaces on Davis St., Elm St., Gilbo Ave, Marlboro St., Roxbury St. and St. James St. (plus free parking with no time limit on Emerald St., Norway Ave, Marlboro St. and Washington St. which will be added by ordinances to the system). There are additional markets/focus areas that the City could integrate into an integrated parking management strategy:

- Keene State College students and employees.
- Employees who work in the Downtown (as a focused program).
- Business patrons and visitors in the morning, afternoon and evening, which have differing needs.
- Residents who live Downtown.

- Other potential customers such as Hotels and businesses which might have more direct need.
- Delivery needs.
- Parking needs on the fringes of the Central Business District such as Marlboro St., Adams St., Gates St., Eliot St., Roxbury St., Winter St., Summer St., Washington St., Spring St., Mechanic St. and Court St.
- Future needs such as MOCO, The Spot (proposed for the former Middle School) and residential uses adjacent to Main Street.

Parking -- Use and Analysis Data

The Parking Services Division collects data twice a week regarding the use of parking spaces. This data is essential to understanding the use of parking and to make informed decision about improvements. The following trends are seen when comparing 2014 use data to 2017:

- Highest demand for on-street parking is around Central Square.
- Lowest demand for on-street parking is on Main Street south of the roundabout near Keene State College.
- Off-street meters show higher average utilization than on-street meters (probably due to use by downtown employees).
- The time of peak demand for on-street and off-street parking is shifting and is greater after 4 pm. Occupancy of spaces in the evening (7:00 pm) is higher than afternoon (4:30 pm).
- While some high demand areas “peak” at over 90% occupancy during certain times of the day, there remains sufficient parking in nearby lots and side streets.
- Parking occupancy data indicates that current parking supply is adequate.
- The Commercial Lot is underutilized.
- The Gilbo Lot is used to great extent by employees of businesses.
- The mixture of space use in the Wells Structure does not serve the public well.

Other specific parking use trends and issues are:

1. Decline in Daytime Parking Use 2014 - 2017

Parking use counts show that the percentage of occupancy of existing metered parking spaces declined from 2014 to 2017. Average occupancy of all on-street spaces in 2014 was 44% while in 2017 average occupancy was 37%. The table below shows data from select locations in Downtown.

ON-STREET 2014 - 2017 AVERAGE ANNUAL OCCUPANCY

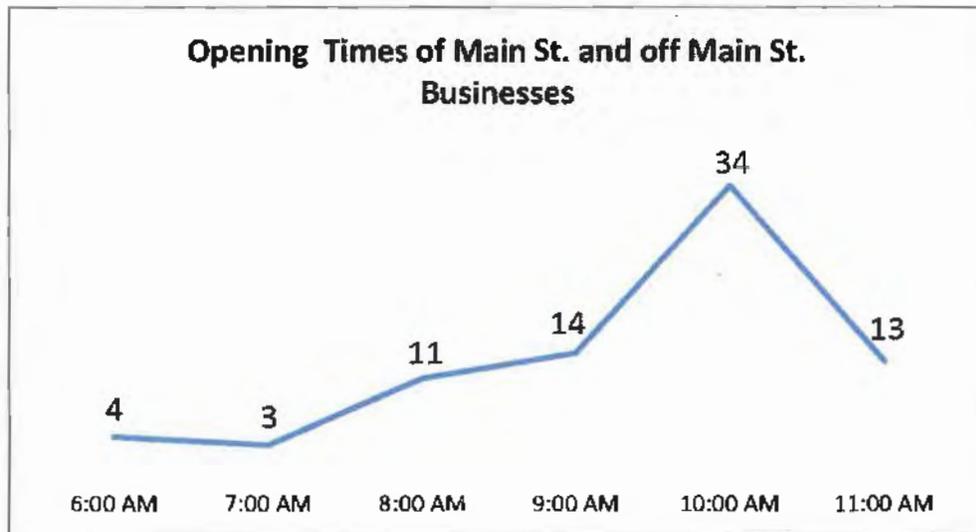
| <u>Street/Area</u> | <u>Average Annual Occupancy</u> | | | | <u>4</u> |
|-------------------------------------|---------------------------------|-------------|-------------|-------------|--------------------|
| | <u>2014</u> | <u>2015</u> | <u>2016</u> | <u>2017</u> | <u>Year Change</u> |
| Washington Street | 38% | 44% | 41% | 39% | 1% |
| Court St (W) - Superior Court | 38% | 44% | 41% | 39% | 1% |
| Central Sq (E)- City Hall | 66% | 62% | 61% | 56% | -10% |
| Central Sq (N) - Church | 69% | 54% | 49% | 46% | -22% |
| Central Sq (W) -Chamber | 78% | 73% | 57% | 47% | -32% |
| Main Street (E) Roxbury to Railroad | 50% | 50% | 45% | 42% | -8% |
| Main St (W) - West to Gilbo | 67% | 72% | 63% | 52% | -15% |
| Railroad St | 38% | 44% | 41% | 39% | 1% |
| Main St (E) - Railroad to Dunbar | 53% | 56% | 56% | 52% | 0% |
| Main St (W) - Gilbo to Emerald | 58% | 55% | 55% | 51% | -7% |
| Main St Lower (E) - Westwood | 43% | 44% | 36% | 31% | -12% |
| Main St Lower (W) - college | 38% | 44% | 40% | 33% | -6% |
| | 53% | 54% | 49% | 44% | -9% |

A similar trend is seen in off-street meter locations which include surface lots and structures where the annual average occupancy has declined from 47% in 2014 to 38% in 2017. These spaces are priced \$.30 per hour which should be suitable for downtown employees -- Wells Structure Lower (28), Wells Structure Upper (38), Wells lot (16), Gilbo East Lot (100), Commercial Lot (100) and Elm Lot (14) and Roxbury Plaza (14).

OFF-STREET 2014 - 2017 AVERAGE ANNUAL OCCUPANCY

| <u>Street/Area</u> | <u>Average Annual Occupancy</u> | | | | <u>4</u> |
|-----------------------|---------------------------------|-------------|-------------|-------------|--------------------|
| | <u>2014</u> | <u>2015</u> | <u>2016</u> | <u>2017</u> | <u>Year Change</u> |
| Wells Structure Lower | 55% | 31% | 48% | 55% | 0% |
| Wells Structure Upper | 42% | 50% | 3% | 6% | -36% |
| Wells Lot | 72% | 76% | 77% | 66% | -6% |
| Elm Lot | 25% | 33% | 44% | 41% | 15% |
| Library Annex | 31% | 31% | 27% | 22% | -9% |
| Gilbo East Lot | 76% | 72% | 65% | 61% | -16% |
| Commercial Lot | 27% | 34% | 22% | 17% | -9% |
| | 47% | 47% | 41% | 38% | -9% |

Some business owners on Main Street report fewer patrons. The reasons for decline may be related to larger, national shifts in consumer purchasing and habits, e.g. more online shopping. This larger pattern affects the types of businesses that choose to locate in downtown. Downtown today is different than it was five or ten years ago. There are fewer retail businesses open from 8:00 AM to 5:00 PM and more restaurants, bars and businesses that cater to nightlife. A recent survey shows that there are 79 first floor businesses on or adjacent to Main St. Based on posted opening times, 18 businesses open before 9 AM, 59 open between 8 AM and 10 AM, and 13 open at noon or later.



2. Increasing Evening Parking Use 2017

In May/June 2017, the Parking Division completed evening parking counts of on-street and off-street metered spaces. This data shows a significant increase in occupancy – ranging from 10% to 56% -- on Main Street at 7:00 PM as compared to 4:30 PM.

2017 On-Street Evening Parking Counts (May-June)

| LOCATION | | MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY | SATURDAY | % Of use | Percent difference 4:30-7:30 |
|-----------------------------------|---------|---------|---------|-----------|----------|---------|----------|----------|---------------------------------|
| | | 5/15/17 | 5/23/17 | 5/31/17 | 6/8/17 | 6/16/17 | 5/13/17 | | |
| Washington St (W) - bank | 4:30 PM | 5 | 4 | 8 | 6 | 2 | 7 | 48 | 30% |
| | 7:00 PM | 7 | 8 | 8 | 7 | 11 | 5 | 70 | |
| Washington St (E) - City Hall | 4:30 PM | 5 | 2 | 6 | 6 | 6 | 6 | 25 | 54% |
| | 7:00 PM | 6 | 13 | 11 | 7 | 17 | 14 | 54 | |
| Court St (W) - Superior Court | 4:30 PM | 3 | 3 | 4 | 5 | 5 | 1 | 23 | 56% |
| | 7:00 PM | 2 | 11 | 10 | 8 | 9 | 8 | 53 | |
| Central Sq (E)- City Hall | 4:30 PM | 12 | 10 | 8 | 4 | 11 | 4 | 63 | 29% |
| | 7:00 PM | 8 | 13 | 13 | 9 | 13 | 13 | 88 | |
| Central Sq (N) - Church | 4:30 PM | 5 | 6 | 13 | 14 | 8 | 7 | 55 | 21% |
| | 7:00 PM | 2 | 12 | 14 | 9 | 15 | 15 | 70 | |
| Central Sq (W) -Chamber | 4:30 PM | 5 | 4 | 13 | 8 | 13 | 8 | 61 | 27% |
| | 7:00 PM | 9 | 6 | 13 | 14 | 14 | 14 | 83 | |
| Main St (E) - Roxbury to Railroad | 4:30 PM | 21 | 18 | 21 | 15 | 16 | 19 | 56 | 29% |
| | 7:00 PM | 21 | 18 | 26 | 24 | 32 | 33 | 78 | |
| Main St (W) - West to Gilbo | 4:30 PM | 6 | 6 | 15 | 12 | 15 | 19 | 61 | 14% |
| | 7:00 PM | 9 | 11 | 13 | 14 | 19 | 19 | 71 | |
| Railroad St | 4:30 PM | 13 | 11 | 12 | 9 | 10 | 12 | 39 | 46% |
| | 7:00 PM | 17 | 16 | 25 | 22 | 22 | 21 | 71 | |
| Main St (E) - Railroad to Dunbar | 4:30 PM | 15 | 10 | 16 | 14 | 20 | 24 | 69 | 10% |
| | 7:00 PM | 20 | 18 | 17 | 18 | 21 | 16 | 76 | |
| Main St (W) - Gilbo to Emerald | 4:30 PM | 5 | 10 | 13 | 5 | 13 | 13 | 61 | 13% |
| | 7:00 PM | 9 | 8 | 13 | 14 | 13 | 11 | 71 | |
| Main St Lower (E) - Westwood | 4:30 PM | 1 | 3 | 18 | 1 | 1 | 0 | 15 | -82% |
| | 7:00 PM | 2 | 2 | 4 | 2 | 0 | 1 | 8 | |
| Main St Lower (W) - college | 4:30 PM | 4 | 5 | 13 | 6 | 6 | 5 | 19 | -77% |
| | 7:00 PM | 1 | 6 | 13 | 0 | 1 | 1 | 11 | |

3. Wells Lot, Wells Structure and Roxbury Plaza (on-street)

The Wells Lot (16 spaces) is used for 10 hour parking at \$.30 per hour. Nearby, Roxbury Plaza (14 spaces) is used for 10 hour parking at \$.30 per hour (Roxbury Plaza in City Code is a street and is not shown in the off-street parking regulation). Wells Lot has a 72% utilization (3% drop from 2014 – 2017). Roxbury Plaza has use rate of 47% in 2017 (up 22% since 2014).

In Wells Structure Upper (38 spaces), utilization of the metered parking spaces in 2017 is only 6%. In Wells Structure Lower (28 spaces) the use rate of metered parking spaces is 55%. It is anticipated that after the new lease is in place for the Fairfield Inn and the Monadnock Food Co-Op there will be 26 public spaces on the upper level and 16 in the lower level. Based on the above use data, it's clear that this parking in this location is not attractive for visitors to Main Street. Parking for downtown employees or downtown residents would be a better market for these spaces with a premium paid for covered parking on the lower level or relocation of some of the reserved to the upper.

The Wells Street Structure long term could be used for some bulk parking purchases and metered parking on the lower level, and long term bulk parking and parking permits on the upper level. Covered parking on Wells Lower should have a higher price.

Recommendations – System Operations:

1. Create a Rental Permit Program

This program would provide parking for residents of the downtown as well as employees seeking day long, convenient and cost effective parking options.

Employees parking permits could be purchased on a monthly basis (paid quarterly) to be used in: Commercial Lot, Elm Lot, Gilbo East Lot, Gilbo West Lot and in the Wells Structure Upper and Lower in designated permit zones (non-metered and daytime only). The purchaser of the permit could park in any of these areas in the correct zone provided there is space. Covered parking in the Wells Structure Lower will have a premium permit cost. These permits would be transferable from vehicle to vehicle, as long as they are conspicuously displayed on the dashboard of the vehicle and fully visible from the exterior of the vehicle.

Resident parking permits would be available for qualified downtown dwelling units that have no off-street parking and are within 200' of a designated municipal parking lot, though some additional restrictions may apply. Parking permits for residents could be purchased on a monthly basis (paid quarterly) to be used in the Commercial Lot, Elm Lot, and Gilbo East Lot, Gilbo West Lot, Wells Structure Upper and Wells structure lower in designated permit zones (non-metered, day and night). The purchaser of the permit must park where assigned. These permits are not transferable. The bearer would

provide proof of residency and a contact phone number. The permit is not intended to authorize continuous long term day parking.

2) Create Bulk Purchase Permit Program

The purpose of this program is to provide for the opportunity for bulk, long term purchases of designated day and or night parking. Bulk leasing of unused public parking is already permitted by Chapter 94, but no formal program has been developed. These would be leases with conditions and prices set by the Parking Division and the City Manager and would be limited by the spaces available. Codification of this program will allow the City Manager to address this need with the condition that ample metered parking is provided for downtown customers and visitors in addition to monthly rentals.

3) Change Hours of Operation

In 2015, a shift in the hours of parking meter enforcement was discussed by City Council. The proposal at that time was to shift the hours from 8 AM to 5 PM Monday through Saturday to 9 AM to 7 PM Monday through Friday and 9AM to 5 PM on Saturday. This effort was not supported by the City Council.

In 2007 City Council reviewed increasing the parking space time limit from 2 to 3 hours. It was noted that most businesses were open 9 AM to 6 PM at that time. The Downtown Parking Commission recommended to the City Council that no changes be made.

In May 2017, parking use data indicates double digit percent increases in parking use when comparing use rates at 4:30 PM and 7:00 PM. If the intent of parking management is to encourage turnover of parked vehicles so that parking is as available as possible then, it is prudent to shift enforcement to that end. It has been noted that some employees of restaurants will use on street spaces for their parking as well as some individuals who live in the downtown. With a better, cost effective system for both employees and residents, some of that pressure would subside and that space availability would better meet new market needs.

| City | Monday- Friday | Saturday |
|--------------------|------------------------------------|---|
| Concord | 9 AM to 7 PM Monday- Friday | On Street Meters 9 AM/ 7 PM No time limit for Garages and lots |
| Manchester | 8 AM to 8 PM Monday- Friday | 10 AM to 6 PM Limited Areas |
| Nashua | 9 AM to 7 PM Monday- Friday | 9 AM to 7 PM |
| Portsmouth | 9 AM to 8 PM Monday- Friday | 9 AM to 8 PM |
| Dover | 9 AM to 7 PM Monday- Friday | None |
| Keene | 8 AM to 5 PM Monday- Friday | 8 AM to 5 PM |
| Recommended | 9 AM to 7 PM Monday- Friday | 9 AM to 5 PM |

Any change in the hours of operation should be discussed in detail with downtown businesses and users. A start time of 10 AM should be considered. The length of time a

space can be occupied should also be examined to see if a 3 hour time frame would work more effectively for businesses.

Parking Fund Revenue

The correlation between the appearance and condition of the Central Business District and the ability to attract and retain businesses, residents, and visitors cannot be emphasized enough. Improvements have to be high quality, be aesthetically pleasing, cost effective to maintain, and be built with safety in mind -- with lighting, landscaping and amenities to attract business and investment. Funds must be set aside to guarantee the continued maintenance of facilities and standards for maintenance should be established.

The Central Business District is the center and heart of the community. It is a multi-use center for commercial, financial, retail, government and residential uses oriented primarily toward pedestrian access. A mixture of uses side by side and in the same building is the norm. And, there is no requirement for individual property owners to provide off-street parking. City Code states: *"In the Central Business Zone, municipal off-street parking facilities shall continue to be developed and maintained by the city on city-owned or leased land as the city in its sole discretion deems appropriate"*.

In addition to providing parking, the City must be concerned about how Downtown looks and how it is maintained. To that end, a significant funding source for maintenance and improvement of the district is the revenue from parking meters.

In 2016, during City Council consideration and adoption of Ordinance O-2015-04-B (the first adjustment of the parking meter rates since January 2002), financial projections indicated that parking fees would need to be adjusted again in FY 2019 and 2022. Increases of \$.10 on-street and \$.05 off-street were recommended in each of those years. In addition, an increase in FY 2019 and FY 2022 of \$15.00 per quarter was recommended for reserved parking (covered and uncovered).

These increases, if adopted would provide funding for current levels of operation, routine maintenance of downtown parking areas, parking decks, and parking lots through FY 2024, and would also fund larger scale rehabilitation and maintenance projects included in the FY 2016 - 2021 Capital Improvement Program (CIP). The increases would also fund capital reserves for the City Hall and Wells St. Structures (\$25,000 each per year), and allowances of \$100,000 per year in FY 2022 and FY 2024, for specific maintenance and repair projects which have not yet been identified.

Parking Fund finances are in line with those projections. The unappropriated fund balance at the end of FY 2017 (\$267,731) was \$28,924 greater than projected in FY 2016. At the end of FY 2018, the estimated fund balance of \$173,891 will be \$70,690

less than the projected fund balance at rate setting. The difference is a result of changes in the timing and cost of two capital projects:

1. *In the FY16-21 CIP, the Wells Lot was scheduled for rehabilitation at a cost of \$24,014 in FY19. The FY17-22 CIP moved that project to FY17, and added Roxbury Plaza to the scope of work for a total cost of \$105,209.*
2. *The FY16-21 CIP included the rehabilitation of the Gilbo Ave East parking lot in FY17 with a budget of \$80,209. The FY17-22 CIP included the project in FY19 at an increased cost of \$118,708. Council action moved that project forward with an increase of \$185,000 for a total budget of \$303,708.*

Parking Fund operating revenues increased as a result of the FY16 rate change. In the case of parking meter revenue, the increase has been slightly less than anticipated at the time of the rate change, as shown in this report, offset by lower than projected operating costs.

In the discussion of Ordinance O-2015-04-B, staff recommended and City Council agreed to review funding for operational and capital needs annually or every other year similar to the Council's practice regarding water and sewer rates. This review would be in the context of future CIP and operating budgets, and should funding needs change, Council understood the need to advance rate change ordinances at the appropriate time to meet those changing needs.

Today, after review of the financial status of the Parking Fund, including projects in the proposed FY19-24 CIP, rate changes in FY19 for parking meters and reserved space rentals should be considered. As noted above, suggested parking meter fee increases of \$.10 on-street and \$.05 off-street, and an increase in of \$15.00 per quarter for reserved parking are recommended.

Further review suggests that rate changes in FY22 and FY24 may be needed to fund capital and operating requirements through FY 2029 at current levels. At this time, it is estimated that those increases would be about half as large as the recommended FY19 increases. The financial condition of the fund will be reviewed annually, and rate change recommendations as needed to fund adopted CIP's and operating budgets will be advanced for consideration by the City Council.



Recommendation—Parking Rates for Meters and Permits:

The following table shows the Keene’s current parking rates arranged to allow comparison to other communities and with the ten hour meter fees converted into a monthly charge equivalent for comparison. This number matters as we evolve a discreet program to allow for a more customer friendly program for downtown employees.

| Current Parking Rates | | | | |
|-----------------------|------------------------|-------------------------|-------------------------|------------------------|
| Location | Current meter Rate/Hr. | Current Reserved Permit | Current Monthly Permit* | Current Meter Monthly* |
| Surface Lots | \$.30 | \$130.00 Quarter | \$43.34 | \$64.80 |
| Wells Upper | \$.30 | \$130.00 Quarter | \$43.34 | \$64.80 |
| Wells Lower | \$.30 | \$155.00 Quarter | \$51.70 | \$64.80 |
| City Hall | \$.30 | NA | NA | NA |
| On-Street | \$.75 | NA | NA | NA |

* Monthly Charge Equivalent for comparison - assumes 6 day week, 9 hour day.

These rates were set by the City Council in March 2016 -- the first increase in 12 years. As a result of that change, 310 spaces (10 hour spaces) are set at \$.30 per hour and 503 (2 or 3 hour spaces) at \$.75 per hour. Reserved Permit rates changed to a monthly rate of \$43.34 (\$130 per quarter) for surface lots and \$51.70 (\$155 per quarter) for the lower level of the Wells Structure. Reserved Permit rates for covered parking in Well Structure Lower dropped from \$160 per quarter to \$155 per quarter.

The recommendations made as part of the 2014 and 2015 presentations on fees and contemplated in the FY19-24 CIP envision a rate change of 310 meters set at \$.35 per hour, 449 at \$.85 per hour. The Quarterly Reserved Permit rates would be raised to a monthly charge of \$48.34 (\$145 per quarter) for surface lots and \$66.67 (\$200 per quarter) for lower level of the Wells Garages which is the only covered parking in downtown

| Current and Proposed Parking Rates | | | | | | | | |
|------------------------------------|------------------------|------------------|-------------------------|------------------------|--------------------------|------------------|--------------------------|-------------------------|
| Location | Current Meter Rate/Hr. | Current Permit | Current Monthly Permit* | Current Meter Monthly* | Proposed Meter Rate/Hr.* | Proposed Permit* | Proposed Monthly Permit* | Proposed Meter Monthly* |
| Surface Lots | \$.30 | \$130.00 Quarter | \$43.34 | \$64.80 | \$.35 | \$145.00 Quarter | \$48.34 | \$75.60 |
| Wells Upper | \$.30 | \$130.00 Quarter | \$43.34 | \$64.80 | \$.35 | \$145.00 Quarter | \$48.34 | \$75.60 |
| Wells Lower | \$.30 | \$155.00 Quarter | \$51.70 | \$64.80 | \$.85 | \$200.00 Quarter | \$66.67 | \$183.60 |
| City Hall | \$.30 | NA | NA | NA | \$.35 | NA | NA | NA |
| On-Street | \$.75 | NA | NA | NA | \$.85 | NA | NA | NA |

* Monthly Charge Equivalent for comparison - assumes 6 day week, 9 hour day.

| Comparison with Other NH Cities | | | | |
|--|-------------------|------------------|----------------|---------------------------------------|
| Location | On-Street | Lots | Garages | Garages Per Month |
| Concord | \$1.00 Hr. | \$.50 Hr. | \$.50 Hr. | \$87-112* |
| Manchester | \$.75 Hr. | \$.75 Hr. | \$.75 Hr. | \$55-85 |
| Nashua | \$.50-\$1.00 Hr. | \$.50-\$1.00 Hr. | \$.50 Hr. | \$30-50 |
| Portsmouth | \$1.50-\$2.00 Hr. | \$1.50 Hr. | \$1.25 Hr. | \$150 resident others \$165 |
| Dover | \$1.00 Hr. | \$.75 Hr. | \$.75 Hr. | \$20-45 |
| Keene (proposed) | \$.85 Hr. | \$.35 Hr. | \$.35 Hr. | \$48.34 un-covered \$66.67 covered |

*In Concord, garage spaces are \$1,044 uncovered and \$1,344 covered on a yearly basis billed quarterly with lease agreement and insurance requirements

Parking Tickets

There are two main reasons to have a ticket system. The obvious reason is for public safety/public service to prevent blocked streets, parking in front of fire hydrants, vehicles parking in accessible spaces, etc. The second is to provide a balance between parking supply and demand within the context of larger city goals such as economic development and sustainability. Ideally this program evolves as the needs of downtown Keene evolve and provide a balance between users' needs and available supply.

Tickets are a mechanism to support parking goals such as turnover and access. For downtown to be active and attractive to businesses, reasonable access to convenient parking must be available. This is achieved by space turnover. Parking tickets are used along with other tools to encourage compliance with rules to achieve the overall strategies in place for parking. Enforcement is time consuming and there are significant resources applied (labor and equipment) to achieve the goals of access and turnover.

Tickets and fines have always been a difficult subject for the public and an area of concern for City Council. The issue of ticket amounts was not addressed in 2016 during presentation to City Council on rates. However staff did state the issue would be brought back in the next two years. On one hand, the fine should act as a deterrent; on the other hand it should reflect some amount of cost recovery. Fines have remained at \$5.00 per violation since January 2, 2002 when the rate was raised from \$3.00. To be effective tickets must provide a real incentive to move vehicles when they are where they do not belong, and to provide for the rotation of vehicles parked longer than 2 hours. Fines have to be set high enough to influence intended behavior. Additionally, fines have to be collected or the incentive will not work.

Today, if the \$5 fine is unpaid, it increases to \$15 dollars after 14 days and \$35 dollars after 28 days. In setting rates for tickets we have to keep in mind the cost of issuing the ticket in addition to the incentive effect of parking turnover. Adopted City Council fiscal

policy states: Cost recovery should be based on the total cost of delivering the service, including direct costs, departmental administration costs, and organization-wide support costs (e.g. accounting, human resources, data processing, insurance, and vehicle maintenance). However, the rate structure should be sensitive to the market price for comparable private sector services or other public sector entities. There are few, comparable private sector “parking lots” and the only other “public” entity is Keene State College. KSC parking fines are \$25.00 and greater to encourage compliance. No direct comparisons can be made except to other Cities. Ticketing is the source of most parking complaints made to the City and to downtown businesses.

| Municipality | Ticket Fee Short Form |
|--------------|---|
| Keene | \$5 after 14 days \$15 after 28 days \$35 |
| Dover | \$15 after 10 days \$30 2 weeks to pay then \$50 |
| Portsmouth | \$15 after 30 days then \$30 |
| Nashua | \$10 after 7 days then \$20 |
| Hanover | \$10 after 14 days then \$20 and after 28 days \$30 |
| Rochester | \$15 after 10 “working” days then \$20. After that summons to court \$100 |
| Manchester | \$10 after 30 days then \$20 |
| Brattleboro | \$10 after 15 days then \$20 and after 30 days \$30 |
| Concord | \$10 after 10 days then \$20 and after 20 days \$40 (\$10 will be going to \$15 effect. July 2018) |

Currently, Keene does not place unpaid tickets into a collection agency system. Renewal of vehicle registrations for Keene residents are withheld pending payment of fines, and Keene has a reciprocal agreement with Manchester, Nashua, Hudson, and Merrimack.

| Year | # Paid | # Unpaid | Paid Total | Unpaid Total | Total Tickets |
|---------------|----------------|---------------|-----------------------|---------------------|----------------|
| 2010 | 23,262 | 1,102 | \$301,431.66 | \$47,776.00 | 24,364 |
| 2011 | 21,050 | 1,080 | \$270,000.00 | \$47,402.00 | 22,130 |
| 2012 | 23,039 | 1,163 | \$293,847.00 | \$49,054.00 | 24,202 |
| 2013 | 18,776 | 902 | \$258,198.36 | \$38,151.64 | 19,678 |
| 2014 | 19,505 | 1,101 | \$252,100.00 | \$47,375.00 | 20,606 |
| 2015 | 17,298 | 1,227 | \$217,551.00 | \$50,109.00 | 18,525 |
| 2016 | 22,400 | 2,080 | \$294,130.75 | \$90,895.25 | 24,480 |
| 2017 | 20,066 | 2,535 | \$240,408.24 | \$105,706.76 | 22,601 |
| Totals | 165,396 | 11,176 | \$2,137,064.01 | \$476,469.65 | 176,572 |

*Ticket counts assume the ticket is not under appeal, on hold, or void. Ticket sums assume the ticket has not been voided and the transaction has not been voided.

How each local government approaches the level set for fines shows sensitivity to local conditions and needs. The amount set by a City Council should reflect both the need to affect behavior and, to some degree, the cost to collect fines. The time frames set to pay fees should allow a reasonable time for the owner of the motor vehicle to pay the fine at the initial, lower rate and to allow for the back office operation of Parking Services to function effectively.

Recommendation -- Ticket Rate and Collection:

The Code should be changed to a tabular format in Appendix B of City Code. The fine amount should be raised from \$5 to \$15 and from \$15 after 28 days to \$30 after 30 days from ticket issuance and from \$35 after 28 days to \$60 from ticket issuance after 60 days. If not collected after 90 days from ticket issuance the issues should be sent to collections.

| Proposed Ticket Rate | | | | |
|---|---------------|------------------|-------------------------|--------------|
| | Meters | Fire Lane | Accessible Space | Other |
| | \$15 | \$75 | \$250 | \$15 |
| After 30 days | \$30 | \$100 | \$250 | \$30 |
| After 60 days | \$60 | \$125 | | \$60 |
| If not paid with 90 days from ticket issuance total amount put into collections | | | | |

Technology, Smart Meters, Kiosks

The City of Keene has made significant investment in parking devices and technology. History shows how the system has evolved over time with meters installed in the first instance in 1947. This included a “free parking experiment” (which cost the city \$55,000) that took place in 1985 - 1986 when meters were removed at the request of downtown Merchants.

Currently, 622 parking spaces have traditional meters and 202 parking spaces are managed with Kiosks. The parking meters are not electronic and do not take credit cards, but parking can be paid for with a mobile phone using the ParkMobile App. However, none of the true advantages of smart-meters are available in existing meters and most are merely up-to-date 1947 devices.

There are clear advantages to Kiosks and smart meters.

Kiosks Advantages

- Electronic payment
- Coins are accepted
- More payment options for users

- Eliminates meter posts/heads that blanket city streets
- Eases maintenance of streets and lots
- Saves time and Improves efficiency of monitoring – no need to monitor each meter and collect cash from each meter

Electronic Meter Heads Advantages

- Electronic payment
- More payment options and increases convenience for parkers

Pay-by-Phone Advantages

- Adds electronic payment
- Low or no capital costs
- Increases convenience for parkers

The introduction of new parking technology, *ParkMobile* and kiosks in particular has provided more payment options for patrons and efficiency for the Parking Services Division. Current practice is to install kiosks when changes are made to off-street lots and structures. A recent example is the Commercial Street surface lot. There are now 8 Kiosks installed as part of the system, 6 in lots and 2 on-streets. The Parking Division is investigating replacing current meter heads with smart meters that would allow more payment options including credit card payment. As new meter head technology is evaluated, the practice of installing kiosks should be continued in appropriate locations.

Recommendation -- Smart Meters and Kiosks:

Present policy is to change meters to Kiosks in parking lots. The lots that have not been converted include Gilbo East (planned with current renovation), the Library Annex (planned with completion of the current Library project), Gilbo West and Elm Street Lot. For on-street locations, kiosks are installed on the west side of Central Square between the Chamber of Commerce and Edward Jones, and Roxbury Plaza. Kiosks on street are a good choice where there is limited room for meter posts and where there are issues with maintenance including the north side of Central Square. Smart meters should continue to be evaluated for use on-street use in other areas including Main Street. A pilot program with customer surveys and review should be done to help determine a long term approach. Replacement of existing meters with smart meters is a project in the FY19-24 Capital Improvement Program.

Marketing, Outreach, Organization

Access to information to the public is critical to making sure that the parking system is in tune with public needs, business priorities and City fiscal management. It is crucial that the City of Keene provide up to date information about parking assets and services in

an easily accessible format. That means tuning in with the needs of the users and businesses that rely on public parking every day. Users need to know how the parking service works and where parking is available. With increased use of technology, managing parking with technology will become easier and more transparent to the users. Better mapping and use of GIS can be a key part of a marketing and information strategy

Parking Services is a division within the Police Department, but much of the maintenance and repair work is conducted by Public Works and that work is within their budget and not as transparent as it could be. Outreach should include being more transparent with how parking revenue is spent -- such as an annual report or on-line portal.

To create an integrated and financially sustainable parking system a high quality customer experience should be the highest priority.

Future Demand Locations

Development in Central Business District and the success of businesses such as the Monadnock Food Co-Op are affecting the location of parking demand. At the former Middle School 140 new apartment units and business/restaurant uses will add substantial demand for parking downtown. At this development, new on-site parking will not be adequate for the proposed uses. Nearby streets and neighborhoods will see an increase in parking and demand for overnight parking will increase. Washington Street, Spring Street, Harrison Street and Roxbury Street may see an increase in demand.

Additional parking demand will also come from the MoCo Arts project which has limited on-site parking. Daytime activity and evening events will place additional demand in the area of Roxbury Street and the Wells Street Parking Structure. Future development at the Railroad Property including expansion of the Monadnock Food Co-Op will also place more parking demand in this part of Downtown. The demand for reserved spaces has remained steady and should be expanded to reflect the changed market and flatten the revenue curve. Other than the City of Keene, known property owners who rent parking spaces are Keene State College, 60 Foundry Street (EMF) and the Center of Keene.

Demand for Overnight and On-street Parking

Recent interest in overnight on-street parking has resulted in an evaluation of City practices and regulations. In response to a recent request in an area just off Central Square, Public Works proposed changes to summer maintenance schedules and as a result City Council approved a revision to City Code allowing limited on-street overnight parking on a certain street near downtown. With new housing development under

construction it is likely that this type of request will continue. The discussion should include consideration of overnight on-street parking during winter maintenance periods.

City Code currently restricts how vehicles are allowed to park on the street, i.e. *“On the travel portion of any roadway so as to obstruct the movement of traffic in the travel lane.”* This general restriction limits on-street parking in many areas with narrow streets. This restriction along with the winter maintenance overnight parking ban between November 1st and April 1st should be reviewed.

Parking Map, Signs and Access to Parking Information

An updated parking map has been recently published on the City’s Website. This map reflects an accurate inventory of all spaces and shows the location of all downtown parking, including free parking. The map should be updated as conditions change. Opportunity for better public information and transparency should be found including mobile apps that are easily accessible to residents and visitors.

Primary Recommendations

| Action | Schedule |
|---|---|
| Hire and train Operations Manager | Hire by September 01, 2018, assume six months basic training to one year full training |
| Operations Manager reviews and submits report on operations | Review to begin by January 01, 2019, report to be submitted by May 01, 2019 |
| The Following Recommendations can be furthered based on information in the report, after public outreach and with ordinance changes. | A). July 2018, compile comments as part of public outreach program developed with the assistance of the Keene Police Department and the Community Development Department. B). September, create draft Ordinances to file with the City Council, hearings at committee and eventual adoption not later than December 2018 for an effective date of January 2019 |
| Increase the meter and quarterly reserved rates, 10 Hour meters would be set at \$.35 per hour, 2 hour meters at \$.85 per hour. The Quarterly Reserved Permit rates would be raised to a monthly charge of \$145 per quarter for surface lots and \$200 per quarter for the lower level of the Wells Garage. | |
| Increase Ticket fines from \$5 to \$15 and from \$15 after 28 days to \$30 after 30 days and from \$35 after 28 days to \$60 after 60 days. If not collected after 90 days from date of ticket the unpaid tickets should be sent to collections. | |
| Evaluate change to Time Limit from 2 hours to 3 hours. | |
| Change Hours of Operation to 9AM to 7PM Monday through Friday and 9AM to 5 PM on Saturday | |
| Add spaces such as on Norway Avenue/ Emerald Street to the parking system | |
| Review the use of and if warranted change 19 meters on the west side of Main St. between | |

| | |
|---|--|
| Wyman Way and Appleton St. to permit parking. Change parking meter time limits on east side of lower Main Street to match Keene State College class time. | |
| Change meters to permits on Ralston Street, south of Davis Street and north of the Mills entrance. Change the remainder of Ralston St. spaces to match Keene State College class times. | |
| Consider permit system for the two hour limited parking areas on Adams Street | |
| Consider changing the parking limits on Marlboro Street west of Grove to match business needs. | |
| The Following Recommendations will require further study and discussion both with the City Council as well as with the Public utilizing an outreach effort and should not begin until the replacement Operations Manager is in place. | Begin outreach and discussion in January 2019. Target goal date should be July 2019 for the creation of any programs and the Ordinances required facilitating the program. |
| Continue to install Kiosks in parking lots, investigate the use of Kiosks in Central Square--- experiment with smart meters for other areas of the City. Where there are Kiosks, market the use of smart cards. | |
| Seek opportunities for reserved parking in the City Hall upper deck (evenings), Gilbo East and West lots as well as Commercial lots. | |
| Evaluate on-street parking for possible overnight and permit parking opportunities. | |
| Implement permit programs for areas where new demand will affect neighborhoods. | |
| Identify new markets and conduct interviews and create dialog with retail, business, restaurant, and entertainment interests. Continue to collect and refine data. | |
| Develop and implement a communications and marketing plan including signs, website, social media, and information distribution methods. | |
| Publish and distribute an improved Parking Map distributed to all downtown businesses to increase awareness of the available parking. Develop Parking Apps for mobile devices. | |
| Review the location of delivery locations to permit easy stocking of stores and accommodating other business interests | |
| Establish a Downtown Employee and Resident Rental Permit Program | |
| Establish a Bulk Purchase Program | |
| Seek opportunities for reserved parking in the City Hall upper deck (evenings), Gilbo East and West lots as well as Commercial lots. | |
| Evaluate on-street parking for possible overnight and permit parking opportunities. | |
| Implement permit programs for areas where new demand will affect neighborhoods. | |

Executive Summary
Parking Issues and Recommendations Report
June 19, 2018

The City Manager requested a comprehensive review and report on parking in downtown and surrounding areas. The review includes: utilization of parking spaces and lots, revenue, marketing, hours of operation, demand, and parking technology.

History Public parking in Keene began in 1947 and since that time, the same issues have been discussed by City Councils, in particular parking costs and revenue. Since the early 2000's there have been several studies and reports conducted by staff or prepared by consultants related to parking, some in conjunction with projects including new garages.

An Integrated Parking Management System Well managed parking contributes greatly to economic health and vitality. Public parking is critical to businesses that cannot provide their own parking. Effective parking management ensures turnover and keeps an open supply of spaces. Free parking is never free; parking lots consume downtown land that would be better used for tax paying buildings, and contribute environmental problems. Revenue from meters, reserved spaces and fines supports the Parking Fund without which downtown amenities would be paid entirely by the taxpayers of Keene through the general fund.

Parking System Data and Analysis The parking system consists of 1,347 metered or reserved parking spaces. 396 spaces are reserved by permit and 824 are metered. There are 48 accessible spaces, 24 loading spaces, and 55 *free* two hour limited spaces (plus an additional 41 free no limit spaces). 509 spaces cost \$.75 PH and 310 cost \$.30 PH. The use of metered spaces both on-street and off-street has changed as the character of the Central Business District has changed and that has an effect on the income stream for the Parking Fund. There are additional markets/focus areas that the City could integrate into a parking management strategy.

Decline in Daytime Parking Use 2014 – 2017 The percentage of occupancy of metered parking spaces declined from 2014 to 2017. *Average occupancy of all on-street spaces in 2014 was 44% while in 2017 average occupancy was 37%. A similar trend is seen in off-street metered locations where the annual average occupancy has declined from 47% in 2014 to 38% in 2017.* Downtown Keene today is different than it was five or ten years ago. There are fewer retail businesses operating from 8:00 AM to 5:00 PM and more restaurants, bars and businesses that cater to nightlife. Of the 79 ground floor businesses on or adjacent to Main Street, 18 open before 9:00 AM, 62 open between 8:00 AM and 11:30 AM, and another 13 open at noon or later. In May and June 2017, the Parking Division completed a selective evening parking count which shows significant increases in occupancy of parking spaces – ranging from 10% to 56% -- on Main Street at 7:00 PM as compared to 4:30 PM.

Wells Street Lot and Garage and Roxbury Plaza (street) The Wells Street lot is used for 10 hour parking at \$.30 per hour. Nearby, Roxbury Plaza is used for 10 hour parking at \$.30 per hour. Wells lot has a 72% utilization (3% drop from 2014 - 2017) and the Roxbury Plaza use rate in 2017 is 47%, up 22% since 2014. Wells Garage upper level utilization of metered spaces is only 3%. Wells lower level the use of metered parking spaces is 55%.

Data Summary Highest demand for on-street parking is around Central Square and lowest is on Main Street south of the roundabout near Keene State College. Off-street meters show higher average utilization than on-street meters. The time of peak demand for on-street and off-street parking has shifted and is greater after 4 pm. Occupancy of spaces in the evening (7:00 pm) is higher than afternoon (4:30 pm) and most businesses open after 10 AM. While some high demand areas “peak” at over 90% occupancy during certain times of the day, there remains sufficient parking in nearby lots and side streets and the current parking supply is adequate. The Commercial Lot is underutilized and the Gilbo Ave Lots are used to great extent by employees of businesses.

Parking System Recommendations

Space Rental Permit Program This would provide parking for residents of the downtown as well as employees seeking convenient and cost effective, day-long parking. Parking permits for employees could be purchased on a monthly basis/rate (paid quarterly) used in designated permit zones (day only) and not in metered areas (meter zone). Resident parking permits would be available for qualified downtown units that have no off-street parking and are within 200’ of a designated municipal parking lot, though some additional restrictions may apply. The permit is not intended to authorize continuous (24/7), long-term day parking.

Bulk Purchase Program This program would provide for the opportunity of bulk, long-term leases of designated day and or night parking. Leases of bulk portions of unused public parking areas are already permitted by City Code Ch. 94, but no real program has been developed. These would be leases with conditions and prices set by the department and the City Manager and are limited by the spaces available. The codification of this program will allow the City Manager to address this need while ensuring that ample parking is provided for metered customers in addition to monthly rentals.

Hours of Operation Data collected in May 2017 indicates double digit percent increases in parking use when comparing use rates at 4:30 PM and 7:00 PM. If the intent of Parking Services is to create turnover of vehicles so that parking is as available as possible then it would be prudent to shift the efforts of the division to that end. To match the actual use of parking, meter times should shift at least one hour.

Parking Fund Revenue Appearance and condition of the Central Business District and the ability to attract and retain businesses, residents, and visitors are vital to the economy. Funds have to be adequate to operate the system as well as pay for maintenance, repairs and construction. Financial projections in 2015, when the last Fee change was adopted, indicated that parking fees would need to be adjusted in FY 2019 and 2022. Increases of \$.10 on-street and \$.05 off-street were recommended in each of those years. In addition, an increase in FY 2019 and FY 2022 of \$15.00 per quarter was recommended for Reserved parking (covered and uncovered). Further review suggests that rate changes in FY 2024 may be needed to fund capital and operating requirements through FY 2029 at current levels.

Parking Fund Recommendations

Meter Rate The recommendation is to increase rates to those stated in prior studies and anticipated by the adopted CIP. 308 meters would set at \$.35 per hour, 449 at \$.85 per hour. The Quarterly Reserved Permit rates would be raised to a monthly charge of \$145 per quarter for surface lots and \$200 per quarter for the lower level of the Wells Garage.

Tickets Fines have remained at \$5.00 per violation since January 2, 2002 when the rate was raised from \$3.00. This rate is not a deterrent. In 2015-2017 5,822 tickets were unpaid, fines have to be collected or there no value to ticketing. Ticket rates should be increased from \$5 to \$15, and from \$15 after 28 days to \$30 after 30 days, and from \$35 to \$60 after 60 days. If not collected after 90 days the unpaid tickets should be sent to collections.

Technology, Smart Meters, Kiosks There are 622 parking spaces that are metered with an additional 202 parking spaces that are managed with Kiosks. Existing parking meters do not currently take credit cards, but the space can be paid with a smartphone with the ParkMobile app. Both Kiosks and Smart Meters have advantages over the present mechanical meters. Present policy is to change meters to Kiosks in parking lots. Kiosks on street are a good choice where the parking areas and sidewalks are tight and where there are known issues with maintenance.

Technology, Smart Meters, Kiosks Recommendation

A logical location for Kiosks is the frontage along Central Square. Smart meters should continue to be evaluated for use on street in other areas starting with Main Street. Smart meter replacement is a project outlined in the Capital Improvement Program.

Marketing, Outreach, Organization It is crucial that the City of Keene improve marketing of parking assets and services. Parking Services is a division within the Police Department, but much of the maintenance and repair work is conducted by Public Works. That work is funded in the Public Work budget but is not as transparent as it could be. Development in Central Business District is affecting the location of parking demand. Nearby streets and neighborhoods will see an increase in parking and demand for overnight parking will increase. The demand for reserved spaces has remained steady and this program should be expanded to reflect the changed market and improve revenue. There has been a recent interest in overnight on-street parking resulting in an evaluation of City practices and regulations (which should continue).

Marketing and Outreach Recommendation

On street parking should be reviewed for possible permit parking options. A communications and marketing plan should be prepared and implemented including signs, social media, website, and information distribution methods. A new Parking Map should be widely distributed to include any and all businesses on Main Street and the streets off of Main Street so that there is widespread knowledge of available parking.

Primary Recommendations

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|---|--|
| Hire and train Operations Manager | Hire by September 01, 2018, assume six months basic training to one year full training |
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