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Prepared for:

**Downtown Business Improvement District
of Missoula**

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Greater Missoula Downtown Master Plan

Task Report #1

Current Parking

Program Assessment

& Supply/Demand Summary

Final Report



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Note: (Incorporates stakeholder review comments as of 02/16/09.)

CURRENT PROGRAM OVERVIEW

Introduction

The Missoula Parking Commission (MPC) is the city department responsible for parking operations, maintenance, and enforcement within Missoula's central business district (CBD) and around the University of Montana. The MPC oversees 15 parking facilities in the downtown core, the Residential Parking Permit Program (RPPP), meter collections, maintenance and enforcement, and the issuance of permits for disabled, commercial, and loading zone spaces. The MPC has established itself as more than just an organization that provides parking for vehicles. The MPC is striving to be an active and collaborative partner with other organizations to develop and promote strong parking, transportation alternatives and transportation demand management strategies.

The MPC operates under the following Mission Statement:

"The Missoula Parking Commission (MPC) works with government, business, and citizens to provide and manage parking and parking alternatives. MPC identifies and responds to changing parking needs in the area for which it is responsible."



The Missoula downtown core features an eclectic mix of restaurants, shops, residential, entertainment venues and offices. The MPC provides parking management within the core and works closely with the Missoula Downtown Association (MDA) supporting economic development and event sponsorship.

City leadership is currently working on strategies to attract new business, retain existing businesses and enhance the downtown experience through the development of a comprehensive Downtown Master Plan. Seamless transportation, access and parking are deemed essential to downtown Missoula's overall strategic plans. Therefore, this parking management "Best Practices" and Supply/Demand Analysis study is intended to identify practical recommendations to further advance the city's parking and transportation programs and enhance the overall Downtown Missoula experience.



Missoula Parking Commission Inventory

The MPC provides a total of 2,187 on-street and off-street downtown public parking spaces of which 11% are provided in structured parking facilities. Accessible parking is provided in designated on street spaces as well as downtown parking garages and lots.

Additionally, the MPC's jurisdiction includes the Residential Parking Permit Program adjacent to the University of Montana (820 spaces).

Table 1 provides the breakout for parking by type as of 2008:

FY08- MPC Overview						
	Number of Facilities	Spaces	% of Total Spaces	Number Permits Issued (1)(2)	Revenue per Year (1)(2)	Wait list (1)
Off-Street						
Surface Lots	13	787	26%	627	\$341,580	123
Garages	2	325	11%	280	\$203,652	109
Total Off-Street	15	1,112	37%	907	\$545,232	232
On-Street						
Meters	-	1,075	36%	N/A	\$475,006	-
RPPP	-	820	27%	1,100	\$9,790	-
Total On-Street		1,895	63%	1,100	\$484,796	-
Total On-Street and Off-Street		3,007	100%	2,007	\$1,030,028	232

Notes: (1)Source: MPC lease Lot spreadsheet (4/7/08) (2)RPPP = FY07 figures.

Table 1: FY08 –MPC Overview

MPC's Residential Parking Permit Program (RPPP) zone is shown in Figure 1. MPC's jurisdiction (minus RPPP) is illustrated in Figure 2 on the next page. This map indicates the locations for public parking (blue lines) and off-street monthly, or lease, parking (brown lines).

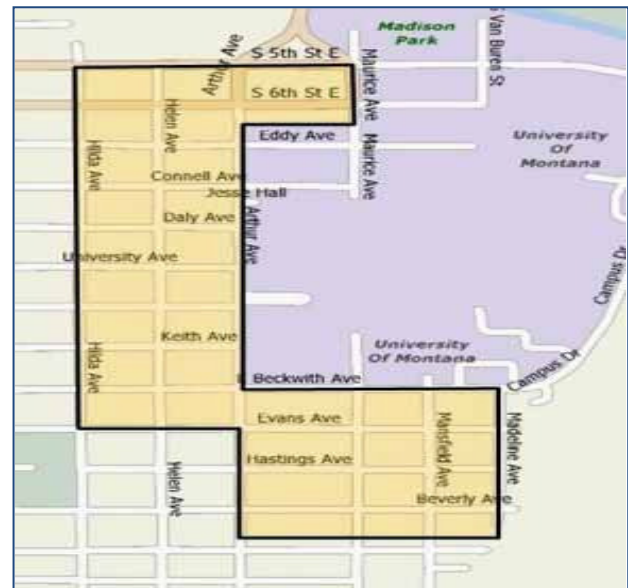


Figure 1: RPPP Zone Map

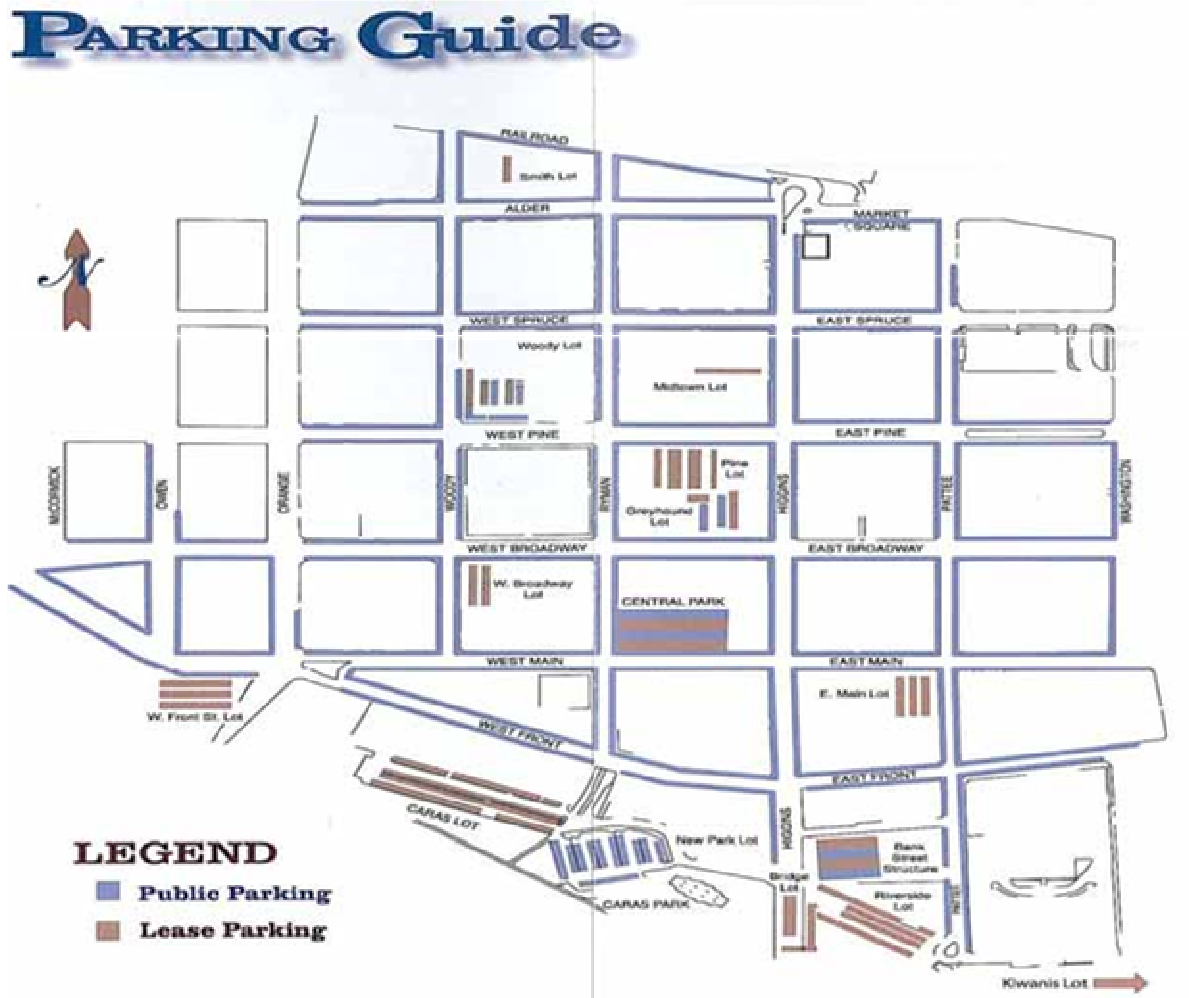


Figure 2: MPC Jurisdiction (minus RPPP)

Off-Street Parking Facilities

The MPC currently owns/manages two parking structures and thirteen surface lots. As of April 2008 the City has sold 280 parking garage permits, or 112% of its lease supply capacity. As the Table 1 above indicates, there is a wait list of 109 people for the two garages combined and 123 people for the surface lots combined.

Three surface lots (Greyhound Lot, Caras Lot, and Woody Lot) allow hourly parking through the use of meters. These three lots contain a total of 41 meter spaces. All other surface lots contain either signed free or hourly parking, or are designated for monthly only parking.

On-Street Parking



On-street metered and time/use limited parking is available throughout the City of Missoula CBD. There are 1,075 metered on-street parking spaces in Downtown Missoula (49% of the total CBD parking inventory), 820 RPPP spaces near the University of Montana, and within the study area there are an additional 714 on-street spaces that are unsigned, signed with time limits, or designated as loading zones.

Parking System Programs & Rates

MPC provides a broad offering of parking programs suited to various constituents and user groups. These programs include the residential parking permit program (RPPP) garage/lot permits, exit-pay visitor parking, pay-by-license plate, on-street meters, and meter hoods.



The RPPP places time-limit restrictions and permit requirements for on-street parking within three designated residential areas. The RPPP restrictions apply Monday through Friday from 8 a.m. until 5 p.m., and each permit is valid only in its designated area. In 2007, the MPC issued over 1,100 permits and generated \$9,790 in permit revenue. Permits are available to residents for \$10 annually (July – June) and are color coded for a specific area. Every resident also has the option to purchase two visitor parking permits at \$5.00 per permit. Each visitor permit is good for up to 4 hours on the block of the permit holder's address. In 2007, the MPC issued 4,534 violation tickets and generated \$34,785 in ticket revenue. This equates to an average revenue per ticket of \$7.67.

Most meters have a \$0.50 per hour rate with a two hour limit. However, there are 10 hour meters located on the periphery of the downtown area. The 10-hour meter rate is \$0.25 for 2.5 hours. Enforcement is Monday through Friday 9:00 am to 5:00 pm, and on-street parking is free after 5:00 p.m. The city also provides free on-street parking at all metered locations on weekends and holidays.

Dependent on the facility, the MPC offers different payment and utilization options. For monthly permits the parker would pick up an application at the MPC's office. Figure 2 on the next page specifies the rates, hours of operation, and payment options for both garage and surface lot parking.

MPC Parking Facilities					
Garage Rates					
Hourly**					
	Up to 1st hour	Up to 2nd hour	Up to 3rd hour	Each Add'l Hour	After Hours & Holidays
Monday	\$ 0.25	\$ 0.25	\$ 0.50	\$ 0.75	Free
Tuesday	\$ 0.25	\$ 0.25	\$ 0.50	\$ 0.75	Free
Wednesday	\$ 0.25	\$ 0.25	\$ 0.50	\$ 0.75	Free
Thursday	\$ 0.25	\$ 0.25	\$ 0.50	\$ 0.75	Free
Friday	\$ 0.25	\$ 0.25	\$ 0.50	\$ 0.75	Free
Saturday	Free	Free	Free	Free	Free
Sunday	Free	Free	Free	Free	Free
** Each hourly rate is in addition to the previous hourly rate(s)					
Monthly					
				Payment Options	
Location	Rates	Hours of Operation		Monthly	Daily
Central Park	\$44 □ \$65	M □ F 8 a.m. □ 6 p.m.		Access Card	Pay-at-Exit
Bank Street	\$55 □ \$65	M □ F 8 a.m. □ 5 p.m.		Access Card	Pay-by-License
Surface Lot Rates					
		Payment Options			
Location	Rates	Monthly	Daily		
Varies	\$25 □ \$50	Permits	Meters - Posted Rate and Time Limit		

Table 2: FY08 –Garage Rates

Monthly permit rates are based on where the permit allows a vehicle to be parked within a specific garage. For example, a permit which allows parking on the upper level of the Bank Street garage cost \$55.00 per month; however, a permit for the lower level of the Bank Street garage costs \$65.00 per month.

The MPC offers several additional parking programs. They include:

- Commercial permit - Allows a vehicle to park at a meter without paying for up to two (2) hours.
- Meter Hoods - \$5 per day per meter
- Service permit - Allows a utility company vehicle to park at a meter for up to four (4) hours.
- Validation program - Allows participating downtown businesses to give a customer a parking coupon for 1 hour of free parking at Central Park garage (limit two per visit). The participating business' name is printed on the front of each validation, and the participating business is charged \$0.25 for each redeemed validation.



Annually, the MPC issues an average of 425 permits for disabled, commercial, and loading zones.

Enforcement

The MPC's Parking Enforcement Group consists of three full-time enforcement personnel. The parking enforcement group is responsible for monitoring and enforcing parking meter compliance, RPPP zone enforcement, permit enforcement, scofflaw list, alleys within district boundaries, loading zones, and parking complaints received from citizens. In addition, parking enforcement officer's work with special event coordinators to address parking issues associated with events.



In FY07, the parking enforcement group issued in excess of 71,000 citations and utilized the tire boot approximately 100 times. Of this number, they collected fines for 55,501 citations, or 78% of the total citations issued. Total revenue collected from citations was \$268,225. This equates to \$55.09 per hour worked by an enforcement officer. See Table 3 below.

FY07 Enforcement Statistics	
Total Citations Issued	71,155
Citations Collected	55,501
Citation Collection Rate	78%
Citation Collection Revenue	\$268,225
Average Revenue per Citation Issued	\$3.77
Average Revenue per Citation Collected	\$4.83
Total FTE Staff	3
Total Hours Worked (1)	6,240
# of Citations per staff hour	11.4
Revenue Generated per Staff Hour (2)	\$55.09
Notes: (1) FTE = 2080 hrs annually. (2) Number of citations issued per staff hour x Average revenue per citation collected.	

Table 3: FY07 Enforcement Statistics

Based on data collected in 2007, Missoula's current on-street fine structure is significantly below the fine structures of other Montana cities. See Figure 4 below.

Based on the average fine for meters (\$6.00), Missoula is \$4.00, or 66%, below the meter fine average. Missoula is \$9.00, or 64%, below the overtime violation fine average, and \$1.25, or approximately 8%, below the improper parking fine average. Missoula has the lowest meter and overtime fine structure of all the cities in the study.

On-Street Fine Structure Comparison			
	Meters	Overtime	Improper Parking
Missoula	2.00	5.00	15.00
Comparable City Fees**			
Billings	N/A	15.00	15.00
Bozeman	N/A	15.00	10.00 - 25.00
Great Falls	3.00	10.00	10.00
Helena	5.00	20.00	20.00
Kalispell	10.00	10.00	20.00
Comparable's Average	6.00	14.00	16.25
Missoula's Difference to Average - Above/(Below)	(4.00)	(9.00)	(1.25)

** Comparable information collected in 2007. Fines may have changed.

Table 4: On-Street Fine Structure Comparison

Table 5 provides additional operational information regarding the parking enforcement group.

Additional Parking Enforcement Operational Details	
Ticket Writing Technology	Cardinal Tracking ticket management software, Casio IT-3000 for handheld ticket writers
Ticket Appeals Process	Parker notifies MPC. Most appeals are handled administratively by MPC; however, if parker wants to continue appeal process, MPC makes referral to Municipal Court.
Towing Policy	Vehicle towed only if vehicle owner does not respond after vehicle is booted.
Vehicle Booting	By ordinance, a vehicle must receive 5 citations prior to being booted. By practice, it requires 10 citations.

Table 5: Additional Parking Enforcement Operational Details

System Operating/Management Structure

The City of Missoula's parking organization is "vertically integrated" under the leadership of the MPC Director. (i.e., on-street, enforcement, off-street operations and planning are managed as one unit). The Director reports to the MPC's Board, and the position also serves as an ex-officio board member of the Missoula Downtown Association. The MPC Director also takes counsel and advisement from the Missoula Redevelopment Agency (MRA).



The MPC is comprised of eleven full-time equivalent (FTE) employees under the following operating and service entities;

- Administrative Group (4 FTE)
- Parking Enforcement Group (3 FTE)
- Parking Operations / Maintenance Group (4 FTE)

The parking Operations/Maintenance and Administrative groups are the largest sections each with approximately 36% of the staff, while the Enforcement Group comprises approximately 28%. Each Group has clearly defined tasks and responsibilities under the leadership of a supervisor who reports to the MPC Director.

Operating Budget

The Amended 2008 Expense Budget for MPC has been set at \$1,327,471. Personnel services accounts for the largest allocation (41%) of the amended FY 2008 expense budget. Figure 1 below illustrates the MPC expense budget by category for amended FY 2008.

The \$282,691 in the "Miscellaneous" category includes \$125,000 for the Downtown Master Plan funding. The remaining \$157,691 covers the MPC contract with the City, utilities and funds designated for transportation demand management initiatives.

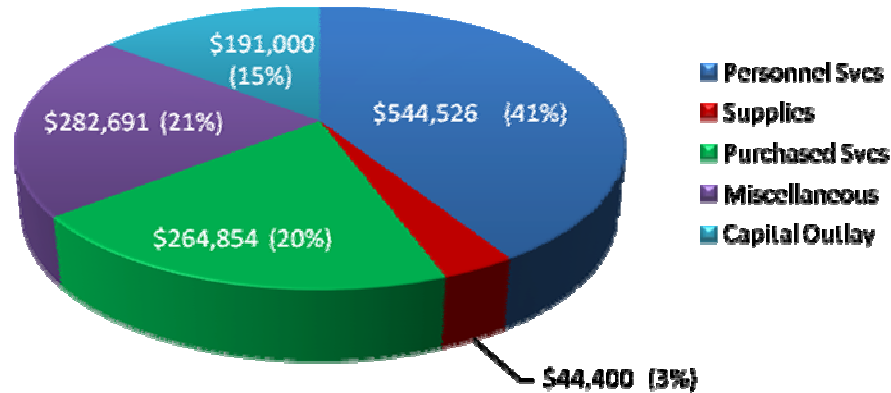


Figure 1 - Amended FY08 Expenses by Category

Included in the Capital Outlay category is the MPC's current annual debt service obligation of \$165K, or 12% of the FY 2008 amended expense budget. This expense is due to revenue Bonds issued in 2000 for the Bank Street Structure. MPC used \$300,000 cash and bonded \$1.7 million for the facilities construction. The final payment is due 2016.

Figure 2 illustrates the MPC's projected revenue budget for FY 2008. The figure breaks out the projected revenues by category; however, it excludes non-parking related revenues. Based on the FY 2008 projections, metered and leased revenue is projected to generate the majority of the revenue.

Projected FY08 Revenue by category:

- Metered \$475,000
- Leased \$525,000
- RPPP: \$34K tickets and \$9,790 permits
- Special Permits: \$8,700
- Enforcement: \$250,000

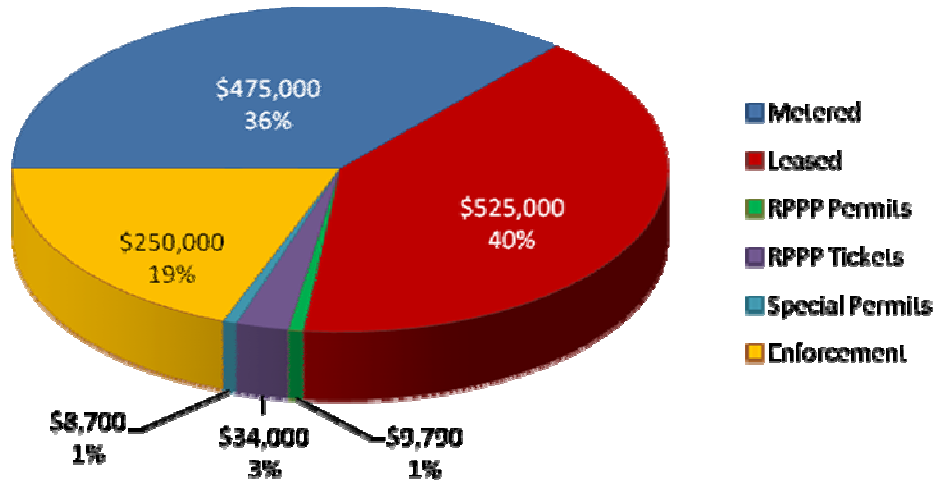


Figure 2- Projected FY08 Revenue by Category

Transportation Alternatives & Demand Management

The MPC actively participates in a variety of community transportation initiatives along with Missoula in Motion, Mountain Line and Missoula Ravalli Transportation Management Association (MRTMA).

Missoula in Motion runs the "Momentum" Transportation Demand Management (TDM) program. The program is designed to help employees save money and time while helping to maintain the quality of life in Missoula. "Momentum" includes a combination of efforts that encourage the use of a wide variety of commute options. Currently 4,835 members are signed up for the Momentum program.

The EZ Pass program, offered through Missoula in Motion, is an annual bus pass provided to employers for all employees. EZ Pass holders are entitled to unlimited rides on all Mountain Line buses, and are also eligible to use the Guaranteed Ride Home program. In addition to all Missoula Downtown Association businesses with fewer than 150 employees, several other Missoula businesses participate in the EZ Pass Program, including the City of Missoula, Missoula County, The Pattee Creek Market, Spirit at Play and Mountain Home. The MPC contributed \$14,350 to the EZ Pass program in FY 2007. The EZ Pass Program offers many benefits to the business community including a substantial savings on transit, tax benefits, more customer parking, and convenience and flexibility for employees.

The Mountain Line bus system offers a car free way to get around Missoula. Service between downtown and the University has helped both areas address parking and congestion issues.

As illustrated by Figure 3 below, approximately \$32,350 of MPC's revenue goes to help fund TDM efforts.

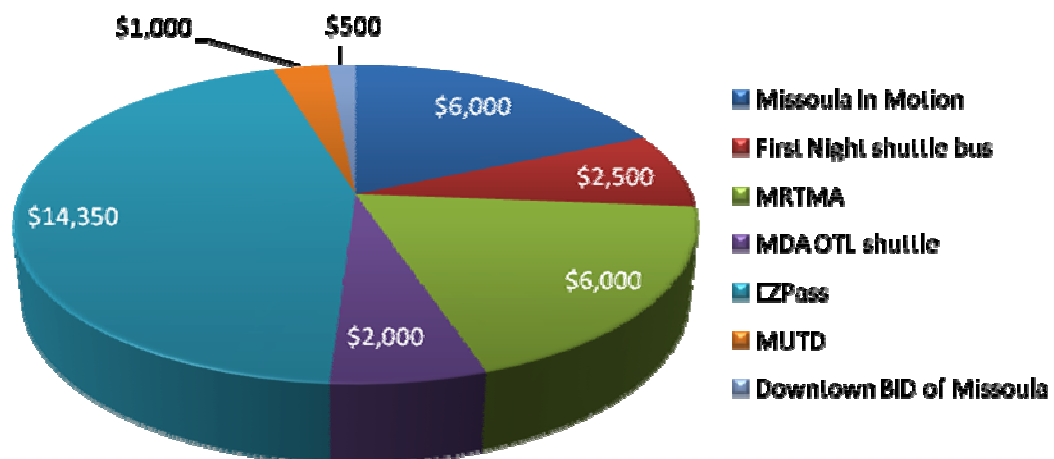


Figure 3: FY 2007 TDM Expenditures by Project

The Missoula Ravalli Transportation Management Association develops comprehensive transportation alternatives to reduce traffic and parking congestion. Working with the Montana Department of Transportation, MR TMA provides transportation choices for citizens of Missoula, Ravalli and Lake Counties.

Missoula in Motion runs the “Momentum” Transportation Demand Management (TDM) program. The program is designed to help employees save money and time while helping to maintain the quality of life in Missoula. “Momentum” includes a combination of efforts that encourage the use of a wide variety of commute options. Currently 4,835 members are signed up for the Momentum program.



The EZ Pass Program offers many benefits to the business community including a substantial savings on transit, tax benefits, more customer parking, and convenience and flexibility for employees.

Parking Marketing

Carl Walker's database of various municipal parking programs indicates that the typical parking system marketing budget averages approximately \$7.00/space/year. We believe this investment in parking system marketing and promotion is money well spent and is a program element that the MPC should consider enhancing.

The MPC recently finalized a new corporate identity. The new identity “P” is starting to be placed in all parking services programs and printed materials. It is recommended that this new identity be prominently featured at surface and structured parking locations.



Current Parking Programs & Marketing Collateral

MPC PARKING PROGRAMS

- **Permit - Garage/Lot**, Downtown, Information & Application
- **Event Meter Hoods**, Downtown, Information & Application
- **Construction Meter Hoods**, Downtown, Information & Application



- **Wait List - Garage/Lot**, Downtown, Information & Application
- **Residential Permit Parking Program (RPPP) Resident**, Information & Application



- **Downtown Parking Guide** – Tri-fold brochure produced and distributed by MPC. Covers parking terms, permits and programs, meters and rates, lease lots, garages with rates and hours of operation, and other parking information. Includes a map indicating location of MPC lots and garages.

- **“Free Your Wiper Blades”**- A 3" x 5½" flyer that is placed on a vehicle's windshield when the time has expired on a meter. Given in lieu of a ticket. Lists alternative parking locations that costs less and offer more generous time limits.

- **“You Have Been Forgiven!”**- A 3" x 5½" flyer that is placed on a vehicles windshield when time has expired on the meter. Given in lieu of a ticket. Specific to non-Missoula residents.

- **Seasonal Themed “You Have Been Forgiven”** - A 3½" x 5½" flyer that is placed on a vehicles windshield when time has expired on the meter. Given in lieu of a ticket. Allows the vehicle to remain in that spot for an additional 2 hours without receiving a ticket.



- **“Enter the Always-Find-a-Spot Zone”**- A 3½" x 5½" flyer promoting parking in the parking garages in downtown Missoula. States that the first three hours are only \$1. The reverse side has a map to three locations. Reminder that parking is free on the weekends and evenings.

Parking and TDM Marketing Initiatives

- **Missoula in Motion offers “Momentum”** – Explains free employee benefit of alternative transportation solutions. Covers carpooling, public transit, walking, and biking. Published by Missoula in Motion.
- **“Seven Green Ways to Get Around Missoula”** Folding brochure that covers in depth seven alternatives to utilization of a single occupancy vehicle. Discussed pros of alternative transportation and the associated costs. Published by Missoula in Motion. -

- **“Way to Go” Club-** Brochure that discusses how to get involved with the Missoula in Motion initiative to utilize alternative transportation. Offers on-line program registration. Published by Missoula in Motion.



- **“Out to Lunch on the Park & Ride”** – 5" x 8 ½" flyer discussing how to utilize the bus system to shuttle down to Caras Park for Out to Lunch. Details the transfer location and the bus intervals. Map details the parking locations along the route. Sponsored by Mountain Line Bus, MPC, Missoula in Motion, and Blackfoot Communication.

Current Parking Inventory & Occupancy Summary

Study Area

On April 15 and 16, 2008 **Carl Walker** and **WGM Group** conducted an inventory of parking spaces located within the downtown Missoula study area. The main study area for this project was roughly bounded by Railroad Street to the North, Madison Street to the East, the Clark Fork River to the South, and Orange Street to the West. A smaller section of the study area, the Hip Strip District, is roughly bounded by the Clark Fork River to the North, Gerald Street to the East, Connell Avenue to the South, and Myrtle Street to the West. Figure 4 below illustrates the study area boundary, as well as the five study area districts.

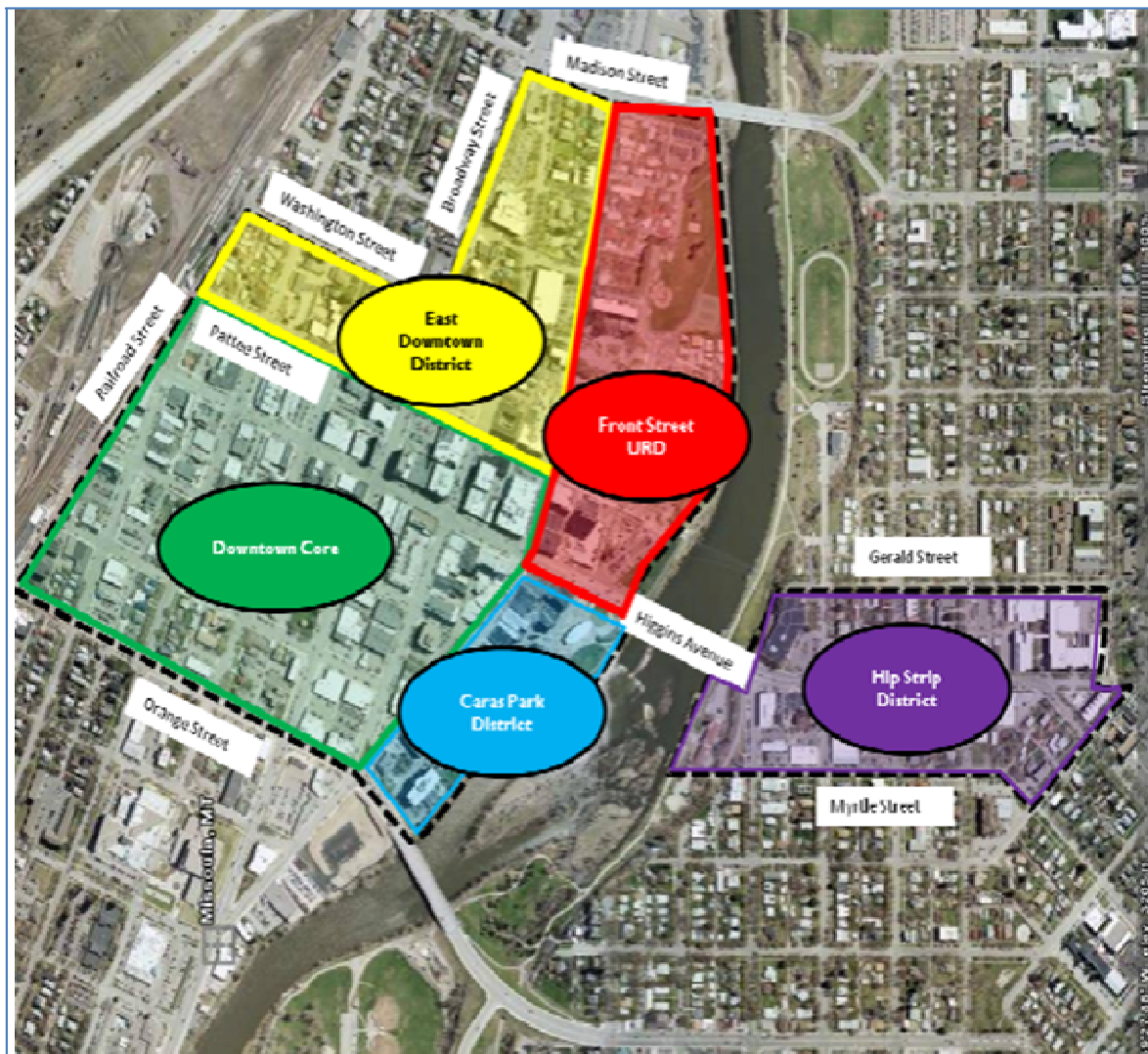


Figure 4- Parking Study Area by District

Block Numbering

Prior to conducting the parking inventory and occupancy surveys, block numbers were assigned to the various blocks located in the study area. A total of 51 blocks were designated. Figures 5 and 6 on the next couple of pages illustrate the block numbering sequence used in this report.

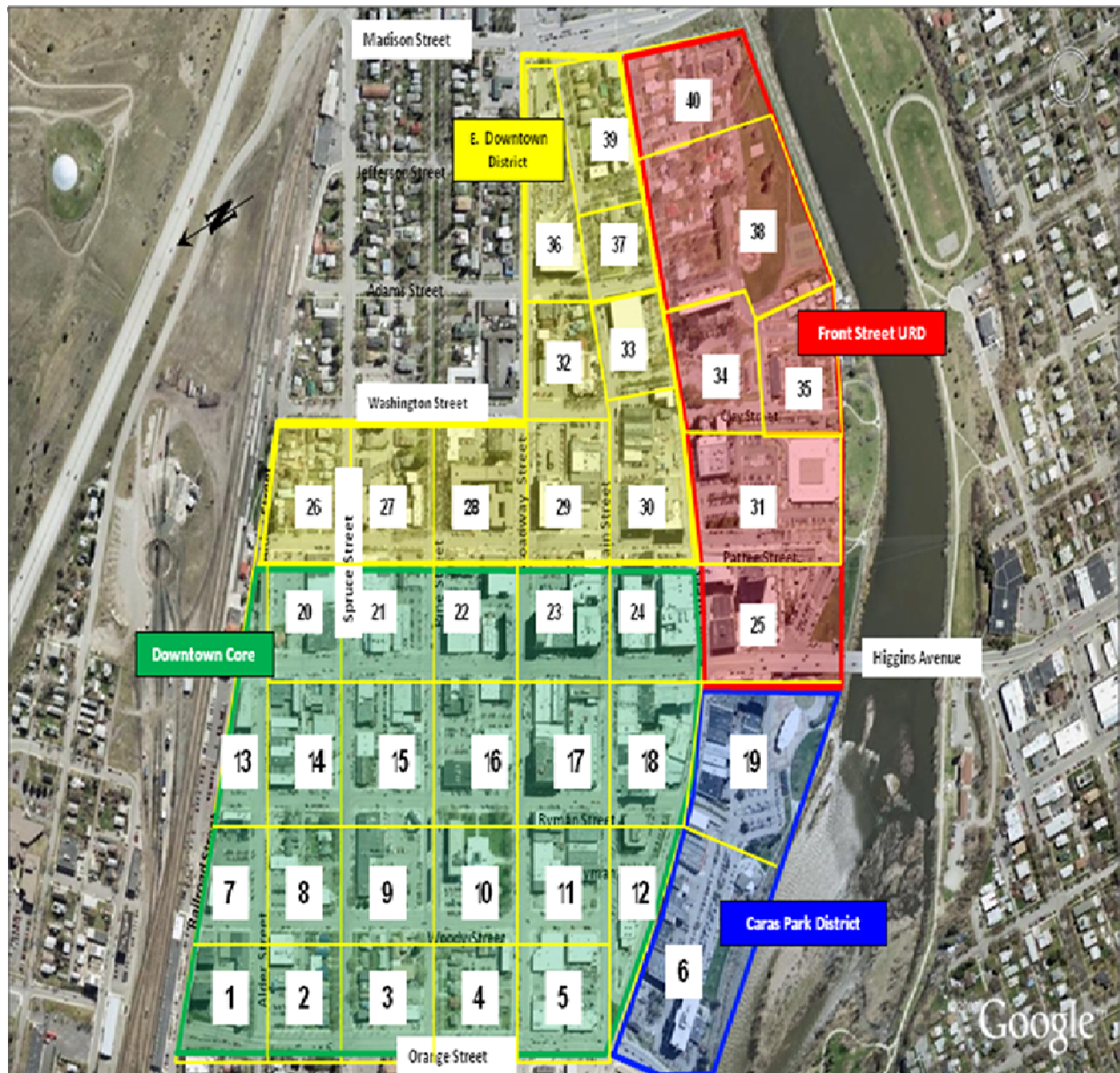


Figure 5- Parking Study Area by Block Number (Hip Strip District Excluded)

The Hip Strip district encompassed 11 of the 51 blocks. The Hip Strip is a developing retail area within walking distance of the downtown core. As this area continues to be revitalized and grows, convenient parking will become an increasing issue. There is little space left for the development of additional surface lot parking to accommodate the increasing parking requirements.

Figure 6- Parking Study Area by Block Number (Hip Strip District ONLY)



The 51 block study area was broken into 5 distinct study area districts.

- Downtown Core
- East Downtown District
- Front Street URD
- Caras Park District
- Hip Strip District

Inventory

Dividing the study area into 51 blocks enables **Carl Walker** to analyze the data each area district or combination of blocks. The parking spaces were classified into two primary categories, on-street and off-street. For this study, on-street spaces generally refer to spaces located on a roadway, adjacent to a block, oriented parallel or angled to the curb. Off-street spaces refer to spaces located within a block and within the curb face. Generally, all on-street parking spaces were available for public parking while the majority of off-street spaces were reserved for a particular group (e.g., specific customers, reserved parking, etc.). In this report, off-street public parking will refer to MPC facilities and privately owned/managed parking facilities that are available to the public. Private parking will refer to parking owned privately and/or designated for a specific business or user group.

The downtown study area has a total parking supply of 5,770 parking spaces. Of these, 3,981 parking spaces (69%) are in off-street parking areas and 1,789 spaces (31%) are located on-street. The on-street parking inventory includes both marked parking spaces and locations where on-street parking is possible but not currently marked. In some cases the amount of unmarked on-street parking was estimated by **Carl Walker** and **WGM Group** staff based on block face lengths and street widths.

Some parking areas could not be accurately inventoried, as they lacked parking stripes or existing stripes were not visible. In these situations, inventories were estimated based on the size of the parking area. Residential parking areas, including apartment complexes and private driveways were not counted in the parking inventory.

Table 6 below provides the details for the distribution by area for public and private off-street parking and on-street parking. Caras Park and the Downtown Core districts contain the largest number of public off-street parking, 300 spaces and 274 spaces respectively. Within the study area the Downtown Core district contains the largest number of on-street spaces (872).

	Off-Street		On-Street	Total
	Public	Private		
Downtown Core	274	1,433	872	2,579
E. Downtown	51	396	393	840
Front Street	37	652	125	814
Caras Park	300	134	31	465
Hip Strip	93	611	368	1,072
Total	755	3,226	1,789	5,770

Table 6- Total Parking Spaces by Type and Area

Figure 7 below indicates the number of off-street and on-street parking spaces within each area. Figure 7 also indicates the percentage of the total parking spaces located in each area. For Figure 7, public supply includes both off-street and on-street spaces.

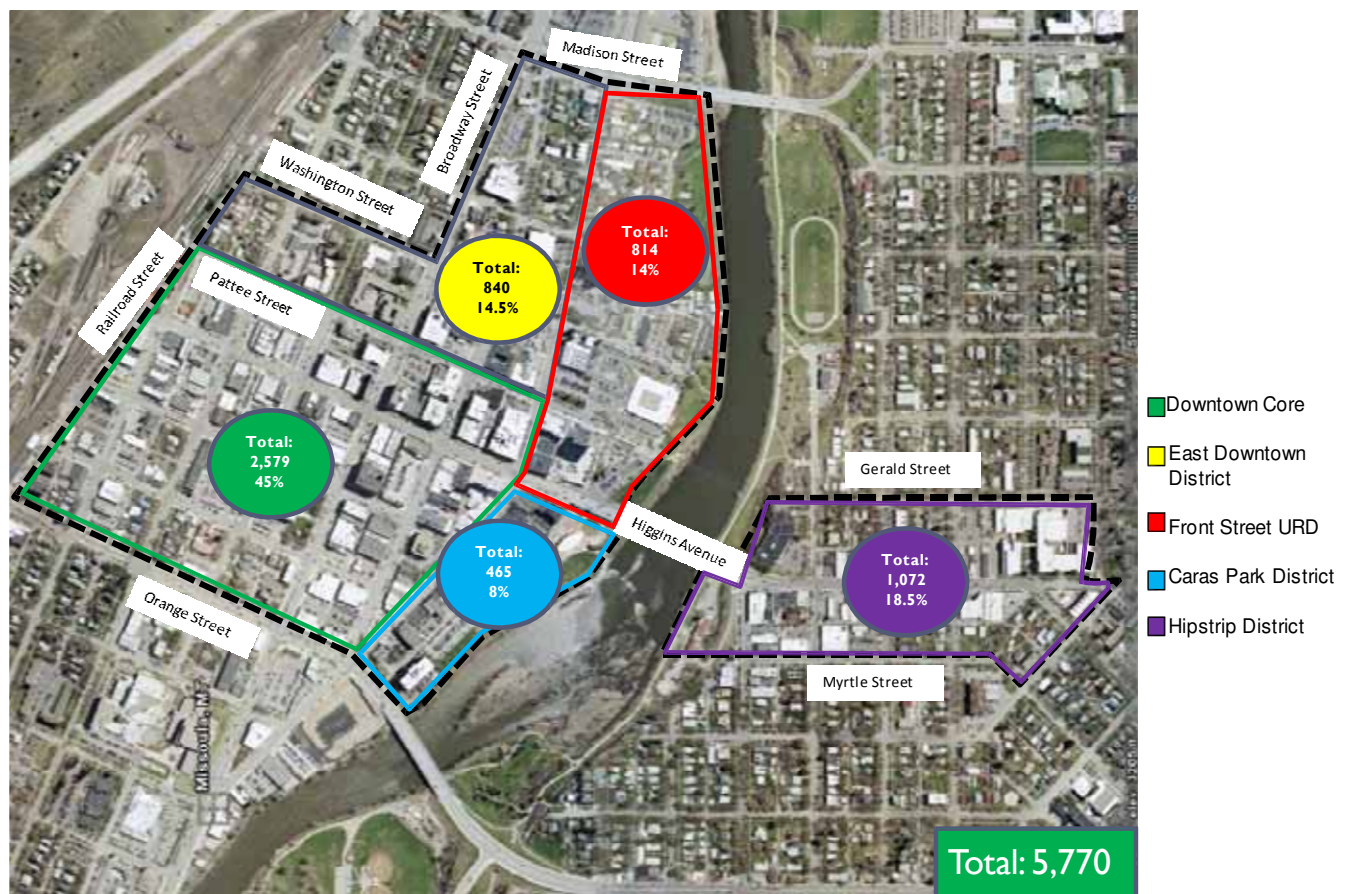


Figure 7- Total Parking Inventory (Public & Private) by Area

As indicated, the largest portion of the 5,770 total parking spaces within the study area is situated within the Downtown Core (2,579 spaces or 45% of total spaces). The second largest area is the Hip Strip District with 1,072 spaces or 18.5% of total spaces.

Table 7 provides a detailed listing of private and public parking in the study area by block. It also provides the percentage for the public / private breakout by block.

Block #	Public Supply	% of Total by Block	Private Supply	% of Total by Block	Total Supply
2	32	27%	87	73%	119
3	36	36%	64	64%	100
4	22	19%	94	81%	116
5	14	15%	78	85%	92
6	207	66%	107	34%	314
7	40	37%	67	63%	107
8	50	34%	97	66%	147
9	30	19%	124	81%	154
10	50	53%	45	47%	95
11	56	58%	41	42%	97
12	37	40%	55	60%	92
13	42	66%	22	34%	64
14	60	52%	55	48%	115
15	27	29%	67	71%	94
16	42	24%	132	76%	174
17	253	98%	4	2%	257
18	50	57%	37	43%	87
19	124	82%	27	18%	151
20	33	24%	104	76%	137
21	104	94%	7	6%	111
22	37	33%	76	67%	113
23	40	36%	70	64%	110
24	59	49%	61	51%	120
25	19	6%	305	94%	324
26	37	100%	0	0%	37
27	35	51%	34	49%	69

Block #	Public Supply	% of Total by Block	Private Supply	% of Total by Block	Total Supply
28	40	51%	39	49%	79
29	45	37%	78	63%	123
30	53	30%	121	70%	174
31	45	14%	278	86%	323
32	40	46%	47	54%	87
33	77	100%	0	0%	77
34	16	19%	69	81%	85
35	54	100%	0	0%	54
36	39	34%	77	66%	116
37	34	100%	0	0%	34
38	13	100%	0	0%	13
39	44	100%	0	0%	44
40	15	100%	0	0%	15
41	35	30%	83	70%	118
42	36	51%	34	49%	70
43	42	53%	37	47%	79
44	17	13%	117	87%	134
45	95	85%	17	15%	112
46	57	46%	68	54%	125
47	43	38%	71	62%	114
48	46	46%	53	54%	99
49	43	30%	100	70%	143
50	22	100%	0	0%	22
51	25	45%	31	55%	56
Total	2544		3226		5770
% Average		51%		49%	

Table 7: Public and Private Parking Spaces by Block

Based on the study area, the percentage of public parking spaces (51%) to private parking spaces (49%) per block is almost even. Figure 8 illustrates the off-street parking inventory by area. This total number includes both public and private off-street parking spaces.

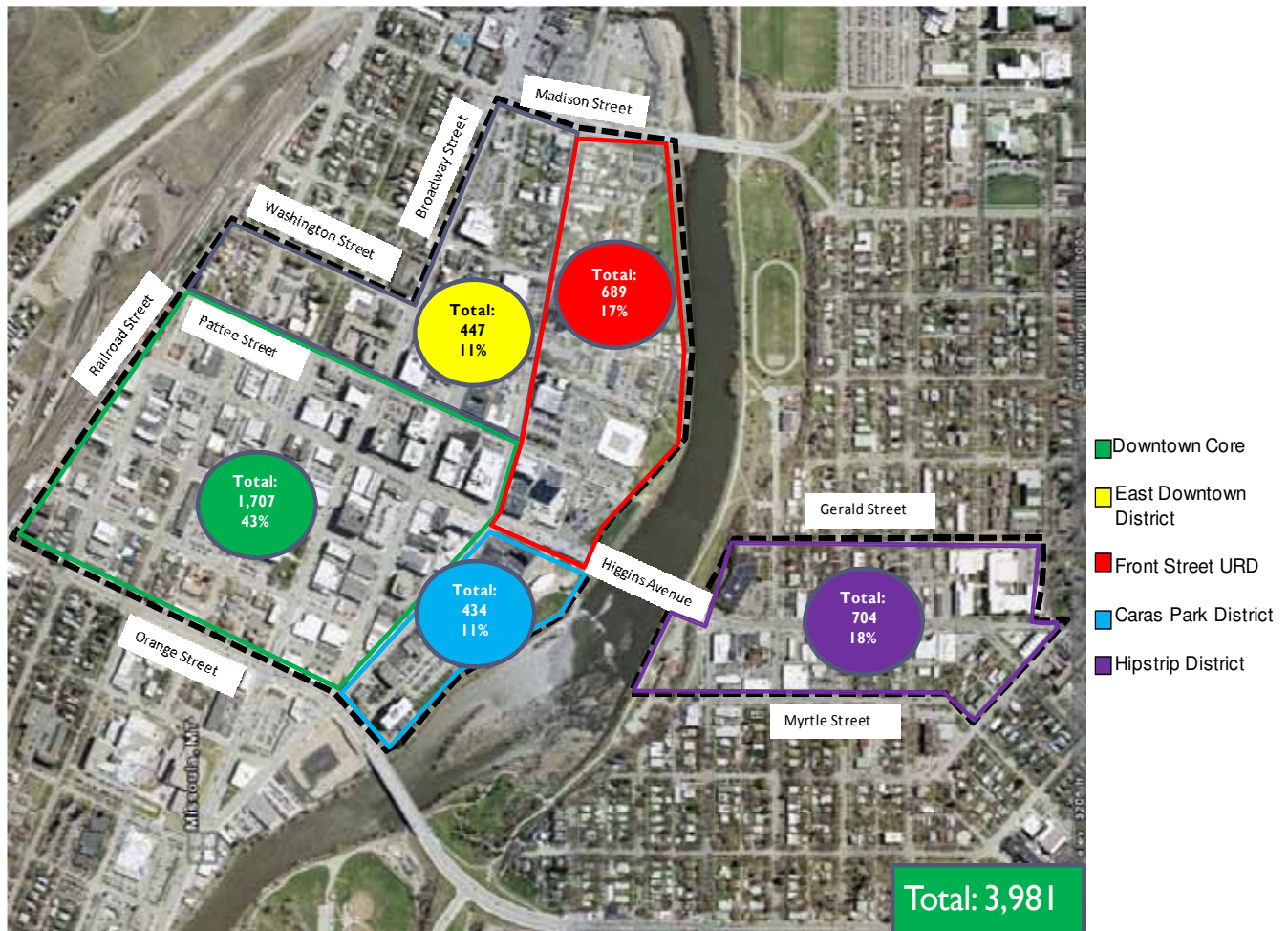


Figure 8- Off-Street Parking Inventory (Public & Private) by Area

	Public	Private
Downtown Core	274	1,433
E. Downtown	51	396
Front Street	37	652
Caras Park	300	134
Hip Strip	93	611
Total	755	3,226

The largest portion of the off-street parking spaces within the study area lies within the Downtown Core (1,707 spaces or 43%). The majority (3,226 spaces or 81% of off-street total) are private parking spaces.

Table 8: Public / Private Off-Street Distribution by Area

Figure 9 illustrates the distribution of on-street parking spaces by area. The majority of the 1,789 total on-street parking spaces within the study area lie within the Downtown Core (872 spaces or 49% of the on-street total). The Caras Park area offers only 31 on-street parking spaces.

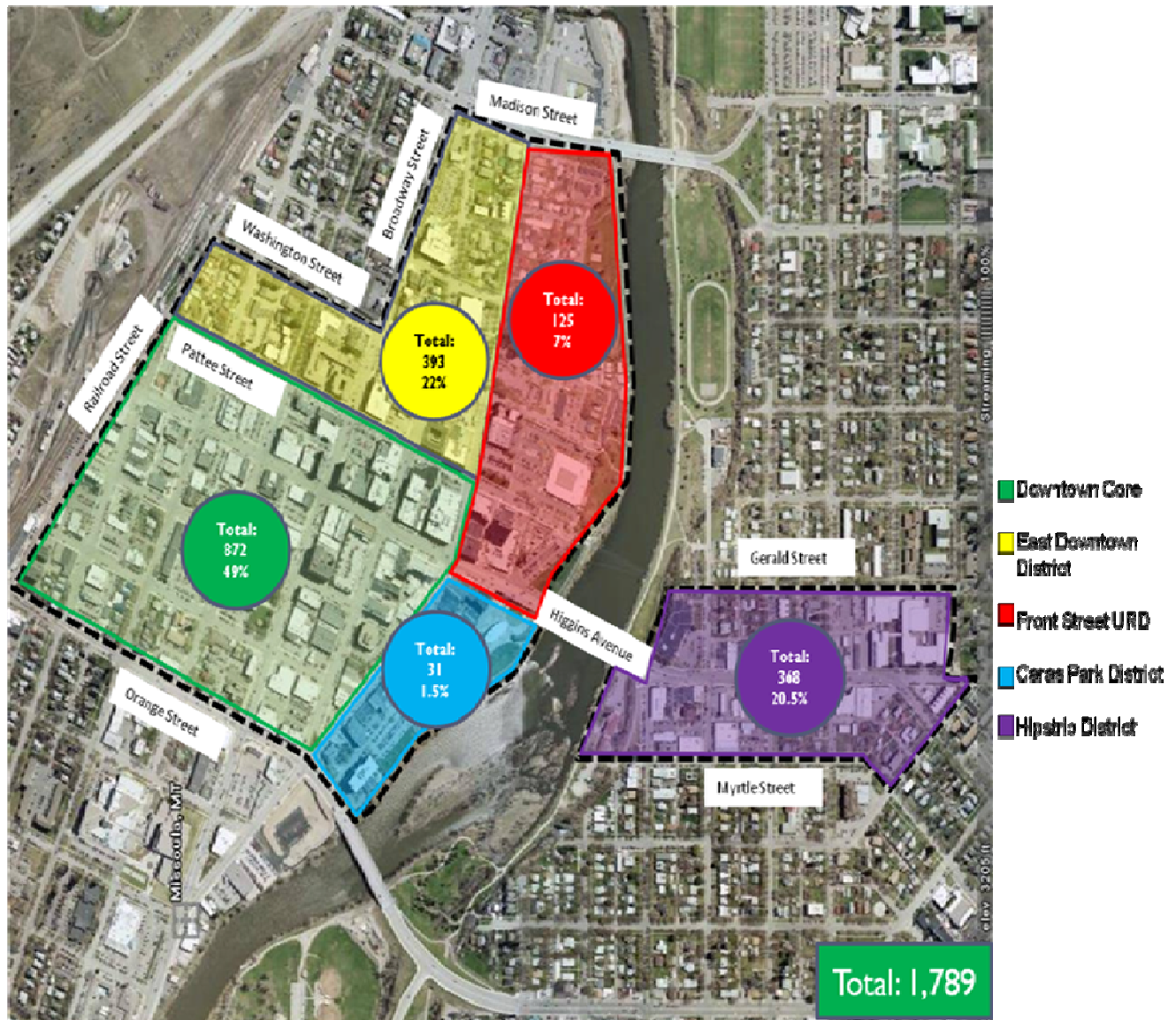


Figure 9- On-Street Parking Inventory by Area

The second and third highest concentrations of on-street parking, respectively, are the East Downtown District (393 spaces or 22% of on-street total) and the Hip Strip District (368 spaces or 20.5% of on-street total).

Current Parking Supply & Demand

Introduction

After the parking inventory was completed, **Carl Walker** and **WGM Group** personnel conducted occupancy surveys to determine how many parking spaces were utilized during a typical peak parking period. The completed survey essentially provided a “snapshot” of parking occupancy, and did not attempt to determine the absolute peak parking period. Based on other similar municipal parking occupancy studies conducted by **Carl Walker**, it was determined that the surveys would be conducted every two hours between 8:00 a.m. and 4:00 p.m. for the entire study area. The occupancy surveys were conducted on Wednesday, April 16. We felt it was important to get this data collected before the University session ended for the Summer and this was accomplished. The parking occupancy surveys focused on the two primary categories of parking in the study area, on-street and off-street. Each off-street parking area was counted individually, and counts were separated between private and publicly-controlled parking facilities. The intent of the survey was to determine the overall level of parking utilization in the study area both by block and by zone. The results of the occupancy surveys will serve as a baseline for determining future parking expansion needs and possible parking management alternatives.

Off-Street Parking

Peak occupancy for off-street parking occurred at approximately 2:00 p.m. Figure 10 illustrates that during the peak period of off-street parking occupancy, 63% of the supply was occupied. A total of 1,459 off-street parking spaces were vacant at peak. However, of those spaces vacant at the peak, only 278 were public parking spaces.

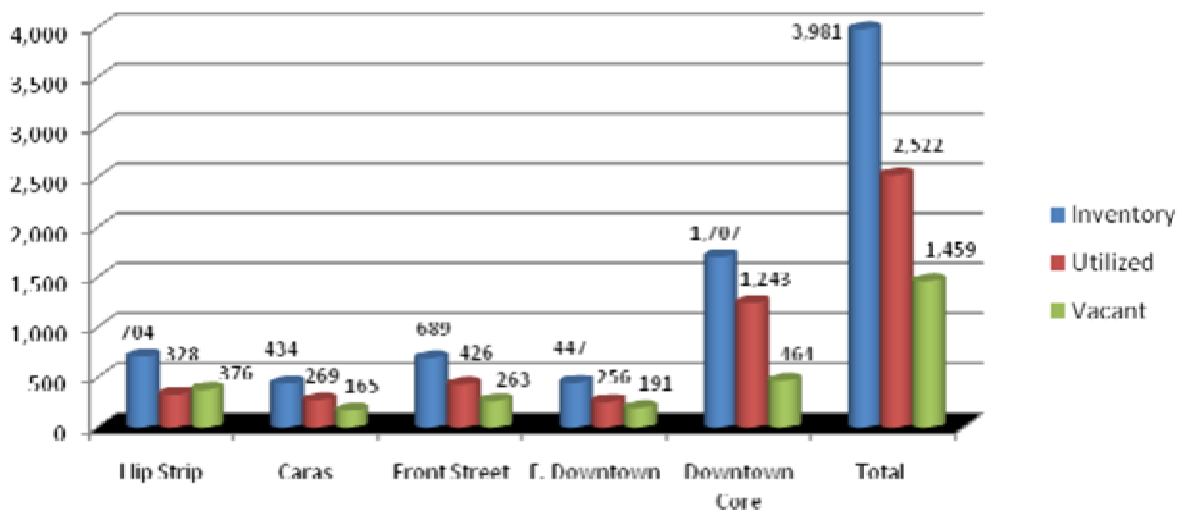


Figure 10- Off-Street Parking Utilization at Peak - Public & Private Spaces (April 16, 2008)

Figure 11 illustrates the supply and occupancy of the total public parking supply in the study area. Of the total public parking supply in the study area (2,544 spaces - both off-street and on-street), approximately 71% of the spaces (1,803 spaces) were occupied during the overall observed peak period of parking (12:00 pm).

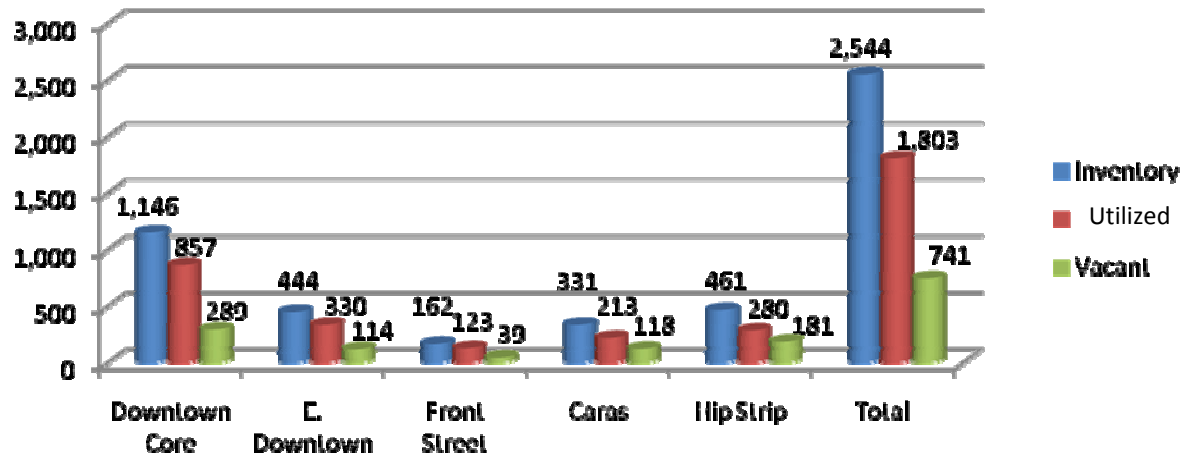


Figure 11- Off-Street Parking Utilization at Peak - Public Spaces Only (April 16, 2008)

The overall peak period of parking occupancy for the entire study area occurred at 12:00 p.m. on Wednesday, April 16. During this period, a total of 3,836 parking spaces were occupied in both off-street and on-street parking areas. This level of occupancy translated into 66% of the total parking supply. Observed parking occupancies at the 12:00 p.m. peak were very similar to those at the 10:00 a.m. (3,836 parked vehicles vs. 3,688 vehicles respectively) and 2:00 p.m. (3,836 parked vehicles vs. 3,782 vehicles respectively). Table 9 illustrates the total observed occupancy levels for all blocks in the study area during the peak period of observed parking occupancy.

On- Street						
Parking Type/Location	Parking Inventory	8am	10am	12pm	2pm	4pm
Total On-Street	1,789	804	1,210	1,335	1,260	1,080
TOTAL On-Street Parking Occupancy %		45%	68%	75%	70%	60%
Off-Street						
Total Off street Public Spaces	755	197	460	468	477	448
Total Off street Private Spaces	3,226	1,261	2,018	2,033	2,045	1,826
Total Off-Street	3,981	1,458	2,478	2,501	2,522	2,274
Off-Street Public Parking Occupancy %		26%	61%	62%	63%	59%
Off-Street Private Parking Occupancy %		39%	63%	63%	63%	57%
TOTAL Off-Street Parking Occupancy %		37%	62%	63%	63%	57%
Total						
Total Study Area Parking	5,770	2,262	3,688	3,836	3,782	3,354
Total Parking Occupancy %		39%	64%	66%	65%	58%

** Peak Period Occupancy Highlighted

Table 9: Total Observed Occupancy Levels at 12:00 P.M. (April 16, 2008)

Figure 12 illustrates the parking occupancy percentages at peak. The overall parking occupancy for off-street was 63% and for on-street was 75%.

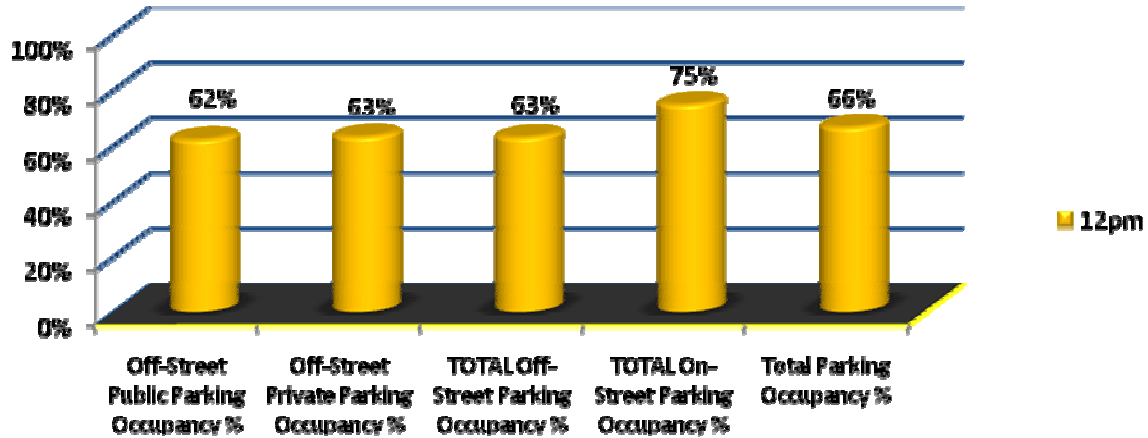


Figure 12 - Parking Occupancy Percentages at Peak (April 16, 2008)

Figure 13 illustrates total parking broken out by inventory, utilized spaces, and vacant spaces. Figure 13 is the supporting data for Figure 12.

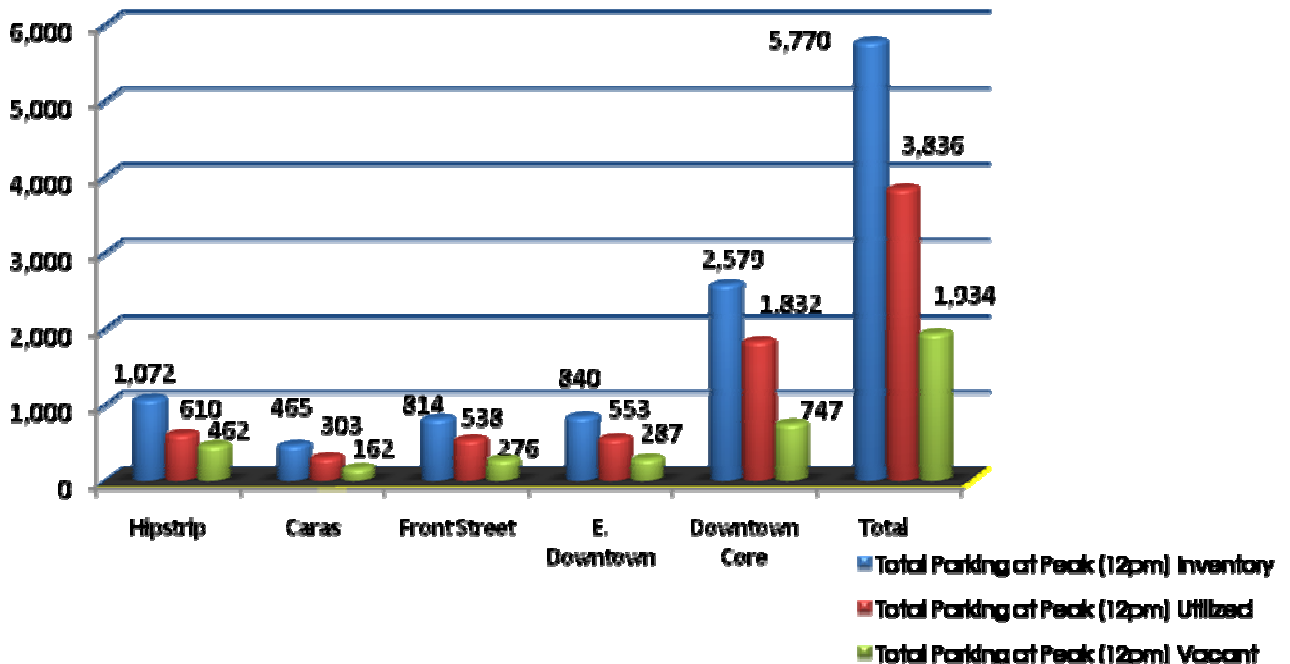


Figure 13- Total Parking at Overall Peak

While approximately 1,934 parking spaces in the overall study area were unoccupied during the observed period of peak parking, a significant portion of the spaces were in private parking facilities and use was restricted. The public parking supply in the study area is 2,544 spaces (44% of the total parking supply). The private parking supply in the study area is 3,226 spaces (56% of the total parking supply). During the observed period of peak parking occupancy, approximately 1,803 spaces, or 71%, of the public parking spaces and 2,033 spaces, or 63%, of the private supply was occupied. There were a total of 1,994 spaces available at peak. Of this 1,253 were private parking spaces and 741 were public parking spaces. However, many of the available public spaces may be at greater walking distances from primary demand generators than some people would tolerate.

Although the overall parking supply appears adequate for the study area, the available parking in certain blocks/zones was more utilized than others. Figure 14 illustrates the parking supply and observed occupancy for each zone in the study area. Parking occupancies for individual blocks can be found on the next page in Table 10.

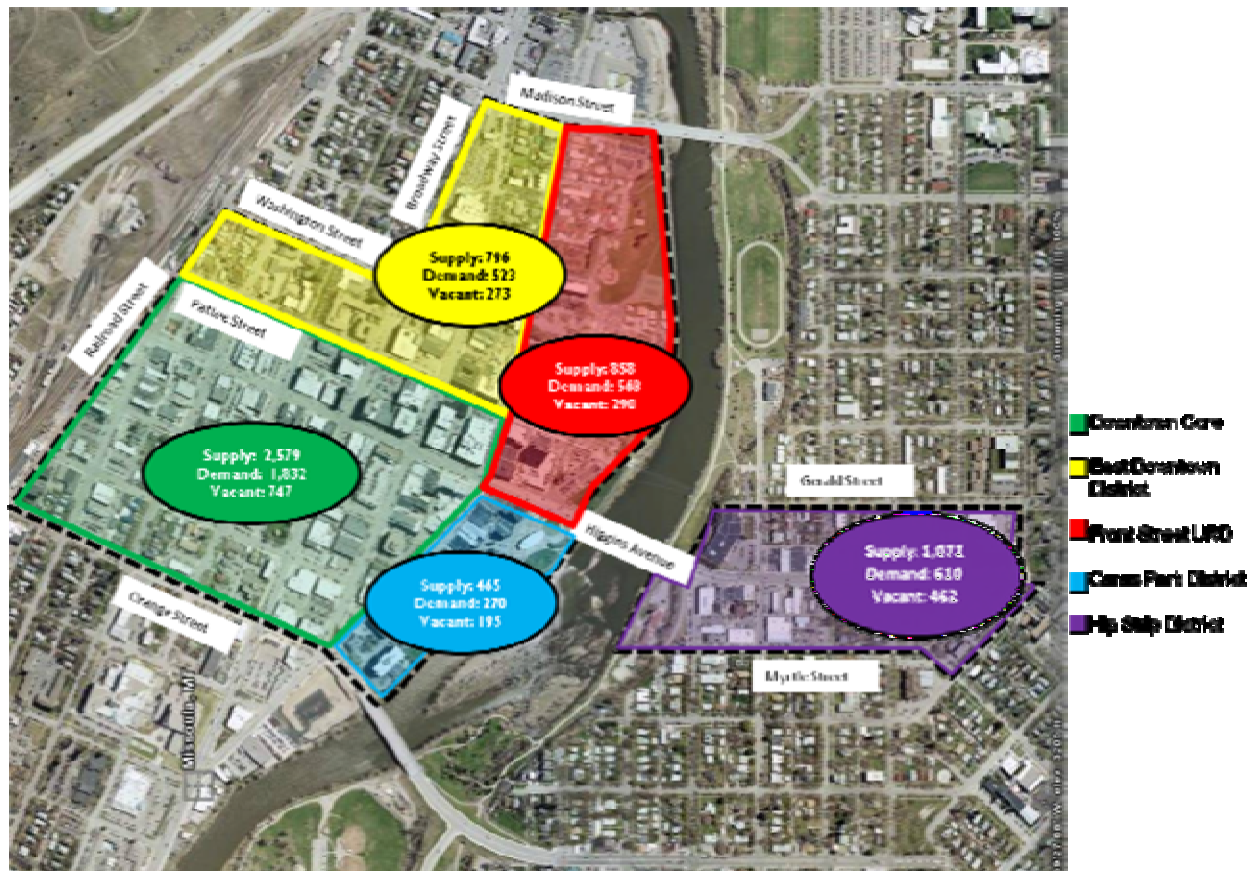


Figure 14- Supply / Demand / Vacancy by Area

The areas with the largest vacancies at peak were the Downtown Core and the Hip Strip district. They had 29% and 43% vacancies, respectively. However, many of the

vacant spaces will be part of the private inventory. Table 10 provides details on current total supply, observed demand at peak, and the parking surplus or deficit by block and area. Only three blocks (15, 37, and 38) showed a deficit at peak.

Zone	Block Number	Current Total Supply	Observed Demand at Peak	Estimated Parking Surplus / Deficit	% of Supply Occupied	Current Total Supply by Zone	Observed Demand at Peak by Zone	Estimated Parking Surplus / Deficit By Zone
Downtown Core	1	78	40	38	51%	2,579	1,832	747
	2	119	86	33	72%			
	3	100	65	35	65%			
	4	116	79	37	68%			
	5	92	66	26	72%			
	7	107	92	15	86%			
	8	147	132	15	90%			
	9	154	81	73	53%			
	10	95	71	24	75%			
	11	97	64	33	66%			
	12	92	73	19	79%			
	13	64	42	22	66%			
	14	115	77	38	67%			
	15	94	98	-4	104%			
	16	174	125	49	72%			
	17	257	198	59	77%			
	18	87	56	31	64%			
	20	137	70	67	51%			
	21	111	67	44	60%			
	22	113	78	35	69%			
	23	110	87	23	79%			
	Downtown Core Total	24	120	85	35	71%		
Caras Park	6	314	222	92	71%	465	270	195
	19	151	48	103	32%			
East Downtown	26	37	35	2	95%	796	523	273
	27	69	40	29	58%			
	28	79	51	28	65%			
	29	123	72	51	59%			
	30	174	96	78	55%			
	32	87	44	43	51%			
	33	77	66	11	86%			
	36	116	84	32	72%			
	East Downtown Total	37	34	35	-1	103%		
Front St. URD	25	324	194	130	60%	858	568	290
	31	323	242	81	75%			
	34	85	52	33	61%			
	35	54	28	26	52%			
	38	13	14	-1	108%			
	39	44	30	14	68%			
	Front St. URD Total	40	15	8	7	53%		
Hip Strip	41	118	86	32	73%	1,072	578	494
	42	70	39	31	56%			
	43	79	43	36	54%			
	44	134	66	68	49%			
	45	112	18	94	16%			
	46	125	83	42	66%			
	47	114	49	65	43%			
	48	99	66	33	67%			
	49	143	60	83	42%			
	50	22	21	1	95%			
	Hip Strip Total	51	56	47	9	84%		
Total		5,770	3,771	1,999	65%	5,770.0	3,771.0	1,999.0

Table 10: Supply / Demand / Surplus at Peak

On-Street

During the peak period of parking occupancy (12:00 p.m. on the day of the survey) approximately 75% of the on-street parking supply was occupied (Figure 10). In the Front Street URD area and the Caras Park area over 90% of the on-street parking supply was occupied.

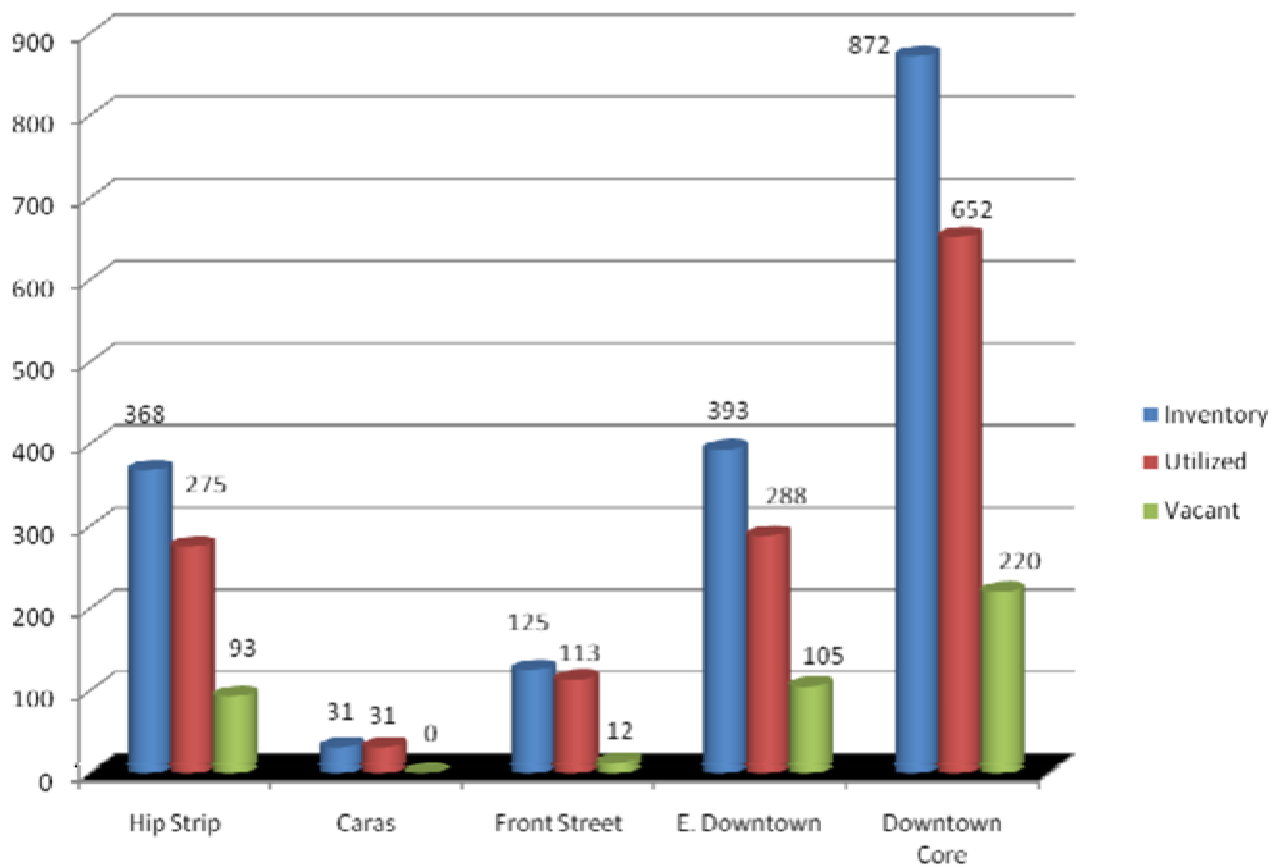


Figure 15- On-Street Parking Utilization at Peak (April 16, 2008)

In addition to the parking inventory and occupancy counts, a parking turnover and duration survey was conducted in one sample four block on-street parking area. Parking turnover and duration survey area was bounded by Broadway Street to the North, Pattee Street to the East, Front Street to the South, and Ryman Street to the West.

Additionally, the northern side of Block 19 (Front Street) between Higgins Avenue and Pattee Street was included. Figure 16 illustrates the blocks where the sample on-street parking turnover and duration surveys were completed.

The last three digits of parked vehicle license plates were recorded every half-hour during each survey period. The parking duration and turnover surveys were conducted from 8:00 a.m. to 4:00 p.m. on April 16, 2008.



Figure 16 - On-street Turnover and Duration Study Area

Observed parking durations in the sample areas ranged from .50 hours to 9.00 hours. The overall average amount of time vehicles were parked in the survey areas was approximately 1.28 hours. This was less than the posted meter time limit of two hours. This result typically substantiates the effectiveness of the parking enforcement program. Average vehicle turnover was 5.45 vehicles per space. Table 11 provides the details by block facing. Approximately 1,083 vehicles were observed parking in the 202 spaces included in the survey area. Of these, only 53 were observed parking longer than 2 hours (4.9% of parked vehicles).

Block 17			
	Spaces	Avg. Duration (hrs)	Turnover
North	12	2.03	6.30
South	9	.83	8.11
East	16	.85	4.75
West	Closed	Closed	Closed

Block 23			
	Spaces	Avg. Duration (hrs)	Turnover
North	9	.82	6.67
South	7	2.06	2.40
East	17	2.17	4.88
West	10	1.47	6.10

Block 18			
	Spaces	Avg. Duration (hrs)	Turnover
North	26	1.10	5.2
South	11	.96	6.55
East	12	1.20	3.42
West	6	2.13	3.60

Block 24			
	Spaces	Avg. Duration (hrs)	Turnover
North	20	.97	5.3
South	7	.71	4.43
East	18	1.13	6.00
West	8	1.01	7.25

Block 19			
	Spaces	Avg. Duration (hrs)	Turnover
North	14	1.10	6.29

Table 11: Data for Figure 17

It is important to note that the average duration of vehicles parking in the study area may be slightly higher than what was recorded during the duration survey. This is due to

vehicles that were parked before the survey was started, and vehicles that were still parked at the conclusion of the survey day.

Current Parking Adequacy

Introduction

In determining the current parking adequacy for the study area, it is important to define two terms typically used in analyzing parking adequacy: Effective Supply and Design Day Conditions. When a parking area's occupancy reaches 85-90% of the total capacity, depending on the user group, the area becomes effectively full. When parking lot occupancy exceeds effective capacity, users become frustrated as it becomes increasingly difficult to find an available parking space. Users will begin to either park illegally in the lot or leave the lot altogether and search for parking elsewhere. When visitors are faced with significant parking difficulties, they could choose to avoid the downtown altogether and shop in the suburbs. The accepted effective fill percentage for parking in the downtown study area is estimated at 90%. This 10% "cushion" of spaces is used to accommodate spaces lost temporarily due to construction, improper or illegal parking, and special events, as well as provide for shorter searches for available parking.

Design day parking conditions attempt to represent typical peak activity that may be exceeded only occasionally during the year. Due to the limited nature of the occupancy study for this project, as well as the time of the year the surveys were completed, design day adjustments will not be factored into the adequacy model. The occupancy survey that was conducted provided an adequate "snapshot" of parking conditions during a typical parking period.

Study

Table 12 on the next page illustrates the total estimated parking adequacy for each block and the entire study area. Current parking adequacy is based on the observed parking occupancy at the peak parking period (Wednesday, April 16, 2008 at 12:00 p.m.) While the available parking supply is relatively well-utilized, there is a surplus of parking available in downtown Missoula.

Block Number	Current Total Supply	Effective Supply	Observed Demand at Peak	Estimated Parking Surplus/Deficit	% of Effective Supply Occupied
1	78	70	40	30	57%
2	119	107	86	21	80%
3	100	90	65	25	72%
4	116	104	79	25	76%
5	92	83	66	17	80%
6	314	283	222	61	79%
7	107	96	92	4	96%
8	147	132	132	0	100%
9	154	139	81	58	58%
10	95	86	71	15	83%
11	97	87	64	23	73%
12	92	83	73	10	88%
13	64	58	42	16	73%
14	115	104	77	27	74%
15	94	85	98	-13	116%
16	174	157	125	32	80%
17	257	231	198	33	86%
18	87	78	56	22	72%
19	151	136	48	88	35%
20	137	123	70	53	57%
21	111	100	67	33	67%
22	113	102	78	24	77%
23	110	99	87	12	88%
24	120	108	85	23	79%
25	324	292	194	98	67%
26	37	33	35	-2	105%
27	69	62	40	22	64%
28	79	71	51	20	72%
29	123	111	72	39	65%
30	174	157	96	61	61%
31	323	291	242	49	83%
32	87	78	44	34	56%
33	77	69	66	3	95%
34	85	77	52	25	68%
35	54	49	28	21	58%
36	116	104	84	20	80%
37	34	31	35	-4	114%
38	13	12	14	-2	120%
39	44	40	30	10	76%
40	15	14	8	6	59%
41	118	106	86	20	81%
42	70	63	39	24	62%
43	79	71	43	28	60%
44	134	121	66	55	55%
45	112	101	18	83	18%
46	125	113	83	30	74%
47	114	103	49	54	48%
48	99	89	66	23	74%
49	143	129	60	69	47%
50	22	20	21	-1	106%
51	56	50	47	3	93%
Total	5770	5193	3771	1422	73%

Notes:

- 1 Effective Supply is 90% of the current supply.
Percentage of effective supply occupied equals Observed Demand at Peak divided by Effective Supply
- 2 Blocks highlighted in **GREEN** have effective occupancies greater than 80%
Blocks highlighted in **YELLOW** have effective occupancies greater than 90%
Blocks highlighted in **RED** have effective occupancies greater than 100%

Table 12: Parking Adequacy by Block (April 16, 2008 at 12 p.m.)

Zone	Block Number	Current Total Supply	Effective Supply	Observed Demand at Peak	Estimated Parking Surplus/Deficit	% of Effective Supply Occupied
	1	78	70	40	30	57%
	2	119	107	86	21	80%
	3	100	90	65	25	72%
	4	116	104	79	25	76%
	5	92	83	66	17	80%
	7	107	96	92	4	96%
	8	147	132	132	0	100%
	9	154	139	81	58	58%
	10	95	86	71	15	83%
	11	97	87	64	23	73%
	12	92	83	73	10	88%
	13	64	58	42	16	73%
	14	115	104	77	27	74%
	15	94	85	98	-13	116%
	16	174	157	125	32	80%
	17	257	231	198	33	86%
	18	87	78	56	22	72%
	20	137	123	70	53	57%
	21	111	100	67	33	67%
	22	113	102	78	24	77%
	23	110	99	87	12	88%
	24	120	108	85	23	79%
	Totals	2,579	2,321	1,832	489	79%
Downtown Core						
	6	314	283	222	61	79%
	19	151	136	48	88	35%
	Totals	465	419	270	149	65%
	26	37	33	35	-2	105%
	27	69	62	40	22	64%
	28	79	71	51	20	72%
	29	123	111	72	39	65%
	30	174	157	96	61	61%
	32	87	78	44	34	56%
	33	77	69	66	3	95%
	36	116	104	84	20	80%
	37	34	31	35	-4	114%
	Totals	796	716	523	193	73%
East Downtown						
	25	324	292	194	98	67%
	31	323	291	242	49	83%
	34	85	77	52	25	68%
	35	54	49	28	21	58%
	38	13	12	14	-2	120%
	39	44	40	30	10	76%
	40	15	14	8	6	59%
	Totals	858	772	568	204	74%
Front St. URD						
	41	118	106	86	20	81%
	42	70	63	39	24	62%
	43	79	71	43	28	60%
	44	134	121	66	55	55%
	45	112	101	18	83	18%
	46	125	113	83	30	74%
	47	114	103	49	54	48%
	48	99	89	66	23	74%
	49	143	129	60	69	47%
	50	22	20	21	-1	106%
	51	56	50	47	3	93%
	Totals	1,072	965	578	387	60%
Hip Strip						
	Total	5,770	5,193	3,771	1,422	73%
	Blocks highlighted in GREEN have effective occupancies greater than 80%					
	Blocks highlighted in YELLOW have effective occupancies greater than 90%					
	Blocks highlighted in RED have effective occupancies greater than 100%					

Table 13: Parking Adequacy by Block and Zone (4/16/08 at 12:00 p.m.)

Based on the effective parking supply of the study area, there is currently a parking surplus of approximately 1,422 spaces or approximately 27% of the effective supply. Parking adequacy is based solely on observed parking demand as land-use data by block was not utilized for this report.

It is important to note however that while a significant parking surplus exists in most areas, a substantial portion of the parking is private and use is restricted. Of the total off-street and on-street parking supply in the study area, approximately 44% is publicly-controlled parking (2,544 spaces), with the remaining 56% of the parking supply (3,226 spaces) restricted to a specific user groups (e.g., building-specific employees and specific customers only) or available for public parking. At the peak parking period, approximately 71% of the total public parking supply was utilized.

On a block-by-block basis, parking adequacies based on the adjusted observed parking demand range from -13 spaces (Block 15) to 98 spaces (Block 25). Currently, there are only five blocks with a calculated overall parking deficit (Blocks 15, 26, 27, 38, 50). However, there are thirteen additional blocks with estimated parking adequacies under 20% of the effective parking supply (Blocks 2, 5, 7, 10, 12, 16, 17, 23, 31, 33, 36, 41, and 51).

While each zone has an estimated parking surplus, some zones have greater surpluses than others. Figures 17 - 21 illustrates the surplus per area. Surpluses by areas are as follows:

- Downtown Core – Surplus of 489 spaces or 21.0% of the effective supply
- East Downtown – Surplus of 193 spaces or 27% of the effective supply
- Caras Park – Surplus of 149 spaces or 35% of the effective supply
- Front Street URD – Surplus of 204 spaces or 26% of the effective supply
- Hip Strip – Surplus of 387 spaces or 40% of the effective supply



Figure 17 – Downtown Core Surplus

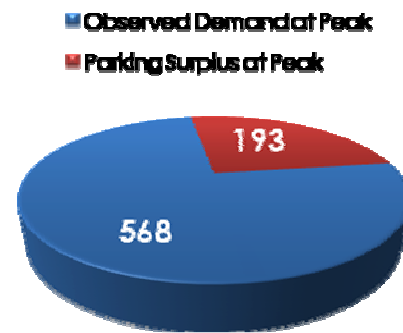


Figure 18 – East Downtown Core Surplus

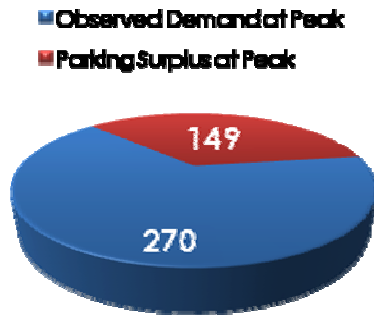


Figure 19 – Cara Park Surplus

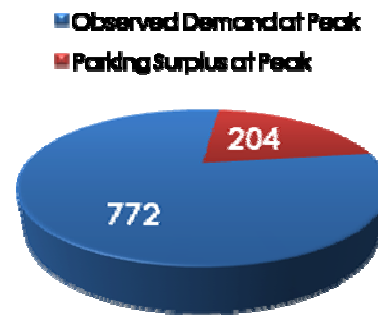


Figure 20 – Front Street URD Surplus

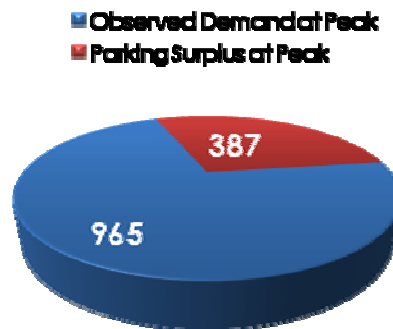


Figure 21 – Hip Strip Surplus

It is important to note that not all of the vehicles observed in general public parking areas were parked by downtown visitors. While an occupancy count by user was not available, it is clear that a significant portion of the vehicles using public parking are likely downtown employees.

Parking Program S.W.O.T. ANALYSIS

The following is an analysis of the MPC parking program Strengths / Weaknesses / Opportunities / Threats (SWOT).

Strengths

- **Parking Infrastructure/Locations**

A major strength of the MPC's parking system is its structured and surface parking assets situated in strategic locations around the downtown core. There are a total of 2 parking structures and 14 parking lots located downtown offering over 1,112 off-street parking spaces. These parking facilities are strategically located throughout the downtown and surrounding areas, providing many parking options for visitors and employees.

- **Minimal Parking System Debt**

Compared to many parking systems, MPC has a very low capital debt burden. This debt is scheduled to be eliminated in 2016. Currently the debt burden is \$165,000 annually.

- **Direct Control over the Parking System**

Since the MPC currently manages its parking system in-house it can exercise direct control over how the system operates. MPC can directly control day-to-day parking operations including rate setting, customer service, policies and procedures, auditing and revenue control, employee policies and training, etc. Necessary changes can be implemented directly by the MPC, without involving a separate parking management entity. The direct control of the system can also provide the internal parking knowledge necessary to define program goals and provide assistance with system planning.

- **Vertically Integrated Parking System**

Missoula is ahead of many municipalities of its size in terms of the organization of its parking program. The parking commission (or parking authority) model is one of the more effective structures for managing parking. A key attribute of this model is the "vertical integration" of parking management responsibilities including:

- on-street parking management/maintenance
- parking enforcement
- off-street parking management/maintenance
- parking planning and policy development,

- **Parking Safety Enhancements**

A few examples were noted of modifications or added features to enhance parking facility safety. Examples include: the use of convex mirrors, metal caging to enclose close areas below stairwells, etc.



- **Parking Program Funding of Other Community Transportation Programs**

We encourage the strategic funding of targeted transportation demand management programs with parking revenues. MPC provides in excess of \$32,000 annually to fund 10 separate programs.

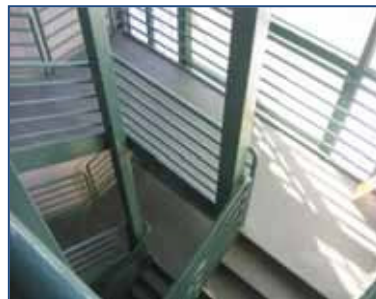


- **Evidence of Parking Facility Repairs**

Parking facility maintenance is routinely monitored and repairs are completed in a timely manner in an effort to avoid further damage to the structure. This is a sign of a well managed parking maintenance program.

- **Clean and Well Maintained Facilities**

Overall the parking facilities are very clean and well maintained.



- **Clear Presentation of Operating Hours** Meters have clear and easy-to-read signage and stickers documenting operating hours, time limits, and rates.

- **Use of Time Limit Stickers**

The use of signs that clearly notify parkers of time limits prior to parking is a simple but effective on-street parking best-practice.



- **Use of Technology**

The Parking Commission has an interest in keeping up with technology. One example of this is the use of the pay-on-foot machines used in the Bank Street structure and in Caras Park. Not only was the pay-on-foot application an appropriate solution, but they actually created an entirely new operational methodology by using the vehicle license plate as the identifying mechanism rather than the traditional space number or pay and display methodology.

Similarly, they are well aware of the changes in on-street meter technologies. They have made a strategic decision to hold off on replacing their older mechanical meters until they can leap ahead to the latest in multi-space meter technology. As part of the set of deliverables for this study a multi-space meter specification an RFP process will be provided.

- **Sound Financial Management/Cash Reserves**

The Parking Commission has over \$2,000,000 in cash reserves set aside and they manage/reinvest their assets carefully.

- **Community Reinvestment**

The Parking Commission has a proven track record of reinvesting parking revenues back into the community. One clear example of this is the significant funding contribution made by the MPC to the Downtown Master Plan

- **Community Involvement?**

The Parking Commission Director is extremely active in the community and represents the Parking Commission in a number of areas, including:

- Ex-officio board member of the Missoula Downtown Association
- Technical Advisory Committee member of the greater Downtown Missoula Master Plan
- Board Member - Missoula Convention and Visitor Bureau
- Member – Northwest Parking Association and international Parking Institute
- Charter member Missoula Sunrise Rotary Club
- Member - St. Patrick Hospital Foundation Board

- **Progressive Programs and Policies**

The Parking Commission has implemented a number of progressive programs and policies. Some examples include:

- Loading Zone Program (1995)
- Validation Coupon Program – Central Park
- Involvement and Financial Support of TDM programs including,
 - f Missoula In Motion
 - f MRTMA (Missoula Ravelli Transportation Management Association)
 - f Mountain Line (EZ Pass program) First Night Missoula – Shuttle Program, Out-to-Lunch Shuttle, Dorn Blazer Park and Ride
- Larger employers carpool/parking programs
- Partnering with MDA to promote downtown development/economic development

- **Parking Program Marketing & Branding**

The MPC has recently invested in the development of a new logo.

- **Public/Private Partnership Development**

The MPC, in cooperation with other downtown entities has pursued public/private partnerships to develop creative alternatives to meet downtown parking needs.

- Example: Bank Street Structure – Development Partners:
 - f Missoula Parking Commission
 - f Missoula Redevelopment Agency
 - f First Interstate Bank
 - f Millennium Bldg Partners

- **Parking Planning**

The MPC has funded planning efforts aimed at anticipating and meeting the parking development needs of the downtown. One example of this was a 2007/2008 parking structure feasibility assessment that looked at an expansion of the Bank Street parking facility.

Weaknesses

- **Parking Information Available on the Internet**

The official MPC parking website (www.ci.missoula.mt.us/parking/default.htm) could be enhanced to provide a greater amount of parking system information. Recommended website enhancements include the following:

- A facility location map;
- Information on parking facility locations, rates and hours of operation;
- Coordination of parking relative to downtown retail, restaurant and activity centers
- Residential Parking Permit Program;
- On-street parking program;
- Parking applications and fees;
- Special Events;
- TDM initiatives;
- Safety; and,
- Parking program information (meter covers, handicapped, etc.).

- **Lack of Parking System Guiding Principles**

While the parking system does have a mission statement, it lacks an approved set of "guiding principles". These principles should support the approved mission of downtown parking, and guide decisions related to parking management and policy development. Having a well-crafted set of parking principles clarifies the goals and objectives that ultimately define the character of the city's downtown parking system. As part of this study we will recommend a set of guiding principles for the MPC. Doing this now, in concert with the Downtown Master Plan, is especially appropriate. Typically, guiding principles include the following elements:

- **Mission Statement/Statement of Purpose** – Describes how the parking operation contributes to the success or mission of the downtown community. Update current mission statement to reflect MPC's current objectives.
- **Operations/Funding Strategies** – Describes how parking facilities and/or operations are to be funded, and also whether the operation is intended to be a self-supporting entity, a profit/revenue center or a support service sustained through other primary revenue sources.
- **Responsibility for Parking Operations** – What department or entity will manage the city parking system? Are all parking operations to be managed through a centralized operation or can other city departments get involved in limited parking management?

- **Rate Setting Guidelines** – How will parking rates for the downtown be set? This is generally done in conjunction with the annual budget planning cycle. Should rates be set to cover operational costs? Should parking rates cover bond debt? Should rates reflect current/projected market conditions?
- **Options for Allocating Parking** – Defining how parking is allocated goes to the heart of parking operations, due to the prioritization process that is required. How much short-term parking should be provided? How much long-term?
- **Procedures for Managing Losses of Parking Supply (Parking Planning)** – Having procedures/guidelines in place for the coordination and replacement of parking spaces lost due to new development is another benefit of establishing “parking planning” as a fundamental element of your parking principles.
- **Definition and Communication of Parking Rules and Regulations** – Having clearly defined parking rules and regulations is essential to any parking system. How these rules and regulations are communicated can vary widely depending on the customer groups served and the environment. Having an effective communications plan can also keep your customers informed of changes brought on by construction and maintenance projects, implementation of new technologies, rate changes, new policies, etc. Additionally, a good communications plan can act as a marketing and public relations tool.
- **Parking Program Marketing & Branding**
As mentioned earlier, the MPC recently invested in the development of a new logo. The parking program could expand their program branding and marketing efforts to link the new logo to facility signage at MPC garages and parking lots. The new MPC brand should also be clearly featured on the MPC website and all marketing materials and related documents.
- **User/Customer Perception of Downtown Parking Availability**
Real or perceived, we consistently heard from numerous sources that parking availability was a problem downtown. This issue is certainly not unique to downtown Missoula. Having a clear and accurate understanding of the perceptions of parking, combined with a multifaceted and on-going marketing and community education program, is the best way to combat this common problem (especially in the face of increasing competition). The “Know the Numbers” campaign developed by Boulder’s Parking Task Force is an excellent example of how to combat this on-going issue.

- **On-Street Enforcement/Fines**

It is generally agreed that promoting greater turnover of the on-street spaces would benefit all parties in the downtown. However, increasing parking fines has proven a very difficult issue in Missoula. A variety of proposals have been suggested, including some by **Carl Walker, Inc.** late last year when we were invited to town to discuss this issue. Prior to those meetings the debate had raged for over 6 months.

At least one local group felt strongly that MPC's proposed fine structure is not customer friendly. They further believe that the MPC's computer system is flawed and needs to be replaced and that MPC needs to hire more officers and issue more tickets.

The key issues revealed in this debate may have more to do with MPC's community engagement and policy approval processes than specific fine structure proposals or system capabilities. On the other hand, the community group that has argued for a more "customer friendly approach" has adopted tactics that have been perceived as less than positive and helpful.

Both sides have shown a willingness to put aside the issue for the time being in hopes that a broader more comprehensive strategy will emerge as part of the parking program assessment element of the Greater Downtown Missoula Master Plan. This issue will be specifically addressed in the recommendations phase of this report.

- **Old Mechanical Parking Meters**

As mentioned earlier, the MPC is well aware that their stock of parking meters is old. They have made a conscious and strategic decision to not upgrade to next "logical level", i.e., electronic single space meters, but to hold out until they are comfortable that the next generation of multi-space meters have been proven.

That time is here. The new generation of multi-space meters has improved dramatically in terms of reliability, features and cost. The newer machines offer enhanced customer payment options, real-time communications, much improved solar and battery power capabilities, wireless communications and more.

Investment in these new meters as part of the overall downtown master plan and new urban streetscape design criteria makes good sense and will help make downtown a more visitor friendly environment for years to come.

f Use of Temporary Paper Signs

We prefer not to see paper signs used at any time. It creates a negative impression in the minds of customers and reduces the professional image of the system.



• Parking Facility Revenue Control/New Technology

On one hand we applaud the awareness and use of new technology to help solve operational problems such as “attendant free” facilities, etc. However, we recommend a cautious balance between the application of new “attendant-less” technologies and the need to continue to be sensitive to revenue controls. Where these technologies are implemented consider reinvesting the savings generated by reduced cashier staff into investment in increased audit/security staff as well as customer services.

Increased lot audits will not only increase revenues, but will alert the MPC to any issues with the payment equipment. We heard complaints that the equipment at Bank Street did not work consistently and this resulted in frustrated parkers and contested violation tickets.



Opportunities

- **Update Parking System Mission/Vision Statements**

As the parking system continues to evolve, the MPC's vision and mission statements should be redefined to restate the purpose of the organization. Proposed new mission/vision statements will be developed in concert with the recommended parking system "Guiding Principles". These will be developed collaboratively with the MPC staff and Board.

- **Improve Parking Facility Conditions**

Interior facility enhancements can make downtown parking more inviting and visitor friendly. The current condition of the parking facilities is not bad. In fact, they are superior to most; however there are several strategies that could be used to make the parking facilities more pleasant and memorable. Enhancements might include: painting interior surfaces white, use of creative level themes concepts, etc.

Example of creative interior parking facility enhancements will be provided.

- **Incorporation of Street Level Retail In Parking Facilities**

Adoption of good urban design standards relative to parking that promote street activation is a positive opportunity. The Central Park garage already has space built into the garage which would allow for installation of street level retail around the lower level of the garage. MPC should pursue tenants for this retail space.



- **Parking Safety Enhancements**

There are additional opportunities for MPC to provide additional safety enhancements. An example would be the use of loop activated pedestrian warning devices and lighted gate arms in high pedestrian areas,



- **Conduct Monthly Facility Walking Tours**

Management should conduct facility walking tours on at least a monthly basis (if not more frequently). A checklist tool that can be modified to document these tours and to develop a historical record of action items and accomplishments will be provided.

- **Improving Parking Meter Technology**

The city currently uses traditional single space parking meters to collect fees for on-street spaces. Many of these meters are still older mechanical types. Upgrading these older meters to the newer electronic meters would be a reasonable interim step in the evolution of on-street technologies. A new product hit the market just this year which provides the ability to pay for on-street parking at a single space meter via credit cards.



The issue of credit card acceptance at meters has been brought up by citizens and business groups. This is a great opportunity for the MPC to work toward upgrading equipment and demonstrate to the public that the MPC is listening to its concerns and suggestions. Feedback indicates there may be a willingness by retailers and other businesses to support incremental increases in hourly rates in an effort to discourage all-day parking.

Long-term, we encourage the assessment of systems and equipment that improve customer convenience, parking management/operations and parking system revenues. Technologies such as multi-space on-street meter technologies (including pay-by-cell-phone options) have the potential to reduce operating expenses, enhance operating revenues, improve management information and improve customer service. These technologies can accept more forms of payment (such as credit/debit cards), and can better integrate parking programs with off-street facilities (e.g. the use of parking debit cards, etc.). Multi-space meters can also improve the look of city streetscapes by eliminating rows of single space parking meters.

- **Re-Investment of Downtown Parking Revenues into the Downtown District**

One trend in the parking industry is to reinvest some parking revenues back into the district from which they are generated. This reinvestment can help build support from Business Improvement Districts, downtown merchants, property owners and other stakeholders. This move can often be difficult if parking revenues have been allocated to covering existing General Fund obligations.

One approach that some communities are exploring is that in conjunction with a shift of on-street meter technologies from single-space to multi-space meters or simply in association with increased rates, current net revenues are capped at

existing rates and the incremental increase of net revenues over time is dedicated to district reinvestment.

The most successful US parking programs are those that have harnessed and aligned all the revenue producing capabilities of parking assets (generally on-street, off-street, enforcement, district assessments, ground level retail space, etc.) and created a program capable of generating positive net revenues. Parking revenues are first spent to fund parking operations, maintenance reserves and future capital projects. In many cases, there are still additional revenues that are available to be reinvested on larger community strategic goals and objectives. This reinvestment of parking revenues back into parking helps eliminate parking as a publicly subsidized function and frees tax dollars for other uses. The reinvestment of excess parking revenues, which usually occurs once a system has reached a certain level of maturity (having retired some facility bond debts for example) helps improve the perception of the parking program and makes parking rate increases more palatable.

The MPC already reinvests parking revenues back into the community in a number of meaningful ways, however new opportunities should be continuously reevaluated.

- **Downtown Parking Availability**

It is not uncommon for there to be talk of a “parking shortage” even when there is an actual abundance of parking. This appears to be the case in downtown Missoula. Use the recently updated parking supply/demand info to get the word out that parking is plentiful downtown. Some cities have used a “Know the Numbers” campaign approach as illustrated in the graphic to the right.



- **Evaluate New Lighting and Energy Creation Technologies**

New lighting fixture types, ballasts and energy conservation technologies have made significant advances in the past several years. Another interesting innovation is the creation of energy producing solar panels that can be added to parking structure roof tops to off-set energy costs or be sold back to the electrical grid in exchange for energy credits. An evaluation of these new technologies in conjunction with a planned capital maintenance program or a “green Initiatives” program is recommended.

- **Enhance Public Education About Parking Programs and Services**

Promote MPC’s involvement and financial support of TDM programs such as EZ Pass and Missoula in Motion. As new programs and customer friendly services

are enacted, get the word out through a coordinated public education and information campaign. Create value for the commission by repeatedly publicizing the MPC's involvement in the community.

Stakeholder feedback indicated that the public was not aware that the MPC "forgives" parking violations by out-of-town visitors. The MPC should be proactive publicizing to the local stakeholders everything it does to be "customer friendly".

- **Parking System Branding & Marketing**

Continue to build a comprehensive parking marketing program. A comprehensive program can provide the following benefits:

- Increased facility usage
- Increased parking system revenues
- Decreased negative perceptions of parking
- Increased consumer acceptance and understanding of parking
- Increased activity in the downtown



Parking system branding and marketing programs are varied in their scope, but the following elements are common:

- Development of a parking system brand and logo
- Special Program Advertisements/Promotions (First Hour Free Program, for example)
- In Facility advertising
- Radio ads
- Community Access TV ads
- Consistent Program Signage and Wayfinding Programs
- New Product Introduction Programs (Pay-On-Foot or Multi-Space Meters, for example)
- VIP Service Programs
- Parking Websites/Interactive Maps
- Customer Amenities Programs
- Lost Vehicle Assistance
- Lock-out Assistance
- Dead Battery Assistance
- Parking Educational Materials
- Car Crime
- Parking Safety
- Parking Press Releases
- Parking Brochures

- Parking Meter Angels Programs
- Parking Validation Promotions
- Know the Numbers Campaigns (To combat the perception of not enough parking)

It is recommended that a parking system branding and marketing program be developed and funded. The national average for parking system marketing budgets is \$5 - \$7 per space per year. The highest we have seen was \$21 per space per year. The recommended parking system branding and marketing program for the MPC would be in the range of \$15,000 - \$18,000 per year.

- **Explore New Customer Service and Parking Amenity Programs**

To further enhance the image and customer friendly nature of the parking programs, create and promote new customer service and parking amenity programs such as: vehicle location assistance, tire inflation services, vehicle lock-out assistance, battery charging, etc. Having the programs in place is half the battle; the real benefit comes from effective promotion. Note: While these programs are all valuable to customers there are liability-limiting features that should be researched and enacted as part of the program implementation.



- **Expand Program For Regular Customer Feedback About Facilities, Programs and Service Levels.**

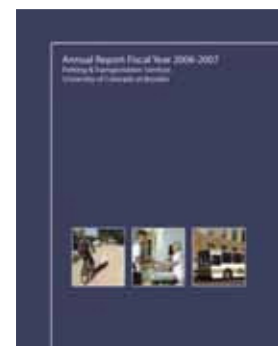
The best customer service programs are those that regularly listen to their customers and develop specific programs based on elements that customers value. A regular program for customer feedback about facilities, programs and service levels is highly encouraged. Customer feedback could be provided through periodic surveys handed out in the parking facilities, a parking “hotline” that customers can call to voice concerns or via a form on the Missoula Parking website. This type of information can be a positive addition to an annual parking report.

- **Produce an Annual Parking Report**

Consider the development of an Annual Parking Report as a way to:

- Identify key parking issues and challenges
- Promotes parking system achievements
- Document the “state of parking”
- Build confidence in the system
- Create a historical record.

The production of a detailed annual report will promote a



sense of transparency and allow the MPC to publicize its achievements, partnerships in the community, collaboration with TDM organizations.

An annual report template will be provided.

- **Training Opportunities**

MPC should develop and/or enhance a basic training program for line level and supervisor staff, such as basic cashier training, audit training, etc.. There are other training programs available in the parking industry that could help improve employee knowledge and efficiency, as well as improve effectiveness and accountability. Programs are available through regional parking associations, the International Parking Institute (IPI) and other organizations that could provide a real benefit to the city parking system. A few areas that could benefit from some specific and targeted training programs:

- **Parking Facility Maintenance Program Development Training**

Carl Walker has one or two day training programs which provide detailed methodologies for developing improved and realistic parking facility maintenance programs.

- **Revenue Control Training**

Revenue control for a parking facility or parking system is based on a basic framework of accountability that starts with the arrival of tickets or permit stock, and ends with the reconciliation against bank statements. Between those two points is a maze of links that form the "audit trail", a trail of connected numbers that establish and maintains accountability for parking fees due from facility operations. This training program from **Carl Walker** provides practical options for improving system revenue control.

- **Consider Varying Rates for Facilities that Serve Different Purposes**

Many municipal systems have one rate for all or most of their facilities. While this approach has the benefit of being easy to communicate and understand, it is often overly simplistic and fails to leverage market-based opportunities. Varying parking rates based on local market demands or to address the specific needs of localized customer groups is a powerful tool that can often yield positive results for the local area or for specific customer groups.

- **Consider Promotional Opportunities in Structures and On-Street**

Opportunities for additional parking facility revenues should be explored. Many cities realize additional revenues from advertising within the parking facilities. Aluminum and glass cases are used for advertisements



within elevators and elevator lobbies. A concept called AdWalls can turn entire blank gray walls within a parking structure to an advertisement for local businesses or national companies such as Coca-Cola, Nike, etc. Other new products on the market include the use of colorful advertising banners within parking garages. They add color and interest, but have fewer maintenance issues than painting entire walls. There is even a company that provides advertising on the parking space stripes on the floors of garages or lots.



A promotional opportunity we have seen in communities around the country is the use of triangular signs mounted to on-street meter poles. This is an effective way to promote specific local businesses, parking validation programs, downtown events, etc.

Denver uses the top of the meter heads to promote local attractions such as the Denver Zoo, the Denver Art Museum, etc.

- **Develop Program Criteria Documents for New Parking Structures**

Since the Master Plan is being developed and the probability of a new parking structure is high, this is the perfect time to get the new parking structure criteria established. As part of an enhanced parking planning process, establishing a process to better integrate parking garage operations and program criteria early in the design process can be very beneficial. This is especially true if new technologies are being evaluated and implemented such as pay-on-foot, central cashing, pay-by space, etc. Design criteria should also continually review functional design issues such as stall widths, turn radii, bay dimensions, pedestrian ways, facility lighting standards, accommodations for multi-modal options, etc. to stay abreast on current trends related to vehicle size, new technologies, etc.

- **Develop Design Guidelines for Parking Structures**

As more and more parking programs are entering into public/private partnerships as creative mechanism to fund parking structures, the value of having a well-defined set of design guideline for parking structures become even greater. The major benefits include:

- Establishment of proven functional design dimensions such as bay width, turn ratios, stall dimensions, etc.
- Establishment of concrete durability standards (important for long-term facility owners)
- Definition of desired customer amenities and options
- Definition of standard systems and control mechanisms

- **Evaluate installation of meters in Hip Strip District**

As the Hip Strip continues to grow it may be prudent to evaluate the cost benefit of installing, enforcing, and maintaining meters in the retail sections. Stakeholders have indicated that residents, employees, and students make it difficult for customers to find convenient parking during business hours. This may require hiring an additional parking enforcement officer.

Threats

- **Capital Maintenance Program**

While not a pressing concern at this time, this may become a major issue in the future.

The parking system needs to develop a long-term capital maintenance program to address deferred maintenance in the parking structures. This is critical because failure to address these issues in the short term will inevitably lead to even higher costs in the long term.

This issue is particularly important because negative impacts to the downtown parking supply caused by extensive maintenance issues can directly impact the economic vitality of the downtown. Given the varying ages of the parking facilities in the MPC system it is recommended that \$75 per space per year be budgeted for parking facility maintenance/restoration reserves. This estimate is equivalent to than the national average.

- **Future Financial Needs for New Structures**

Based on the initial Master Plan meetings, public forum, and private discussions it appears probable that multiple new parking structures will be proposed. While financially healthy today, the parking program does not have debt capacity, given current system revenues, to fully fund the parking infrastructure needed by the downtown.