



POUGHKEEPSIE DOWNTOWN PARKING IMPROVEMENT PLAN

FINAL REPORT AND ACTION PLAN

AUGUST, 2018

In Association With:
Behan Planning and Design
Tri-State Traffic Data, Inc



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1 INTRODUCTION

The Dutchess County Transportation Council (DCTC) initiated the Downtown Parking Improvement Plan at the request of the City of Poughkeepsie in 2017. As the City reinvests in its infrastructure and continues to revitalize the downtown area to support both locals and visitors, it recognized that continued development must be supported by smart parking policies in order to be functional and sustainable.

As the City revitalizes its downtown, parking needs and perceptions are constantly shifting, placing different demands on different parking resources. The City proactively undertook this plan to analyze these needs and perceptions to ensure that parking is not a barrier to attracting new businesses, institutions, and residents, but is instead an asset. This planning effort includes an evaluation of the current balance of parking supply and demand to help the City more effectively manage its existing parking assets in such a way that supports broader needs. A strategic downtown parking management program will allow Poughkeepsie to maximize the potential of its downtown for civic, residential, commercial, and tourism growth.

PROJECT GOALS

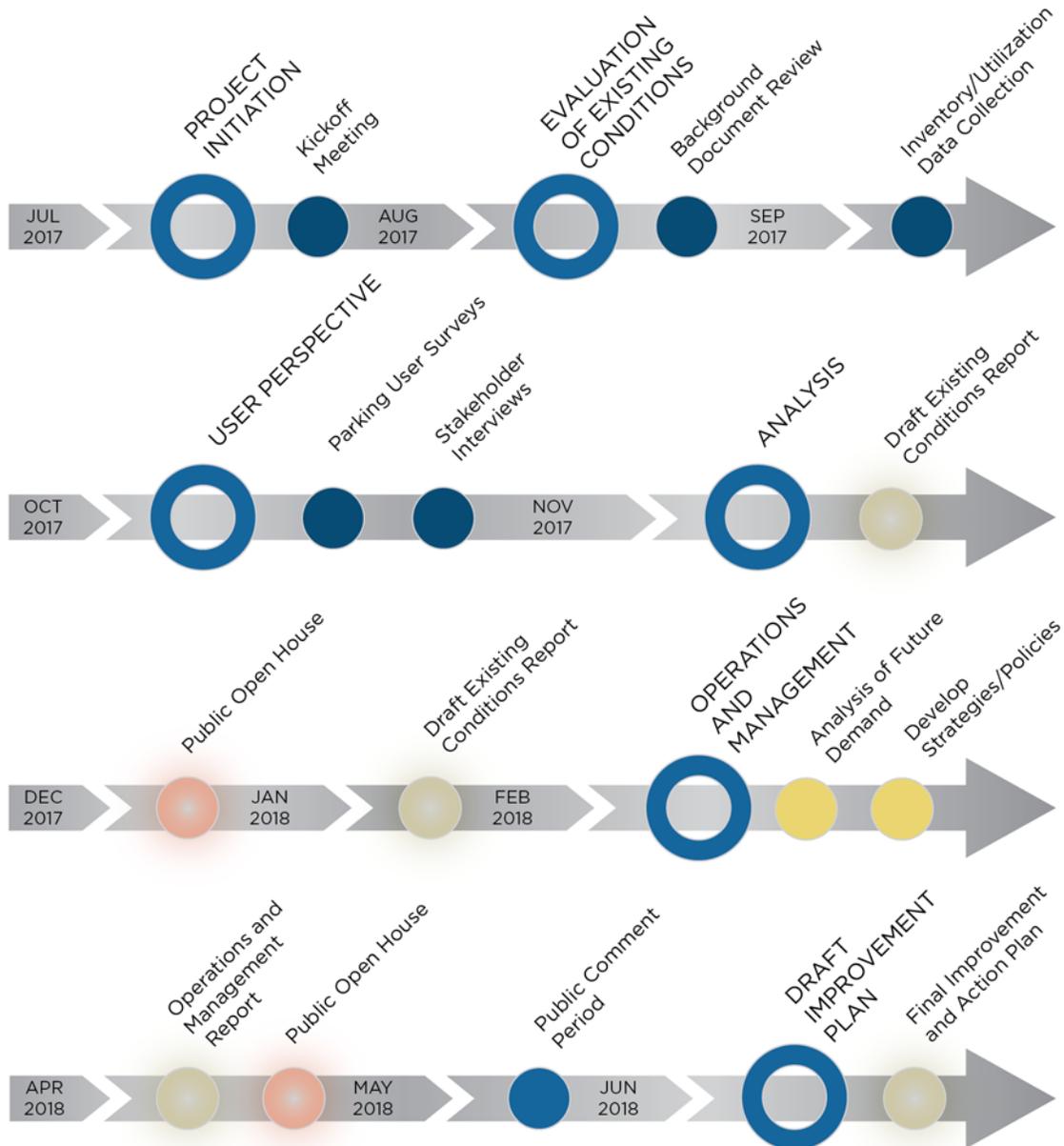
The DCTC, in consultation with the City, has identified the following goals and objectives for this parking analysis:

1. **Capacity**: A quantitative assessment of the supply and demand for downtown public parking, to include a determination on the need for additional parking or whether there is excess parking capacity; if excess supply exists, the feasibility of consolidating parking so that lots might be repurposed for other uses.
2. **Maintenance & Management**: Strategies to improve the maintenance and management of City-owned surface parking lots, garages, and on-street parking stalls, to include an evaluation of staffing (i.e. deployment and organization).
3. **Operations**: An evaluation of the days and hours of parking enforcement, current parking restrictions, and associated parking signage effectiveness.
4. **Safety & Convenience**: Ways to provide safe, convenient daytime parking for office and commercial uses on weekdays, and evening parking for cultural and entertainment venues on weekends.
5. **Pricing**: A determination of the need and feasibility for demand-based pricing or changes to current parking rates for garages, surface lots, and on-street parking.
6. **Design**: Recommended design improvements to increase the efficiency of City-owned parking facilities, to include improvements to parking-related signs and other wayfinding, circulation, and parking layouts.
7. **Zoning**: An evaluation of current parking standards and requirements in the City's zoning code, to include an assessment of parking impacts resulting from current efforts to rezone the City's downtown.

STUDY PROCESS

This plan was completed through a series of analytical phases, documenting conditions, identifying and exploring key issues and opportunities, and developing strategic recommendations. Throughout the process, coordination with municipal project leaders, key stakeholders, and the public was integral. Figure 1 provides an overview of this process. In addition to process steps, the study team presented findings and recommendations from the Assessment of Existing Conditions and Demand, the Strategic Plan for Parking Operations and Management, and the Analysis of Future Parking Demand to the Common Council on May 21, 2018 to open the public comment period.

Figure 1 Study Process



STUDY AREA

The Parking Study Area (see Figure 2) encompasses the majority of Downtown Poughkeepsie west of Clinton Street and surrounding residential areas to the west of Columbus Drive and north of Mill Street. The study area covers roughly one-third of a square mile and incorporates many of the County and City facilities within the Downtown area as well as regional cultural attractions such as the Mid-Hudson Civic Center and Bardavon Opera House.

The boundary was drawn to purposefully exclude the Waterfront area due to the fundamental separation created between downtown and the waterfront area by Route 9 as well as differing goals for the Waterfront area established in the Poughkeepsie Waterfront Redevelopment Strategy. The study area was also designed to be legible, include the arterials, and understand if and how any supply limitations affect adjacent neighborhoods.

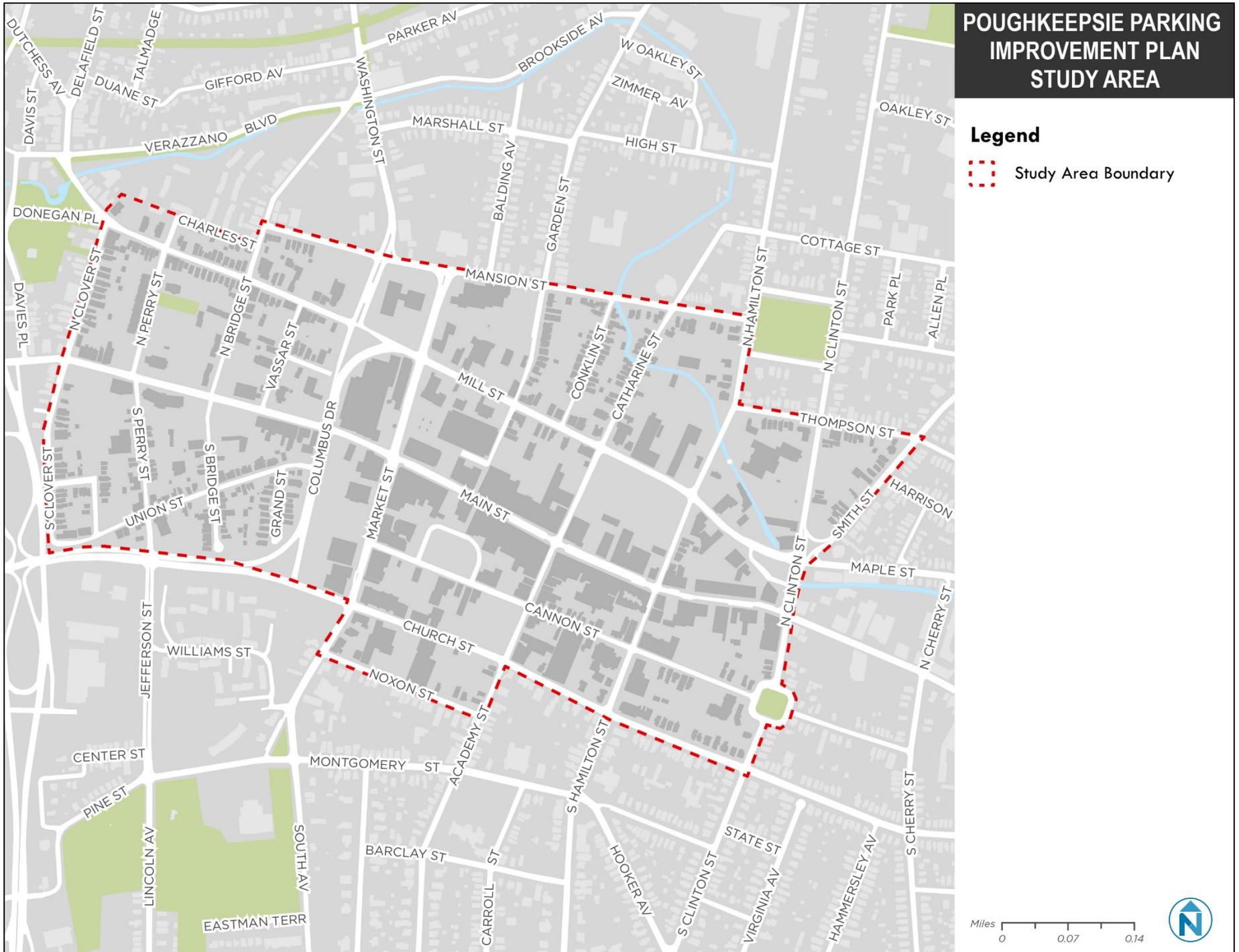
The study area is home to 3,497 residents in 1,950 housing units.¹ In 2015, the area was the place of employment for over 3,000 workers.² US Route 44 and New York State Route 55, otherwise known as the East-West Arterial, carry over 45,000 vehicles through the study area daily.³ By contrast, portions of Main and Market Streets, the primary commercial streets of Downtown Poughkeepsie, carry between 5,700 and 8,000 vehicles per day due to the bypass condition that the arterial creates.

¹ U.S. Census Bureau (2010). Housing Units and Total Population

² U.S. Census Bureau (2015). LEHD Origin-Destination Employment Statistics

³ Dutchess County Traffic Counts. <http://www.dutchessny.gov/PlnRoadCnts/Default.aspx>

Figure 2 Poughkeepsie Parking Study Area



2 EXISTING CONDITIONS

This Parking Improvement Plan relies on a comprehensive understanding of existing regulations, parking inventory, parking utilization patterns, and policy frameworks to develop strategies which effectively address the needs and goals outlined in the planning process. The Assessment of Existing Conditions and Demand outlined these parameters in the first stage of the study process.

INVENTORY

A comprehensive inventory of all parking facilities within the study area was conducted by Tri-State Traffic Data on-site on Wednesday, September 6, 2017. Nelson\Nygaard collected supplemental inventory data on Wednesday, October 18, 2017. This inventory serves as the foundation of the plan and informs the study team's analysis and recommendation efforts. The parking inventory recorded the number of parking spaces along all blocks in the study area, as well as the number of spaces in all off-street facilities in the study area.

The study area contains significant on- and off-street parking assets. One hundred four (104) distinct public and private off-street parking structures and surface lots are found in the study area. This includes city-owned and privately-owned facilities—each group with a mix of restricted and public access. Approximately 82% of all spaces in the study area are off-street, occupying roughly 23% of the land in the study area.

On-street parking is also available on many streets throughout the study area. Metered parking is only found along Main and Market Streets—the central axes of the study area. Three-hundred thirteen (313) on-street spaces are metered using 44 pay stations on Main Street and another 9 pay stations on Market Street. Over 10% of on-street parking spaces are accessible only to permit holders beyond the posted visitor time limits. There is a large amount of unrestricted on-street parking at the very edge of the study area.

Overall, the study area contains approximately 7,150 total functional parking spaces, with over 1,300 on-street and over 5,800 off-street spaces in lots or garages.⁴ Approximately half of these spaces are publicly available; this includes all unrestricted, handicapped, and paid-entry parking spaces whether privately or publicly owned (see Figure 3 below).

There are two broad categories of access—who can use a parking space at any given time—regardless of ownership.

- **Publicly Accessible** parking is available to any member of the public, often but not always for a fee. This parking is signed and clearly open so that any user understands that it is publicly available.
- **Restricted** parking is limited to certain groups, such as permit holders, employees, and/or customers.

Of the 7,151 active parking spaces in the study area at the time of data collection, approximately 50% of these spaces are publicly owned, although not all publicly owned spaces are open to the public. Almost 12% of publicly-owned parking spaces, 420 spaces, are either leased to tenants, restricted by permit

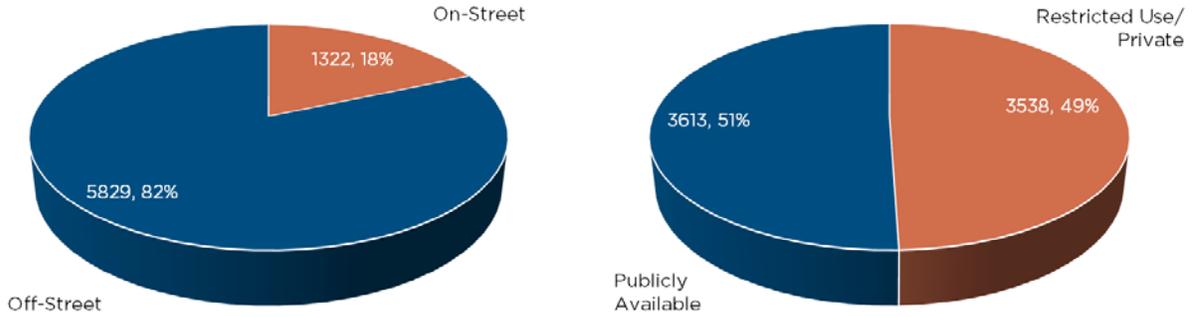
⁴ The inventory includes all off-street facilities larger than five parking spaces. Small residential driveways or minor rear lots were not inventoried. One-hundred fifty (150) spaces in the Financial Plaza Deck were inaccessible during the study period due to large-scale facility maintenance and not included in inventory or utilization statistics.

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regulations, or reserved for loading and municipal use. However, 500 spaces, or 14% of the privately-owned supply, is publicly-accessible.

Almost two-thirds of the off-street supply is privately-owned (62%) though there are 14 publicly accessible lots and garages, most heavily concentrated between Mill Street, Hamilton Street, Church Street, and Columbus Drive.

Figure 3 Select Study Area Parking Inventories



The parking inventory and weekday daytime regulations are depicted in Figure 4 (weekday) and Figure 5 (weekend). All garages, surface lots, and block faces show the number of spaces within each area. For both on- and off-street parking, the various regulations are color coded by general category.

Figure 4 Parking Inventory and Regulations - Weekday

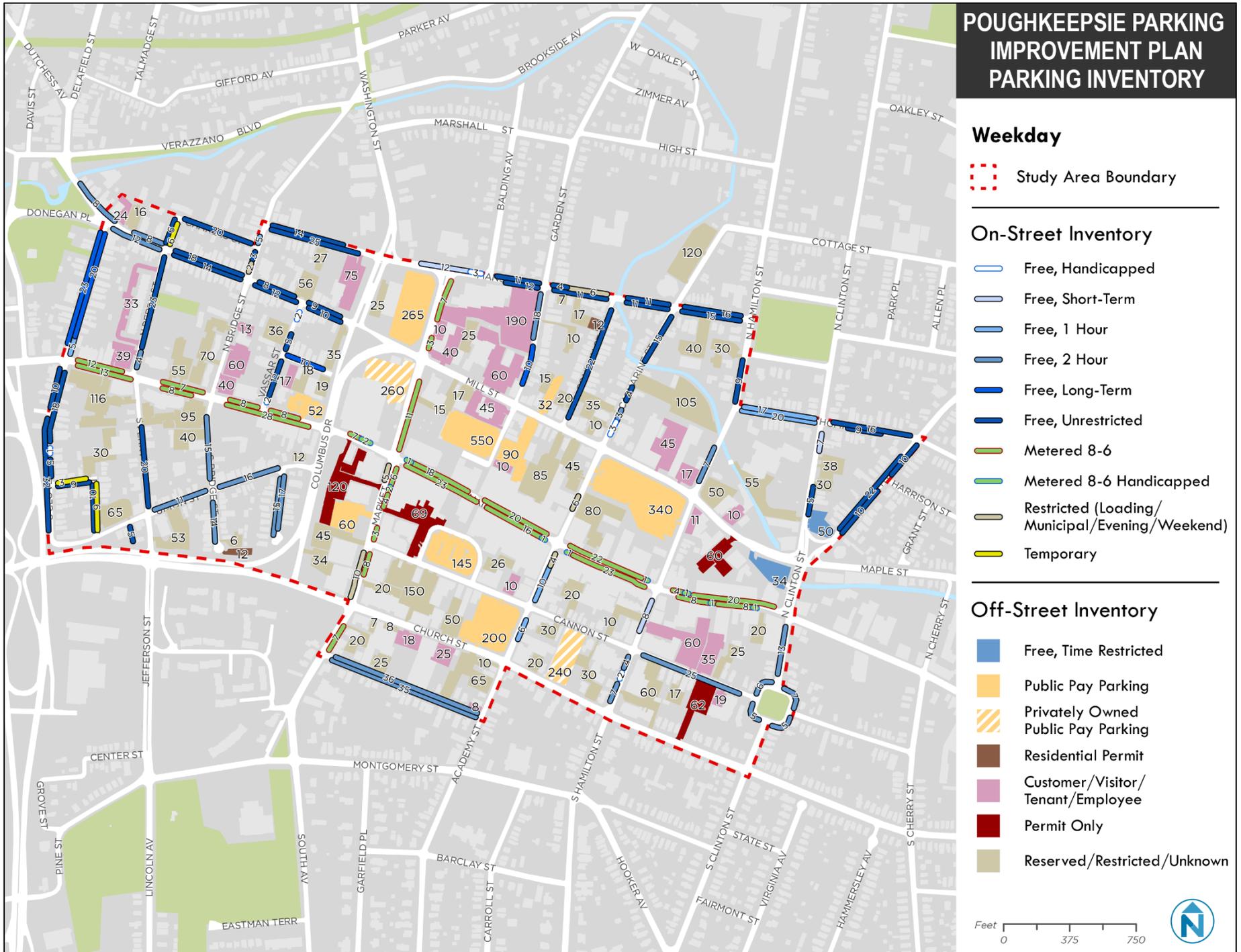
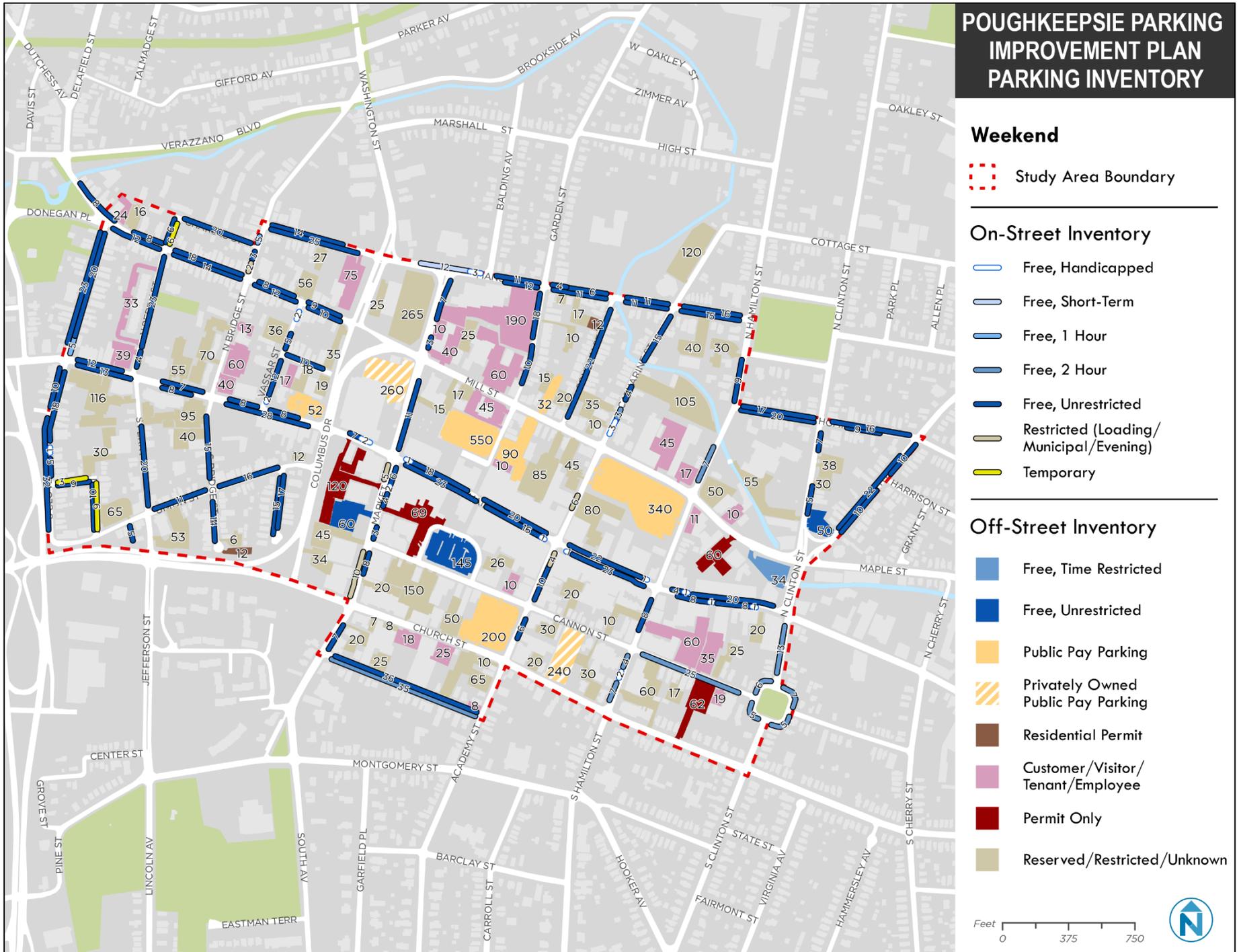


Figure 5 Parking Inventory and Regulations - Weekend



REGULATIONS

The regulation, location, and operation of parking spaces greatly affect how spaces are used. Regulations associated with each space, including time limits, pricing, and public/shared/reserved status, were recorded in order to fully understand the parking system and its capacity to meet shifting demand levels and patterns. It was found that many regulations shift by time of day, day of the week, and weekday to weekend.

On-Street Parking

While almost all of the on-street parking (97%) in the study area is available for use by any member of the public, there are on-street spaces which are only available on evenings and/or weekends as well as space reserved for municipal use only. Only 24% of on-street parking is priced, all of which can be found along Main and Market Streets. A much larger percentage of on-street parking is time-limited (58%). Figure 6 breaks down the observed on-street parking supply by regulation type.

Figure 6 On-Street Parking Rates and Regulations

On-Street Weekday Regulation/Rate, Time Limit and Time Span	Total	%
Free, No Time Limit, Some Daily Restriction	429	32%
Daytime Metered - \$0.25/15 minutes, 2 Hour Limit until 6PM	313	24%
Free, 2 Hour Limit until 5/6PM	291	22%
Unrestricted	75	6%
Free, 1 Hour Limit, Varying Spans	68	5%
Free, Long-Term (4-6 Hours) from 7AM to 4PM	63	5%
Free, Short-Term (20-30 Minutes) until 6PM	27	2%
Evening and/or Weekend Only	21	2%
Temporary (Monday 9A-12P Only)	18	1%
Loading Zone	12	1%
Municipal Use	5	<1%
Total	1,322	

Off-Street Parking

Off-street parking includes all public and private parking in garages and surface lots in the study area.

- **Publicly-Owned Garages or Lots** are owned primarily by the City of Poughkeepsie, but also by Dutchess County. Not all publicly-owned facilities are available for public use on an hourly or daily basis. Some of these facilities provide a mix of public and permit parking while others – such as most county employee lots– do not make their supply available to the public.
- **Privately-Owned Garages or Lots** are owned by private landowners or private institutions. Some of this parking supply is available for public use for a fee. However, most lots are restricted to residents or reserved for employees and/or customers.

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Figure 7 Off-Street Parking Ownership and Access

	Lot		Garage	
	# of Facilities	# of Spaces	# of Facilities	# of Spaces
Total Privately Owned	83	3,096	2	500
Containing Public Access Spaces	0	0	2	500
Total Publicly Owned	17	1,418	2	815
Containing Public Access Spaces	10	1,015	2	815
Total	100	4,514	4	1,315

Permit Only Off Street Facilities

The City of Poughkeepsie operates a residential and business parking permit program. Permits are purchased online and allow the holder to park in a designated facility at all times with the exception of the Liberty Lot, which does not allow overnight parking. Business permits cost their users \$55 per month or \$300 for a semi-annual six-month permit. Residential permits cost \$30 with no semi-annual discount.

There are two permit only facilities that are operated by the city and are not accessible to visitors without a permit. The twelve-space lot at 51 S. Bridge Street is reserved for residential permits. Lot 1 at 126 Cannon Street is open to both types of permits.

Publicly Accessible Off Street Facilities

The prevailing hourly rate for off-street parking in Downtown Poughkeepsie is \$1.50 per hour with some exceptions and escalations of that rate depending on the facility.

- The Liberty Lot charges the same nominal \$1.50 per hour rate, but priced in different increments, starting at \$0.75 for part of any half hour.
- The now privately owned Cannon Street Deck charges \$2 for daytime parking and \$5 for overnight use of the facility.
- The county-owned lot next to the Dutchess County Office Building charges \$1.50 per hour for the first two hours, then increases the rate to \$3 per hour for subsequent weekday business hours.

UTILIZATION

Utilization data, based on parking utilization counts on Wednesday, September 20, 2017 and Saturday, September 23, 2017, reveal consistently high levels of excess capacity, even during times of peak parking demand. However, much of this capacity is managed as private parking, restricted to on-site tenants and visitors. This helps create the common perception that parking is scarce in downtown Poughkeepsie.

Utilization charts reflect observed vacancies and occupancies (and unavailable spaces due to events or other conflicts). Certain daily restrictions that prohibit parking in certain spaces on weekdays reduce the number of observed spaces below the complete inventory of 7,151 spaces.

Figure 8 and Figure 9 display observed parking utilization at the aggregate level, over several hours of weekday and weekend surveys. The orange lines indicate “functional capacity” of parking, i.e. 90%

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utilized/10% vacancy, a recognized national standard of when a parking area is effectively full. Occupancy above this line represents a functionally full condition where the user perceives a lack of available parking.

Figure 8 Overall Study Area Parking Utilization - Wednesday, September 20, 2017

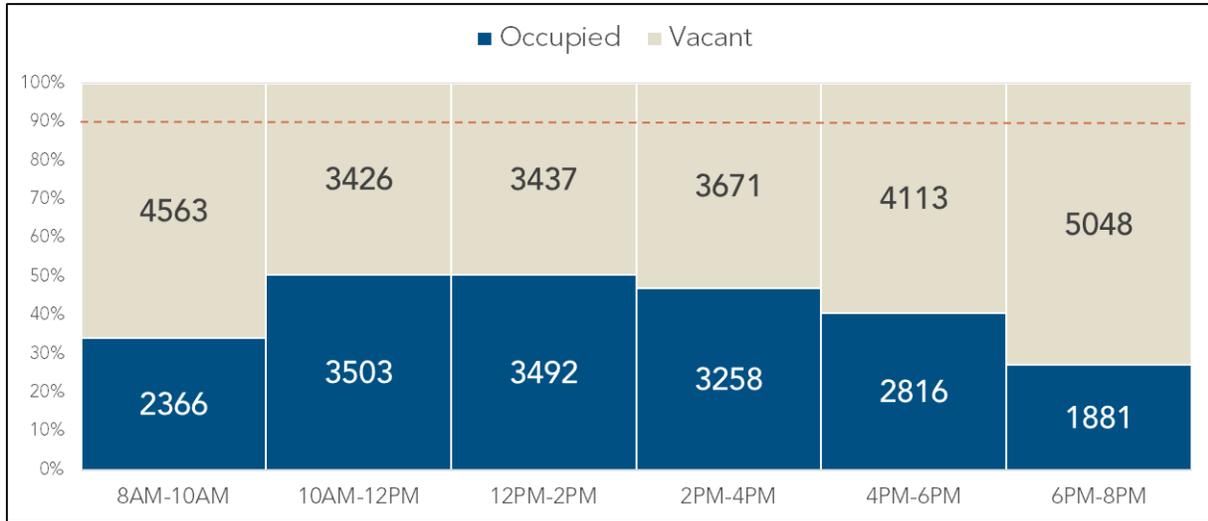
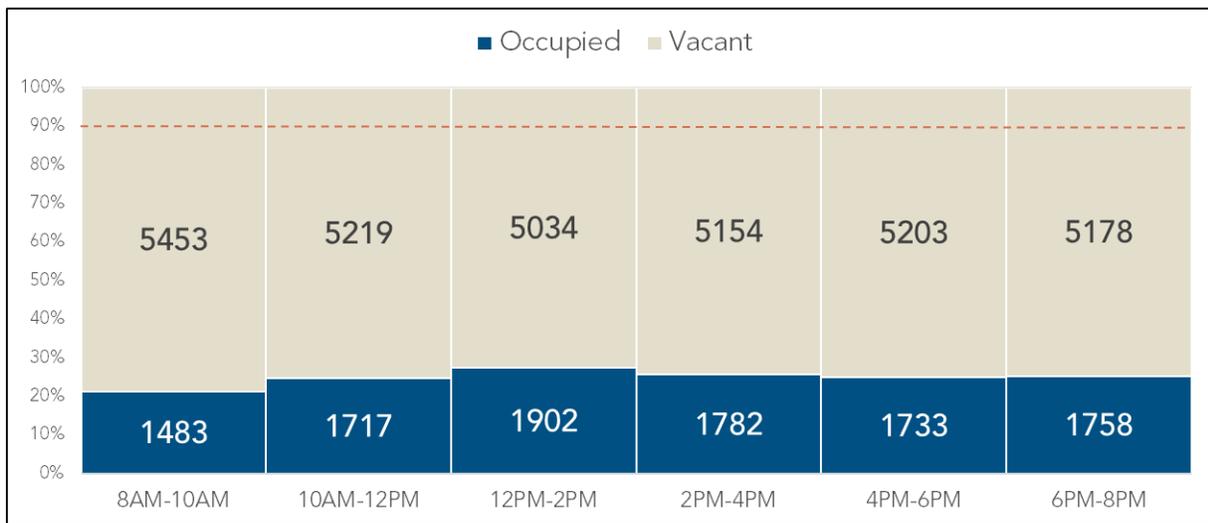


Figure 9 Overall Study Area Parking Utilization - Saturday, September 23, 2017



Aggregate utilization data, however, does not always capture the experience of those seeking a parking space in real time, and with limited information beyond what is immediately visible to drivers. Spatial analysis, by contrast, can capture detailed utilization patterns that tend to create perceptions that supply is insufficient, despite an overall abundance of parking capacity. The maps and charts on the following pages provide a visual summary of these patterns, at key times during weekday and weekend observation periods. More complete parking data can be found in the Assessment of Existing Conditions and Demand as Appendix A.

Weekday

During the peak occupancy period, 10 a.m. to 12 p.m., publicly accessible facilities witnessed a marginally higher peak utilization percentage (54%) compared to restricted spaces (48%). Parking activity was

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concentrated primarily around the Dutchess County offices, in the Academy Lot, and along Mill Street west of City Hall. Fully 50% of publicly available spaces on Main Street remained unoccupied during this peak period.

Between 10 a.m. to 4 p.m. off-street parking was generally used at a slightly higher rate than on-street parking. Outside of these hours, on-street parking was higher utilized. Metered on-street parking utilization on Main and Market Streets largely mirrored the overall occupancy rate. Some publicly owned facilities like the Academy Lot were highly utilized for the majority of the day, while others like the Crannell (Mill Street) Lot had high availability at all times. The most heavily utilized on-street spaces throughout the day were found on Market Street near the Bardavon Opera House.

Figure 10 Publicly Accessible Parking Utilization - Wednesday

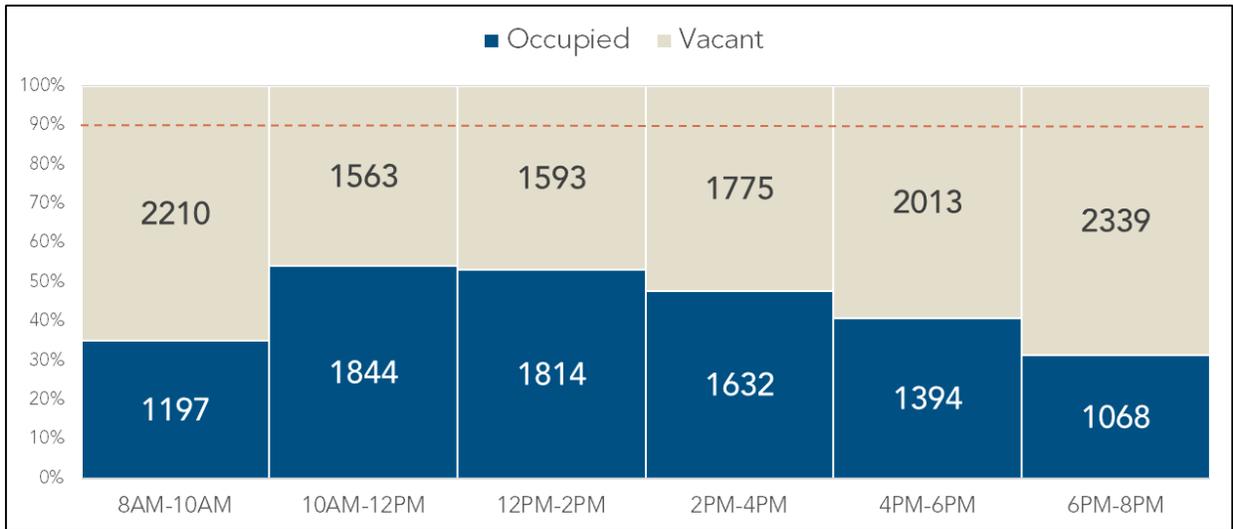


Figure 11 Restricted Access Parking Utilization - Wednesday

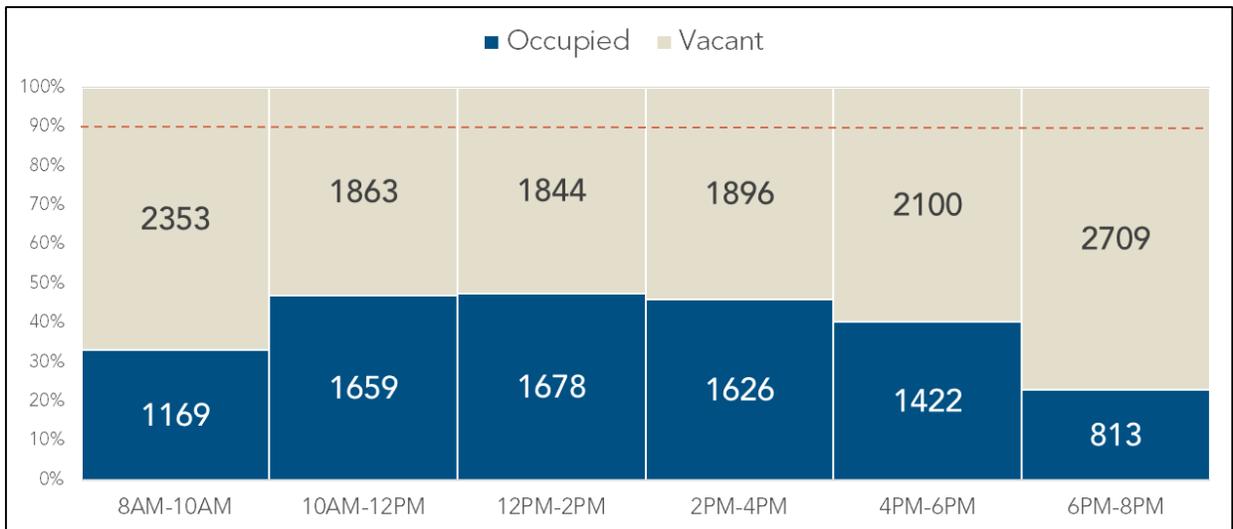
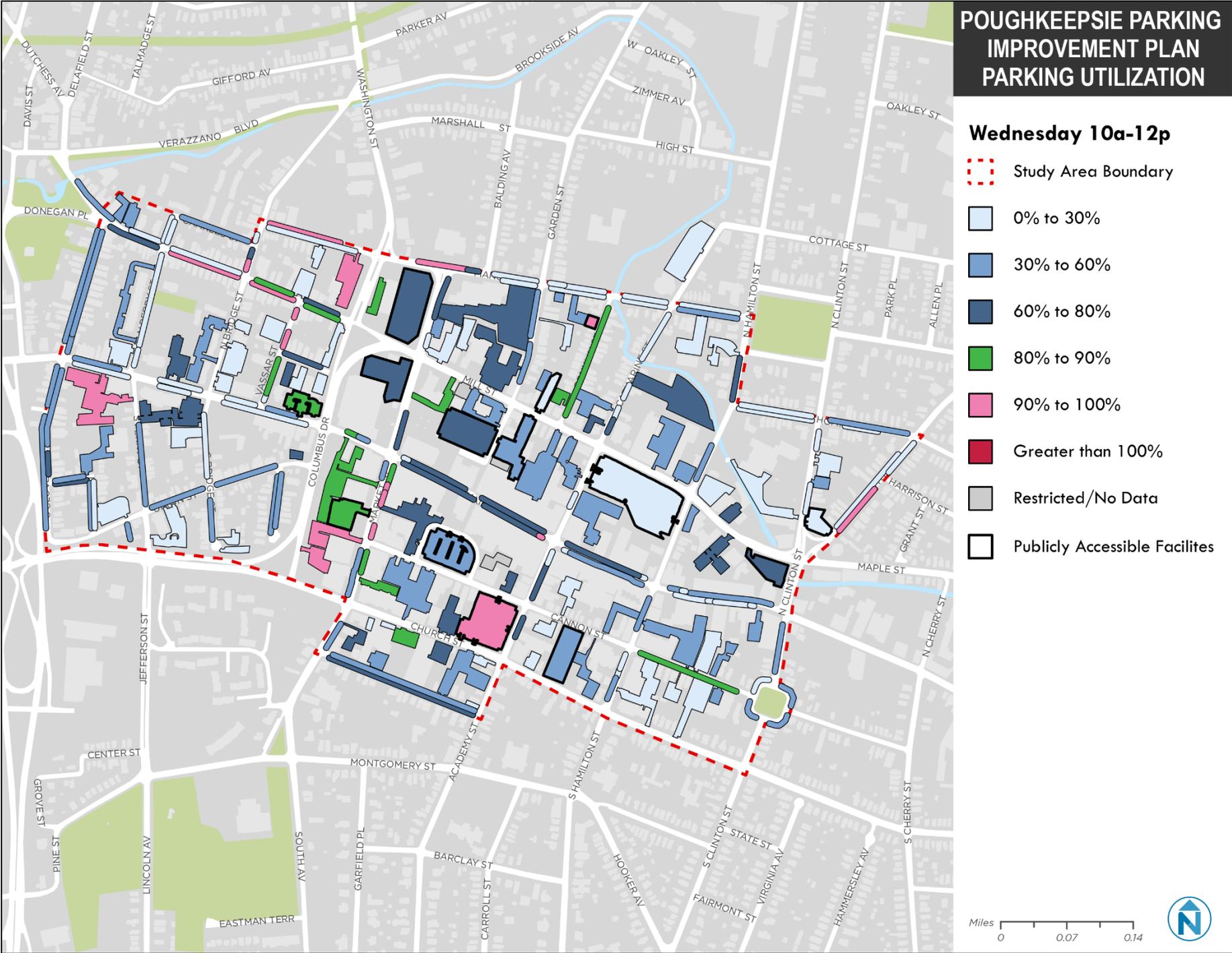


Figure 12 Parking Utilization - Wednesday 10:00 a.m. - 12:00 p.m.



Weekend

Saturday peak parking demand occurred at noon, though demand was far more consistent across the day than on a weekday. At peak occupancy, over 5,000 parking spaces (73%) of the 6,936 available on Saturdays were vacant. During that same time period, publicly accessible inventory was 34% occupied. Certain smaller restricted-access private off-street lots, such as the Changepoint Church lot, were operating beyond capacity while most on-street parking areas in the study area continued to have open spaces. Sections of Main and Academy Streets were functionally full.

On-street parking was used at a much higher rate than off-street parking throughout the day. The most heavily utilized on-street spaces were located on Main Street between Hamilton and Clinton Streets. During the afternoon, demand increased on the portion of Main Street between Market and Hamilton Streets as well as on Market and Academy Streets. The Civic Center Garage was functionally full after 4 p.m. while the Clinton Square lot saw periodic high demand partially due to temporary practical use by nearby auto repair businesses. Publicly accessible facilities experienced peak demand (35%) during the evening hours of 6 p.m. to 8 p.m. Private and restricted spaces witnessed a much lower peak utilization percentage (22%) at that time compared to publicly accessible spaces.

Figure 13 Publicly Accessible Parking Utilization – Saturday

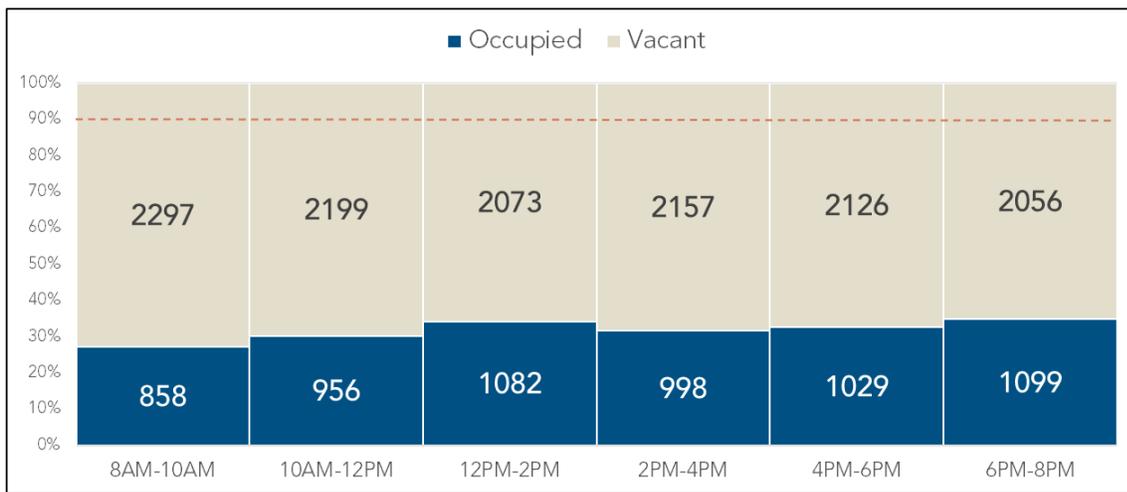


Figure 14 Restricted Access Parking Utilization - Saturday

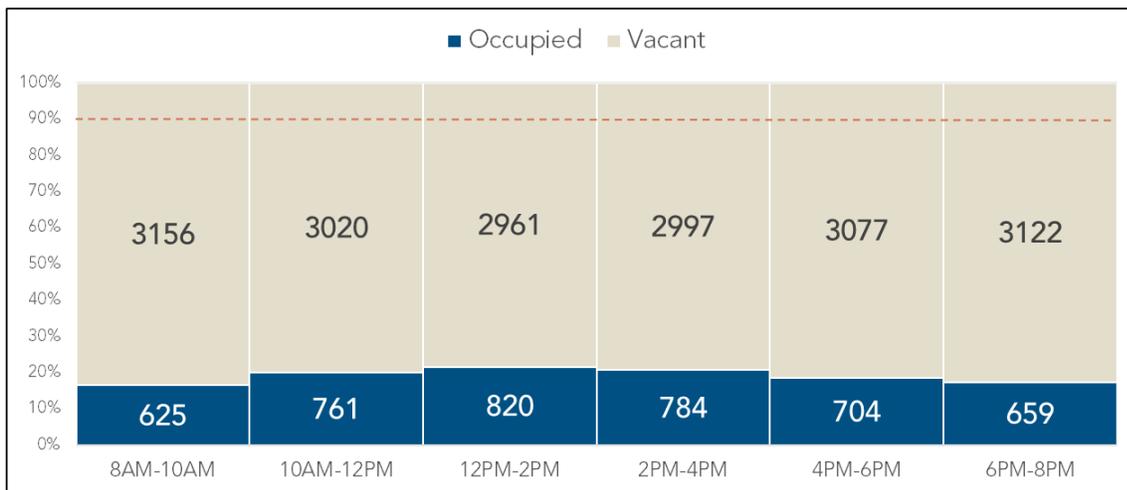
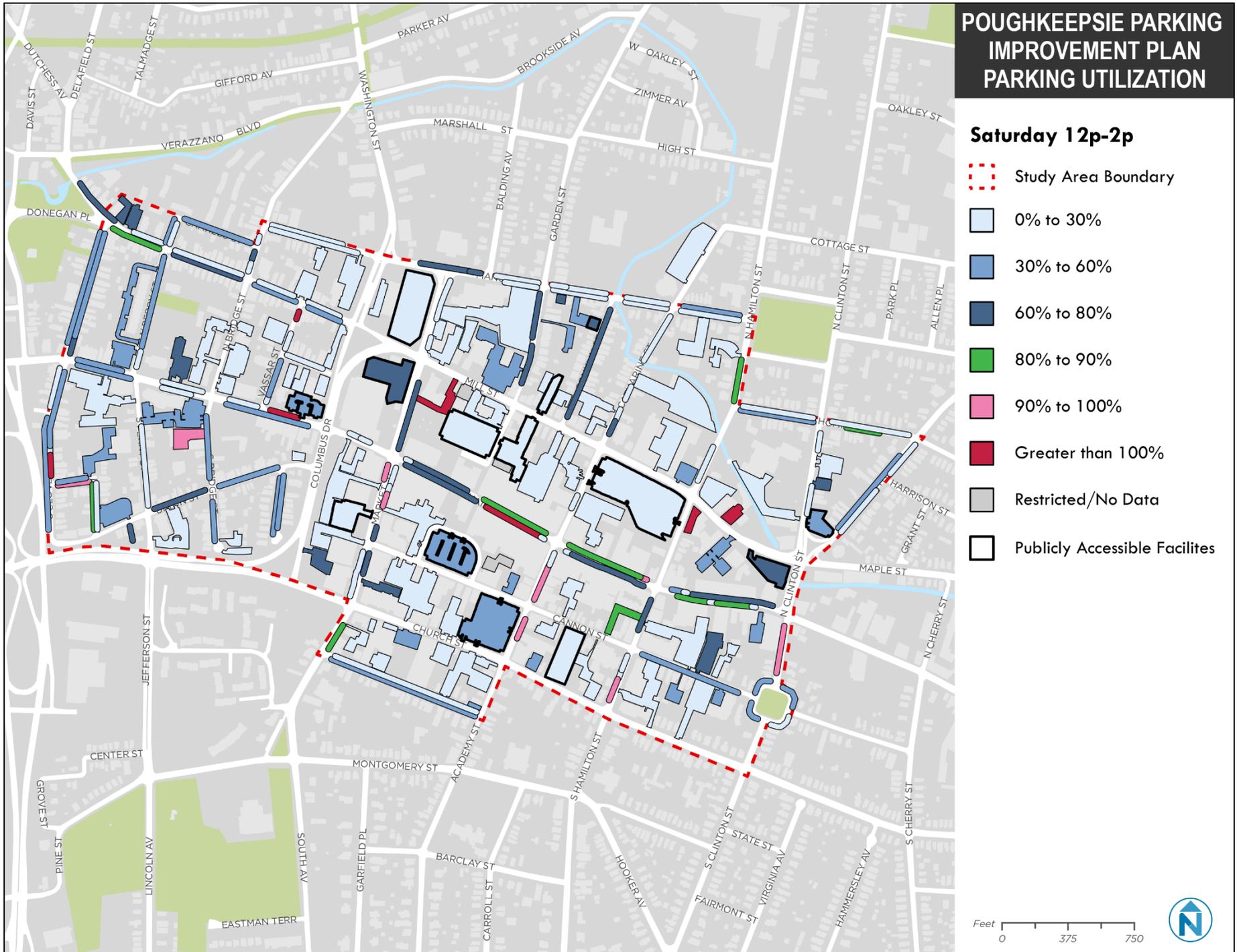


Figure 15 Parking Utilization - Saturday 12:00 p.m.-2:00 p.m.



3 KEY ISSUES AND OPPORTUNITIES

The following is a summary of key issues and opportunities as identified through the study processes and existing conditions assessment outlined previously. Capturing the most pressing concerns, challenges, and potential solutions, these provided a basis for the development of study recommendations.

Pricing, Regulation, and Enforcement

- The cost of on-street metered spaces is \$0.25 for 15 minutes (\$1.00/hour) between the hours of 8:00 a.m. and 6:00 p.m., Monday through Friday.
- The prevailing hourly rate for off-street parking in Downtown Poughkeepsie is \$1.50 per hour—greater than that of on-street facilities—with some exceptions and escalations of that rate depending on the facility.
- While some metered segments on Main Street between Hamilton and Clinton Streets and on Market Street between Main and Cannon Streets became full during the weekday utilization peak, almost all other on-street parking areas in the study area continued to have open spaces.
- There is a wide variety of on-street parking time limits within the study area, including 20 minutes, 30 minutes, 1 hour, 2 hours, 4 hours, and 6 hours,
- Many on-street parking segments are regulated as no-parking zones for large portions of, or entire days. These restrictions vary widely—one segment may be off-limits one day per week, others for three, four, or six days—and many cover a 23 hour period beginning at 9:00 a.m.
- Main Street business owners consider city parking enforcement policies to be predatory and revenue-driven rather than focused on ensuring availability. Civic organizations see inconsistencies in parking fee collection.
- Some business owners feel elements of race and class are embedded in citywide parking policy. Upper Main Street businesses perceive a disadvantage compared to Waterfront area businesses who can take advantage of free on- and off-street parking.
- Permits for city owned lots are only applicable in the lot for which they are sold, regardless of normal lot occupancy or whether more permits are sold than spaces exist in highly utilized lots.

Management, Organization, and Funding

- Parking within Downtown Poughkeepsie is managed by various departments and decision making bodies, in addition to the private sector, making it difficult to coordinate amongst various groups.
- There is no central body or department that spearheads or oversees parking management in Poughkeepsie, and no uniform set of policies are in place to guide and champion improved parking management.
- Parking revenues provide a net revenue generator for the general fund and are budgeted to be spent on priorities other than the parking system.
- Parking facility capital improvements are typically funded through the City's Capital Improvement Program, whose ultimate funding sources are inconsistent.

User Experience

- A lack of maintenance of publicly owned parking facilities contributes to their underutilization. The perception of personal safety, understanding of regulations, and attractiveness are all affected negatively when maintenance is chronically deferred.
- Stakeholders would have a better attitude regarding parking fees if they and their customers experience a clean and secure parking space in return.
- One-way street circulation can be an obstacle for first time visitors looking to find parking, especially during special events.
- Ambiguity related to pricing and enforcement persists as roadside signage is not always consistent with information displayed on pay stations.
- Limited, conflicting, or confusing parking signage and information for all parking users – including visitors and employees – leads to available parking spaces going unused.
- The daily operation of all types of publicly owned parking facilities, including signage and parking meters, is related to the maintenance program and can contribute to user frustration, and ultimately, to loss of revenue. Direct sources of user frustration include:
 - Conflicting on-street parking meter information
 - Out of order on-street parking meters
 - Inconsistent parking facility operations (e.g. Payment methods vary across municipally-owned and privately-owned facilities.)
 - Some garages feature hidden and/or uninviting entrances.
 - Limited coordination/information between the private and publicly-owned parking facilities during special events
- Information is limited on the official City of Poughkeepsie website

Mobility Barriers

- Pedestrian barriers such as the paired East-West Arterial, Columbus Drive, and Route 9 deter visitors from parking once. These barriers limit the safety/appeal of walking between/to local destinations and parking facilities.
- Citywide gaps in alternative transportation infrastructure, including a lack of bicycle facilities and amenities as well as sidewalk and curb ramp deterioration impacting ADA accessibility also deter visitors from using other means of transport, or from parking once if they do drive, increasing competition for parking spaces.

PROJECTED CONDITIONS & GROWTH OPPORTUNITIES

Development and economic growth is likely to affect the current demand and supply balance as Poughkeepsie attempts to attract new businesses, residents, and visitors. The following sections summarize projections of how this combination of new development and changes among existing land uses and building spaces would affect future parking demand. The Analysis of Future Parking Demand and associated focus area demand modeling memorandum is fully expanded upon in Appendix B.

Growth Scenarios

Examining a focus area bounded by Columbus Drive, Hamilton Street, and the Arterials, the first development scenario represents a continuation of existing policy conditions and an assumption that user behavior remains unchanged. Demand is projected based on all development projects within the study area that are either under construction, possessing an approved site plan, or awaiting planning board approval.

Figure 16 Scenario 1 – Expected Development Projects

Project Address	Residential Units	Commercial Sq. Ft.	Status
40-44 Cannon Street	49	7,000	Under Construction
278-282 Main Street	19	11,000	Approved Site Plan
23 Academy Street	15	6,000	Approved Site Plan
387 Main Street	22	7,000	Approved Site Plan
Total	105	31,000	

Scenario 2 adds to existing and pipeline development by surveying vacant properties and projecting the impact that renovation and reactivation of these properties would have on the existing parking demand.

Figure 17 Scenario 2 – Potential Redevelopment Opportunities

Land Use	Added Quantity
Apartment	22 Units
Retail	7,081 Sq. Ft.
Service	24,195 Sq. Ft.

Draft concepts for redevelopment of existing surface parking lots were created as a third scenario. These concepts would reduce the publicly available supply by 231 spaces while adding to system demand.

Figure 18 Scenario 3 – Development Concepts



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Figure 19 Scenario 3 – Development Characteristics

Land Use	Added Quantity
Apartment	38 Units
Retail	11,976 SF
Service	40,294 SF

Modeled Demand

When the impact of all development scenarios are combined, peak modeled demand increases by 353 spaces. The new weekday peak of 2,323 spaces is an 18% increase over baseline modeled peak demand. When a 10% reserve over peak demand is accounted for, excess capacity exceeds 400 spaces.

Peak demand for publicly accessible parking within the Downtown Core would need to increase by 687 spaces to meet a 90% utilization level. Assuming that all future demand were to utilize the public supply, it is still estimated that 261 publicly accessible parking spaces beyond the 10% buffer would remain unused during the weekday peak period

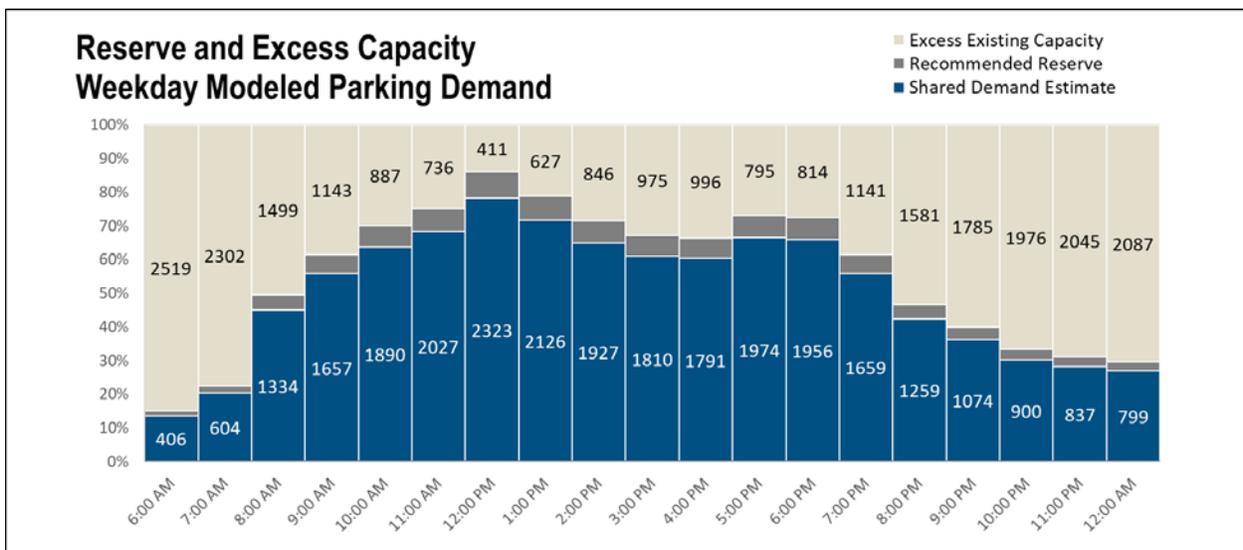
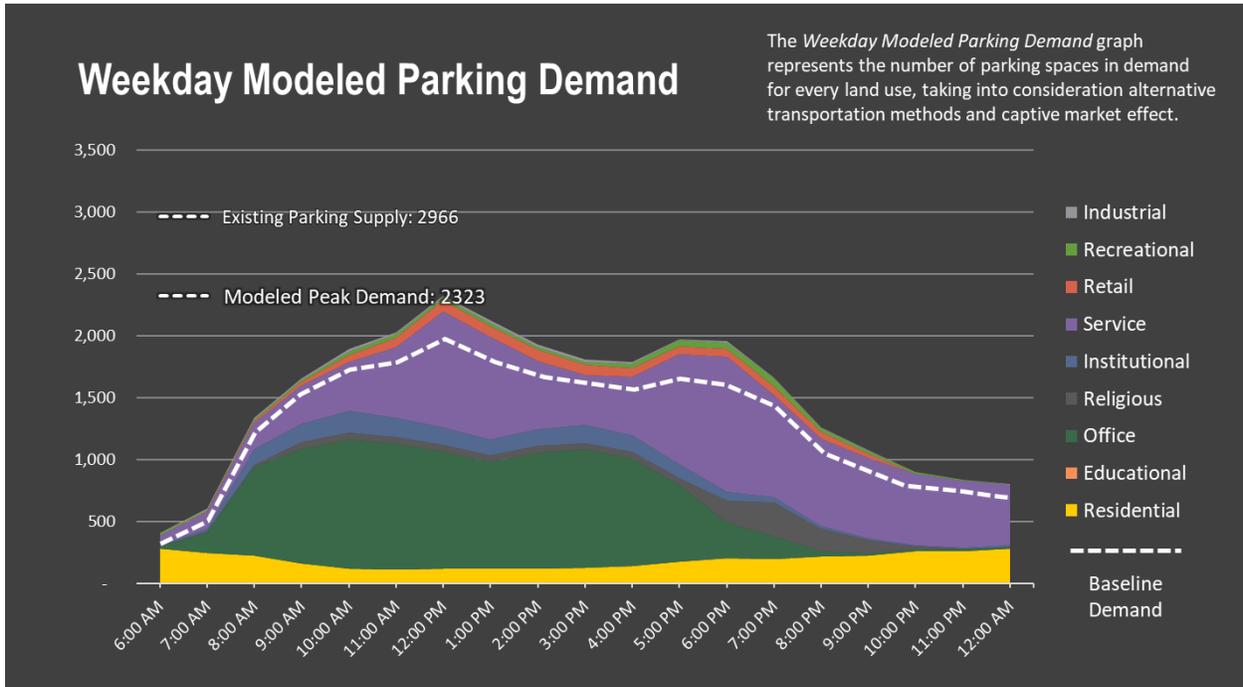
Figure 20 Combined Scenario Development Impacts on Focus Area Land Use

Land Use	Baseline Quantity	Combined Scenario Quantity	% Increase over Baseline
Apartment	234 Units	399 Units	71%
Retail	44,073 SF	70,148 SF	59%
Service	150,602 SF	239,073 SF	59%
Parking System	Baseline Quantity	Combined Scenario Quantity	% Change from Baseline
Parking Supply	3,197 Spaces	2,966 Spaces	-7.6%
Modeled System Demand	1,970 Spaces	2,323 Spaces	18%
Excess System Supply	1,030 Spaces	411 Spaces	-60%
Excess Publicly Accessible Supply	614 Spaces ⁵	261 Spaces	-57%

⁵ Observed Data including supply not available at the time of data collection

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Figure 21 Downtown Core Focus Area Modeled Weekday Parking Demand



It should be noted that if all development presented in these scenarios comes to fruition, full capacity weekday events at the Mid-Hudson Civic Center, and combinations of events at the Civic Center, Bardavon, and Chance Theaters, would create a demand surge that would exceed the future remaining excess publicly-available supply as well as the reserve supply within the focus area. In the absence of shared parking agreements with private lot owners, remote parking options with an accompanying shuttle service would need to be considered in order to accommodate this level of demand.

PARKING IN THE ZONING CODE

While interviewed stakeholders consider off-street parking requirements to be high, parking policies in the City of Poughkeepsie’s Code of Ordinances⁶ offer positive stepping stones that can be built upon to promote positive economic growth downtown.

- Chapter 19, Article IV, Section 3 of the code creates a framework that allows joint use of parking areas on contiguous lots (Item 4).
- All or portions of the off-street parking requirement may be waived by the Planning Board, provided that the proposed use is within 600 feet of a municipally operated off-street parking facility or privately owned parking area (Item 9).
- No additional parking or loading spaces shall be required for an existing or proposed commercial use or reuse. Proposed expansion would require the provision of additional parking facilities (Item 10a).

Minimum Parking Requirements

Like parking requirements found in the zoning code, benchmark rates published by the Institute of Transportation Engineers (ITE) assume a single demand level for the entire 24-hour day. Neither accounts for lower demand over the course of the day among different land uses. For example, office space and residential parking demand generally do not overlap, but both are typically calculated individually to arrive at an aggregate peak-demand measure of parking need. Thus, ITE rates will consistently over-estimate demand generated by land uses developed in a walkable, mixed-use context like Downtown Poughkeepsie. Nevertheless, the rates are useful as a comparative starting point to determine and test baseline assumptions. Poughkeepsie’s requirements should be no higher than ITE rates, and likely should be lower.

Figure 22 summarizes key Poughkeepsie zoning requirements and compares them to ITE parking demand generation rates for comparable units of measurement. Orange-shaded boxes represent instances where city codes requires more parking than comparable ITE rates. Poughkeepsie’s requirements are higher than ITE rates for a large majority of common land uses.

Figure 22 Current Poughkeepsie Parking Requirements vs. ITE Standards

Specific Use	Current Requirement ⁷		ITE Parking Rate	
	Requirement	Unit	Requirement	Unit
One or Two Family Residences	2	unit	1.83	unit
Studio Apartment	1.1	unit	1.20	unit
One Bedroom Apartment	1.65	unit	1.20	unit
Two Bedroom Apartment	2.2	unit	1.20	unit

⁶ City of Poughkeepsie Code of Ordinances Chapter 19, Article 4, Section 3
<https://ecode360.com/27017032>

⁷ Current requirements are aggregated to allow for direct comparison to ITE rates. For example, one visitor parking space per ten apartment units is considered 0.1 spaces per unit for the purposes of the comparison. Note: ksf equals 1,000 square feet

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Specific Use	Current Requirement ⁷		ITE Parking Rate	
	Requirement	Unit	Requirement	Unit
Senior Apartment	0.55	unit	0.59	unit
Nursing Home	0.33	bed	0.35	bed
	+1	employee	or 0.88	employee
Social Clubs	10	ksf	3.20	ksf
Community Center	3.33	ksf	3.20	ksf
Museums	3.33	ksf	0.98	ksf
Child Care Facilities	1	employee	1.38	employee
	+1	classroom		
Elementary and Middle Schools	1.25	employee	0.09-0.17	student
High Schools	1	employee	0.23	student
	+0.2	assembly hall seats		
College or University	1	employee		
	+0.75	student	0.33	student
	+0.2	assembly hall seats		
Hospital	1.5	bed	3.47	bed
Places of Worship	0.25	seat	0.2	seat
Theater	0.33	seat	0.25	seat
Bank	3	Teller window	1.6	employee
Post Office	3	service window	2.01	employee
Hotels	1.25	room	0.64 - 0.89	room
Restaurants	10	ksf	5.55 - 13.30	ksf
Fast Food Restaurant	13.33	ksf	8.2	ksf
Coffee/Donut Shop	20	ksf	13.56	ksf
General Retail	3.33	ksf	2.55	ksf
Nightclub	10	ksf	11.13	ksf
Dry Cleaning	3.33	ksf	1.4	ksf
Funeral Home	16.66	ksf	8.37	ksf
Light Industrial	2.5	ksf	0.75	ksf

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Specific Use	Current Requirement ⁷		ITE Parking Rate	
	Requirement	Unit	Requirement	Unit
Warehousing	1	ksf	0.51	ksf
Manufacturing	2.5	ksf	1.02	ksf
Mini-warehouse	0.33	storage unit		
	+3.33	ksf office		
	+1	employee		
Vehicle Sales	2	KSF	1.78	KSF
Automobile Repair				
Office Buildings	3.33	ksf	2.47	ksf
Medical/Dental Office	4	doctor/dentist	3.20	ksf
	+0.5	employee		

Source: (1) City of Poughkeepsie Code of Ordinances 19-4.3(11). (2) Institute of Transportation Engineers. *Parking Generation*. 4th Edition. Washington, DC, 2010.

4 RECOMMENDED STRATEGIES

The following is a comprehensive series of parking management strategies recommended to address issues and opportunities identified during the improvement plan development process.

IMPROVE THE USER EXPERIENCE (A)

Plan Facility Condition Improvements (A1)

The City of Poughkeepsie should place an emphasis on enhancing the appearance and state of repair of public parking facilities. Parking management should define maintenance standards that lead to an implementation program.

At the present time, there is no maintenance and repair program in effect for public parking lots and garages. Poughkeepsie should institute such a program to not simply extend the useful lives of these facilities, but also to create an attractive environment that is inviting to visitors. As noted below in Action G1, the establishment of a parking fund may partially fund facility improvements, and is highly recommended.

The City should begin the implementation of maintenance standards and a repair program by conducting a parking facility condition assessment. Findings from such an assessment should be reviewed and prioritized. A detailed plan to address the identified issues should be developed, and repairs budgeted for and scheduled.

Develop a Security Plan (A2)

The City should emphasize personal safety and security in public parking facilities through the creation of a security plan for each facility. Engage stakeholders to more specifically identify safety issues and potential ways to respond. Security plans should include the following design elements or reassessments to improve visibility and ensure the safety of customers.

- **Lighting:** Lighting should not only illuminate driving and pedestrian areas, but eliminate shadows through carefully chosen spacing. This is true of interior and exterior lighting, and also applies to parking lots. Lighting should be adequate in garage staircases. Painting facility walls white can magnify existing lighting through reflection. Lighting type is an important consideration and should provide bright white illumination.
- **Landscaping:** Street trees and shrubs should be trimmed to maintain visibility throughout parking lots.
- **Environmental Design:** All areas behind stairways should be sealed off from the general public.
- **Surveillance:** Closed circuit television systems should be installed and monitored. Advanced security systems are voice activated and automatically pan to the source of noise while notifying security personnel.
- **Call Boxes:** Emergency phones that connect the caller directly to security personnel or panic buttons which sound an alarm and notify security should be installed in public lots, garages, and select on-street locations.
- **Signage:** Security program effectiveness is enhanced if there is signage posted describing the measures in place. Customer comfort is increased and tools are more likely to be properly used if trouble arises.

Coordinate Programs (A3)

Parking management should take a lead role in parking program coordination and should act as a centralized resource that coordinates and distributes information related to parking supply, availability, planning, special programs, event activities, and other resources.

This will be done through physical signage, marketing, and a web-based information program. As such, the official parking website should be compared to best practice parking department websites for layout, ease of use, and thoroughness of content, then updated accordingly. Any website update should also be considered in the context of developing a new parking department brand.

Improve Condition of Facilities (A4)

Using facility assessments, prioritize and perform facility repairs. Budget and schedule low-cost priority improvements to take place over the next one to three years. Budget and schedule higher-cost improvements to take place over a longer time frame.

Condition assessments, as described in Action A1, should be repeated monthly until all facilities are found to be in a state of good repair, at which point assessments may continue quarterly. During each assessment, the scope of repair work required at any given facility should be classified into short, medium, and long term categories.

Implement Safety and Security Improvements (A5)

Work to put into practice the initial safety and security improvements identified in the newly developed security plan (A3). Safety and personal security concerns are likely to change over time. Revisit and update the security plan at regular intervals. Simultaneously and over the long term, remain informed of new and potentially more effective technology to address safety needs in Poughkeepsie parking facilities.

Accentuate Branding and Marketing (A6)

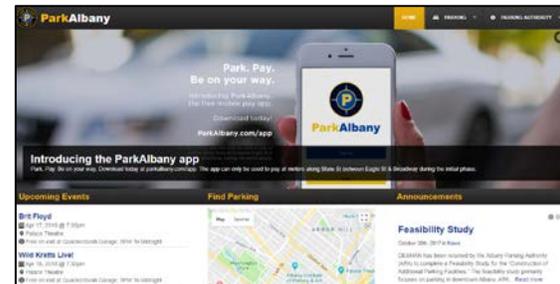
Parking facilities should function as a positive, marketable asset for downtown. Facilities may incorporate public art, creative lighting, and theming to enhance the experience for visitors to Downtown.

Parking management should strive to create a clearly identifiable set of public parking facilities, integrated into the Poughkeepsie Go! or PKGO brand. This should be accomplished through the use of easy-to-understand program marketing, an integrated signage plan, web-based information, and special event parking programs. Parking management may also take on the role of educating the public regarding management strategies and programs in order to promote downtown as a unique and visitor-friendly regional destination. The location of available parking should be well publicized to improve the perception of parking availability as a positive element of the downtown experience.

As parking management carries out facility condition assessments, existing signage attached to structures and posted in lots should also be examined to identify and create a plan to replace incorrect, outdated, or unneeded signage and to identify new signage needs. New consistent identification and regulation signage should match the new parking program brand in an effort to enhance the image of the parking system, thereby making parking a more positive and user friendly experience.

Best Practice – Albany, NY

ParkAlbany, the brand name for the Albany Parking Authority features a best practice parking website containing an interactive facilities map, an integrated mobile app, upcoming events listings, parking suggestions by venue, online payment services, incentive programs, announcements about new test programs, and more.



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Figure 23 Best Practice - Exterior Branding - ParkAlbany



Participate in Pedestrian Environment Improvement Initiatives (A7)

Parking Management should be included in localized transportation planning efforts. The office should work with city staff to review and evaluate policies related to good urban design principles and parking provision within a high-quality pedestrian environment. These policies include parking zoning requirements, parking design standards, and transit oriented development parking standards. Effective parking planning that contributes to a quality pedestrian environment requires the configuration of parking infrastructure that supports Downtown Poughkeepsie's strategic goals and urban design objectives.

Figure 24 Improved Pedestrian Access to Liberty Lot



Quality pedestrian environments help to reduce the risk of motor vehicle collisions and increase physical activity and social cohesion with direct physical health benefits as well as stress reduction and mental health improvements that promote individual and community health.

Systems have been devised to aid in the assessment of pedestrian environmental quality. The recent Center City Connectivity Project performed a walking audit for the key intersections and block faces. Conducted to evaluate the condition and walkability of streets from the pedestrian's perspective, the audit used a checklist that considered various elements that impact a pedestrian's experience. As a first step in improving the pedestrian environment Downtown, the City should extend that assessment to the entirety of the parking study area to guide and prioritize future improvements.

EMPHASIZE PRICING AS THE PRIMARY MANAGEMENT TOOL (B)

Adopt Availability as the Primary Performance Measure (B1)

Poughkeepsie's parking policies should be dynamic to respond to changes in parking supply and demand. Poughkeepsie should formally define **availability** as the primary performance measure for parking management. Availability itself should be defined as the number of empty parking spaces available, at any given time, along individual block faces and within individual off-street parking facilities.

Define performance targets for the following facility types:

- On-street parking: 15%, or about 1-2 spaces, on each block-face, is recommended as a starting point
- Off-street, visitor parking: 10% is recommended
- Off-street, long-term parking: 5% is recommended, with no wait list for monthly permits

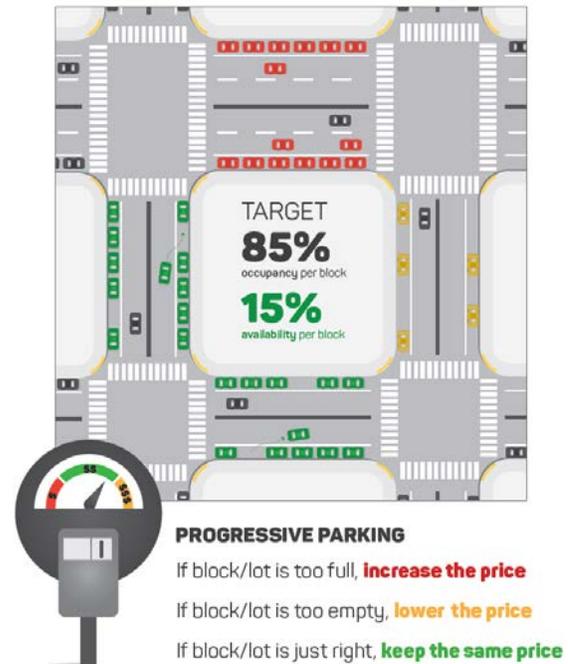
A performance-based approach should also apply to off-street parking rates, for hourly, daily, and monthly parking. For hourly and daily parking, rates should ensure availability of spaces, during peak-demand times, similar to performance goals for on-street parking. For monthly parking the primary performance target should be the elimination of wait lists at the most desired facilities achieved by increasing the permit rate of those facilities to shift demand to less utilized facilities.

Simplify Rate-Setting Authority (B2)

Currently changing municipal parking fees requires action from two separate branches of city government. Common Council holds authority over on-street metered spaces while the City Administrator sets the price of lots and structures. Setting parameters within which the parking manager, or a committee consisting of the parking manager and a subset of Common Council members, can adjust rates in response to performance measures would result in a more effective approach for the City of Poughkeepsie, one that does not require continually revisiting the legislative process.

As an example, enabling legislation⁸ gives the City of Albany Parking Authority power “to fix and collect rentals, fees, and other charges for the use of the [facilities]...” Now known as Park Albany, the organization features a Director of Operations who has rate-setting authority on authority facilities as well as on-street parking meters through a management agreement⁹ with the City of Albany.

Figure 25 Parking Pricing Availability Targets



⁸ ParkAlbany. <https://www.parkalbany.com/public-documents/governing-documents-policies/531-enabling-legislation/file>

⁹ ParkAlbany. <https://parkalbany.com/public-documents/annual-reports/329-albany-parking-authority-assessment-of-the-effectiveness-of-its-internal-controls/file>

Simplify Regulations (B3)

Certain existing daily restrictions are difficult to understand, especially residential permit parking areas that allow two hour parking on Tuesdays, Thursdays, and Saturdays from 9 a.m. to 6 p.m. for those without permits, but no parking at all during 23 hour periods beginning at 9 a.m. on Monday, Wednesday, and Friday. These restrictions are a result of the City's snow removal policy.

Poughkeepsie should consider simplifying alternate side street parking restrictions. For streets where restrictions such as residential permit parking are permanent, the portion of the year in which the restrictions are in effect can be reduced to a subset of months (e.g. December 1st to April 1st). During these months, vehicles would be parked on the side of the street with even address numbers on even-numbered calendar days. On odd-numbered days, vehicles would be parked on the side of the street with odd address numbers.

Alternatively, the restrictions could be removed entirely with the exception of times when the Department of Public Works calls for a snow removal operation. Between some set of overnight hours, motorists would move their vehicles to the even-numbered side of the street on even numbered days, and to the odd-numbered side of the street on odd-numbered days. The alternate side requirement would remain in place until the DPW cancels the operation. The City should also continue its policy of opening lots during large snow events in order to reduce the number of cars parked on-street. Winter Parking Alert notifications could be provided by text, e-mail, and standard broadcasted notifications. Signage for such a policy could be simplified to the extent shown in Figure 26. The City of Milwaukee, WI currently operates a model program with respect to alternate side parking.¹⁰

Monitor Performance (B4)

Parking demand is not a static measure. It is generated by land uses, which change over time. It is also affected by the cost and availability of parking accommodations, as well as the availability and appeal of alternative means of access. Within walkable, urban, mixed-use districts, demand should be particularly responsive to changing conditions, including strategic management policies and actions, such as the performance-based pricing strategy outlined above. The effectiveness of such a strategy depends upon regular performance measurement – utilization and availability during peak-demand times – that, in turn, must inform rate adjustments.

The basic steps of a recommended performance-monitoring regime include:

1. Survey key on-street blocks and off-street facilities quarterly. Collect data over at least two weeks. Exclude Mondays, Fridays, and holidays.
2. Identify times and locations of constrained availability (See Action B1 for availability targets for different parking types).

Figure 26 Existing and Potential Signage - Alternate Side Parking



¹⁰ City of Milwaukee Parking Services. <http://city.milwaukee.gov/winterparkingregulations>

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3. Adjust rates, or rate zones, in response to collected data where availability is consistently above or below performance targets.
 - a. Initially rate changes may occur every three months until the most effective price point is located.
 - b. Notify customers thirty days in advance of proposed rate changes, allowing for a two-week public comment period regarding proposed adjustments.
 - c. Once the system settles into a balanced mode of operation, reevaluation and changing of rates would occur annually.

Provide a Grace Period, Allow for Validation (B5)

“Grace periods” for on-street paid parking can help to avoid customer frustration with paid parking systems and payment media. New and infrequent visitors, in particular, face challenges in anticipating and complying with payment requirements. Short grace periods of 15 minutes at on-street metered parking spaces can make Poughkeepsie more visitor friendly, without undermining the effectiveness of performance-based parking rates.

Also, some business owners requested the ability to validate parking. This could be achieved in off-street facilities through the use of scannable vouchers, presented by visitors at exit pay stations, and paid for by business owners via an invoice system or debit account.

Create Tiered Pricing (B6)

Apply differing parking rates to distinct zones, based on demonstrated demand and availability conditions. Distinct zones are conducive to affecting driver behavior, by creating an intuitive environment, in which low-, medium-, and high-cost parking options can be found with minimal search.

Example rate tiers may take the following form:

- Premium Spaces: \$2.00/hour
 - On-Street parking spaces on Main Street between Columbus Drive and Academy Street
 - On-Street parking spaces on Market Street between Mill Street and Church Street
 - Academy Street Lot
- Base-Rate Spaces: \$1.50/hour
 - On-Street parking spaces on Main Street between Clover Street and Columbus Drive
 - On-Street parking spaces on Main Street between Academy Street and Clinton Street
 - On-Street parking spaces on Market Street north of Mill Street
 - On-Street parking spaces on Market Street south of Church Street
 - Duro Lot, Liberty Lot, Financial Plaza Deck, Garden Street Lot
- Peripheral Spaces: \$1.00/hour
 - On-Street parking spaces on Main Street west of Clover Street
 - On-Street parking spaces on Main Street east of Clinton Street
 - City Hall Garage, Conklin Lot, 40 Conklin Street, Mill Street Lot, Clinton Square Lot, Clinton/Smith Lot

Proposed rate zones should be calibrated according to ongoing resident and business interests, as well as observed demand. The rate tiers described above would be in effect at all times in off-street facilities while the rate at on-street facilities may escalate for stays greater than two hours. An initial suggested arrangement for these rate zones is displayed in Figure 27 and was determined by analyzing weekday

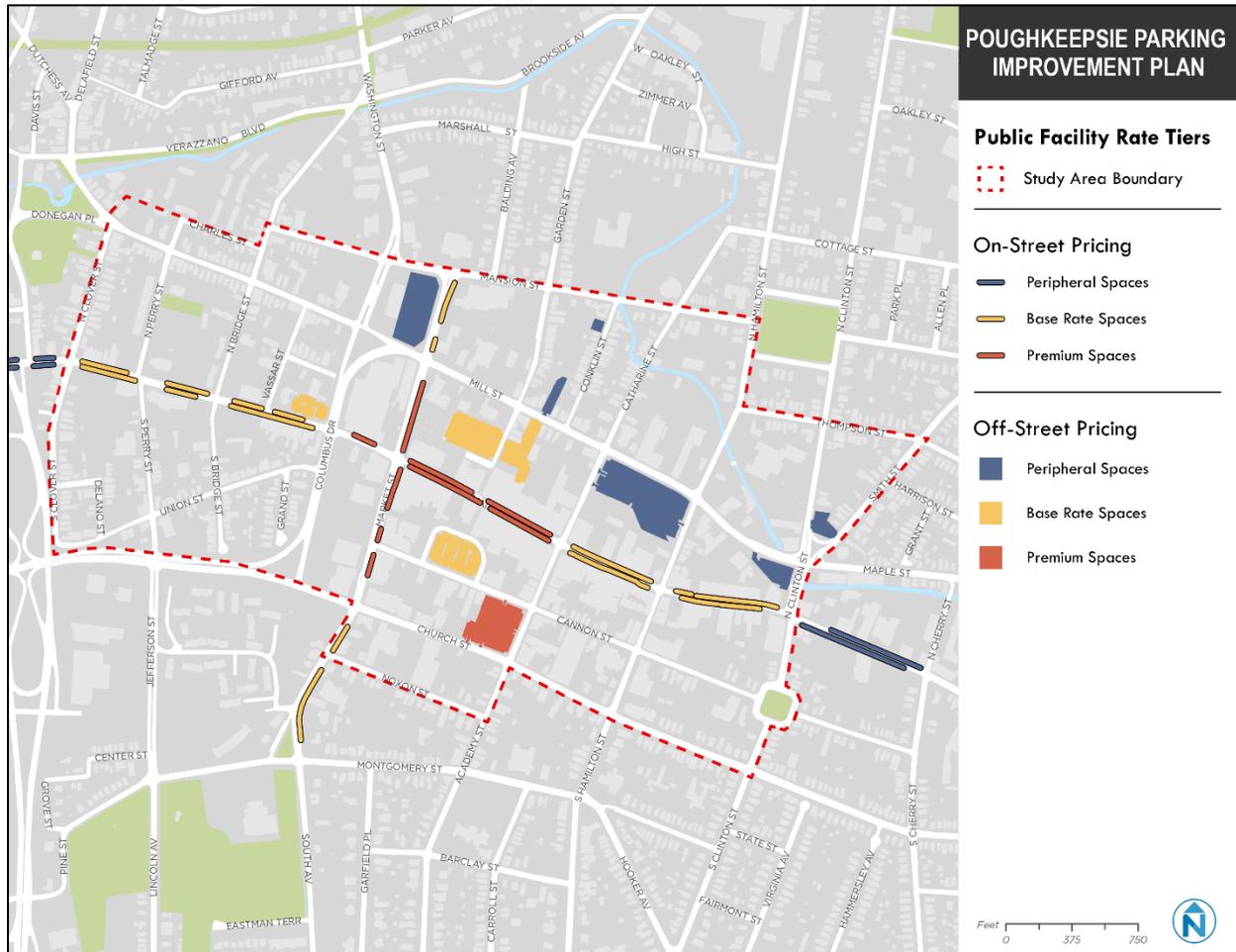
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demand between 10 a.m. and 2 p.m. Activity that might conflict with parking in the premium tier (loading, bus parking), should be prohibited.

Pricing strategies for publicly available but privately owned facilities (such as the Poughkeepsie Grand Hotel) should be coordinated with the city's parking rate tiers. Facilities within certain rate tier zones should be priced the same as public facilities located within that zone. Also, shared parking opportunities may bring additional lots into the publicly accessible inventory. The rate tier zones should be used to price any new shared parking areas as they are integrated into the larger system.

Figure 27 Suggested Rate Tier Zones



Use Progressive Rates to Keep Costs Low for Short Stays

Progressive rates, which increase the hourly cost for extended parking stays, incentivize shorter stays and more turnover of spaces by making longer stays particularly expensive. Most drivers will opt for a lower-priced off-street space compared with a premium parking space with an incrementally rising cost. To the extent that higher hourly rates for the 3rd, 4th, and 5th hour of parking can bring demand in line with performance targets, the rate for the first two hours can be kept much lower. This can be particularly effective at discouraging use of on-street parking by local employees or business owners, who need to park for extended periods. Payment compliance enforcement tends to be easier than time-limit compliance enforcement as it requires fewer visits to a location by enforcement staff, further underscoring the value of this option for discouraging long-term occupancy of prime on-street spaces.

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The City of New Brunswick, NJ has designed on-street meter rates to promote turnover for commercial and retail use following the logic that local businesses rely on the availability of nearby on-street parking.¹¹ Rates follow the following schedule:

- One to two hours: \$1.50 per hour
- Third hour: \$2.00
- Fourth hour: \$3.00
- Fifth hour: \$4.00
- Sixth hour: \$5.00
- Seventh hour: \$6.00
- Eighth hour: \$7.00

Relax Time Limits (B7)

Poughkeepsie should ease time limits on metered spaces as pricing policies create more consistent availability. Time limits do not enhance customer experience but instead limit visitors, shoppers, and diners to shorter periods of stay. Turnover and survey data both reflect that many parking users wish to stay longer than the on-street meters allow. Users experience meter violations and associated fines after stretching their outings beyond established limits. Instead of using short time limits to encourage turnover, which often simply encourages "shuffling" by customers and employees, price should be used to manage parking availability. As demand-based pricing is calibrated and begins to influence parking patterns, time limits should ultimately be removed (Refer to action B8 below for initial steps). Progressive pricing (pricing that increases as stays lengthen), discussed above, promotes turnover even as time limits are relaxed or removed.

Adjust Pricing Schedules (B8)

Time limits and pricing structures that do remain should be simplified and consistent. All on-street pricing should fall within the three-tiered structure recommended previously. All downtown on-street meters should ultimately operate during a consistent period of 8:00 a.m. to 6:00 p.m. Monday through Saturday. Saturday on-street pricing may be phased in after facility improvements are made. Based on demand observations, and in order to allow for greater availability of premium spaces, off-street pricing time periods should match or include fewer hours than on-street metering.

A sample paid parking operations schedule for Poughkeepsie is as follows:

- 8 a.m. – 6 p.m. Monday through Saturday on all metered streets
 - End two hour time limits at 4pm, recognizing the longer stays typical of evening trips and relying on progressive pricing to encourage turnover

On-Street Meter Expansion

Expansion of existing metered on-street areas is not recommended at this time. Demand is not consistently high enough across a long portion of the day at on-street segments not currently metered.

Utilization should continue to be monitored, noting that on-street parking on Conklin Street between Mill and Mansion Streets, as well as on-street parking on Mill Street west of Columbus Drive are leading potential candidates for meter expansion based on weekday use.

Should future development create highly localized demand for currently un-metered spaces, additional meters should be considered.

¹¹ New Brunswick Parking Authority. <https://www.njnbp.org/parking-info/on-street-parking-and-meters/>

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- 8 a.m. – 6 p.m. Monday through Friday in all available lots and structures
 - Pricing in nearby lots should be lower than that of nearby on-street parking spaces
 - Current weekend off-street pricing should be eliminated to incentivize use of these facilities in the short term, noting that as demand increases and/or facility improvements are made, Saturday pricing may be reinstated.

It is critical that parking signage be updated to accurately reflect meter and lot prices and time limits as designated. Clear signage allows visitors to rapidly process the parking environment and make appropriate decisions according to their visit type.

As the development of evening destinations increases and demand dictates, the City may consider gradually extending the pricing period to 8:00 p.m. during normal days of operation.

Coordinate Rates with Private Facilities (B9)

Coordination between public and private parking operators is necessary to align pricing strategies and spread demand efficiently across the available parking supply. The more that private, publically accessible parking operators can be brought in line with municipal strategies for rate tier zones and progressive pricing, the more efficiently the parking system will operate. The appearance of a single parking system with a simplified and standard set of rates likely to raise the level of user satisfaction among visitors to Downtown Poughkeepsie.

Best Practice – Oak Park, IL

The Village of Oak Park, IL manages about 8,000 parking spaces, 1,000 of which are privately owned but managed by the Village.

Privately-owned but publicly-available parking is prevalent in the village center. This shared parking method includes nearly 30 different parking lots and landowners. The shared parking is managed in an equal fashion to the publicly owned facilities.

Source: Urban Sustainability Directors Network Convening. May 2015.
https://www.usdn.org/uploads/cms/documents/2015usdnconvening_summary.pdf

ESTABLISH CUSTOMER FRIENDLY ENFORCEMENT (C)

Re-orienting enforcement policies and practices, in conjunction with updating regulations and parking management practices, can be very helpful in reaching the City of Poughkeepsie's parking goals. The enforcement team should be re-oriented to support:

- The creation of a customer-oriented parking system;
- Development of sensible and reasonable parking regulations that are easy to understand and easy to manage;
- Modernization and adoption of new parking technologies; and
- Establishment of a data-driven, flexible parking system that can adapt over time

Enforcement's role must change to support a customer-friendly policy. Parking enforcement operations should help to ensure and enforce parking availability and broader parking management goals and not be punitive or deter customers and visitors away from Downtown Poughkeepsie. Particular policies and programs to consider are described below.

Align Parking Enforcement Mission to City Goals (C1)

Enforcement is part of an integrated parking system. The standards and protocols of enforcement staff should be evaluated and better aligned with City goals. Poughkeepsie should train its parking enforcement officers to be focused on encouraging appropriate parking behavior through friendly assistance and providing directions, as opposed to diligent ticket writing. Providing parking enforcement officers with uniforms that identify them as representatives of the city rather than simply enforcement officers is an important part of creating a department that is seen in a positive light by customers.

Figure 28 Parking Enforcement Officers as Downtown Ambassadors



Similarly, continued coordination is essential between the parking enforcement staff and parking management within the City of Poughkeepsie. Parking enforcement staff should participate in regular meetings with the City to serve as a feedback loop for better management of parking resources. This would include things like identifying areas of confusion to customers, locations where availability is poor, areas where regulations should change, etc. Parking enforcement officers are a vital resource to identify patterns and influence policy.

Issue No-Charge First Tickets with Information (C2)

A first ticket free (per calendar year) policy can be applied for non-safety violations, such as overtime or missing a meter payment. Issuing a first-time warning is friendlier to users and could serve to change public perception of parking.

First-time offenders could receive a flyer with information about how they could avoid a future violation such as where more economical long-term parking is located, what the rules and regulations are, where to find free parking, and any upcoming events that may impact parking availability. In concert, the City could adapt its parking violation tickets to provide similar information. As parking technology is upgraded, it will be easier to track and catalogue initial versus repeat offenders.

Allow Free or Sponsored Holiday/Event Parking (C3)

In order to further reinforce a customer-friendly atmosphere, the City could consider holding free parking days during the holiday shopping season or during special events. Lost revenue may be recovered through a local business or agency sponsorship. In Lancaster, PA, a mix of the parking authority, the Downtown Investment District, and the City's Office of Promotion combine to sponsor free two-hour parking at metered spaces during the week leading up to Christmas.¹² Implementation may be handled through branded meter covers, signage, and online promotion.

Utilize a Progressive Fine Structure (C4)

Rather than setting a high citation fine to punish parking violators, Poughkeepsie could consider increasing citation fees for multiple offenses. A fine structure that differentiates between a first offense and a fourth offense is also more welcoming to parkers as it rewards good behavior while deterring repeat offenses. For example, the citation rate could double with each repeat offense. This strategy will go hand-in-hand with upgraded technology, tracking payment compliance of a certain license plate in a zone rather than instantaneous meter compliance, which will simplify the tracking of repeat violations.

¹² City of Lancaster, PA. <https://visitlanastercity.com/event/holiday-parking/>

Figure 29 Clear and Visible Parking Wayfinding, Various Formats



Upgrade Technology and Payment Systems (D2)

Parking management technology has come a long way since standard meters were introduced nearly a century ago. Many recent meter innovations have dramatically changed the operations and management of parking, both for the user and the operator. Upgrades in technology have increasingly enhanced customer and visitor parking experiences, made more efficient use of enforcement personnel, and simplified the evaluation and monitoring of parking utilization.

Convenient parking technology eases the burden of payment for the customer, and several options are available. Poughkeepsie should consider options that:

- Make payment easy and convenient
- Use technology to pay by coin, debit/ credit, and smartphone
- Reduce distance between pay stations
- Can offer a grace period option
- Offer "virtual" permits, using license plates not stickers or hangtags
- Make enforcement easy
- Integrate with enforcement equipment

Smart Pay Station technology provides several potential advantages over traditional, coin-operated, single-space meters, including:

- Ability to support multiple payment systems
- Reduced visual clutter as a single pay station can replace 8-10 traditional meters;
- Expanded payment options, including smart card, credit card, and paper bills;
- Expanded data collection and distribution options; and
- Expanded options to increase revenue, compliance rates, and enforcement efficiency.

Reduce Station Spacing

As discussed in the Assessment of Existing Conditions and Demand, meters on both sides of Main Street are spaced over 280 feet apart on average. Along the east side of Market Street, meters are spaced an average of over 250 feet apart. These distances exceed the recommended practice for both Pay and Display (150' max.) as well as Pay by Space/Plate systems (200' max.). Poughkeepsie should reduce the distance between pay stations as a courtesy to customers either via the addition of new pay stations or a rearrangement of existing machines.

Implement a Pay by Plate System

Pay by Plate technology is recommended as it supports multiple payment methods, does not require a return trip to one's vehicle, and expedites enforcement verification.

Once a parking customer parks and locates a meter, they enter their vehicle license plate identity. The plate identity is linked with a digital record of payment and recorded in a central database.

Enforcement of Pay by Plate does require some form of a live communication device in the field. This is normally done using License Plate Recognition handheld units or vehicles.

Key Elements

- Can make use of coins, bills, stored value cards and credit cards
- Supports two-way communication to allow the operator:
 - to receive payment transaction and trouble alarm information
 - to perform rate and time changes
- No need to stripe parking spaces or display space numbers. License plate numbers in the database indicate proof of payment, not stalls, which can result in a 5 to 10% gain in parking spaces.
- Capable of operating by utilizing solar power
- Pay by Plate is the only pay station technology at this time that can be enforced using license-plate-recognition systems

Potential Drawbacks

- The system requires the customer to enter the vehicle license plate number. For first time users and visitors this will require a significant learning curve as well as a very detailed marketing and education component.
- While Pay by Plate utilizes live communication technology, because there is no assigned parking space or stall number required, the system is not capable of giving real-time occupancy data.

Allow Payment by Phone

Mobile-phone payment supports and is compatible with Pay by Plate systems. Pay by Phone offers convenience to visitors, allows them to avoid dealing with hard currency and is shown to increase compliance and reduce resistance to demand-based parking rates. An extension of Pay by Plate, Pay by Phone may be used for parking systems that employ meters or pay stations and can be applied to on-street parking as well as lots and garages. Pay by Phone can also help integrate privately owned facilities into a shared system by offering a standardized payment method.

Using a mobile phone application, parking purchases are made by dialing, texting, or scanning the ID number or QR code for the parking space or zone, and purchasing the amount of time desired. First-time users must set up an account, including license plate and credit card information. Once registered,

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subsequent parking sessions can be paid for with a few taps on the phone. One of the most popular features of PBP is the benefit of receiving text messages when the time one has paid for is about to expire, followed by the option to add more time with a few taps of the screen. Additionally, systems can be set up so that drivers only pay for the time they actually parked.

The convenience of Pay by Phone for both the customer and the parking provider is a significant factor when considering implementation. However, parking zones that allow Pay by Phone will still require pay stations that accept cash and credit cards for those customers who do not own or choose not to use a smartphone.

Pay by Phone system providers typically charge a small fee for each transaction. This fee may be passed on to customers in the form of a higher base fee rate for users of the Pay by Phone service.

Poughkeepsie should consider pay by phone implementations already in place in neighboring cities such as Kingston. Coordination when deciding on a system provider would allow visitors to take advantage of phone application compatibility within more of the Mid-Hudson Region.

Facilitate Shared Parking Agreements (D3)

Shared parking is the co-location of off-street parking in a single location that serves the parking demand for multiple land uses. Shared parking is particularly valuable in walkable, mixed-use centers in which small, private lots tend to be overwhelmed with demand when their associated land uses are busy, and significantly under-utilized much of the rest of the time. Fortunately, such districts also present two distinct, cross-supportive shared-parking opportunities that can reduce parking supply needs while providing more destinations with “overflow” parking resources.

The Parking Director or Operations Manager should be tasked with identifying shared parking opportunities and reaching out to the relevant development owners. This individual would facilitate shared parking agreements in the downtown area, and would serve as a resource for other private-to-private sharing arrangements.

Overcoming Implementation Barriers

Viable sharing arrangements often fail to materialize due to a lack of initiative among those seeking more capacity, or to liability concerns among those with excess capacity. Cities can play a vital role in realizing these potential capacity gains by engaging these parties, actively exploring the following options.

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- Liaise between business, property, and lot owners with recognizable opportunities for mutually beneficial arrangements.
- Initiate negotiations by providing an independent perspective on issues and opportunities, identifying shared-benefit opportunities, and helping to address common concerns.
- Negotiate agreements, including identifying strategic agreement components such as:
 - Compensation in the form of increased lot maintenance, lot improvements, added security, etc.
 - Restricting access to the shared parking, via permits, to area employees to reduce risk and increase accountability.
 - Defining any added security or enforcement measures necessary to ensure that the primary uses of the lot are prioritized.
- Stepping in to remove stubborn barriers to viable arrangement, when feasible.
 - This commonly includes assuming liability insurance costs related to the agreements.
 - Commercial general liability policies carrying a \$2 million aggregate limit and typical to shared parking agreements cost approximately \$425-\$750 annually.

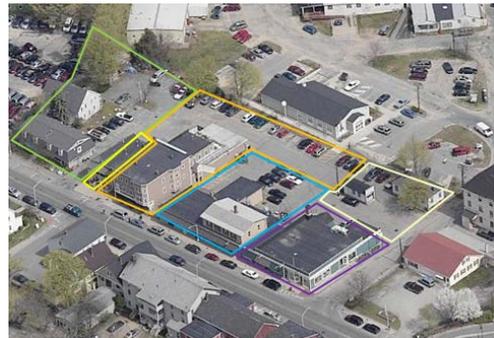
Augment the Publicly Accessible Supply with Privately Owned Facilities

Another important type of shared parking arrangement involves private lot owners joining the municipal system. Facilities receive identical branding and payment options as publicly owned facilities and are included in all system information systems. Lots may be made available at all hours or solely outside of hours reserved for private facility permits holders.

In order to make better use of underutilized private parking facilities, the City should work with lot owners to integrate those facilities into the public parking system. The City should develop an in-house capacity to advance shared parking agreements, provide educational and negotiating support to potential sharing partners on topics such as liability, leasehold structure, preservation of development rights, maintenance improvements, safety and lighting improvements, appropriate signage and markings, etc.

Best Practice – West Concord, MA

In an effort to better manage and use existing parking in West Concord, MA, four neighboring retail landowners on Commonwealth Avenue approached the Town of Concord for a special permit to share their respective parking lots. Previously the various lots had been managed independently, with ad hoc regulation and access according to the needs of the various businesses. The Town approved the permit, allowing the owners to operate their lots as one single parking area, rather than multiple lots with different rules and spaces. This shared parking lot was designed to share management costs, and to allow customers to use the lot for the associated businesses without needing to move their car.



The new parking lot has made considerable success lowering costs per square foot, providing an improved parking area, and offering enhanced parking choices for customers. The owners of the lot have shared the costs of snowplowing and upgrades such as paving, drainage, and lot signage are shared by the owners in proportion to the size of each landowner's holdings.

Use Technology to Incentivize Shared Parking

Pay-by-phone options have the potential to expand the sharing of privately-owned parking lots in urban centers. Private lot owners have used this payment option, typically used to facilitate payment for metered on-street parking, to monetize their off-hour capacities. Once a pay-by-phone service provider is established, owners of private lots can work with that provider to set the hours and rates for public use of their lots, with payment revenue going directly to the lot owner.

This can be particularly effective for lot owners whose primary parking needs are confined to weekdays, allowing them to monetize their excess capacity during evenings and weekends, when public parking demand can be significant. It also provides an opportunity to expand “effective” parking capacities, in support of general downtown vitality and economic development, where the need for more parking options is greatest. This has been used effectively in places like Asheville, NC with no involvement from the City, and in places like Omaha, NE, where the City has used this technology to build a Parking Partners program of shared private facilities, specifically to avoid building additional municipal parking garages.

Install Electric Vehicle Charging Stations (D4)

The availability of electric vehicle (EV) infrastructure carries environmental and economic benefits. Market research by ChargePoint suggests that EV charging stations increase the length of stay of retail customers.

Charging sites are no longer limited to off-street parking facilities. Seattle Department of Transportation is piloting permission of curbside charging station installations in the public right-of-way. Stations are publicly-accessible while existing parking regulations continue to apply.

Funding assistance is available for EV infrastructure. NYSDEC's Zero Emission Vehicle Infrastructure Rebate Program covers up to 80% of the cost/installation of eligible infrastructure projects that support public use of clean vehicles. Ulster County has taken advantage of this program to provide charging stations in nine County parking lots that serve County vehicles, employees, local residents, and other visitors. Poughkeepsie should actively accommodate this fueling option when able to participate in this and similar programs.

Best Practice – Omaha, NE

Park Omaha launched the Park Omaha Partners program to “*boost the number of public parking spaces and help visitors easily locate them in the popular downtown area.*”¹ The program provides a user-friendly, online process for property owners to offer their unused spaces, at a specified schedule, to the Park Omaha network through a shared parking agreement. The process begins with an online application.



Accepted Partner locations are added to the [Park Omaha interactive map](#). An expanded map view also provides information on rates, hours of operation and payment options. Park Omaha identifies these facilities as “*partner*” facilities, and distinguishes them from Park Omaha facilities in its maps and informational materials. As partner facilities, private lots are given official signage/iconography with a distinct logo that identifies them as part of the parking system, while indicating that hours of access, rates, and other regulations may vary from standard Park Omaha facilities. The copyrighted branding helps to prevent unapproved private lots from using the same design and calling themselves Park Omaha Partners.

The [Park Omaha App](#) facilitates payment. Partner facilities are given a unique payment-zone designation to use this mobile-payment system, allowing drivers to pay for parking exactly as they would in a City facility. Payment revenue goes directly to the facility owners, allowing private facility owners to monetize their excess parking without having to set up payment systems. This has been a critical component in recruiting new partners to the program.

REFINE PERMIT PROGRAM AND REGULATIONS (E)

Allow Flexible Facility Use by Permit Holders (E1)

The parking manager should consider limited exceptions to the rules which force monthly permit holders to park in a single assigned facility. While it is understood that the policy is in place to avoid localized pressure on any one facility, this already occurs in the Academy Lot on weekdays, limiting that lot's ability to accept customers seeking hourly parking.

In the short term, an exception could be made to allow Academy Lot permit holders to utilize other facilities. This practice would be seen as customer-friendly by those unable to find a space in the Academy Lot during periods of high utilization as they would no longer be forced to pay a daily parking fee in a different facility or risk incurring a parking violation fine. Should overcrowding arise in other facilities, parking management should consider varying monthly permit rates dynamically to promote the use of less-utilized facilities, as discussed in Action B1.

MULTIMODAL DEMAND REDUCTION OPPORTUNITIES (F)

Incentivize the Use of Public Transit (F1)

Reducing financial barriers to using transit reduces parking demand among local employees, while also making local jobs easier to access. The City should work with Dutchess County and other major downtown employers to providing free or discounted transit passes to their employees in an effort to reduce cost-barriers to transit commuting. Cities like Boulder, CO and Ann Arbor, MI have used parking revenues to fund such programs, and reduced drive-alone mode shares well below regional averages.

The multiple transfers required to access Downtown Poughkeepsie from many neighboring communities poses a significant barrier to increasing regional employee transit ridership. While increasing the number of direct transit options to Downtown Poughkeepsie is an important long-term strategy to reduce parking demand, it is unlikely that the majority of regional visitors and employees will be able to experience this type of transit service in the short term as the primary transit trip generator, Metro North, operates just outside of the study area. With this in mind, Poughkeepsie could consider mitigating the frustration of multiple-seat transit service by providing financial incentives and complementary services such as shuttles that promote easy access to transit as well as remote parking options.

Improve and Expand Bicycle Parking and Repair Facilities (F2)

Adequate bicycle parking, including indoor facilities for commuters, can provide cyclists with reassurance that they can always find appropriate and convenient parking when traveling to, or within, Poughkeepsie.

Bicycle repair facilities can also make cycling a more reliable transportation mode for residents and visitors and reduce barriers to owning and maintaining a bike.

Poughkeepsie should consider implementation of the following:

- Install permanent multi-bicycle parking racks in all off-street parking facilities. Install single bicycle racks on each block within the study area.

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- During non-winter months, remove one on-street parking space from service along Main Street and replace with bicycle parking facilities. Observe and record usage for future calibration and expand program as necessary.
- Install a permanent self-service bicycle repair station in the Financial Plaza Deck that includes an air pump, screwdrivers, wrenches, and levers.

Bikeshare

Bikeshare programs promote bicycle use for short trips, by making a shared pool of bicycles available to the public, and pricing usage to encourage turnover. Poughkeepsie may consider partnering with a private bikesharing operator. Such a bicycle infrastructure expansion would make downtown Poughkeepsie more accessible to those making short trips, especially from nearby colleges and the train station, and would make more remote parking locations more accessible to employees, residents, and visitors.

The Capital District Transportation Authority, in association with Social Bicycles, launched the CDPHP Cycle system in 2017. Over 2,400 people in Albany, Schenectady, Saratoga Springs, and Troy joined as members, embarking on over 11,000 trips during the first riding season.

Prioritize Pedestrian Crossing Safety (F3)

Improving the pedestrian environment, particularly street crossings, is a high-impact way to increase safety and walkability. Smaller intersections offer shorter walking distances, a more connected network, and added public spaces. Another important benefit of a more connected walking network is that a driver's final destination is easier and more pleasant to reach on foot from parking facilities and vice versa. Additionally, better lighting and safer crossings make parking assets feel more accessible. Making intersections easier to cross can allow for the same vehicle throughput but in a much safer and more walkable environment. Finally, encouraging walking to and from parking facilities has the simple benefit of adding to foot traffic, which in turn creates a more comfortable and safe environment.

Considerations for improving the walking environment include:

- **Bumpouts** – At intersections where there is nearby on-street parking, extend the curb of the sidewalk into the parking lane to slow traffic, decrease crossing times, and increase pedestrian visibility.
- **Raised Crossings** – A raised crossing in an intersection makes pedestrians more visible to vehicles as well as slowing traffic. Raised crossings are not advised for streets used as transit routes per New York State Department of Transportation guidance.
- **Enhanced Streetscaping** – Trees, benches, and other street features encourage walkers to linger on the street, creating a more active environment. Moreover, these improvements add to the richness of the streetscape and help to calm traffic.
- **Leading Pedestrian Interval** – At signalized intersections, allows those who are walking to begin crossing the street before the vehicular traffic signal changes to allow parallel traffic to proceed. This ensures that walkers are visible in the crosswalk when traffic begins moving.
- **Minimize/Close Excess Curb Cuts** – Every driveway is a potential conflict point between people walking and people driving. Consolidating curb cuts reduces these conflicts and provides a safer, simpler, more comfortable walk.
- **Pedestrian Island/Refuge** – Giving pedestrians a place to pause in the middle of a large intersection can make the intersection easier to cross. Lanes are slightly narrowed, lowering the speed at which vehicular traffic flows comfortably.
- **Maintenance** – Regularly re-stripe pedestrian markings like crosswalks with bright, reflective paint in high visibility patterns such as ladder, continental, or diagonal.

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- **ADA Compliance** – Ensure curb cuts are ADA compliant and push buttons use the latest technology.

Participants at the public meeting cited a desire to see the east-west arterials transformed into more pedestrian-friendly thoroughfares. They confirmed that people would feel safer walking a few blocks to/from a parking space if some of the concepts above were implemented. Many of the concepts could be implemented on an interim pilot basis and could be analyzed for construction feasibility in the long-term. The list of improvements was developed from a pedestrian safety and circulation perspective, but have the potential, when paired with aggressive roadway reconfiguration, to create significant additional on-street parking in Downtown Poughkeepsie.

The City was recently awarded \$2.43 million to improve pedestrian safety. Plans are in place to install pedestrian safety improvements at signalized intersections and uncontrolled crosswalks on Main St., Mansion St., Market St., and Hamilton St. Improvements support the New York State Pedestrian Safety Action Plan (PSAP) and include new countdown pedestrian timers, high visibility crosswalks, signs, and curb extensions on Main St. and other key downtown corridors. The project is expected to be completed in 2020.

RESTRUCTURE MANAGEMENT (G)

Establish and Manage a Parking Fund (G1)

Net revenue from the on-street meter fees, off-street hourly fees, permits, and parking citations should be dedicated to a **Parking Fund** that would be used to invest in parking-related improvements in the downtown. These funds can be used for parking facility upgrades, new signage, multimodal improvements, and a host of other possibilities, many of which are included in this document. The City should advertise to parkers that net parking revenues are being used to invest in the downtown.

When parking revenues "disappear" into the General Fund, patrons (and downtown businesses) are typically less likely to support a paid parking system. If Poughkeepsie's merchants, customers, and residents can clearly see that the monies collected are invested in physical improvements downtown – alleyways, plantings, facade improvements, security officers, bicycle racks, and more – they become more likely to support parking policies that generate tangible benefits for downtown Poughkeepsie.

A number of different organizational structures can be used to establish and oversee a Parking Fund. The Fund could be managed by a new Parking Authority, Parking Division, Parking and Transportation Advisory Committee, or a local business association, with support from City staff. Additionally, the Fund could be established as a financial entity (somewhat like an assessment district), which would require by ordinance that parking revenues generated in downtown be spent in downtown. Under this arrangement, the Fund would be managed and housed within an existing City department.

It is important to note that in order to develop support for parking management changes, local stakeholders should provide input in developing parking policies and overseeing Parking Fund reinvestments and expenditures.

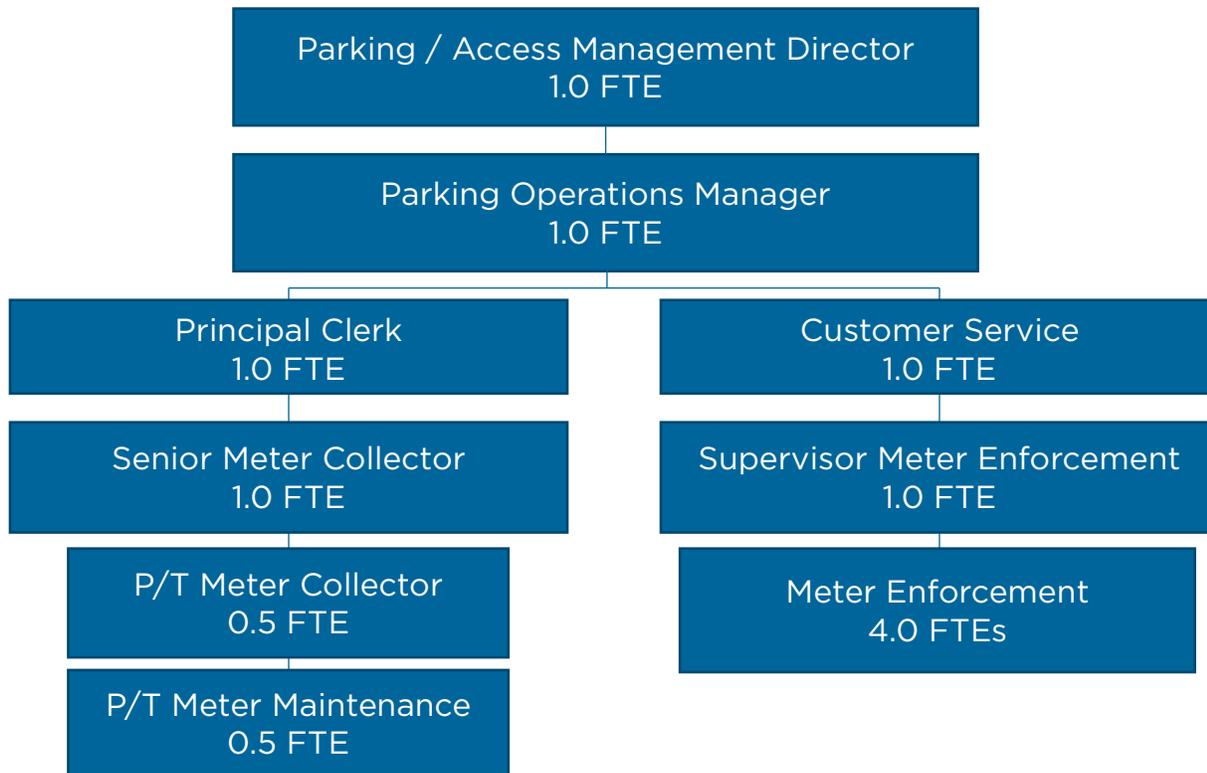
Create a Vertical Organizational Structure (G2)

Vertical integration of parking functions has been identified as a best practice in parking management organizational structure. More typically, municipal parking organizations across the U.S. employ a horizontally fragmented organizational structure. Poughkeepsie is no exception. Parking staff officially work for the Department of Public Works, the City Administrator, and the Police Department. Figure 30 identifies a recommended reorganization for the City of Poughkeepsie's Parking Office. This

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organizational recommendation provides a logical and practical approach and increases the capacity of the program to allow for future enhanced operations. The office would become its own department, reporting directly to the City Administrator rather than the Director of Public Works.

Figure 30 Proposed Parking Management Organizational Structure



Create a Director Position (G3)

As it is currently a part of the Department of Public Works, the City Parking Office does not have a Director. The Director is a critical position that should be formalized through the development of a position description and a subsequent open application process. To reflect the recommended program scope expansion described in other sections of this report, the new Director level position should be titled as a Parking/Access Management Director. The following list describes a number of normal duties for such a position and should not be considered exclusive or all-inclusive.

- Provides leadership, oversight and management of the City’s parking functions, including maintenance of pay stations, parking meters, parking permits, parking lots/garages, and parking enforcement operations and revenue.
- Prepares RFPs and participates in the selection of contractor(s) for the maintenance of the parking facilities. Determines the service level for the maintenance of parking facilities and pay stations.
- Coordinates with the Police Department on various parking related enforcement issues.
- Coordinates with the Police Department on parking traffic control during special events.
- Oversees daily inspection of parking facilities by staff.
- Provides a monthly analysis of parking demand, ticket revenues, meter revenues, credit card transactions, and hours of operations.

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- Provides recommendations for changes to fee structure/rate tiers, fines for violations, and operational hours.
- Directs programming of pay stations in garages, lots, and on-street accordingly for rates, time of day, holidays, special events.
- Recommends cost effective improvements to parking operations, while also improving the customer experience, including cost control measures compliant with budget limitations.
- Maintains records of all maintenance and repairs on parking facilities and equipment.
- Recommends improvements related to public safety in the parking facilities.
- Provides recommendations to Council for the annual operating and capital improvement budgets for the Parking Fund.
- Develops, communicates and monitors policies, procedures and standards for the Parking Fund.

Improve Parking System Reporting and Tracking (G4)

The City (and its new Parking Director) should work within its parking system to enable and improve the use of:

- **Daily Reporting** — Create systems and standards for regular parking data reporting. Summary parking utilization and transaction data should be available directly to the City through an online portal. Access to this data stream is a key element to implementing demand-based pricing.
- **Payment Tracking** — Create systems for accounting for parking payments. Currently, reporting does not include details such as how many permits were sold by type. With a new system, payments for permits and hourly parking should be tied to the facility in which the person parked and the permit type purchased.
- **Technology Implementation** — The City should develop a technology implementation plan that lays out new management tools to be introduced within City owned garages and lots. An implementation plan would include a timeline to implement tools such as new payment technology, as well as entrance and egress technology that would improve facility management. The technology should be capable of daily reporting and payment tracking.
- **Flexibility in Management of Pricing** — With systems in place for daily reporting and payment tracking, the City should create a protocol for implementing demand-based pricing in coordination with the equipment. This would allow the City to better manage parking demand to meet the Availability Goals.
- **Staffing at Peak Times** — Though the implementation of new technologies will lower the need for staffed lots and garages, there should be a plan for an attendant to be present at the most utilized facilities at peak times to assist customers.
- **Short and Long Term Maintenance** — The City should work to develop and adhere to a maintenance plan for both the immediate, short, and long terms. The plan should clarify responsibilities, funding sources, and clauses for unforeseen elements.
- **Parking System Reinvestment** — The City should work with all parking operators to develop upgrade and investment plans for publicly available parking facilities, including improvements to access areas, such as alleys and sidewalks. Specific upgrades, and the time line to implement these upgrades, should be included in the plan.

REDEFINE PARKING REQUIREMENTS (H)

Poughkeepsie should redefine parking requirements so that most parking provides access benefits that go beyond the development site. This will allow for private and public investments to shift away from parking where and when alternatives such as transit, cycling, and localized pedestrian activity become more relevant and effective. This approach provides a range of options for developers to meet requirements that focus on parking solutions in the near-term as well as longer-term mobility-based solutions to the same parking issues. Developers would be able to choose to:

- Provide publicly-accessible on-site parking, which will be credited toward (or even decrease) requirements, depending on how it is managed and how broadly accessible the spaces are. Shared spaces are more valuable to the community than dedicated private spaces.
- Provide on-site mobility amenities such as bike parking or car-share vehicles which may lessen the need for vehicle ownership, reducing the parking provision requirement.
- Provide amenities (Eg. free/discounted bus passes, vanpool program) designed to manage transportation demand and appropriately price parking in order to encourage other modes of travel. These agreements would also reduce the parking provision requirement.
- Pay an impact fee per parking space which funds district-level investments, including public parking, mobility, and Transportation Demand Management (TDM) benefits.

Define an Access Management Requirement (H1)

The above framework can be used to establish a requirement that shifts away from parking toward a requirement to manage the project’s access needs and impacts, measured by an Access Management Requirement (AMR) score. Any development or conversion would be required to meet a score calculated using a use-based formula, an example of which is shown in Figure 31.

Figure 31 Example Access Management Requirement Scoring

Land Use	AMR Points Required
Multi-Family Housing	1 to 3 per dwelling unit, increasing by # of bedrooms
Offices	1 per 200 sq. ft. to 1 per 400 sq. ft.
Medical Facilities	1 per 4 Planned Bed sites, or 1 per 300 sq. ft.
Standard Restaurant	1 per 4 seats, plus 1 per employee on largest shift
Retail and Service	1 per 150 sq. ft.
Drinking & Entertainment	1 per 4 persons based on building’s maximum capacity

Developers would be able to meet the AMR score through any combination of:

- On-site parking (see Figure 32 for example parking space credit structure)
- Bonus TDM measures or mobility amenities
- Impact Fee Payments

The City of Aspen, CO has implemented an access management requirement via ordinance, known as a Parking Impact Requirement which varies between a designated infill area and other areas within the

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city.¹³ The extent to which a project may satisfy its Parking Impact Requirement with TDM measures, on-site parking provision, and/or impact fees again varies by location.

On-Site Parking Credits

On-site parking spaces included in a proposal are credited toward the AMR, according to how those proposed spaces will be managed. Management approaches that facilitate shared-parking efficiencies increase the project’s credits toward an AMR. Those that reduce these efficiencies decrease the project’s AMR score. Spaces that are not automatically included in tenant rent or purchase price, but rather priced dynamically, receive more credits toward an AMR. Rather than assigning a “hard cap” on parking, spaces in excess of the project’s baseline AMR actually decrease the AMR score, thus necessitating increased TDM commitments, fee payment, or inclusion of public parking. While this adds flexibility in how much parking can be provided, it adds a “cost” to each space built above the AMR, in the form of public-benefit contributions.

Figure 32 Example Parking Credits Table

Created Space Type	Definition	Credits Toward AMR
Reserved Spaces	For use by tenants only	-0.25
Accessory Spaces	May be used by customers/tenants, but are not reserved	0.75
Public Spaces	Privately owned and operated, but publicly accessible	1.0
Priced Spaces	An hourly fee charged on site	0.25 (additive)
Municipal Spaces	Spaces added to and included in the municipal parking system	1.5
Excess Spaces	Additional spaces greater than minimum parking requirements	-0.75 (additive)

Demand-Management and Mobility-Amenity Credits

AMR deficits can be satisfied through the provision of an approved TDM/Multimodal package that includes an assortment of measures including those described in Strategy F. The AMR value of a TDM/Multimodal package can vary and the number of applicable packages/credits may be capped. AMR scoring for TDM proposals should be tailored to the individual programs available in Poughkeepsie. For example, given the lack of reliance on Dutchess County Public Transit services for most of Poughkeepsie’s commuters, subsidized transit passes for employees may not score as highly as providing car share memberships or vanpool programs to employees. Scores for each TDM initiative should be oriented around the relative importance of that TDM strategy to the community.

Impact Fee Credits

Any remaining AMR deficit should be met via cash-in-lieu payment, which can be used to fund public parking, demand-management, or mobility resources. Impact fees per space vary based on the appraised

¹³ City of Aspen. Ordinance No. 32. Series of 2016.
http://aspen.siretechnologies.com/sirepub/view.aspx?cabinet=published_meetings&fileid=54771

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value of parking in a community. A typical impact fee for a city like Poughkeepsie; a dense but small urban city center located some distance from a major regional center, often served by commuter rail or other express transit, may vary between \$6,000 and \$22,000. Other similar communities with impact fees include:

- Kirkland, WA: \$6,000 per space
- Rochester, MI: \$13,000 per space
- Lake Forest, IL: \$22,000 per space

Poughkeepsie should conduct a parking value appraisal to set impact fees appropriately. These fees can easily be factored into developer funding strategies and streamline the permitting process as variances become less common. Funds received via the impact fee program should be earmarked for parking improvement programs such as public parking facility repairs, signage improvements and redesigns, technology upgrades, multimodal system improvements, and other parking system improvement projects, as desired.

5 PUBLIC GUIDANCE

STAKEHOLDER INPUT

A review of existing transportation conditions was complemented with a series of stakeholder meetings and interviews designed to gather input from the community's leaders, business owners, transportation experts, and others familiar with ongoing transportation issues in downtown Poughkeepsie. Stakeholders included City of Poughkeepsie staff, Dutchess County Planning staff, local business leaders, and local residents and employees. Multiple key themes, summarized below, emerged through the stakeholder interview process. Despite the numerous challenges stated, all stakeholders agreed or implied that the city and its downtown have the fundamental ability to improve.

- Business owners and civic organizations agreed upon concern of perception of an unsafe and dangerous downtown.
- The business community and civic partners also consider enforcement policy and procedure to be punitive with parking fee collection inconsistent.
- Regarding formal shared parking partnerships, communication is cited as an issue and many lot owners are reluctant. Most agreements that do exist are informal.
- Lots and garages require maintenance to be more inviting to patrons. Pay-stations are often out of order and their number should be increased along paid on-street parking blocks.
- One-way street circulation and other wayfinding deficiencies can be an obstacle for visitors looking to find parking, especially during special events.

PUBLIC SURVEY

A transportation behavior and preference survey was administered from September 14, 2017 until November 4, 2017 via an online website. Four-hundred sixty-nine (469) responses were received. The survey was designed to link responses to specific visitor groups – residents, employees, those on personal business, etc. Figure 33 shows the self-identified distribution of survey respondents within those groups.

Figure 33 Survey Respondents Connection with Downtown Poughkeepsie

Affiliation	Number of Respondents	Respondent Percentage
Work Downtown	186	40%
Frequent Restaurants/Bars	99	21%
Shopping/Errands/Appointments	92	20%
Live Downtown	46	10%
Own a Business	34	7%
Other (Attend Events, Worship, etc.)	9	2%
No Response	3	
Total	469	

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In Poughkeepsie, the three major visiting user groups all place a highest emphasis on parking that is conveniently located near their destination. Amongst downtown workers, personal safety and the ability to leave one's car in the same spot for the entire day join location as a primary consideration of equal importance. While those factors are certainly important to all users, visitors on personal business emphasize the ease of finding a space above all else. Location is once again the primary consideration of those visiting downtown dining establishments.

Figure 34 Surveyed Parking Considerations - Downtown Workers

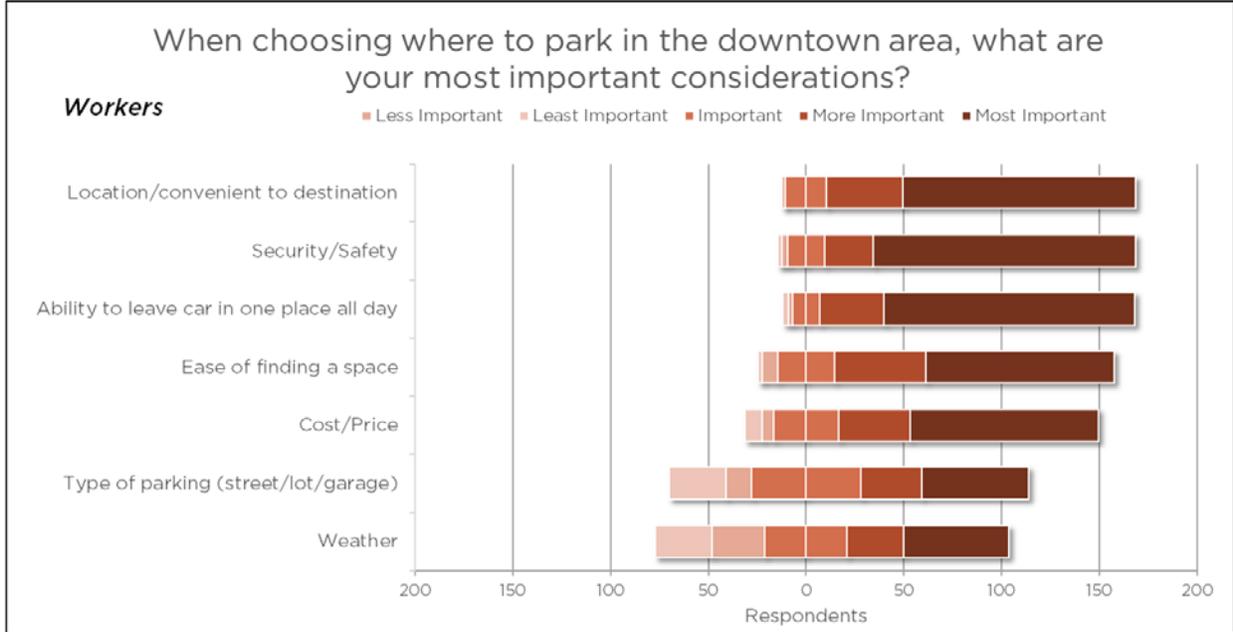
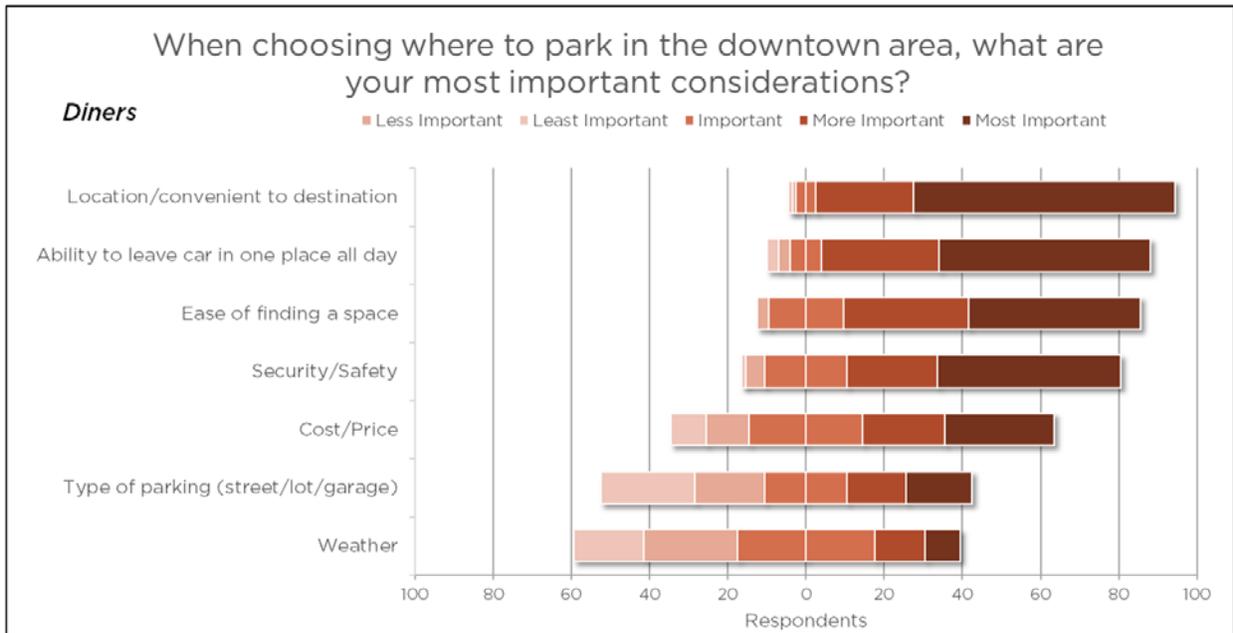
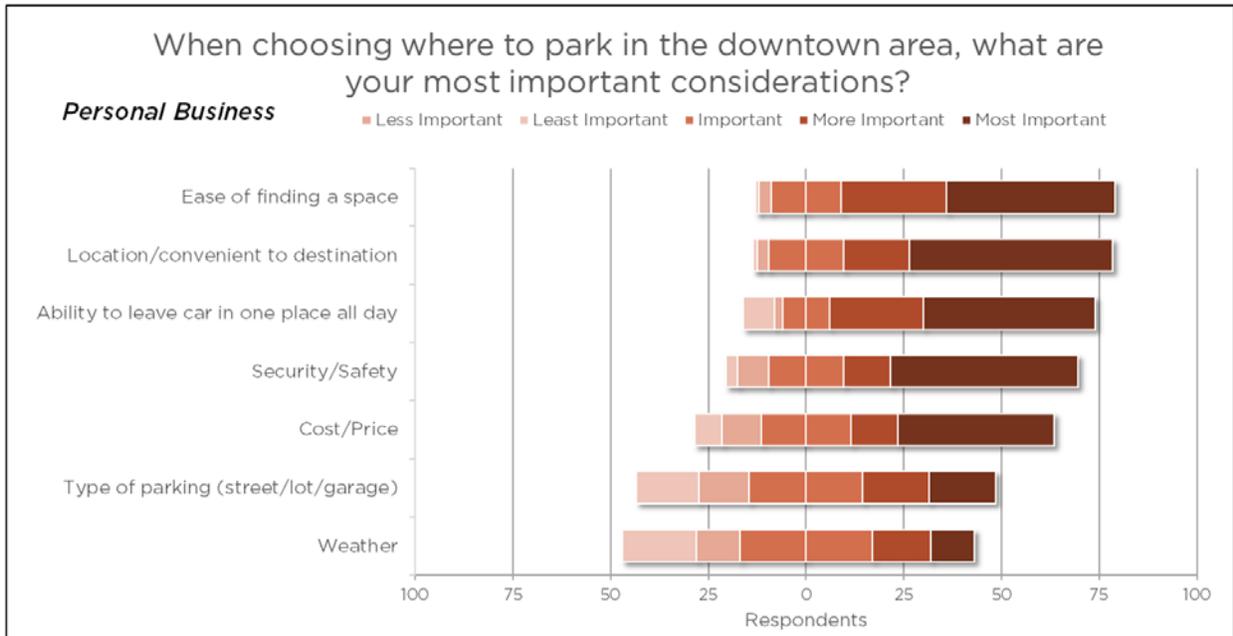


Figure 35 Surveyed Parking Considerations - Restaurant Visitors



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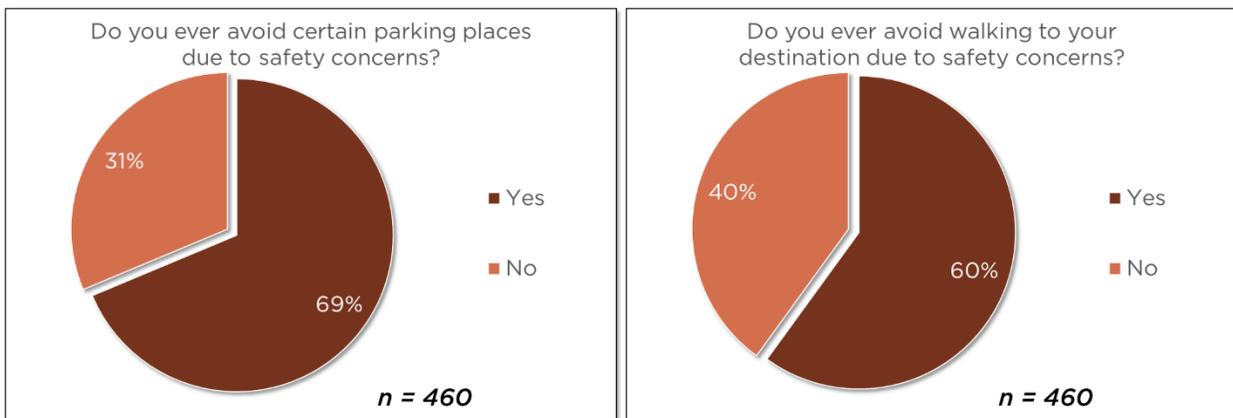
Figure 36 Surveyed Parking Considerations – Visitors on Personal Business



Personal safety concerns are a recurring theme in the public survey, in stakeholder interviews, and during public engagement sessions. Sizable majorities of survey respondents reported changing their behavior based on perceived dangers of the walking environment in Downtown Poughkeepsie. Respondents do not consider using certain parking facilities and are inclined to shorten or eliminate the walking portion of their trip.

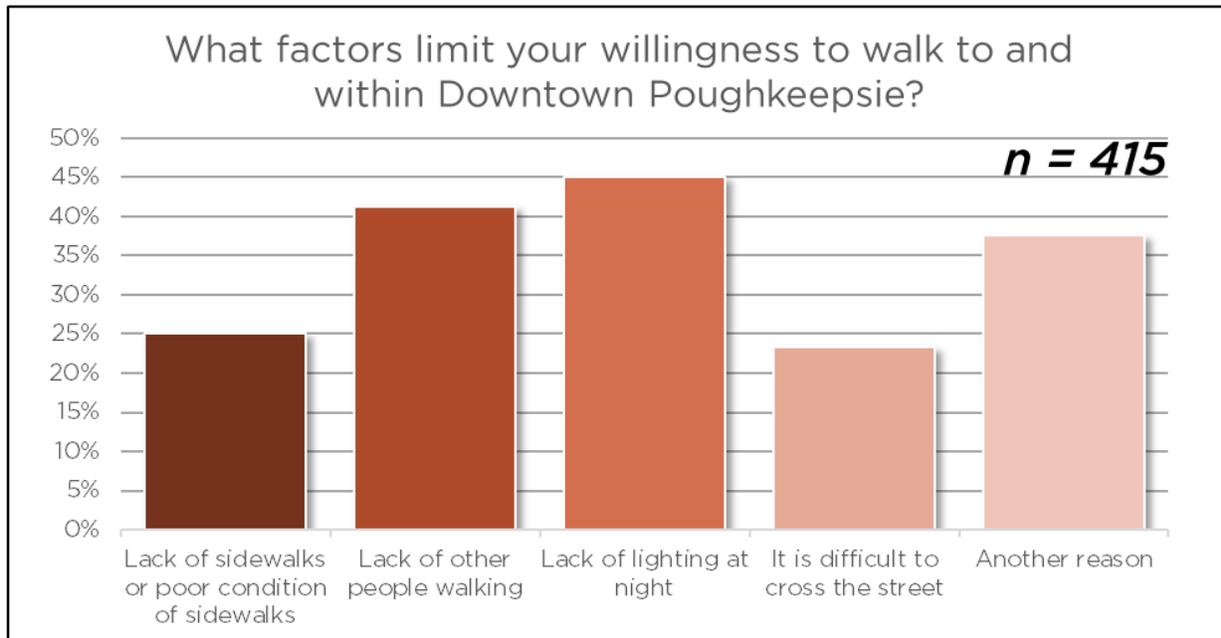
Root causes that limit walking in Downtown Poughkeepsie are varied (Figure 38). Survey respondents were permitted to cite more than one factor that limits their willingness to walk to and within downtown Poughkeepsie. Over 40% of respondents identified both the isolation factor of a lack of other people walking as well as the environmental factor of insufficient lighting. Among those who cited another reason, a small number commented on walking distance and weather factors while the vast majority spoke of some level of personal safety or crime concern.

Figure 37 Surveyed Safety Concern Behavioral Impacts



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Figure 38 Surveyed Factors Limiting Walking



PUBLIC MEETINGS

Open House #1

Staff from the City of Poughkeepsie, Dutchess County Transportation Council, and the project consulting team hosted an open house on December 6, 2017 at the Mid-Hudson Heritage Center to discuss existing downtown parking conditions and initial strategies to improve parking. Those who attended learned about the inventory of parking spaces within the study area, as well as the utilization of parking at different times during the week and weekend. Attendees were also able to speak with local staff and the consultant team and to give input on issues related to parking in Poughkeepsie.

An exercise related to the Initial Needs Assessment included in the Assessment of Existing Conditions and Demand report asked participants to signal their level of support of the following suggested initiatives:

- **Proactive Facility Maintenance:** Repairs that improve the perception of safety and cleanliness of parking facilities while keeping structural elements and customer interfaces in good repair.
- **Effective Information:** Providing clear identification of parking facilities to both guide visitors and establish a clear understanding of any parking restrictions.
- **Performance-Based Pricing:** Adjusting parking rates to achieve a certain level of availability based on changes in supply and demand.
- **Customer-Oriented Enforcement:** Re-orienting enforcement policies and practices to be customer-oriented rather than punitive, while supporting availability goals.
- **Revised Permit Program:** Introducing flexibility by allowing monthly permit holders to park in multiple public facilities.

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The exercise also allowed participants to write in additional suggestions to improve the Downtown Poughkeepsie parking system. Participants applied stickers signifying their three highest priorities as follows.

Figure 39 Open House #1 Participant Needs Assessment Priority

Initiative	Highest Priority	Second Priority	Third Priority
Proactive Facility Maintenance	5	3	0
Effective Information	4	3	1
Customer-Oriented Enforcement	1	2	3
Revised Permit Program	1	1	2
Performance-Based Pricing	0	1	3

Proactive facility maintenance and effective information provision garnered the majority of high and medium priority votes. Participants also provided these additional write-in responses:

- When one calls to purchase a permit per posted signage, they are told the phone number is incorrect.
- Unable to look up parking ticket information online. Must use a car to visit during business hours.
- Need to engage city administration and common council regarding support and budget
- A desire to see large lots developed so there is more to see and more activity along the street

The overall results indicate a strong desire among Poughkeepsie parking system users for an improved user experience that includes higher quality parking facilities, more effective signage, and an expectation of more customer-friendly enforcement.

Open House #2

Staff from the City of Poughkeepsie, Dutchess County Transportation Council, and the project consulting team hosted a second open house on April 10, 2018 at the Mid-Hudson Heritage Center to discuss recommended strategies to improve downtown parking conditions. Attendees were able to speak with local staff and the consultant team and to give further input on issues related to parking in Poughkeepsie.

Figure 40 Second Public Open House



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An interactive exercise asked participants to help prioritize the recommended programs found in the Strategic Plan for Parking Operations and Management. Participants were given \$2,500 and asked to apply their conceptual money toward the following variably-priced strategies shown in Figure 41.

Figure 41 Open House #2 Prioritization Activity Parameters

Price	Strategies		
\$500	Emphasize Pricing as the Primary Management Tool	Establish Customer Friendly Enforcement	Refine Permit Program and Regulations
\$500	Establish and Manage a Parking Fund	Create a New Organizational Structure	Facilitate Shared Parking Agreements
\$500	Redefine Parking Requirements in the Zoning Code		
\$1,000	Introduce Consistent Branding/Marketing	Improve and Coordinate Information Systems	Improve System Reporting and Tracking
\$1,500	Provide a Quality Pedestrian Environment	Upgrade Technology and Payment Systems	
\$2,000	Improve Condition of Facilities		

The most expensive options, improving of facility conditions, upgrading technology and payment systems, and improving the pedestrian environment were clear priorities for participants.

Figure 42 Open House #2 Participant Action Plan Priority

Recommendation	Prioritization
Improve Facility Conditions	20%
Upgrade Technology and Payment Systems	18%
Improve Pedestrian Environment	15%
Refine Parking Requirements in the Zoning Code	7%
Establish Customer Friendly Enforcement	7%
Facilitate Shared Parking Agreements	7%
Emphasis Pricing as a Management Tool	5%

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Recommendation	Prioritization
Create a New Organizational Structure	5%
Establish and Manage a Parking Fund	5%
Branding/Marketing	4%
Coordinate Information Systems	4%
Refine Permit and Regulations Program	3%
Improve Data Tracking/Reporting	0%

PUBLIC COMMENT

After the public release of the Strategic Plan for Parking Operations and Management, public comments were accepted from May 21-June 15, 2018. A major theme of received comments is to develop a phased approach with recommendations that builds trust in the system before aggressively attempting to regulate availability via pricing. A representative quote based on feedback received states:

I strongly recommend starting with strategies 2.1.2 "improving friendly enforcement" and 3.1.1 "improving user experience and utilizing under capacity parking areas" before diving into the tiered pricing plan. With only 50% of available parking being utilized during peak hours, it does not seem that tiered pricing is the most urgent piece. As opposed to creating a better spread of parking, and of course, getting more people to visit and patron downtown in the first place!

But mainly I suggest starting with these strategies first is to build good will with PK citizens by first improving the parking experience for all before instituting anything that will be perceived as punitive or greedy. There IS a perception that the city is just trying to get money from parking, NOT that we're trying to fix anything that's not working.

So let's start with an olive branch that builds trust between the community and the local government AND that also solves current parking issues, before we go the money route.

Other themes that emerged from public comment include in-depth consideration of the current implementation of pay stations in off-street lots. Issues were raised regarding the proximity of pay stations to handicapped parking spaces, weather protection for users while interfacing with the pay stations, and the current operational mode, which requires users to predict their necessary parking time at the time of payment.

6 ACTION PLAN

Many parking strategies proposed for Poughkeepsie cannot be implemented overnight, nor can they all be implemented concurrently. There are strategies, however, that can be implemented quickly; while others may take longer. Some strategies will work well when implemented together but others are dependent on a series of consecutive steps.

The Action Plan is a roadmap that supports the strategies outlined in Chapter 4. Each table corresponds to an time frame for implementation. Individual actions are categorized based on the eight primary strategies identified in Section 4. Implementation considerations and relative cost are indicated for each action while community priority, as expressed through the prioritization exercises at public open house events, is signaled for applicable actions. The Action Plan is a living document to be used by Poughkeepsie staff and partners to help inform decisions.

The Action Plan is organized via the following structure:

- Time Frame
 - Short Term = completed within one year
 - Medium term = completed over the course of one to three years
 - Long term = completed over the course of more than three years
- Strategy
 - The eight overarching strategies, as outlined in Chapter 4 are identified for the specific action

Within this structure, the Action Plan includes the following for each sub-strategy action:

- Actions
 - The specific steps to move towards or implement recommendations
- Implementation Considerations
 - Select factors to be evaluated and/or integrated into decision-making and roll out of Actions
- Relative Cost
 - Level of investment required for implementation
 - Actions marked with a single \$ symbol represent the lowest cost actions, those that can be carried out by current staff.
 - Additional \$ symbols represent increases in investment (added manpower or capital improvement) required to carry out those actions. Actions whose relative cost is indicated by \$\$\$\$ are the most expensive, and require a high level of capital and operational investment.
- Community Priority
 - An orange dot in the right-most column is included if this action was identified as a top priority during our public engagement activities.

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Figure 43 Poughkeepsie Parking Action Plan

Strategy	ID	Action	Implementation Considerations	Relative Cost	Community Priority
SHORT TERM - COMPLETED IN 0-1 YEARS					
Improve the User Experience	A1	Plan Facility Condition Improvements	Perform a facility condition assessment. From this, develop a maintenance and repair plan. Identify funding sources. Investigate management agreements with business owners to address weekend use and maintenance burden	\$\$	●
	A2	Develop a Security Plan	Work with community stakeholders to identify most appropriate solutions.	\$\$	●
	A3	Coordinate Programs	Consider future information systems needs as well as future new branding requirements for redesign or incorporation into PKGO website.	\$\$	
Emphasize Pricing as the Primary Management Tool	B1	Adopt Availability as the Primary Performance Measure	Implement parking data collection program. Consider different performance measures for on-street, general off-street, and permitted off-street spaces.	\$	
	B2	Simplify Rate-Setting Authority	Will require legislation to consolidate operations of on- and off-street facilities. Identify council members with interest in parking issues.	\$	
	B3	Simplify Regulations	Consult with best practices regarding on-street parking and snow removal. Re-examine regulation/location of loading areas and accessible spaces.	\$	
	B4	Monitor Performance	Assign as a departmental responsibility. Add to work calendar. Explore adding to enforcement officer/ambassador duties.	\$\$	
	B5	Provide a Grace Period, Allow for Validation	Ensure compatibility of the implementation technique with current and future technology.	\$	

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Strategy	ID	Action	Implementation Considerations	Relative Cost	Community Priority
SHORT TERM – COMPLETED IN 0-1 YEARS					
Establish Customer Friendly Enforcement	C1	Align Parking Enforcement Mission to City Goals	Work with City departments and enforcement officers to develop a goal-oriented mission and next steps. Work with officers to identify training and relevant customer-oriented functions.	\$	
	C2	Issue No-Charge First Tickets with Information	Consider enforcement system technology needs for recording and tracking initial no-charge ticket recipients.	\$	
	C3	Allow Free or Sponsored Holiday/Event Parking	Understand parking availability considerations. Outline program limitations and create specific event plans.	\$\$	
Refine Permit Program and Regulations	E1	Allow Flexible Facility Use by Permit Holders	Emphasize simplicity while responding to unique conditions such as facilities over- and underutilized by permit holders.	\$	
Multimodal Demand Reduction Opportunities	F1	Incentivize the Use of Public Transit	Requires coordination with transit agency, local private employers, and city/county/state social services.	\$\$	
Redefine Parking Requirements	H1	Define an Access Management Requirement	Work with Building, Planning, and Zoning to align goals and define access requirement implementation boundaries.	\$	

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Strategy	ID	Action	Implementation Considerations	Relative Cost	Community Priority
MEDIUM TERM - COMPLETED IN 1-3 YEARS					
Improve the User Experience	A4	Improve Condition of Facilities	Implement lower cost facility improvements in maintenance and repair plan. Repeat periodic condition assessment.	\$\$\$	●
	A5	Implement Safety and Security Improvements	Implement initial pressing safety and security improvements identified in security plan. Continue to revisit and update safety concerns.	\$\$\$	●
	A6	Accentuate Branding and Marketing	Coordinate branding with other City departments and standards. Explore the use of PKGO branding. Coordinate with other signage management.	\$\$	
Emphasize Pricing as the Primary Management Tool	B6	Create Tiered Pricing	Contingent on performance monitoring and analysis to ensure availability targets are achieved.	\$	
	B7	Relax Time Limits	Requires effective demand-based pricing and monitoring in place.	\$	
	B8	Adjust Pricing Schedules	Update signage as appropriate. Coordinate with performance monitoring.	\$	
	B9	Coordinate Rates with Private Facilities	Engage private operators during evaluation of price rate adjustments.	\$	
Establish Customer Friendly Enforcement	C4	Utilize a Progressive Fine Structure	Ensure compatibility with future enforcement technology to ensure accurate tracking of offenses, including any no-charge tickets.	\$	
Optimize Existing Inventory	D2	Upgrade Technology and Payment Systems	Ensure back end software connectivity. Consider compatibility with all future parking initiatives.	\$\$\$	●
	D3	Facilitate Shared Parking Agreements	Identify and prioritize locations in close proximity to attractions and those with availability in high-demand areas. Key considerations: insurance, lease length, rate, maintenance, lighting, security, signage, enforcement.	\$	

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Strategy	ID	Action	Implementation Considerations	Relative Cost	Community Priority
MEDIUM TERM – COMPLETED IN 1-3 YEARS					
	D4	Install Electric Vehicle Charging Stations	Understand unit cost and grant matching requirements. Identify facilities for installation that serve multiple user groups. Coordinate with facility improvement projects.	\$\$	
Multimodal Demand Reduction Opportunities	F2	Improve and Expand Bicycle Parking and Repair Facilities	Coordinate with improvements at transit stops, off-street parking facilities, and other area improvements. Coordinate with downtown stakeholders.	\$\$	
	F3	Prioritize Pedestrian Crossing Safety	Select physical improvement location based on walking safety/higher walking demand. Assess feasibility with Engineering. Coordinate with other area improvements (streetscape, repaving, etc.).	\$\$\$	
Restructure Management	G1	Establish and Manage a Parking Fund	Consider the organizational structure required to establish and oversee such a fund. Understand fund enabling legislation and general fund impacts. Engage stakeholders to help determine reinvestment priorities.	\$	
	G2	Create a Vertical Organizational Structure	Evaluate the need for/ability to support additional staffing and budget.	\$	
	G3	Create a Director Position	Work with required legislative and administrative bodies.	\$\$	
	G4	Improve Parking System Reporting and Tracking	Assign as a departmental responsibility. Add to work calendar. Explore adding to enforcement officer duties.	\$\$	

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Strategy	ID	Action	Implementation Considerations	Relative Cost	Community Priority
LONG TERM – COMPLETED AFTER 3 YEARS					
Improve the User Experience	A4	Improve Condition of Facilities	Implement higher cost facility improvements in maintenance and repair plan. Repeat periodic condition assessment.	\$\$\$\$	●
	A5	Implement Safety and Security Improvements	Continue to address concerns as they change over time as an ongoing task. Stay informed of and consider purchase of new technology.	\$\$	●
	A7	Participate in Pedestrian Environment Improvement Initiatives	Ensure parking management is included in all transportation and city planning. Prepare to potentially physically reconfigure parking infrastructure access.	\$\$\$	●
Optimize Existing Inventory	D1	Improve and Coordinate Information Systems	Work with City departments to coordinate with other signage management. Develop maintenance plan. May need to conduct existing signage inventory first. Collaborate with local businesses to map businesses and parking locations.	\$\$\$	●