WALKER
PARKING CONSULTANTS

850 West Jackson Boulevard
Suite 310
Chicago, IL 60607

Office: 312.633.4260
Fax: 312.633-4262
www.walkerparking.com

March 9, 2017

Mr. TJ Nee
Administrator – SLATS MPO
Stateline Area Transportation Study "SLATS" Metropolitan Planning Organization "MPO"
2400 Springbrook Court
Beloit, WI 53511

Re: Rockton Parking Needs Assessment – Final Report

Dear Mr. Nee:

The following final report documents the efforts, findings and recommendations of Walker Parking Consultants for the Parking Needs Assessment for the Rockton study area, as defined within the report body.

The final report incorporates the Discovery Report and Preliminary Recommendations into a single document with transition text, and addresses recent comments and questions received from SLATS. The final report also includes an implementation plan and costs for recommendations.

We trust that the revised format and content additions will meet your needs.

Sincerely,

WALKER PARKING CONSULTANTS

Ezra D. Kramer

Ezra D. Kramer, CPP
Project Manager/Parking Consultant

EDK:edk

PARKING NEEDS ASSESSMENT

ROCKTON

ROCKTON, IL

Prepared for:
SLATS MPO

MARCH 9, 2017

FINAL REPORT

WALKER
PARKING CONSULTANTS

PROJECT NO. 31-7940.00

PARKING NEEDS ASSESSMENT

ROCKTON

ROCKTON, IL

Prepared for:
SLATS MPO

MARCH 9, 2017

FINAL REPORT

WALKER
PARKING CONSULTANTS

850 West Jackson Boulevard
Suite 310
Chicago, IL 60607

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

APPENDICES

EXECUTIVE SUMMARY

Walker Parking Consultants ("Walker") was contracted by the Stateline Area Transportation Study ("SLATS") metropolitan planning organization to perform a Parking Needs Assessment for downtown Rockton, IL ("Village"). The goal of the project was to assist in a long-term planning effort to ensure parking will be provided adequately and with appropriate policies to ensure access to Village land uses now and in the foreseeable future. Walker was asked to study the area, poll neighbors, review local policy and industry best practice to develop a set of recommendations aimed at improving parking in both perception and reality.

The following bullet points provide background, key findings, and recommendations pertaining to the Parking Needs Assessment prepared for the Village study area.

BACKGROUND

The boundaries of the study area were set as follows:

- East – Illinois 2 Highway,
- South – Rock River,
- West – Rock River,
- North – W Union Street to E Union Street.

The key elements of the study consisted of:

- Parking supply and demand analysis, and parking turnover (length of stay) analysis
- Community engagement through surveys, focus group meetings, public listening sessions, and the project steering committee
- Review of local parking policy and practice
- Industry best practice review
- Development of recommendations

KEY FINDINGS

The following key findings were identified during the community engagement:

- The Steering Committee found parking in the study area to be available and proximate, physical conditions of parking are good.
- Input received during Focus Groups and the Public Listening Session suggested that parking is currently not an issue most days, but is a definite issue for event days; visitors and even some locals/employees may not know where they can legally park.
- The Online Survey respondents reported they rarely or never have a hard time finding a space (72%); typically look for parking no longer than five minutes (71%); find parking within 1-block of their destination (75%); and if they have difficulty finding parking, that occurs around dinner, evenings, Summer/Tourist season, and December/Holiday Season.
- The Online Survey responses also suggest that 92% of respondents drive alone to the study area. Although alternative means of transportation are available and can be encouraged, the reality in the study area is that parking must be made available for drivers

The following key findings were identified during the field surveys and quantitative analysis:

- The Current Weekday Peak occurred at 11:00 AM when 976 parked vehicles (37% of Supply; 1,688 Available) were observed in the study area. Localized Hotspots during the weekday were observed on and near the Hononegah High School campus.
- The Current Weekend Peak occurred at 7:00 PM when 250 parked vehicles (9% of Supply; 2,414 Available) were observed in the study area. Localized Hotspots during the weekend were observed for on-street parking on Main Street west of Blackhawk Boulevard, and Prairie Street north of Main Street.

The following key findings were identified during the future parking needs analysis:

- Future Weekday was projected to have 1,644 available spaces during the 11:00 AM peak. Localized Hotspots were projected related to Hononegah High School.
- Future Weekend was projected to have 2,346 available spaces during the 7:00 PM peak. Localized Hotspots were projected for the block bordered by Main Street, Prairie Street, Hawick Street, and Center Street.
- The following key findings were identified during the parking policy review:
- On-street parking time limits were not observed to be followed strictly, although clearly posted along Main Street.
- The current code sections related to "cooperative parking facilities" and "joint parking" should be further developed to industry best practice related to "shared parking".
- The location of shared parking would need to be adjusted if a shared parking district is to be established in downtown Rockton.
- Reflective of industry best practice, the fine structure currently escalates for a second offense ($25 to $35), but the program could be further developed to allow for "warnings" to first-time offenders, and additional escalation for multiple and frequent offenders.

The following key findings were identified during the parking policy review:

- The current limitation on location of shared parking would need to be adjusted if a shared parking district is to be established in downtown Rockton. The adjustment would help specifically with relocating employees to otherwise available supply.

RECOMMENDATIONS

- Create a "Parking" page on the Village's website to provide information to the public on the topic of parking - policies, practices, programs, violations, payments, etc. Develop content as described within report.
- Introduce wayfinding signage to direct drivers to nearby off-street public parking supply, and overflow/long-term on-street supply.
- Improve visibility of off-street public parking supply with signage more easily seen on approach.
- Ensure lighting is adequate and sidewalks are well-maintained for pedestrian paths to public parking supply. Passive safety and security measures are needed within, and to and from, the public supply.
- Implement simplified on-street time restrictions; 3-hour core commercial area; unrestricted periphery.
- Require (re)development, expansion, or change to more intensive land use within CR zone to perform a shared parking study to right-size needs, and potentially share off-site parking supply.
- Adjust code to allow for shared parking with off-site parking supply within 600 feet for visitors/patrons and 1,200 feet for employees.
- Develop a Shared Parking District in which the Village strategically identifies surface parking to utilize for the public during non-business hours. Replace signage on these lots as documented in the report.
- Develop sample or template agreements to support B2B, B2C and B2G shared parking.
- Develop a fee-based system for property owners who opt not to provide required parking on-site or find off-site supply. (e.g. Parking Credit or Payment in Lieu of Parking)
- Develop an event parking plan for Rockton River Market and use as a template for other downtown Rockton events. Purchase temporary, removable signage to notify visitors where nearby off-street and overflow/long-term on-street parking is available.
- Adjust enforcement schedules to match peak parking periods. Add staff for occasional blitzes to improve compliance.
- Revise the current fine structure as described within the report.

INTRODUCTION

WALKER
PARKING CONSULTANTS

BACKGROUND

The Stateline Area Transportation Study ("SLATS") metropolitan planning organization retained Walker Parking Consultants ("Walker") to make recommendations regarding current and future parking needs for downtown Rockton, IL ("Village"). The intent of the parking needs assessment was to assist in a long-term planning effort to ensure parking will be provided adequately now and in the foreseeable future through supply provision, policy refinement and efficient enforcement.

We prepared the parking needs assessment to generate recommendations to ensure access to Village land uses. SLATS requested that Walker survey parking conditions in the area, poll neighbors, review local policy and industry best practice to develop a set of recommendations aimed at improving parking in both perception and reality.

Walker prepared this report to convey the study methodology, quantitative and qualitative findings, and our recommendations to improve the user parking experience. Within this report we documented information gathered from the Supply & Demand Analysis, Community Engagement, and Policy & Practice Review. We also provided best practices within the parking industry, which may be applied in the Village, as appropriate. This information was evaluated to develop a parking improvement plan for the area.

Walker prepared preliminary recommendations to improve the reality and perception of parking within the Village study area. These recommendations were intended to address quantitative findings from Walker's field surveys and qualitative concerns raised by the community. The preliminary recommendations were reviewed by members of the project steering committee, and their comments have been addressed within this report.

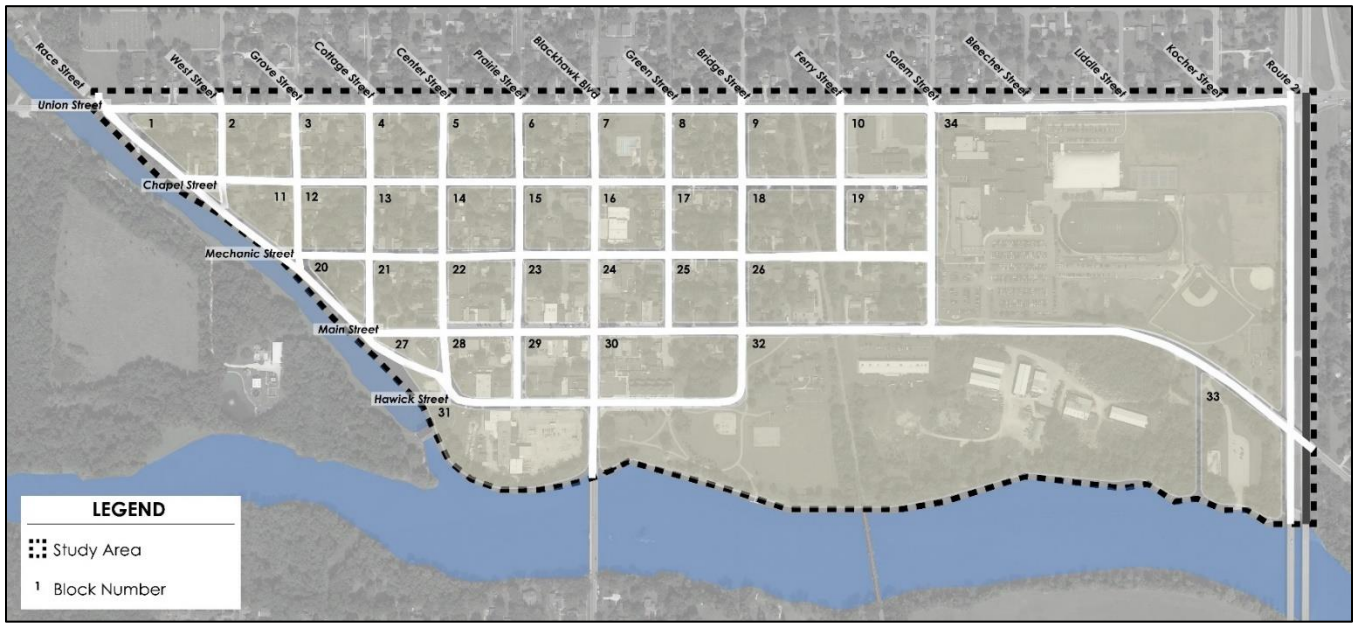
STUDY AREA

The Village study area boundaries were set by SLATS, and are depicted in Figure 1. The study area was described by SLATS as follows:

- East – Illinois 2 Highway,
- West – Rock River,
- North – W Union Street and E Union Street,
- South – Rock River.

Walker numbered each block for identification purposes to aid in discussing specific locations for parking supply, demand, turnover, and recommended changes throughout the course of the study.

Figure 1: Study Area



Source: Google Earth and Walker Parking Consultants

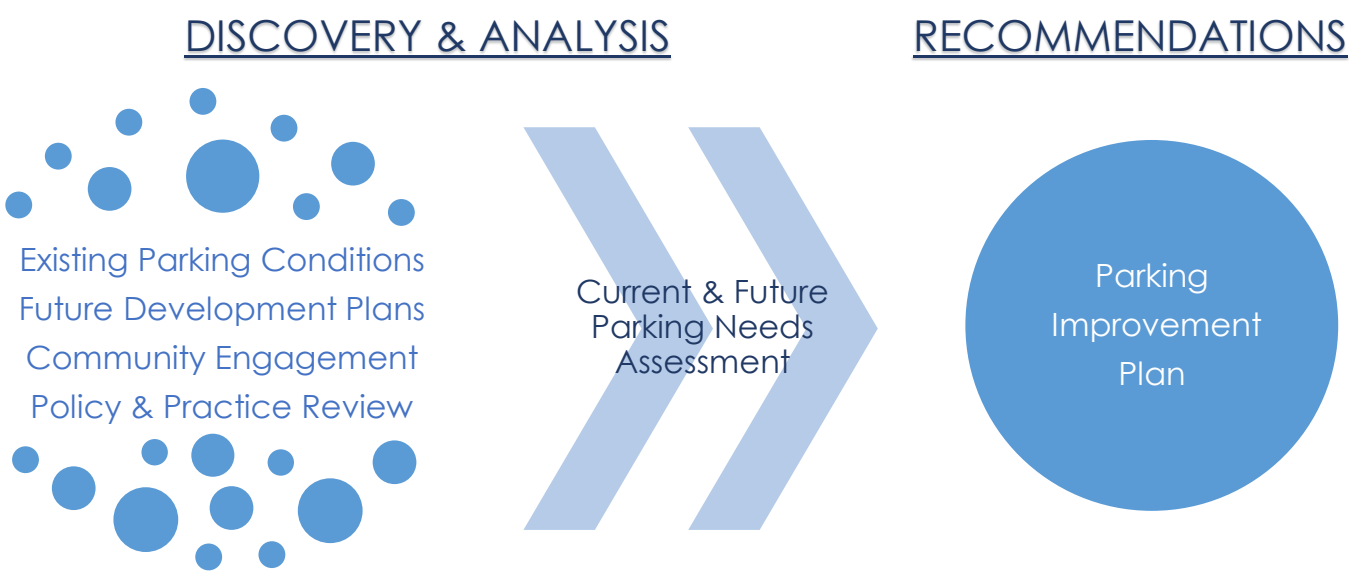
APPROACH & METHODOLOGY

For a project of this type, there are three typical activities performed, which are:

1. Discovery is the collection of available pertinent quantitative and qualitative information (local data and industry best practice);
2. Analysis is the evaluation of that information from several perspectives to reflect qualitative concerns and quantitative findings; and
3. Recommendations are formulated based on Discovery and Analysis inputs.

Walker utilized the approach and methodology outlined below to perform the evaluation of the current condition and formulate recommendations for an improved near-term and future condition. From a presentation standpoint, we divided this report into two main sections; Discovery & Analysis, and Recommendations. The various tasks performed within each section of the report are depicted in Figure 2.

Figure 2: Study Approach



Source: Walker Parking Consultants

The following section provides a brief description of methodology for each task.

QUANTITATIVE ANALYSIS

The quantitative analysis began in May 2016 with a parking inventory detailing location, quantity and restrictions of on-street parking spaces, public off-street parking lots, and private off-street parking lots. Parking occupancy counts of those spaces were performed on Thursday, May 19, 2016, and again on Saturday, May 21, 2016. Parking turnover and duration surveys were performed for specific on-street and off-street spaces within the study area on Thursday, May 19, 2016, and again on Saturday, May 21, 2016.

Walker compared the parking inventory (supply) to the utilization (demand) to determine the current parking needs during typical market conditions for the weekday and weekend.

The parking turnover and duration surveys provided an understanding of whether posted policy was being followed, and how certain block faces and surface lots were being used throughout the day. The findings from this work provide an understanding of current utilization, and the potential impact of improved enforcement or adjustments to policy.

The final piece of the Quantitative Analysis is projecting future parking needs. Walker worked with Village staff to identify vacant building space and proposed (re)developments within Rockton. This information was used to calculate the projected impact each would have on future parking demand on a block-by-block basis. Parking demand ratios were applied to the new (or vacant) land use quantities, then hourly activity factors were applied to account for variations in activity throughout the day. Proposed changes to the existing parking supply were

calculated based on footprints of the proposed future developments and any replacement parking noted.

The final step of the Quantitative Analysis added the projected increase in parking demand for each block in Rockton to the baseline parking utilization data. The total projected demand was then compared to the proposed future parking supply to determine future parking needs.

COMMUNITY ENGAGEMENT

The project was enhanced by engaging the community to provide an understanding of local context, user experiences and existing frameworks. These insights were captured to ensure the thumbprints of the community would be evident in recommended solutions by reflecting community concerns and values.

Walker utilized a four-pronged approach to engage and gather input from the community. Existing policies, frameworks and perceptions were provided by members of the Project Steering Committee in a series of meetings and an online survey. An online survey was also developed for the community and a web-link was provided online and on printed announcements. Walker staff met business owners, employees and residents in small focus group meetings, and engaged in follow-up calls with those who were not available during the two-day community focus groups in Rockton. The final tool was an evening Public Listening Session, which was facilitated by Walker.

In summary, Walker obtained input from two (2) project steering committee meetings, 52 respondents to the online survey, one (1) planned focus group sessions, and one (1) public listening session.

POLICY REVIEW

Walker reviewed current parking policy using two formats: 1) review of written materials, and 2) meetings with municipal administrators, officials, and staff. The policy review and interactions with the Project Steering Committee helped identify existing frameworks and the history behind some policies and practices.

Walker requested and reviewed documents, which include traffic code, planning/zoning code, parking related ordinances, and historical enforcement information. Special attention was paid to parking requirements for (re)development, parking management policies, and parking enforcement policies.

At the commencement of the project we met with and had telephone discussions with Project Steering Committee members who are directly involved with many of the functions that impact and are impacted by parking in the study area. These individuals included municipal administrators, officials, and staff who focus on transportation, infrastructure planning and development and finance.

PARKING MANAGEMENT BEST PRACTICE

Walker has experience in numerous types of parking markets (urban, suburban, small downtown, major city, airports, hospitals, universities, event venues, and private developments) and in every type of applications (on-street, public/private surface lots, public/private parking structures, and remote valet). This experience has been aggregated over the years to develop best practices for managing parking supply through policy, education, and enforcement. These best practices were evaluated for applicability within the Village context and helped to guide recommendation development.

RECOMMENDATIONS

Walker formulated a set of recommendations aimed at improving access for impacted user groups. These recommendations utilize the quantitative findings, and reflect both industry best practice and qualitative concerns raised by the community. Walker's goal was to provide localized solutions that improve access for all user groups while considering impacts on the various communities impacted by parking in the study area (residents, business owners, employees, and visitors). Recommendations to improve parking typically fall into one of three categories: Engineer (developing policy and practice), Educate (ensuring the community understands existing and proposed new policy), and Enforce (to reflect the desired outcome policies and practices must be enforced).

DISCOVERY & ANALYSIS

WALKER
PARKING CONSULTANTS

QUANTITATIVE ANALYSIS

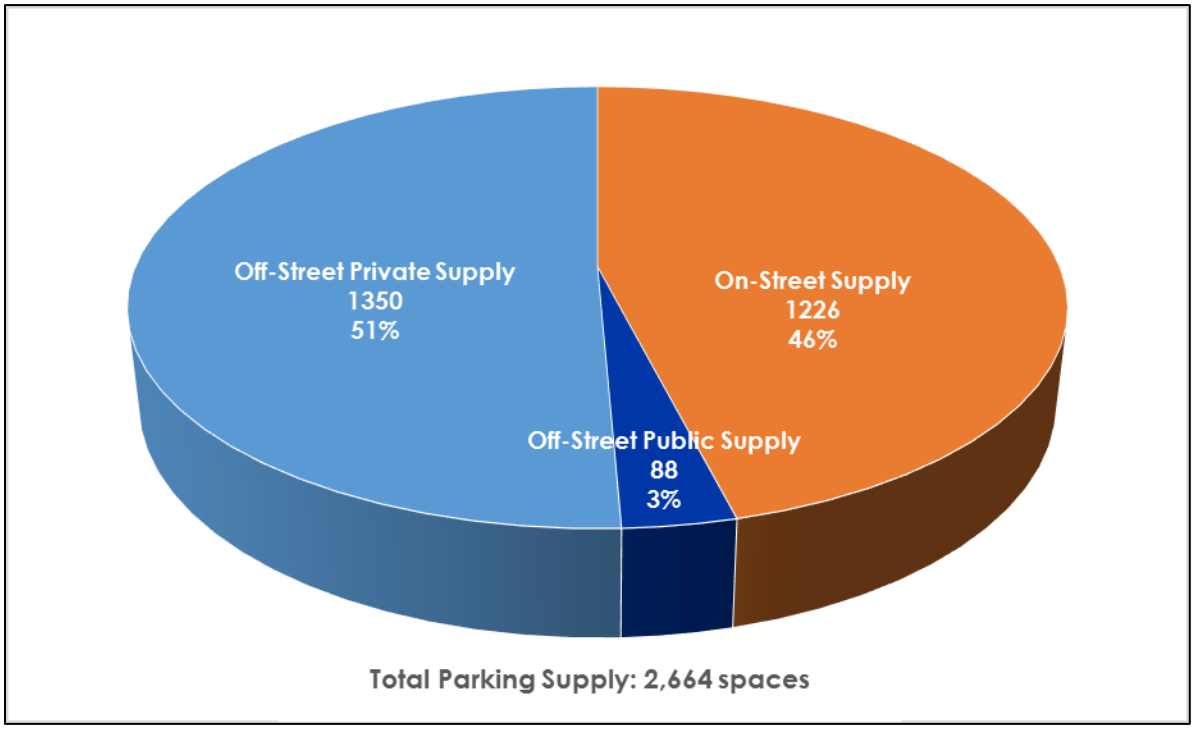
The quantitative analysis provided inputs for determining current and future parking needs. Walker performed parking inventory, occupancy, and turnover field surveys in May 2016. This information was used to identify current parking needs. Walker received information related to vacant space and (re)development within the study area from August 2016 through November 2016. These development plans and vacant space were the starting point to project future parking needs.

PARKING INVENTORY

The parking inventory detailing location, quantity and restrictions of on-street parking spaces, public off-street parking lots, and private off-street parking lots was documented during Walker's market observations. The following bullets and Figure 3 summarizes the total number of spaces in the study area.

- 1,226 On-Street Spaces
- 88 Off-Street Public Spaces
- 1,350 Off-Street Private Spaces
- 2,664 Total Parking Spaces

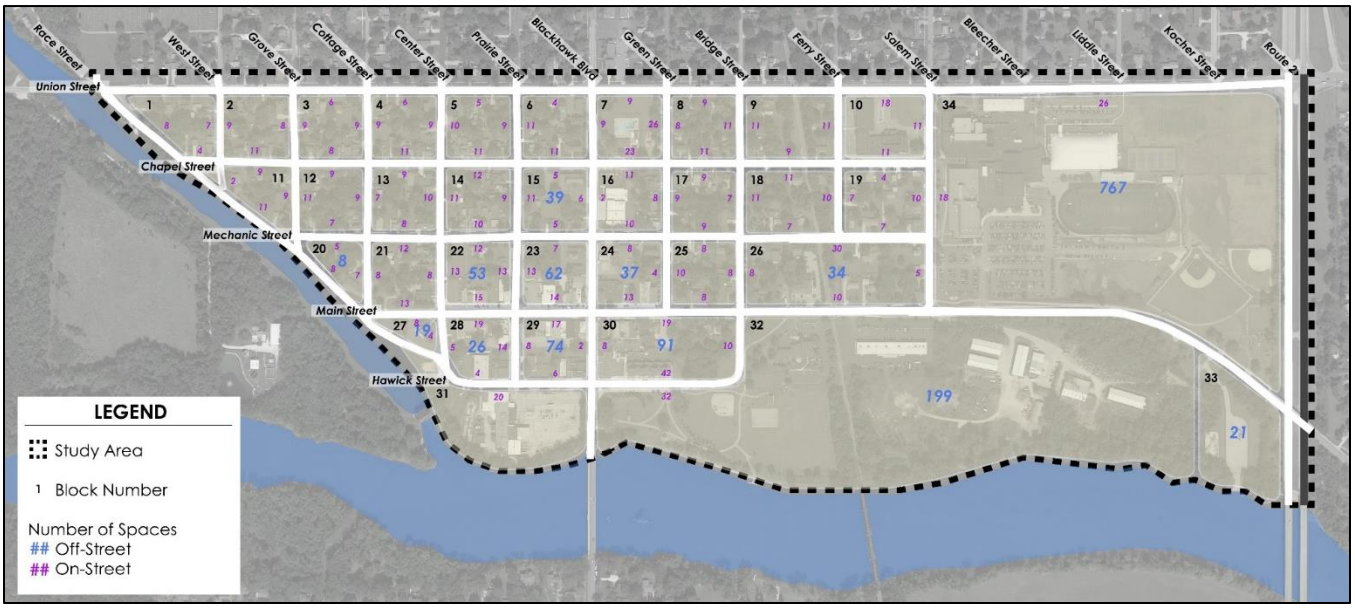
Figure 3: Parking Supply Mix



Source: Walker Parking Consultants, May 2016

The parking supply is distributed within the study area as shown in Figure 4. Blue numbers on the map detail the total of off-street parking spaces on the block; purple numbers on the map detail the number of on-street parking spaces along each block face.

Figure 4: Parking Supply – Block-by-Block



Source: Walker Parking Consultants, May 2016

A summary of the parking supply on a block-by-block basis was aggregated within Table 1. Walker documented the parking supply in detail, which is provided for reference within the appendices.

Table 1: Parking Inventory

	Supply				
Block #	On-Street Supply	Off-Street Public Supply	Off-Street Private Supply	Off-Street Total	Total Supply
1	19	0	0	0	19
2	28	0	0	0	28
3	32	0	0	0	32
4	35	0	0	0	35
5	35	0	0	0	35
6	26	0	8	8	34
7	67	0	0	0	67
8	39	0	0	0	39
9	31	0	0	0	31
10	38	0	0	0	38
11	31	0	0	0	31
12	36	0	0	0	36
13	34	0	0	0	34
14	42	0	0	0	42
15	27	0	39	39	66
16	31	0	0	0	31
17	34	0	0	0	34
18	39	0	0	0	39
19	28	0	0	0	28
20	20	0	8	8	28
21	41	0	0	0	41
22	53	0	53	53	106
23	34	0	62	62	96
24	25	0	37	37	62
25	34	0	0	0	34
26	53	0	34	34	87
27	12	0	19	19	31
28	42	0	26	26	68
29	33	19	55	74	107
30	79	48	43	91	170
31	20	0	0	0	20
32	32	0	199	199	231
33	0	21	0	21	21
34	44	0	767	767	811
35	7	0	0	0	7
36	45	0	0	0	45
	1,226	88	1350	1438	2,664

Source: Walker Parking Consultants, May 2016

Although there is a significant amount of on-street parking, over 51% of parking in the study area was documented to be privately owned. Most of the private off-street parking lots are small, and are restricted based on posted signage for tenants use only, or patrons of a specific business. These restrictions on use typically result in very low utilization during non-business hours for related businesses.

PARKING TIME LIMITS

Time limits were consistent throughout the study area with most on-street parking being unrestricted. Most spaces near downtown Rockton had no restriction; other restrictions were mixed in as well and include school day no parking zones and 3-hour time parameters. In some areas these restrictions vary within the same block, which can be confusing for users and difficult on enforcement personnel.

Figure 5: On-street Parking Time Limits

Source: Walker Parking Consultants, May 2016

PARKING OCCUPANCY

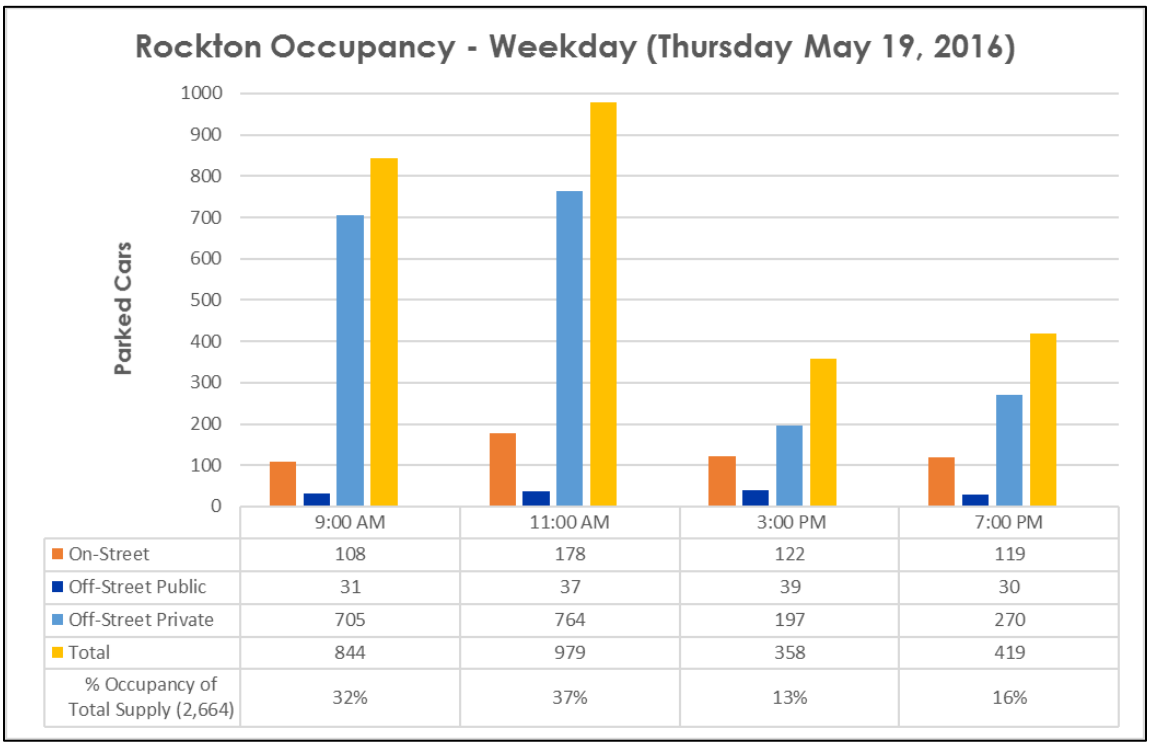
Walker performed parking occupancy counts of the on-street parking supply and the off-street supply that was publicly accessible. The counts were performed beginning at 9:00 AM, 11:00 AM, 3:00 PM, and 7:00 PM on Thursday, May 19, 2016, and again on Saturday, May 21, 2016. The counts performed on Thursday are intended to provide insight into parking conditions for a typical weekday. The counts performed on Saturday are intended to provide insight into parking conditions on a typical weekend.

For the on-street parking supply the number of vehicles present on each block face was documented. For the off-street parking supply the number of vehicles present within each specific lot was documented. Block-by-block parking occupancy data for Thursday and Saturday was summarized in Table 2 through Table 5, on pages 8 through 11.

The following high-level findings were observed during the Thursday occupancy counts:

- Thursday Peak Period – 11:00 AM
  - 979 parked vehicles; 37% Occupancy
  - 1,048 On-Street Vacant or Unused Spaces
  - 637 Off-Street Vacant or Unused Spaces
- Two (2) blocks in the study area experienced ≥85% occupancy in off-street supply; Block 34 is Hononegah High School; Block 33 was a private lot for employees.
- Three (3) block faces in the study area experienced ≥85% occupancy in on-street supply; Block 30 primarily used by employees; Block 10 and 34 which were adjacent to the high school.

Figure 6: Occupancy Count Summary - Thursday



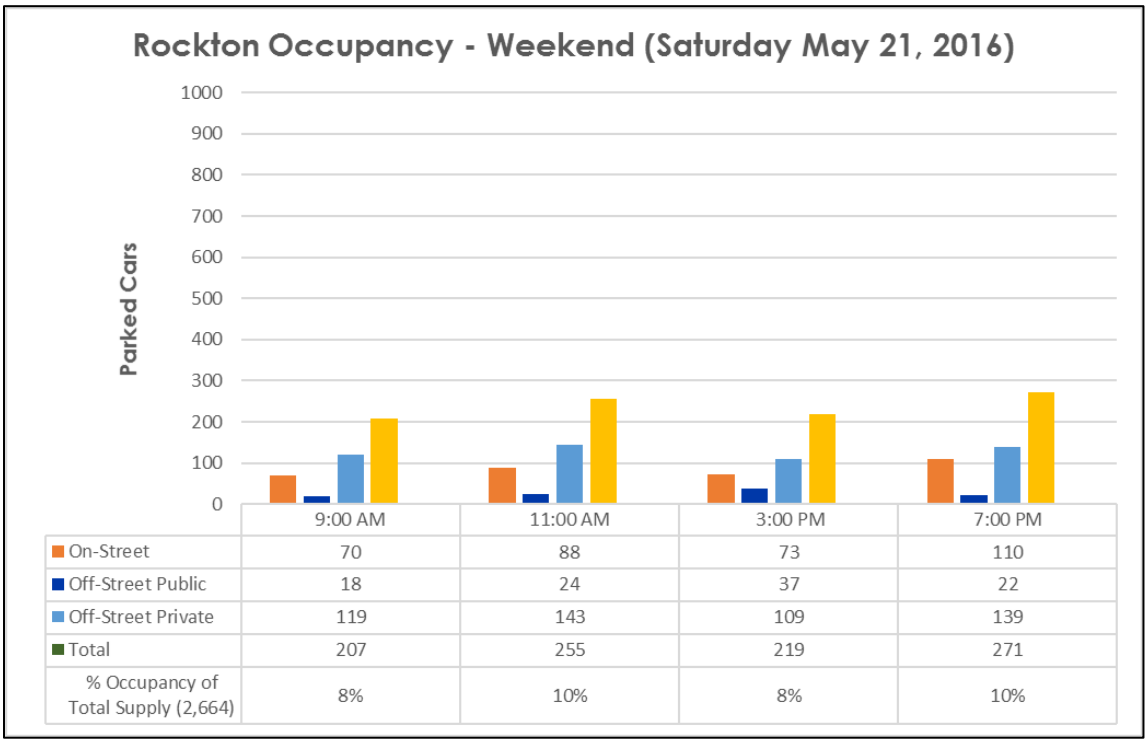
	9:00 AM	11:00 AM	3:00 PM	7:00 PM
On-Street	108	178	122	119
Off-Street Public	31	37	39	30
Off-Street Private	705	764	197	270
Total	844	979	358	419
% Occupancy of Total Supply (2,664)	32%	37%	13%	16%

Source: Walker Parking Consultants, May 2016

The following high-level findings were observed during the Saturday occupancy counts:

- Saturday Peak Period – 7:00 PM
  - 250 parked vehicles; 10% Occupancy
  - 1,116 On-Street Vacant or Unused Spaces
  - 1,277 Off-Street Vacant or Unused Spaces
- Zero (0) blocks in the study area experienced ≥85% occupancy in off-street supply.
- One (1) block face nearest Prairie Street and Blackhawk Street experienced on-street occupancy ≥85%.

Figure 7: Occupancy Count Summary - Saturday



	9:00 AM	11:00 AM	3:00 PM	7:00 PM
On-Street	70	88	73	110
Off-Street Public	18	24	37	22
Off-Street Private	119	143	109	139
Total	207	255	219	271
% Occupancy of Total Supply (2,664)	8%	10%	8%	10%

Source: Walker Parking Consultants, May 2016

Walker compared the parking inventory (supply) to the occupancy (demand) to determine the current parking adequacy during typical market conditions for the weekday and weekend. We prepared heat maps to provide a visual regarding parking occupancy for each of the peak periods, which are found in Figure 8, on page 12. The maps indicated occupancy percentage for on-street and off-street parking supply using color-coding. Aside from occupancy percentage, the maps showed the surplus (blue numbers) or shortfall (red numbers) of legal parking spaces for each block (sum of on-street and off-street).

We found that there are no parking shortfalls during the Thursday or Saturday peak period, but some occupancy percentages were high. Much of the private off-street parking supply sat largely vacant during peaks in the area due to restrictions on the supply from business owners.

The overall parking occupancy percentage during peak periods suggests that if parking supply and parking demand were better balanced, then perceived localized parking shortfalls could be alleviated within the study area. This would require use of private off-street parking supply to improve utilization of those parking resources, while opening up on-street parking for more appropriate short-term users.

Table 2: Parking Occupancy – Thursday May 19, 2016 – 9 AM and 11AM

	5/19/2016 Occupancy Counts - 9AM										5/19/2016 Occupancy Counts - 11AM									
Block #	On-Street Demand	Off-Street Public Demand	Off-Street Private Demand	Off-Street Total	Total Demand	On-Street Demand	Off-Street Public Demand	Off-Street Private Demand	Off-Street Total	Total Demand	On-Street Demand	Off-Street Public Demand	Off-Street Private Demand	Off-Street Total	Total Demand	On-Street Demand	Off-Street Public Demand	Off-Street Private Demand	Off-Street Total	Total Demand
1	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
2	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
3	0	0	0	0	0	0%	-	-	-	0%	1	0	0	0	1	3%	-	-	-	3%
4	0	0	0	0	0	0%	-	-	-	0%	1	0	0	0	1	3%	-	-	-	3%
5	2	0	0	0	2	6%	-	-	-	6%	2	0	0	0	2	6%	-	-	-	6%
6	2	0	0	0	2	8%	-	0%	0%	6%	1	0	0	0	1	4%	-	0%	0%	3%
7	3	0	0	0	3	4%	-	-	-	4%	34	0	0	0	34	51%	-	-	-	51%
8	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
9	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
10	18	0	0	0	18	47%	-	-	-	47%	18	0	0	0	18	47%	-	-	-	47%
11	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
12	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
13	0	0	0	0	0	0%	-	-	-	0%	1	0	0	0	1	3%	-	-	-	3%
14	1	0	0	0	1	2%	-	-	-	2%	1	0	0	0	1	2%	-	-	-	2%
15	0	0	0	0	0	0%	-	0%	0%	0%	0	0	0	0	0	0%	-	0%	0%	0%
16	0	0	0	0	0	0%	-	-	-	0%	9	0	0	0	9	29%	-	-	-	29%
17	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
18	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
19	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
20	0	0	1	1	1	0%	-	13%	13%	4%	0	0	4	4	4	0%	-	50%	50%	14%
21	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
22	5	0	5	5	10	9%	-	9%	9%	9%	7	0	7	7	14	13%	-	13%	13%	13%
23	5	0	1	1	6	15%	-	2%	2%	6%	10	0	8	8	18	29%	-	13%	13%	19%
24	4	0	11	11	15	16%	-	30%	30%	24%	10	0	22	22	32	40%	-	59%	59%	52%
25	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
26	0	0	5	5	5	0%	-	15%	15%	6%	0	0	8	8	8	0%	-	24%	24%	9%
27	0	0	1	1	1	0%	-	5%	5%	3%	0	0	0	0	0	0%	-	0%	0%	0%
28	13	0	2	2	15	31%	-	8%	8%	22%	16	0	3	3	19	38%	-	12%	12%	28%
29	12	6	10	16	28	36%	32%	18%	22%	26%	13	8	10	18	31	39%	42%	18%	24%	29%
30	17	2	1	3	20	22%	4%	2%	3%	12%	26	4	2	6	32	33%	8%	5%	7%	19%
31	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
32	0	0	20	20	20	0%	-	10%	10%	9%	2	0	36	36	38	6%	-	18%	18%	16%
33	0	23	0	23	23	-	110%	-	110%	110%	0	25	1	26	26	-	119%	-	124%	124%
34	26	0	648	648	674	59%	-	84%	84%	83%	26	0	660	660	686	59%	-	86%	86%	85%
35	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
36	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
	108	31	705	736	844	9%	35%	52%	51%	32%	178	37	761	798	976	15%	42%	56%	55%	37%

Table 3: Parking Occupancy – Thursday May 19, 2016 – 3 PM and 7 PM

	5/19/2016 Occupancy Counts - 3PM										5/19/2016 Occupancy Counts - 7PM									
Block #	On-Street Demand	Off-Street Public Demand	Off-Street Private Demand	Off-Street Total	Total Demand	On-Street Demand	Off-Street Public Demand	Off-Street Private Demand	Off-Street Total	Total Demand	On-Street Demand	Off-Street Public Demand	Off-Street Private Demand	Off-Street Total	Total Demand	On-Street Demand	Off-Street Public Demand	Off-Street Private Demand	Off-Street Total	Total Demand
1	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
2	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
3	4	0	0	0	4	13%	-	-	-	13%	2	0	0	0	2	6%	-	-	-	6%
4	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
5	1	0	0	0	1	3%	-	-	-	3%	1	0	0	0	1	3%	-	-	-	3%
6	3	0	0	0	3	12%	-	0%	0%	9%	0	0	0	0	0	0%	-	0%	0%	0%
7	10	0	0	0	10	15%	-	-	-	15%	5	0	0	0	5	7%	-	-	-	7%
8	1	0	0	0	1	3%	-	-	-	3%	0	0	0	0	0	0%	-	-	-	0%
9	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
10	10	0	0	0	10	26%	-	-	-	26%	0	0	0	0	0	0%	-	-	-	0%
11	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
12	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
13	0	0	0	0	0	0%	-	-	-	0%	1	0	0	0	1	3%	-	-	-	3%
14	3	0	0	0	3	7%	-	-	-	7%	1	0	0	0	1	2%	-	-	-	2%
15	0	0	0	0	0	0%	-	0%	0%	0%	3	0	0	0	3	11%	-	0%	0%	5%
16	6	0	0	0	6	19%	-	-	-	19%	0	0	0	0	0	0%	-	-	-	0%
17	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
18	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
19	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
20	0	0	4	4	4	0%	-	50%	50%	14%	0	0	0	0	0	0%	-	0%	0%	0%
21	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
22	3	0	12	12	15	6%	-	23%	23%	14%	14	0	13	13	27	26%	-	25%	25%	25%
23	9	0	12	12	21	26%	-	19%	19%	22%	26	0	26	26	52	76%	-	42%	42%	54%
24	7	0	23	23	30	28%	-	62%	62%	48%	12	0	13	13	25	48%	-	35%	35%	40%
25	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
26	0	0	8	8	8	0%	-	24%	24%	9%	0	0	3	3	3	0%	-	9%	9%	3%
27	0	0	0	0	0	0%	-	0%	0%	0%	0	0	10	10	10	0%	-	53%	53%	32%
28	6	0	3	3	9	14%	-	12%	12%	13%	8	0	0	0	8	19%	-	0%	0%	12%
29	10	4	13	17	27	30%	21%	24%	23%	25%	21	12	18	30	51	64%	63%	33%	41%	48%
30	15	5	6	11	26	19%	10%	14%	12%	15%	20	13	5	18	38	25%	27%	12%	20%	22%
31	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
32	10	0	38	38	48	31%	-	19%	19%	21%	5	0	4	4	9	16%	-	2%	2%	4%
33	0	30	2	32	32	-	143%	-	152%	152%	0	5	3	8	8	-	24%	-	38%	38%
34	24	0	70	70	94	55%	-	9%	9%	12%	0	0	166	166	166	0%	-	22%	22%	20%
35	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
36	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
	122	39	191	230	352	10%	44%	14%	16%	13%	119	30	261	291	410	10%	34%	19%	20%	15%

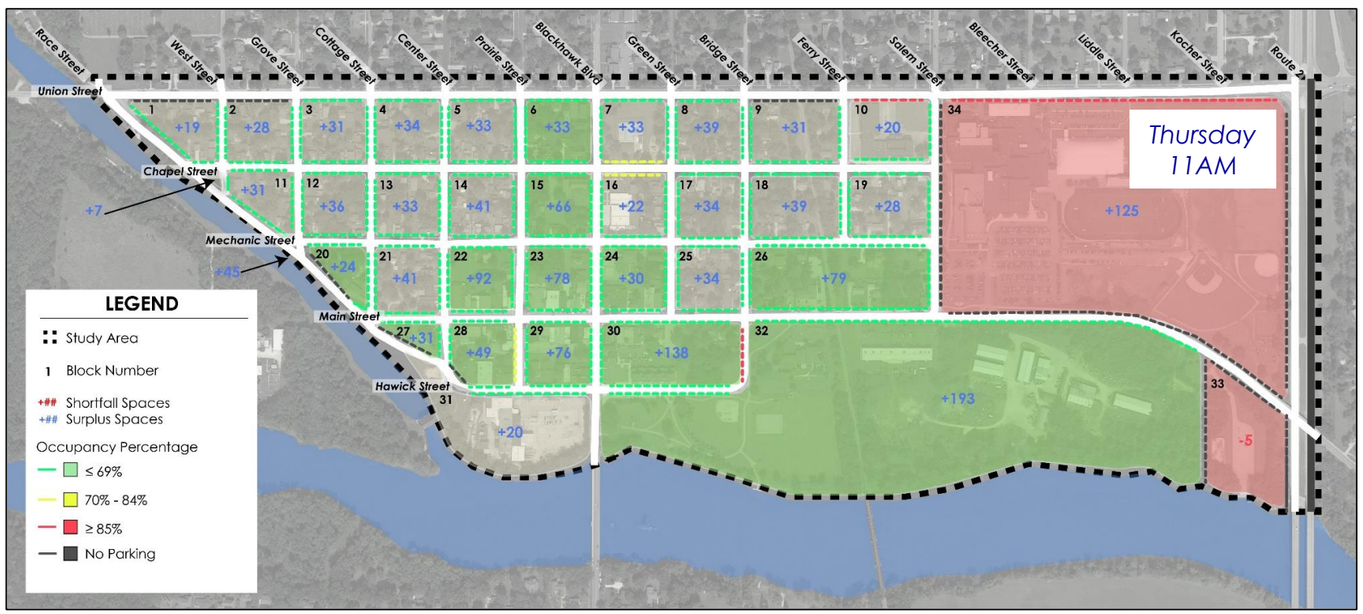
Table 4: Parking Occupancy – Saturday May 21, 2016 – 9 AM and 11 AM

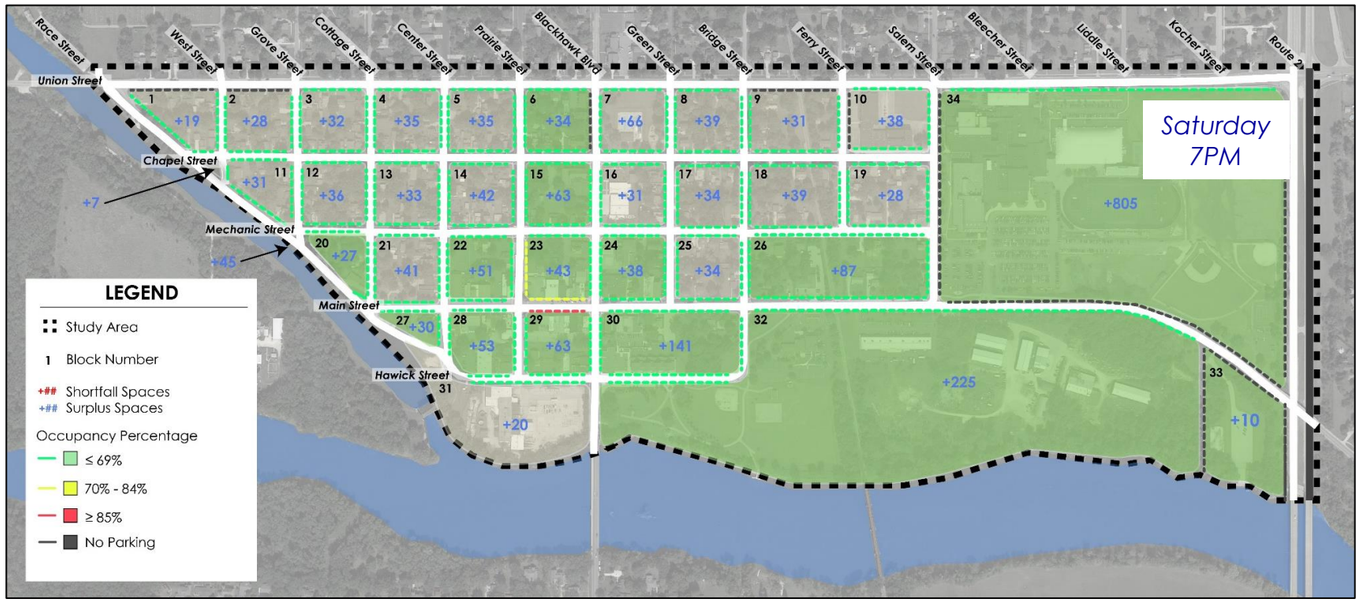
	5/21/2016 Occupancy Counts - 9AM										5/21/2016 Occupancy Counts - 11AM									
Block #	On-Street Demand	Off-Street Public Demand	Off-Street Private Demand	Off-Street Total	Total Demand	On-Street Demand	Off-Street Public Demand	Off-Street Private Demand	Off-Street Total	Total Demand	On-Street Demand	Off-Street Public Demand	Off-Street Private Demand	Off-Street Total	Total Demand	On-Street Demand	Off-Street Public Demand	Off-Street Private Demand	Off-Street Total	Total Demand
1	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
2	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
3	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
4	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
5	2	0	0	0	2	6%	-	-	-	6%	0	0	0	0	0	0%	-	-	-	0%
6	2	0	0	0	2	8%	-	0%	0%	6%	2	0	0	0	2	8%	-	0%	0%	6%
7	5	0	0	0	5	7%	-	-	-	7%	7	0	0	0	7	10%	-	-	-	10%
8	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
9	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
10	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
11	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
12	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
13	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
14	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
15	0	0	2	2	2	0%	-	5%	5%	3%	3	0	3	3	6	11%	-	8%	8%	9%
16	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
17	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
18	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
19	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
20	1	0	0	0	1	5%	-	0%	0%	4%	1	0	2	2	3	5%	-	25%	25%	11%
21	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
22	5	0	2	2	7	9%	-	4%	4%	7%	5	0	4	4	9	9%	-	8%	8%	8%
23	9	0	4	4	13	26%	-	6%	6%	14%	15	0	4	4	19	44%	-	6%	6%	20%
24	9	0	17	17	26	36%	-	46%	46%	42%	11	0	19	19	30	44%	-	51%	51%	48%
25	1	0	0	0	1	3%	-	-	-	3%	1	0	0	0	1	3%	-	-	-	3%
26	2	0	10	10	12	4%	-	29%	29%	14%	4	0	5	5	9	8%	-	15%	15%	10%
27	0	0	3	3	3	0%	-	16%	16%	10%	0	0	1	1	1	0%	-	5%	5%	3%
28	11	0	3	3	14	26%	-	12%	12%	21%	10	0	3	3	13	24%	-	12%	12%	19%
29	8	10	12	22	30	24%	53%	22%	30%	28%	15	12	12	24	39	45%	63%	22%	32%	36%
30	11	6	3	9	20	14%	13%	7%	10%	12%	12	8	3	11	23	15%	17%	7%	12%	14%
31	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
32	4	0	17	17	21	13%	-	9%	9%	9%	2	0	14	14	16	6%	-	7%	7%	7%
33	0	2	4	6	6	-	10%	-	29%	29%	0	4	5	9	9	-	19%	-	43%	43%
34	0	0	30	30	30	0%	-	4%	4%	4%	0	0	53	53	53	0%	-	7%	7%	7%
35	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
36	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
	70	18	107	125	195	6%	20%	8%	9%	7%	88	24	128	152	240	7%	27%	9%	11%	9%

Table 5: Parking Occupancy – Saturday May 21, 2016 – 3 PM and 7 PM

	5/21/2016 Occupancy Counts - 3PM										5/21/2016 Occupancy Counts - 7PM									
Block #	On-Street Demand	Off-Street Public Demand	Off-Street Private Demand	Off-Street Total	Total Demand	On-Street Demand	Off-Street Public Demand	Off-Street Private Demand	Off-Street Total	Total Demand	On-Street Demand	Off-Street Public Demand	Off-Street Private Demand	Off-Street Total	Total Demand	On-Street Demand	Off-Street Public Demand	Off-Street Private Demand	Off-Street Total	Total Demand
1	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
2	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
3	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
4	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
5	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
6	1	0	0	0	1	4%	-	0%	0%	3%	0	0	0	0	0	0%	-	0%	0%	0%
7	1	0	0	0	1	1%	-	-	-	1%	1	0	0	0	1	1%	-	-	-	1%
8	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
9	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
10	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
11	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
12	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
13	2	0	0	0	2	6%	-	-	-	6%	1	0	0	0	1	3%	-	-	-	3%
14	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
15	0	0	0	0	0	0%	-	0%	0%	0%	3	0	0	0	3	11%	-	0%	0%	5%
16	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
17	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
18	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
19	1	0	0	0	1	4%	-	-	-	4%	0	0	0	0	0	0%	-	-	-	0%
20	1	0	0	0	1	5%	-	0%	0%	4%	1	0	0	0	1	5%	-	0%	0%	4%
21	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
22	4	0	6	6	10	8%	-	11%	11%	9%	22	0	33	33	55	42%	-	62%	62%	52%
23	15	0	6	6	21	44%	-	10%	10%	22%	20	0	33	33	53	59%	-	53%	53%	55%
24	11	0	14	14	25	44%	-	38%	38%	40%	12	0	12	12	24	48%	-	32%	32%	39%
25	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
26	1	0	2	2	3	2%	-	6%	6%	3%	0	0	0	0	0	0%	-	0%	0%	0%
27	0	0	11	11	11	0%	-	58%	58%	35%	0	0	1	1	1	0%	-	5%	5%	3%
28	9	0	6	6	15	21%	-	23%	23%	22%	15	0	0	0	15	36%	-	0%	0%	22%
29	13	9	8	17	30	39%	47%	15%	23%	28%	19	9	16	25	44	58%	47%	29%	34%	41%
30	13	22	2	24	37	16%	46%	5%	26%	22%	13	9	7	16	29	16%	19%	16%	18%	17%
31	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
32	1	0	2	2	3	3%	-	1%	1%	1%	3	0	3	3	6	9%	-	2%	2%	3%
33	0	6	6	12	12	-	29%	-	57%	57%	0	4	7	11	11	-	19%	-	52%	52%
34	0	0	28	28	28	0%	-	4%	4%	3%	0	0	6	6	6	0%	-	1%	1%	1%
35	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
36	0	0	0	0	0	0%	-	-	-	0%	0	0	0	0	0	0%	-	-	-	0%
	73	37	91	128	201	6%	42%	7%	9%	8%	110	22	118	140	250	9%	25%	9%	10%	9%

Figure 8: Parking Demand Heat Maps – Observed Conditions



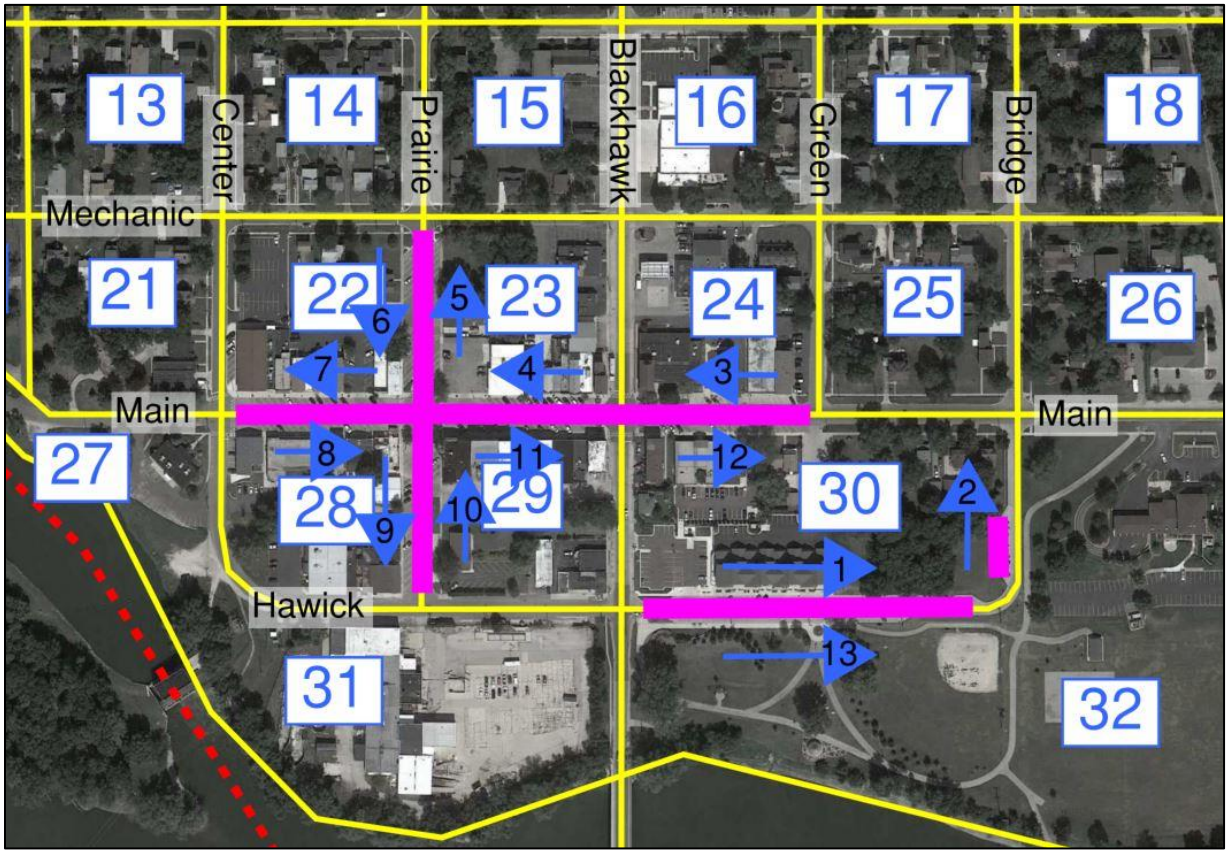


PARKING DURATION OF STAY

The parking duration surveys provided an understanding of whether posted policy was being followed, and how certain block faces and surface lots were being used throughout the day. These surveys were performed hourly for specific on-street and off-street spaces within the study area on Thursday, May 19, 2016, and again on Saturday, May 21, 2016.

Walker worked with SLATS to identify on-street and off-street locations where these surveys would occur, as shown in Figure 9.

Figure 9: Duration of Stay Study Locations

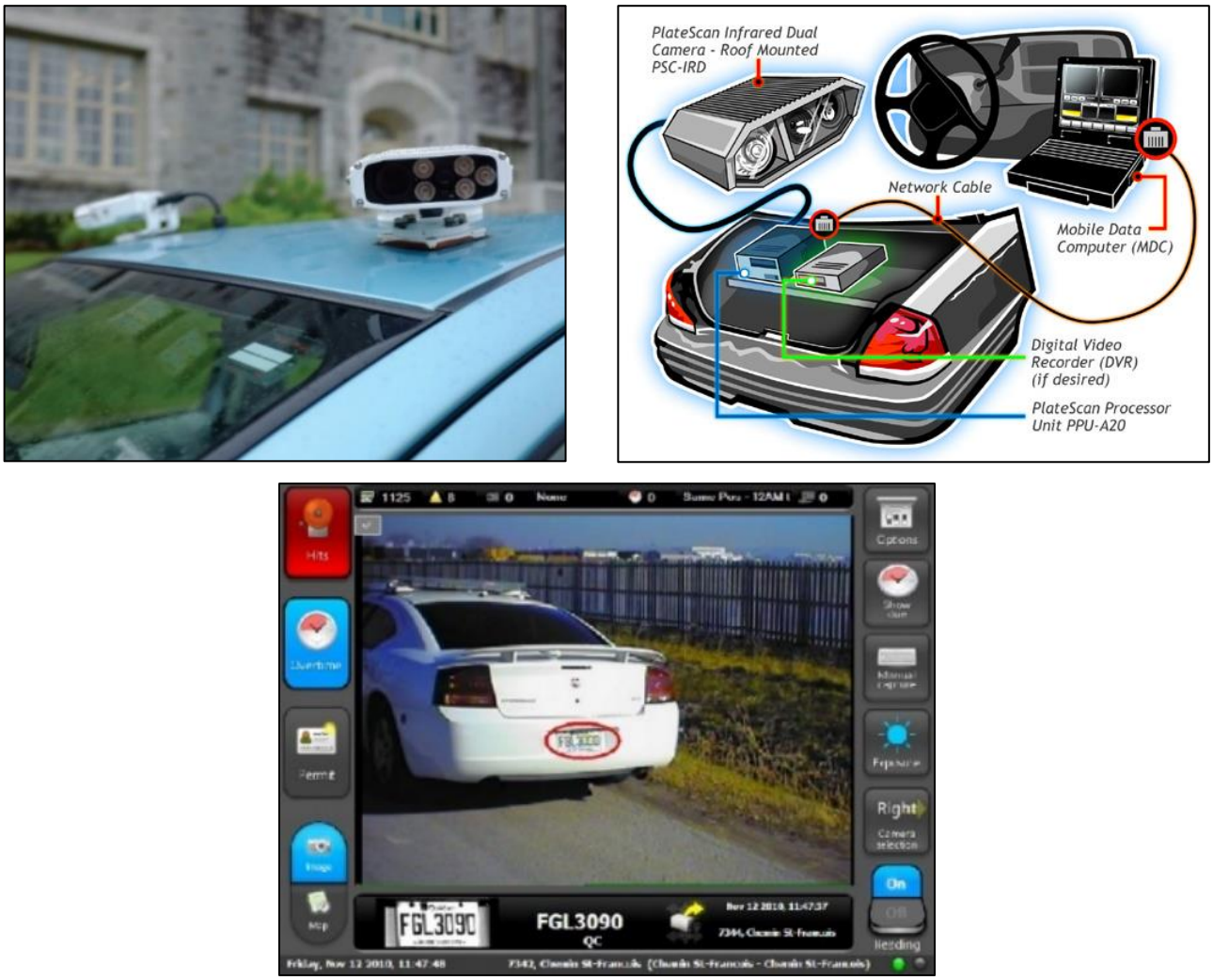


Source: Walker Parking Consultants

Not only did the turnover study provided additional insight into the current demand characteristics associated with specific parking supply, it highlighted the potential impact of improved enforcement and/or policy changes.

AutoVu equipment was used to capture timestamped and geo-referenced license plate captures. This data was analyzed to identify the length of stay of every vehicle in the parking supply surveyed. This data was evaluated on a total vehicle and space-hour basis.

Figure 10: AutoVu License Plate Recognition (LPR) System



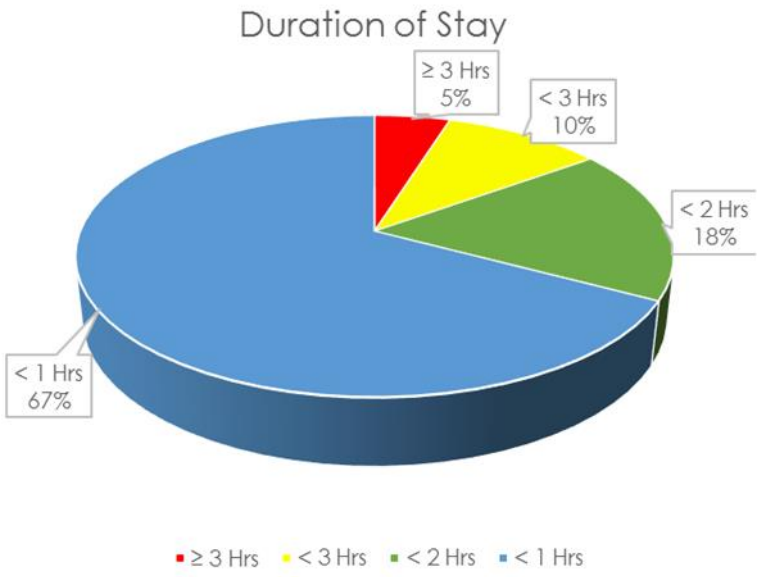
Source: Walker Parking Consultants

Duration of stay was analyzed from two opposite approaches – a user perspective, and a supply perspective. The benefits of this data were therefore two-fold; the data helped to identify the number of parkers from various user groups, and yielded information relating how length of stay impacts available parking during peak periods.

From a user perspective, we evaluated the average length of stay, and a breakdown of the length of stay for parkers; this information is found in Figure 11. Separating user groups allowed us to gauge the likely impact of proposed policy changes. It was important to identify the quantity of parkers we believe to be employees, because policy adjustments were intended to apply to user groups as a whole. The parkers who were observed to be parked for 4 hours or greater are assumed to be employees or students, and as such can be separated for an evaluation related to how shifting employees and students may impact the on-street parking adequacy, and adequacy of off-street supply adjacent to popular visitor destinations.

Although it was noted that enforcement was relatively inactive, there was generally a rough compliance with posted time limits; but this was not the case in all areas as 19 of the total 27 vehicles parked longer than 3-hours were within spaces posted with a 3-hour limit.

Figure 11: Duration of Stay - Vehicles



Segment	Street	≥ 3 Hrs	< 3 Hrs	< 2 Hrs	< 1 Hrs
1	Hawick Street - North	2	2	3	28
2	Bridge Street - West	0	0	1	0
3	Main Street - North	1	3	9	68
4	Main Street - North	5	2	16	60
5	Prairie Street - East	5	9	1	4
6	Prairie Street - West	0	3	6	12
7	Main Street - North	1	11	7	14
8	Main Street - South	0	6	10	28
9	Prairie Street - West	2	7	8	17
10	Prairie Street - East	0	5	0	9
11	Main Street - South	3	6	24	72
12	Main Street - South	6	3	12	40
13	Hawick Street - South	2	0	2	23
	Total	27	57	99	375

Source: Walker Parking Consultants, May 2016

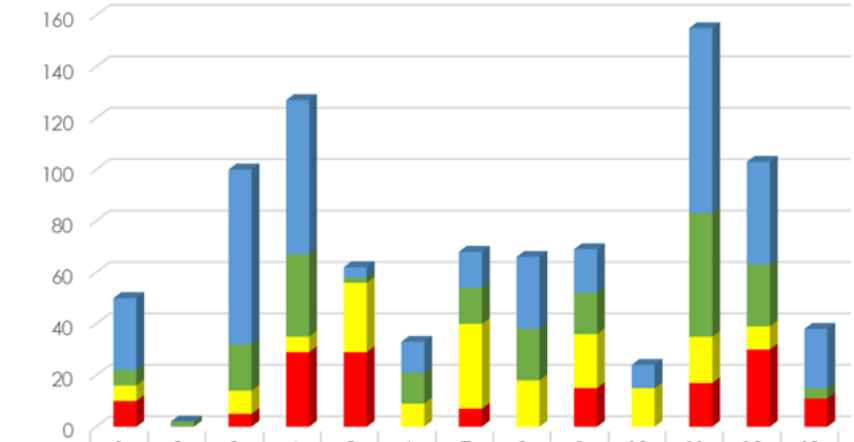
From a supply perspective we can evaluate how spaces in specific locations were used throughout the day by parkers – vehicle hours occupied by long-term or short-term parkers – and suggest whether the parking supply is being utilized as intended. This information is presented in Figure 12.

We also used the vehicle-hour analysis to evaluate the impact of long-term parkers on those looking for parking at peak periods. This information was used to identify whether the mix (long-term and short-term supply) should be adjusted through policy and enforcement.

From the column charts found in Figure 12 we see that the overall compliance of on-street parking from a length of stay standpoint, was not good. Long-term parkers for the most part utilized Main Street and Prairie Street – Main Street is signed as 3-hour parking. Although long-term parkers only accounted for 5% of total vehicles, 17% of the space-hours utilized on-street were taken +3-hour parkers.

When on-street spaces were occupied all day it could have increased the perception of an overall parking shortfall. This feeling could have been amplified if these spaces were occupied during the overall peak period. If we assume those users to be largely removed through employee parking policies and better enforcement of posted policies, we can then focus on an appropriate parking time restriction to allocate users to available parking supply.

Figure 12: Duration of Stay – Space-hours



	1	2	3	4	5	6	7	8	9	10	11	12	13
< 1 Hrs	28	0	68	60	4	12	14	28	17	9	72	40	23
< 2 Hrs	6	2	18	32	2	12	14	20	16	0	48	24	4
< 3 Hrs	6	0	9	6	27	9	33	18	21	15	18	9	0
≥ 3 Hrs	10	0	5	29	29	0	7	0	15	0	17	30	11

Segment	Street	≥ 3 Hrs	< 3 Hrs	< 2 Hrs	< 1 Hrs
1	Hawick Street - North	10	6	6	28
2	Bridge Street - West	0	0	2	0
3	Main Street - North	5	9	18	68
4	Main Street - North	29	6	32	60
5	Prairie Street - East	29	27	2	4
6	Prairie Street - West	0	9	12	12
7	Main Street - North	7	33	14	14
8	Main Street - South	0	18	20	28
9	Prairie Street - West	15	21	16	17
10	Prairie Street - East	0	15	0	9
11	Main Street - South	17	18	48	72
12	Main Street - South	30	9	24	40
13	Hawick Street - South	11	0	4	23
	Total	153	171	198	375

Source: Walker Parking Consultants, May 2016

PROJECTED FUTURE CONDITIONS

The final step of the quantitative analysis is projecting future parking needs. Walker worked with Village staff to identify vacant built space and proposed (re)developments within Rockton. This information was provided in terms of land use quantity and type, as well as whether parking would be provided, or if any square footage or parking would be removed.

Table 6: Proposed Future Changes – Rockton

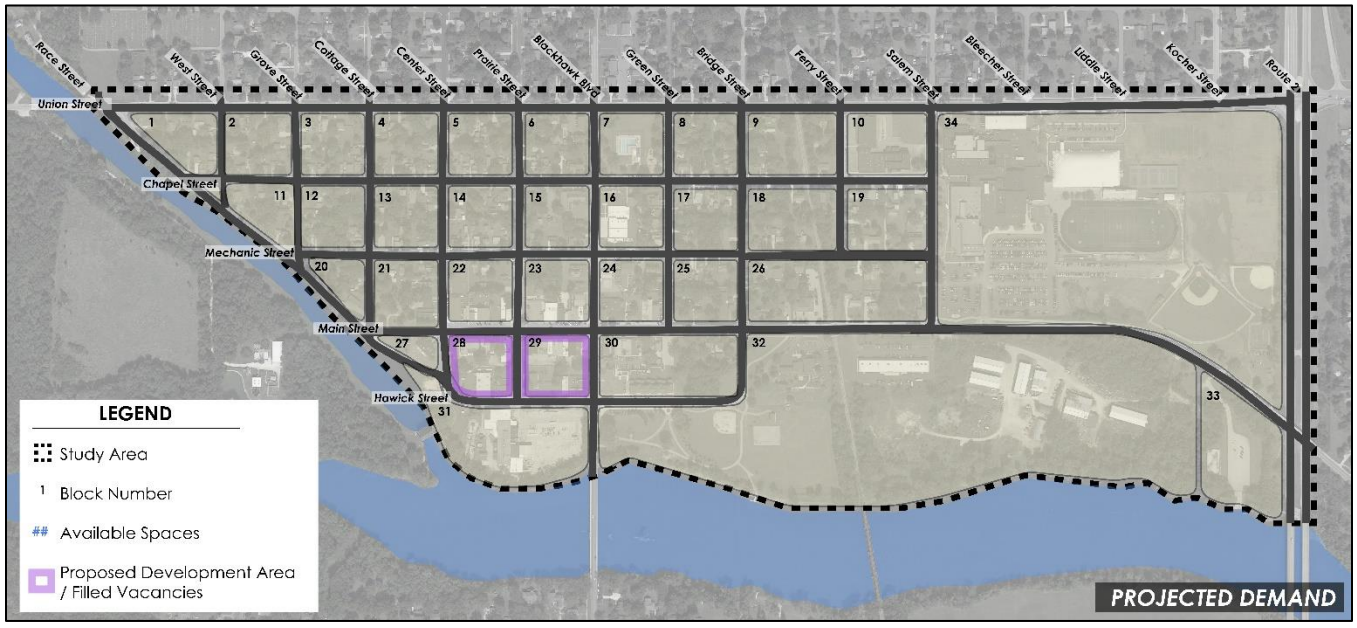
Block No.	Address	LU Type	SF
28	Local Dough, 202 W Main	Restaurant	2,600
29	Mack's	Restaurant Bar	2,000

Source: Village of Rockton, 2016

Two sites were identified as vacant; there were no known future plans for any site within study areas per Village staff.

Figure 13 indicates which blocks within the study area were identified to be impacted by proposed future changes.

Figure 13: Location of Identified Future Changes in Parking



Source: Walker Parking Consultants

The information from Table 6 was used to calculate the projected impact each future land use change (occupancy) would have on future parking demand on a block-by-block basis. These projections were performed utilizing Shared Parking methodology to generate anticipated parking needs for specific hours of the day, and for a weekday versus a weekend day.

For the stand-alone land uses, parking demand ratios (from Walker's Shared Parking Model) were applied to the new (or vacant) land use quantities, then hourly activity factors (from Walker's Shared Parking Model) were applied to account for variations in activity throughout a typical weekday and weekend day. We also accounted for the local drive ratios for the area using U.S. Census information related to Means of Transportation to Work. Projected parking needs for the identified study area peak periods (weekday and weekend) were documented for each location.

The projected future parking changes for Rockton during the peak weekday and weekend day periods were documented in Table 7.

The projected change in parking demand for each block in Rockton was added to the baseline parking utilization data from May 2016, then compared to the proposed future parking supply to determine future parking conditions. The future parking conditions for each block in Rockton are detailed in Table 8; blocks with proposed changes were shaded purple. Heat maps depicting the projected future parking conditions are provided in Figure 14.

The following high-level findings were projected during the weekday peak period:

- Weekday Peak Period – 11:00 AM
- ± 1,644 Vacant or Unused Spaces
- Two (2) blocks in the study area experienced parking shortfalls when evaluated under future conditions (red numbers). Occupancy ≥85% was projected for two (2) blocks (red shading for block).
- The shortfall identified for Block 33 and 34 is attributed to high school vehicles, and therefore could be accommodated on-site.

The following high-level findings were projected during the weekend peak period:

- Weekend Peak Period – 7:00 PM
- ± 2,346 Vacant or Unused Spaces
- One (1) blocks in the study area experienced a parking shortfall when evaluated under future conditions (red numbers).
- Block 28 is assumed to have a new tenant (Local Dough Space) and expected to generate parking demand for an additional 43 vehicles. Although we projected some spaces would be available on the block, supply is projected to be 85% occupied. This is not an extreme shortfall, and can likely be accommodated within nearby parking supply on other blocks.

Table 7: Projected Future Parking Changes – Rockton

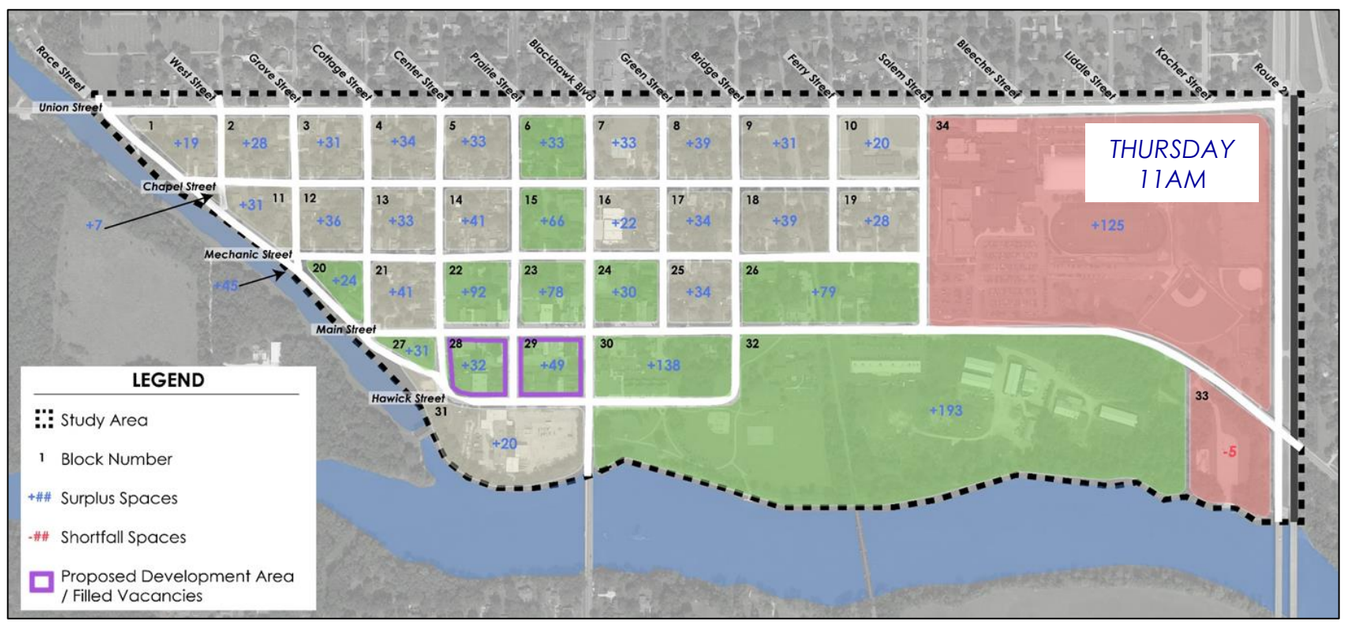
Block No.	Address	LU Type	SF	Weekday Peak	Weekend Peak
28	Local Dough, 202 W Main	Restaurant	2,600	17	43
29	Mack's	Restaurant Bar	2,000	27	25

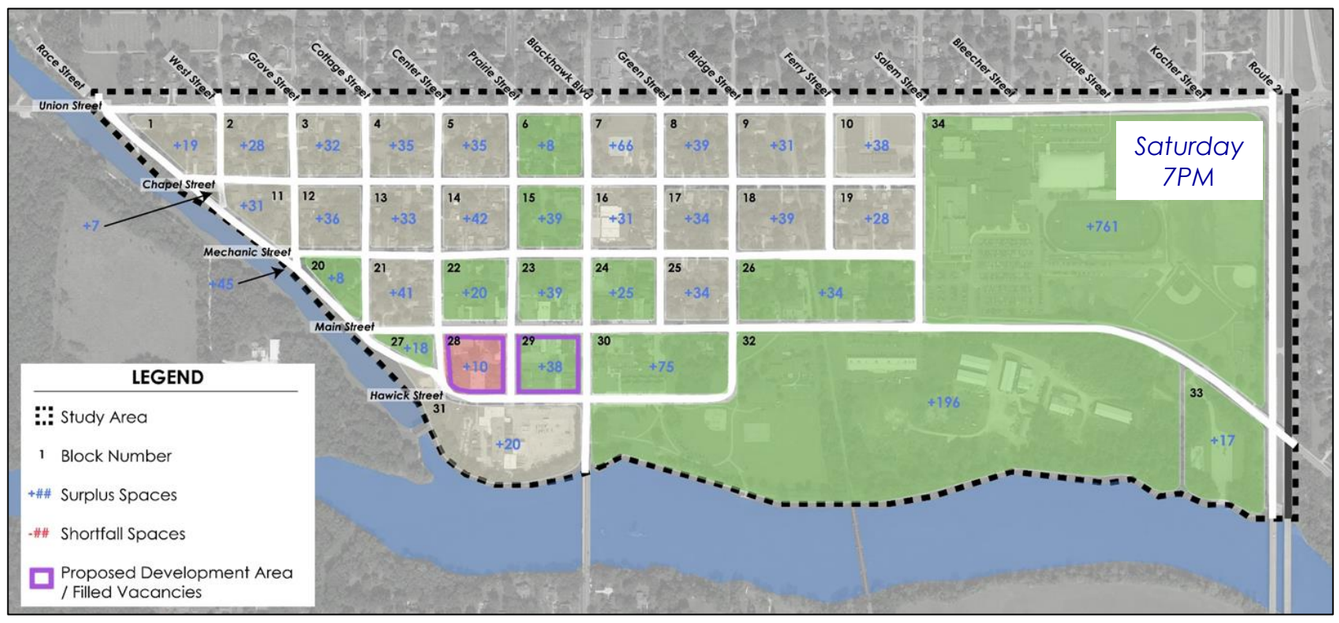
Source: Walker Parking Consultants

Table 8: Projected Future Parking Conditions

	OBSERVED CONDITIONS				Future Demand			PROJECTED FUTURE CONDITIONS			
Block #	Occ%	Wkdy Peak Surplus	Wknd Peak Surplus	Occ%	Future Supply Net Change	Wkdy Peak Net Change	Wknd Peak Net Change	Occ%	Wkdy Peak Surplus	Wknd Peak Surplus	Occ%
1	0%	19	19	0%	0	0	0	0%	19	19	0%
2	0%	28	28	0%	0	0	0	0%	28	28	0%
3	3%	31	32	0%	0	0	0	3%	31	32	0%
4	3%	34	35	0%	0	0	0	3%	34	35	0%
5	6%	33	35	0%	0	0	0	6%	33	35	0%
6	3%	33	34	0%	0	0	0	3%	33	34	0%
7	51%	33	66	1%	0	0	0	51%	33	66	1%
8	0%	39	39	0%	0	0	0	0%	39	39	0%
9	0%	31	31	0%	0	0	0	0%	31	31	0%
10	47%	20	38	0%	0	0	0	47%	20	38	0%
11	0%	31	31	0%	0	0	0	0%	31	31	0%
12	0%	36	36	0%	0	0	0	0%	36	36	0%
13	3%	33	33	3%	0	0	0	3%	33	33	3%
14	2%	41	42	0%	0	0	0	2%	41	42	0%
15	0%	66	63	5%	0	0	0	0%	66	63	5%
16	29%	22	31	0%	0	0	0	29%	22	31	0%
17	0%	34	34	0%	0	0	0	0%	34	34	0%
18	0%	39	39	0%	0	0	0	0%	39	39	0%
19	0%	28	28	0%	0	0	0	0%	28	28	0%
20	14%	24	27	4%	0	0	0	14%	24	27	4%
21	0%	41	41	0%	0	0	0	0%	41	41	0%
22	13%	92	51	52%	0	0	0	13%	92	51	52%
23	19%	78	43	55%	0	0	0	19%	78	43	55%
24	52%	30	38	39%	0	0	0	52%	30	38	39%
25	0%	34	34	0%	0	0	0	0%	34	34	0%
26	9%	79	87	0%	0	0	0	9%	79	87	0%
27	0%	31	30	3%	0	0	0	0%	31	30	3%
28	28%	49	53	22%	0	17	43	53%	32	10	85%
29	29%	76	63	41%	0	27	25	54%	49	38	64%
30	19%	138	141	17%	0	0	0	19%	138	141	17%
31	0%	20	20	0%	0	0	0	0%	20	20	0%
32	16%	193	225	3%	0	0	0	16%	193	225	3%
33	124%	-5	10	52%	0	0	0	124%	-5	10	52%
34	85%	125	805	1%	0	0	0	85%	125	805	1%
35	0%	7	7	0%	0	0	0	0%	7	7	0%
36	0%	45	45	0%	0	0	0	0%	45	45	0%
		1688	2414						1644	2346	

Figure 14: Parking Demand Heat Maps – Projected Future Conditions



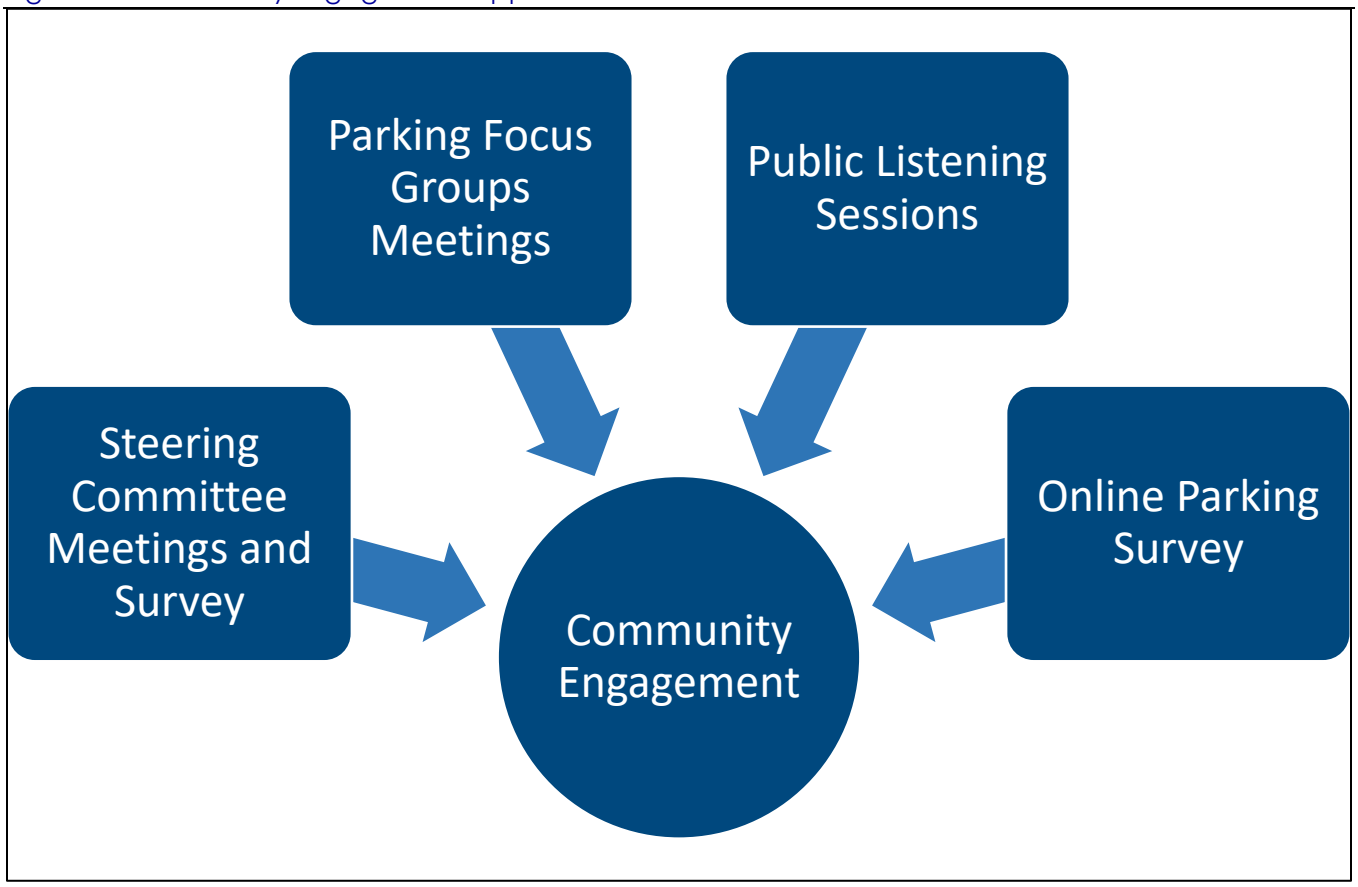


COMMUNITY ENGAGEMENT

A community engagement effort was undertaken to better understand local context, user experiences and existing frameworks. The Community engagement plan included project steering committee meetings and survey, an online survey for the public, small focus group sessions and one-on-one calls with community stakeholders, and a public listening session. The goal of these efforts was to ensure the fingerprints of the community would be evident in recommended solutions by reflecting community concerns and values.

The engagement approach was developed with aid from the Steering Committee, as depicted in Figure 15.

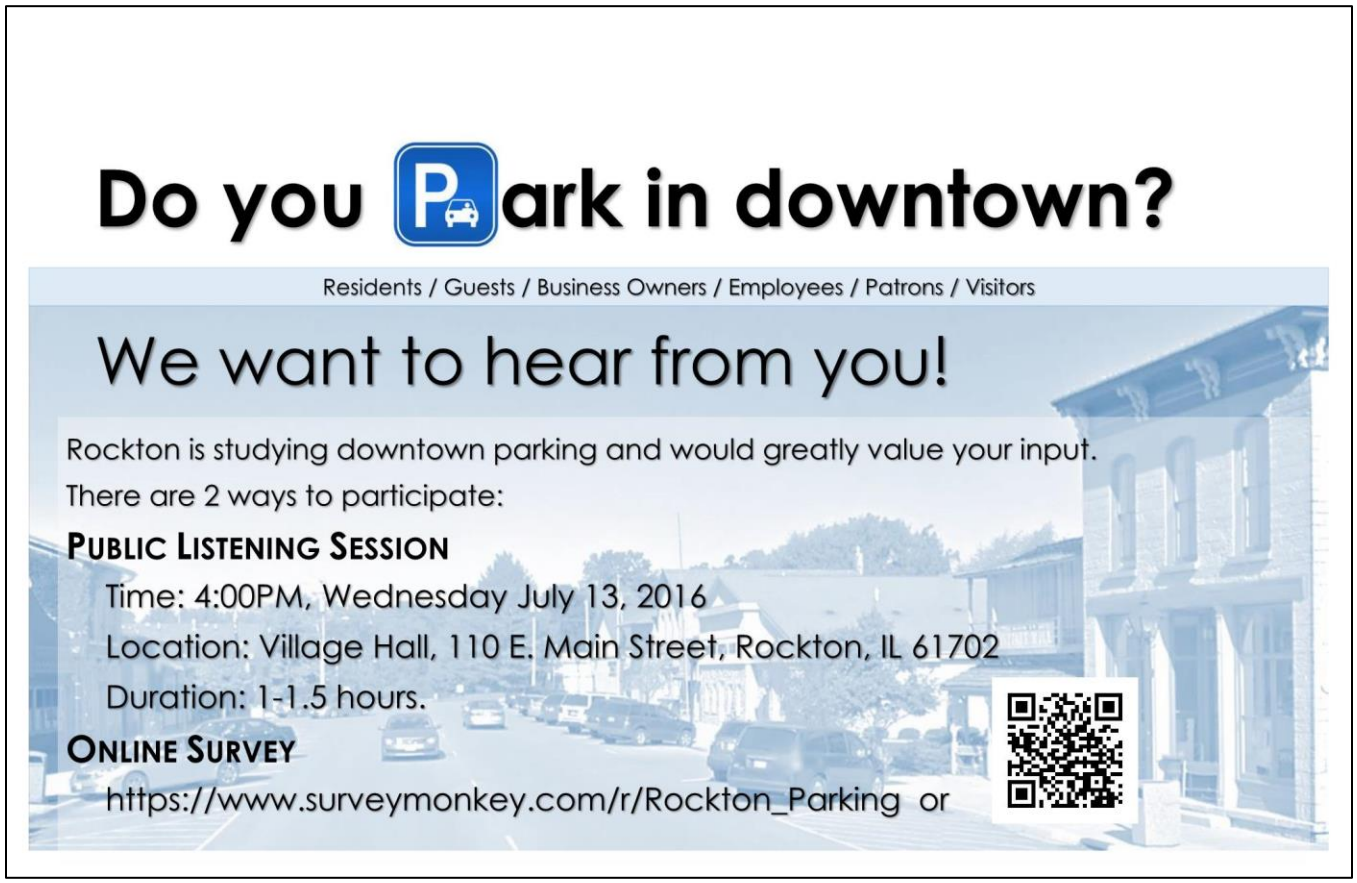
Figure 15: Community Engagement Approach



Source: Walker Parking Consultants

Both the listening session and the online survey for the public were announced using the notice developed by Walker, shown in Figure 16. These notices were printed by Rockton and distributed to area businesses as 11X17 posters and business card size takeaways.

Figure 16: Community Engagement Notice



Source: Walker Parking Consultants

Walker also provided text and format for email invitations to the focus groups and the public listening sessions.

PROJECT STEERING COMMITTEE

The role of governmental and quasi-governmental stakeholders was important in understanding local context and existing frameworks of parking policy and practice. The Steering Committee also served as our guide to the community; they provided direction at critical points within the project lifecycle, including project commencement, community engagement strategy, detailed user experience survey and vetting recommendations.

Project Steering Committee Meetings

During the project kick-off meeting with the Steering Committee, members were introduced to the study areas, goals and tasks for the project. Current challenges were noted as perception among business owners that parking supply was inadequate; parking signage was lacking; pedestrian connections between public supply and downtown was lacking; location of public off-street supply was not obvious (signage/area maps/online). The input sheets used during that session are found in the appendices.

Detailed User Experience Survey

Walker asked members of the Steering Committee to visit the study area and complete user experience surveys. These surveys were more detailed than community surveys due to the additional discussions related to parking that Walker had with the group. The results suggested that overall parking is available and proximate, physical conditions of parking are good, but parking signage could be improved.

FOCUS GROUP MEETING

The intent of Focus Groups was to bring key stakeholders together in small groups and allow them to interact on the topic of parking in the study area. Walker worked with the Steering Committee to identify and contact key stakeholders.

These community stakeholders met in a small group which allowed for active discussions on parking topics they felt strongly about. Walker presented basic information related to parking supply and demand at the beginning of the meetings. The interaction between different user groups aided in creating empathy for other groups, and lively discussion as possible solutions are contemplated.

One (1) Focus Group meeting was scheduled with residents, business owners and employees from within the study area. The following bullet points highlight items discussed during those focus groups.

General comments regarding parking in Rockton:

- Typical day to day parking is not an issue.
- Events create problems, which range from high school football to Rockton River Market, to Old Settlers Days, and Summer Library events.
- Employees from businesses park on-street.
- Lack of enforcement of time limits; enforce or remove. Posted time limits may scare out of town customers.
- Signage in public lots needs updating – it's old and unclear. Some lots need resurfacing.
- People don't know where they can park (public vs. private lots). An immediate improvement would be new signage to help out-of-towners find publicly available parking.
- Pedestrian infrastructure needs improvement in areas (better maintenance as well).
- Use Schnuck's parking lot during Old Settlers Days and run a shuttle.

PUBLIC LISTENING SESSION

The purpose of Public Listening Sessions was to allow those not identified as key stakeholders to provide insight into their experience with parking, and input on possible solutions. Notices were distributed electronically, and were made available to area businesses to provide information to their visitors and employees. Lack of participants for the public listening session resulted in three follow up phone calls with two retailors and a representative from Hononegah High School. Their comments are included in the previous section, Focus Group Meeting.

ONLINE SURVEY

The online survey was intended to gather input from the community related to user experience and perception of parking availability. The survey provided quantitative and qualitative information that was used to help shape parking policy recommendations.

Walker developed questions for the survey and refined them with the aid of the Steering Committee. The community was notified of the survey through the Village's website and through print media which provided information related to other community engagement efforts, and a web address and QR code to access the survey.

The online parking survey is one method used to obtain public input but should not be misinterpreted as a public voting mechanism for or against specific parking policy. The survey results are independently evaluated to gain an understanding of local parking characteristics, perceptions, preferences and opportunities for improvement.

The following insight was provided by survey respondents:

- 52 responses were provided
- Mean age of respondents was 47
- Nearly 53% of respondents were in the study area 5+ days per week
- The top 3 reasons for visits were dining, shopping and special events
- 48 reported to drive alone; 2 opted to carpool; 1 a-piece walked or biked
- 71% chose to park on-street; 14% opted for public lots; 11% used private business lots
- 6 respondents reported to stay in the study area for 6+ hours, which suggests employees and residents; the next highest was 1-2 hours (15), then 2-3 hours (11)
- 71% of respondents reported looking for parking no longer than 5 minutes
- 72% said they rarely or never have a hard time finding available parking
- Difficulty finding parking was reported to occur most around dinner, evenings, Summer/Tourist season and December/Holiday Season
- 75% of respondents reported finding parking within 1-block of their destination
- Respondents reported proximity as the primary factor in deciding where to park, followed by ease of parking (availability), then security, and cost
- About half thought that additional information online or on a mobile device would help locate parking (especially during special events)
- 27% said they thought parking in the area was good or excellent; 47% said it was average; 25% said it was bad or terrible

The survey also included two open-ended questions to capture direct input from the community. The questions were related to overall parking experience in the study area, noting the best aspects and the biggest opportunities for improvement. Responses to those questions were summarized as follows.

Q21: What do you think are the best aspects of parking in Downtown Rocktont?

Top Responses

1. ***Proximate – Spaces near my destination (9 times)***
2. ***Available – Empty spaces when I arrive (5 times)***
3. ***Free – No direct cost to park (4 times)***

- *It is safe (3 times)*
- *Large spaces which prevents car damage (1)*
- *No/few restrictions (1)*
- *Event parking/traffic management is good (1)*
- *Like angle parking on main street (1)*

Specific Comments

- *"The town is small, so walking from your car isn't a problem."*
- *"If you have to park far away, at least everything people would go to is within a couple blocks."*
- *"Usually there is parking along Main Street for the shops and dining and not a lot of traffic."*
- *"Being able to get in and out of shops etc quickly when running errands."*
- *"No real limits and no pay parking. Keep it this way!"*
- *"I feel safe in smaller towns like Rockton."*
- *"Good parking, seemingly safe and easy access."*
- *"Multiple public lots."*

Q22: What do you think are the biggest opportunities for improvement of parking in Downtown Rockton?

Top Responses

1. ***More parking (7 times)***
2. ***Remove vacant buildings in/near downtown and add parking (4 times)***
3. ***Improve aesthetics, maintenance, safety/security of alley lot and public lot behind alley (4 times)***

- *Angled on-street parking is difficult to access and leave (esp. parked next to large vehicles) (2 times)*
- *Share available parking at Rockton Food & Spirits (2 times)*
- *Better signage (2 times)*
- *More parking or closer parking for Hononegah students (2 times)*
- *More ADA parking (1 time)*
- *Refine and enforce time limits for better turnover (1 time)*

- *More efficient spacing of on-street parking in downtown (1 time)*
- *Better enforcement of drinking and driving downtown (1 time)*
- *More effort from the Village to communicate about studies like this (1 time)*
- *Create larger public lots (1 time)*
- *Better special event parking (1 time)*
- *Get rid of gambling machines (1 time)*
- *Meter parking (1)*
- *Stop advertising events to distant cities so locals can enjoy Rockton (1 time)*

Specific Comments

- *"Appears to be more parking needed at some establishments like the food/liquor store and less at the restaurants, businesses and tourist attractions."*
- *"Obtaining properties that are vacant and run down and converting to parking lots. Also there are open residential lots within a block that could be converted to parking."*
- *"More parking for library patrons. Especially when the ice cream shop is open."*
- *"More parking for local businesses."*
- *"I often avoid special events because I know parking is going to be an issue and I will have to park far away."*
- *"Creepy back alley parking alternatives, uneven or sloped unsteady parking spots fixed."*
- *"The Village needs to start taking care of public parking lot behind the alley south of Main Street. There are also lights in this lot that are never on, which makes it a bit ominous at night."*

Full online survey and results are available for review in the appendices of this report.

POLICY & PRACTICE REVIEW

At the commencement of the project Walker met with the Project Steering Committee, which included many village staff who deal with existing policy and practice on a daily basis. Prior to these meetings Walker requested background documents, which include planning/zoning code, parking related ordinances, and historical enforcement information. Walker reviewed these documents prior to the meeting and discussed them with the Project Steering Committee.

Special attention was paid to parking management policies and parking enforcement policies because most of Walker's recommendations will fall under these categories. The goal of this exercise was to gain insight into current policies and how those policies impact them as planners and as enforcement staff. Another focus was to find what currently works (and does not work) within the community, and use these policies and processes as a guide when formulating recommendations.

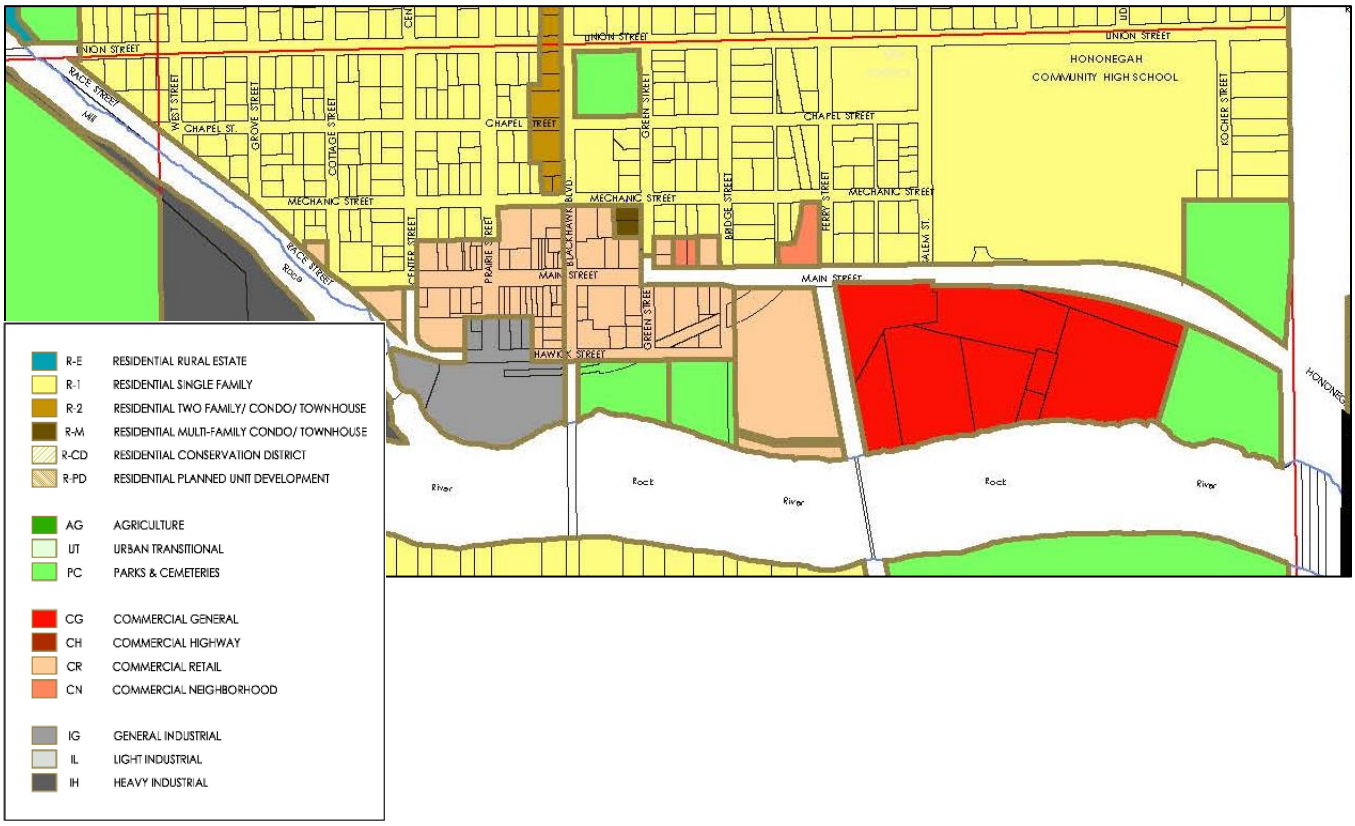
PARKING PLANNING & MINIMUM REQUIREMENTS

Parking policy related to land use policy are found within Rockton's zoning code. These policies and requirements are found specifically in *Chapter 152 – Zoning Code under Parking and Loading, Section 152.215 – Parking and Loading Requirements and within Schedule 2 of Required Off-Street Parking Spaces*.

Schedule 2 provides standards typically applied to new or repurposed properties. It should be noted there is no differentiation between retail and restaurant parking requirements. Given that restaurant demand is typically higher than retail, if a zone were to turn to all restaurant land-use, there may be a shortfall in parking during peak demand times. Section 152.218 provides further clarification on reduction for mixed-use and alternate-use sites. This code should be further developed based on Walker's experience in review of hundreds of other cities throughout the United States.

In addition, properties in the CR District are exempt from section 152.217 Proximity and Location requirement. Therefore, if a new development is proposed within this district, the off-street parking requirement may be reduced as approved by Planning Commission. Figure 17 highlights the CR District.

Figure 17: Zoning Map



Source: Rockton Village Website

We recommend review and use of the National Parking Association publication, PCC *Recommended Zoning Ordinance Provisions* to help with policy setting at the ordinance level. This document was prepared and refined through various versions to accumulate parking industry best practice for zoning codes. Aside from adding to the Village's list of specified land uses with required ratios, there is likely a benefit from review and adjustment of the code sections identified as "atypical" within Table 9.

Table 9: Zoning Ordinances

Typical	Atypical
Proximity and Location (152.217) • Properties located in CR District are exempt	Parking and Loading Requirements (152.215-C) • 25% reduction can be granted by Planning Collective Usage (152.218) • Lack of standard shared parking language; defined as joint parking and does not require shared parking study Parking space design Standards (152.219-L) Parking Lot Dimensions (152.219-L-a) Publicly Established Parking (152.220) Schedule of Required Off-Street Parking Spaces (Appendix 2, Land Usage)

Source: Village Code

The planning code refers to situations of cooperative and joint use, but the restrictions for percent reduction of requirement and location of supply should be explored further and refined to industry best practice. These adjustments are needed if a shared parking district is recommended to make better usage of the overall parking supply in downtown Rockton.

PARKING ORDINANCES

Parking policy related to traffic and legal/illegal locations for parking are found within the Rockton Title VII Traffic Code. The first section within the chapter began by adopting state of Illinois traffic law. Information pertaining to the index of special locations was provided in the next section with details regarding who maintained the index, and stated that City Council may, from time to time, make additions to or deletions from the traffic section.

Fines for all parking violations are $25 unless a prior violation was issued within the same 12 months ($35), or unpaid for over 14 days (doubled to $50 or $70). The escalating scale for multiple fines is best practice, but may be further expanded.

Table 10: Zoning Ordinances

Fine Amounts		
Within 14 Days	After 14 Days	Violation Description
$25.00	$50.00	First Offense
$35.00	$70.00	Second Offense in 12 months

Source: Village Code

Based on Walker's experience in reviewing ordinances of other cities, most sections found within this chapter of code are atypical. Specifically, extensive on-street time restrictions are listed throughout the study area but are inadequately enforced. Some of the notable typical and atypical sections within the traffic code were noted in Table 11.

Table 11: Vehicles and Traffic Ordinances

Typical	Atypical
Time Limit Parking (72.06) Parking Permitted (75-Schedule III)	Penalty (72.99) • Violation fee is not graduated Prohibited Parking (75-Schedule I) • No parking on specific corridors during specific times (Sections A-G): o Blackhawk Blvd to Green St during Church Services; Green St to Bridge St anytime; Bridge St to Salem St any time; Salem St to Kocher St during school hours; Various blocks along Union Street anytime; South Green St "Insurance Company Only During Business Hours" Time Limit Parking (75-Schedule II) • Time limits for specific spaces (Sections A-P) o South side of Chapel St between Salem St and Ferry St from 7AM to 3:30PM on school days o Either side of Salem St between Union St and Chapel St form 7AM to 3:30PM on school days o No parking for more than 180 minutes between 8AM and 6PM on any day except Sundays and public holidays unless other time limit is posted by sign o No parking longer than 5 minutes directly in front of the US Post Office of West Main St o No parking on Main St between Cent St and Green St between 2AM and 5AM o No parking on Prairie Ave and Mechanic St and Hawick St between 2AM and 6AM o No parking in excess of 2 hours on north side of Chapel St between Bridge St and Ferry St and the east side of Ferry St between Chapel St and Mechanic St o No parking during regular school hours on various streets o No parking longer than 3 hours on Prairie St from 6AM to 6PM o No parking longer than 3 hours on Main St from 6AM to 6PM o No parking on south side of Green Street in nine spaces posted "Two Hour Parking During Business Hours" o No parking longer than 3 hours in areas posted on Green Street o Various time restrictions along Blackhawk and during Church Services

Source: Village Code

PARKING ENFORCEMENT

At the commencement of the project Walker requested various materials from the Village of Rockton. Specifically related to parking enforcement, we requested:

- Copies of current citations related to parking "illegally" (location, time limits, etc.) and corresponding current fine schedule.
- The quantity of citations issued (by category) for the past 5 years, if available.
- The collection rate for citations issued for the past 5 years, if available.
- Current typical enforcement times and locations based on staffing constraints.

Rockton provided Walker with code sections that provide citation type and corresponding fines. Walker also received the historical amount of citations from 2011 to 2015. Walker summarized the information received within Table 12.

Table 12: Total Violations Issued

Total Violations Issued				
2011	**2012**	**2013**	**2014**	**2015**
43	51	25	56	59

Source: Village of Rockton

Based on the information provided, Walker made the following findings:

- Parking enforcement in Rockton has historically been performed reactively – monitored if complaints were received, and citations were issued to offenders.
- No overnight parking ("No parking 2A-5A") within the boundaries of Main Street between Center Street and Green Street and Prairie Street between Mechanic Street and Hawick Street.
- Rockton Police Department provided traffic control for large events and place signage near key intersections noting illegal parking from location of sign to corner.

When there is a noticeable change from one year to the next in the number of violations issued, there are two possible reasons – either more infractions are occurring, or more infractions are being cited. An increase in commercial activity could increase the number of infractions. If it is the case that more infractions are being cited, this could be due to more vigilant attention being paid to this particular infraction by parking enforcement officers, more staffing, enforcement routes being adjusted, or improved technology creating more efficiency.

Typically, Walker presents information related to the number of full-time and part-time staff allocated to parking enforcement, and whether community service officers, or other patrol officers provide additional enforcement from time to time. Typical schedule of that staff would be discussed, as well as the equipment used to perform their duties. We would also provide information related to citation processing, payments and collections.

Although this information was not available at the time of this writing, we will provide industry best practice recommendations related to enforcement.

ORGANIZATIONAL STRUCTURE

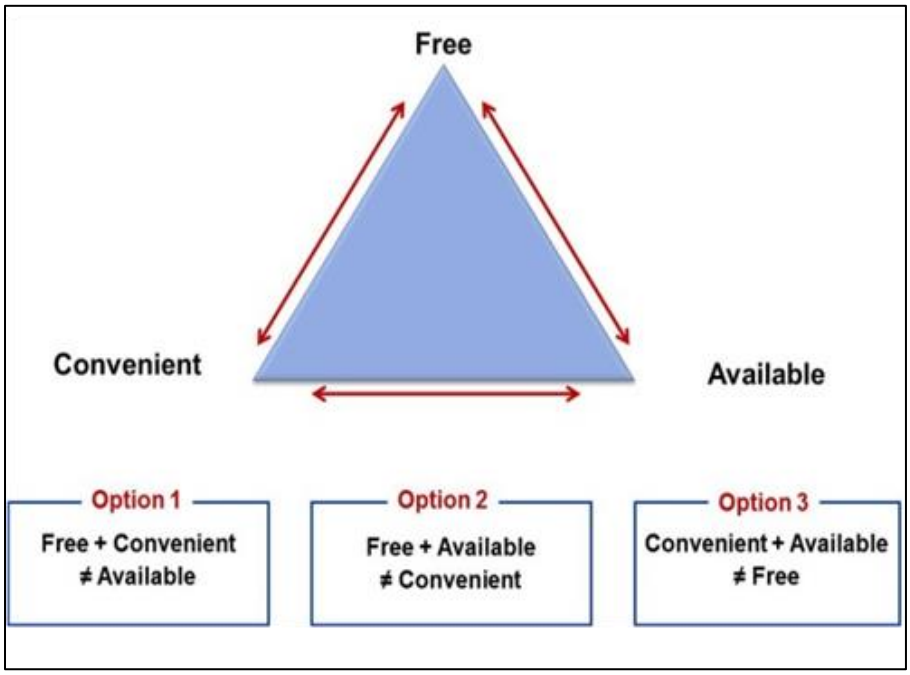
Through discussions with the Project Steering Committee we found that the organizational structure for the parking system in Rockton is decentralized - parking responsibilities. There appeared to be no single role within Rockton structure that was responsible for managing parking as a "program" or "system".

As a parking system develops, it becomes more important to assign the holistic management responsibility of the system to a single role. In that way, the system is understood on the whole – solutions integrate various system assets and their impact on the system is considered. Coordination of system needs is facilitated as the single role makes decision with input from others, as opposed to having the need to meet as a committee for many decisions. The role would likely not require full-time attention by the Village staff member assigned the responsibility.

PARKING MANAGEMENT BEST PRACTICE

For areas where access is challenged by the disparity (or shortfall) of parking supply compared to the parking need, parking management is needed. Parking management is largely an exercise in ensuring access for the various user groups driving to an area. In these areas, each person parking would like to have free, convenient and available parking. We typically present this idea through the use of the "Parking Access Triangle", found in Figure 18. Although parkers desire all three (free, convenient and available), only two of the three can typically be met in busy commercial areas served largely by on-street parking. As shown below: free and convenient spaces are typically already full; free and available spaces may be a few blocks away; and convenient and available spaces typically are not free. In this study area there is no paid parking, but some lots are user restricted, so instead of being constrained by price, parkers in the study area are impacted by user restrictions (i.e. Free = Unrestricted).

Figure 18: Parking Access Triangle



Source: Walker Parking Consultants

Walker has experience in numerous types of parking markets (urban, suburban, small downtown, major city, airports, hospitals, universities, event venues, private developments) and in every type of applications (on-street, public/private surface lots, public/private parking structures). This experience has been aggregated over the years to develop best practices for managing parking supply through policy, education, and enforcement. These best practices will help guide recommendation development for the parking improvement plan.

We identified four main categories of parking management best practice, which include; policies, equipment, education and enforcement. These categories have numerous topics; we have included a brief discussion of those pertinent to this parking needs assessment and improvement plan.

POLICIES

Policy setting is used to help define how the supply should be used, or should operate in order to provide the best possible solution for all parties involved. Parking policies typically are aimed at ensuring access to land uses (parking management) – or ensuring that those policies are followed (parking policy enforcement).

Some of the basic considerations when setting policies include:

- Safety implications for drivers, bicyclists and pedestrians
- Improve access for those who reside, work or are visiting land uses
- Improve utilization of parking spaces, using the following occupancy guidelines:
    - 85% on-street; 90% - 95% for off-street; 95% - 100% for off-street reserved

Minimum Parking Requirements & Parking Management Plans

As a part of the planning process for new development and redevelopment, these are generally required for city approval. Cities allow for additional flexibility by granting variances, or approving special districts where a specific plan is developed for the site to ensure limited impact on nearby land uses. Joint Parking or Shared Parking is often one form of variance for mixed used developments, or for new uses with an identified partner land use with different operating hours. Another form of variance is a Parking Credit or Parking In Lieu Fee, which allows land owners to pay a fee in lieu of providing on-site parking (or some fraction of the total required spaces), with the agreement that the city would use those funds for capital or operating costs to support the public parking supply.

Parking management plans are typically required for a land use to be approved if a variance or specific plan is used to deviate from minimum parking requirements. This type of planning aims to correct critical issues before they arise and impact nearby land uses and are cast in concrete.

Reasonable Walking Distances

When Walker designs new parking supply, they utilize a Level of Service (LOS) approach to ensure design standards meet the needs of the intended parkers. One of the considerations for an LOS approach is maximum (or reasonable) walking distance. The following standards are typically applied when designing parking supply:

- 600' maximum walking distance for patrons (4ft/second = 2-3 minute walk)
- 1,200' – 1,600' walking distance for employees (4ft/second = 5-10 minute walk)

Table 13: Walking Distance Design Standards

	Level of Service Design Rating			
Maximum Walking Distance	**D**	**C**	**B**	**A**
Within parking facilities:				
Surface lot	1400'	1050'	700'	350'
Structure	1200'	900'	600'	300'
From parking to destination:				
Climate controlled	5200'	3800'	2400'	1000'
Outdoors, covered	2000'	1500'	1000'	500'
Outdoors, uncovered	1600'	1200'	800'	400'

Source: Walker Parking Consultants

Walker prepared a walking distance and times map to provide context for our analysis and discussions with the Project Steering Committee and the community. Using a Level-of-Service approach in design and planning, we recommended visitors walk no more than 2-3 minutes (600'), while (depending on the setting) employees may be asked to walk 5-10 minutes (1,200' – 1,600' which assumes wait time for traffic and traffic signals); event staff and visitors typically walk similar distances as employees, or greater.

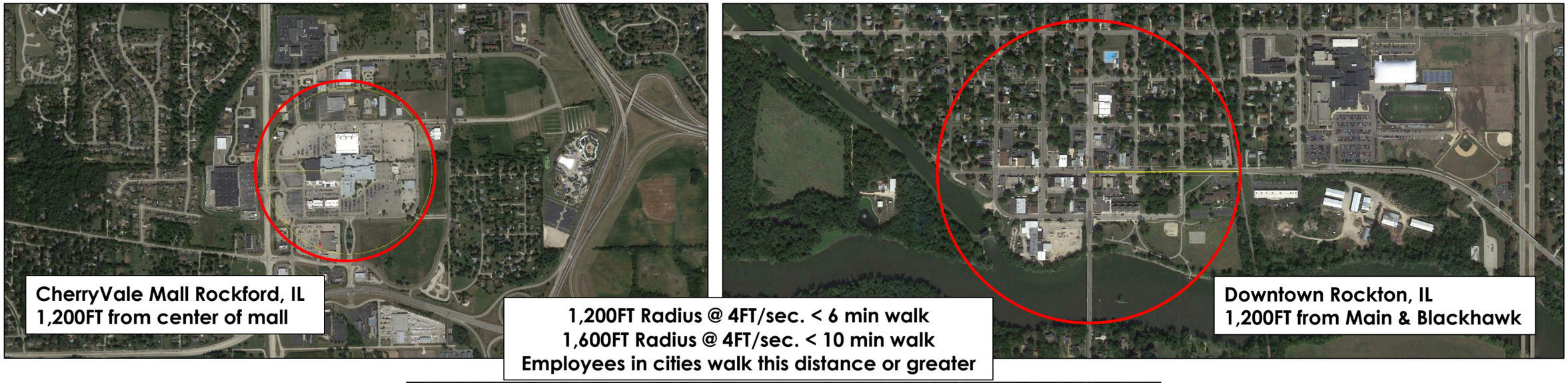
Figure 19 provides a comparison of various settings all with the same 600' radius as an overlay to show a reasonable walking distance for visitors on a typical day. Figure 20 provides a similar comparison with 1,200' and 1,600' radii as an overlay to show a reasonable walking distance for employees and events.

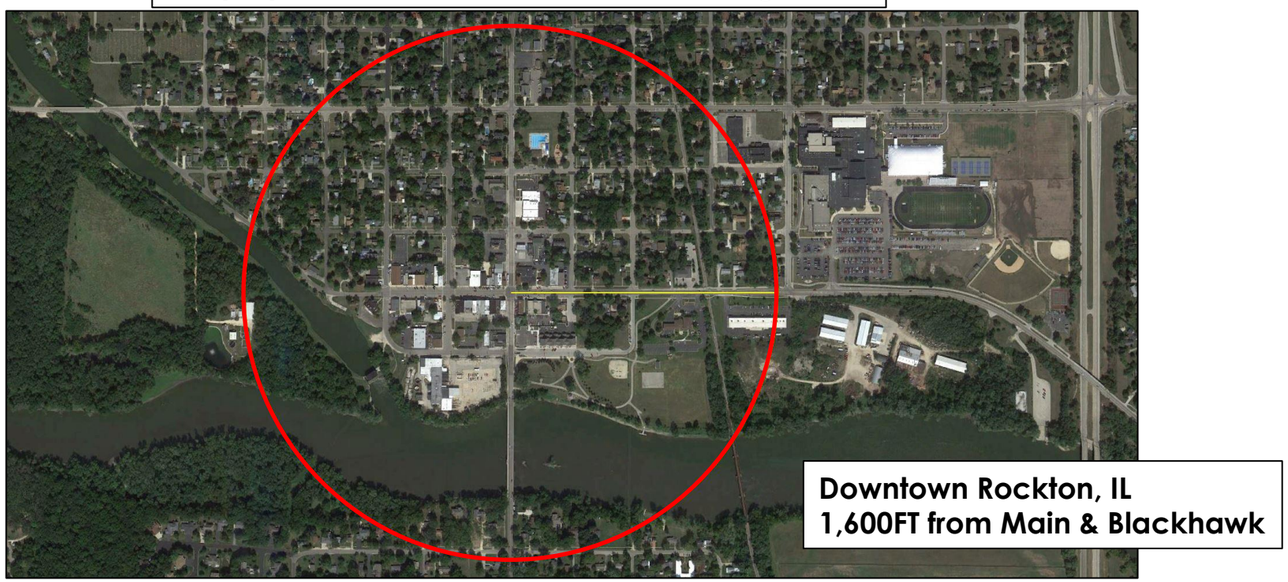
Figure 19: Walking Distance Comparisons - Visitor

Reasonable Visitor Walking Distance

Figure 20: Walking Distance Comparisons – Employees / Events

Reasonable Employee/Event Walking Distance





Walking Distances for Event User Groups (Visitor and Staff) May Be Beyond 1,600 FT

Shared Parking Districts

Shared parking is an effective management strategy for maximizing the use of existing resources and improving access to thriving mixed-use environments. Often land uses in mixed-use environments have varying levels of parking demand throughout the day, which can benefit from sharing parking supply. When land uses can easily share a common parking supply, this reduces the need to build new parking supply. Shared parking policies foster a publicly available parking supply that serves a collective area of land uses. When a Shared Parking District is implemented a fragmented parking system with multiple restricted lots can be transformed into a cohesive, user-friendly parking system that improves access for customers and employees.

There are several reasons why this is such a beneficial approach:

- From an environmental perspective, it is always preferable to make good use of existing parking resources before building additional ones.
- From an aesthetic perspective, adding to the existing checkerboard of surface lots is not desirable and a garage, which would consolidate parking and reduce the surface area devoted to parking, is usually an expensive option, may not truly have a viable location, and may not be warranted.
- From a customer service perspective, the current arrangement is unwelcoming. It's one thing to have some private lots that a customer can't use, but also have signage directing a newcomer to a public parking area. Along North Avenue a newcomer passes lot after lot that they cannot use. And if they are going to a store with a lot, they may feel compelled to move their car somewhere else when they want to walk to another store/land use.
- From a financial perspective, owners may be relieved of some insurance and other operating costs while the municipality gets parking without spending the large amount of money needed for a garage.

Several municipalities across the country utilize shared parking, including Cary, NC; Del Ray, FL; San Diego, CA; and the City of San Clemente, CA.

Typically, in a setting with mixed land uses some official and unofficial versions of shared parking occur naturally. Sometimes the lots are shared with the public, and other times they are shared with only a specific second business. Formal and informal agreements may include business-to-business, business-to-municipality, or business-to-person. We suggest that a formal agreement be developed so both parties have a clear understanding of rights and responsibilities.

Another consideration is how these lots or spaces are signed. Sometimes these lots are secured by the municipality and signed as public parking during specific hours. More often signage to protect the lot during business hours are the only signs to be seen, which suggests that the parking supply is expressly for a specific building, business, etc. If these spaces are intended for public use, the municipality should purchase and install signage that suggests they are available for public use during specific periods. If lots are not signed as public or only have signs suggesting private parking, most drivers will avoid using them.

We recommend an approach to make formal agreements to allow public parking on private lots, and direct cars to these areas. Spaces can be reserved as needed within the lot for the on-site uses, essentially limiting the public parking and guaranteeing that businesses don't lose their valuable resource. This sends a clearer message to the public that they can use the lot, but it does so without jeopardizing on-site tenants.

In addition to the concern about ensuring that tenants still have spaces, there is a concern about the liability associated with having the general public parking on private lots. Some cities lease the lots from the private owners, which makes the leaseholder liable; the leaseholder carries the insurance for public parking in the lot, as well as paying other expenses such as lighting, cleaning, etc.

Some sample agreements from other municipalities are found in the appendices of this report. These agreements could be adjusted for Rockton for both business-to-business agreements (for employee parking; registered with the Village) and business-to-municipality agreements (for public patron parking).

Residential Parking Permit Programs

Residential parking permit zones are used to restrict parking in residential areas to those residents who live nearby. These are typically found in locations where parking demand from a nearby intensive land use spills over from the on-site supply and into residential neighborhoods. Walker recommends this policy sparingly, as on-street parking is a public resource and not a right of ownership of adjacent parcels. In some cases, generally where historical land use development has created hardship on residents, we do support its application to improve safety and/or access for residents and their guests.

Residential parking permit programs are primarily focused on the following issues.

- On-street parking spaces in neighborhood commercial districts may be highly occupied and not available to residents during periods of peak demand.
- Residential parking is generally not controlled. Installing parking meters could tend to incentivize parkers to use uncontrolled on-street curbside spaces in adjoining residential neighborhoods to avoid payment or time restrictions.
- Residential on-street parking permit programs are gaining traction as an acceptable solution.

On-street parking is often a critical parking resource despite the limited capacity it can provide. Some street lanes have intentionally been designed to provide on-street parking in addition to moving traffic. However, on-street parking is not solely adequate for even the smallest commercial areas. Generally, the goals of management of on-street parking relate to controlling who parks where, for how long, and preventing spillover parking into adjacent neighborhoods.

On-street parking management strategies include adding or removing spaces, changing the permitted time limit, restricting parking to certain times or users, and designating some on-street spaces for preferential handicapped parking, and carpool parking. On-street parking affects traffic movement on arterial streets critical for through-traffic, and conflicts over use of curb

space for bus stops and deliveries can be a significant issue. Prohibiting parking in peak hours may provide a compromise between peak hour traffic needs and convenient parking for storefront businesses. It is important to review on-street parking restrictions for real need rather than habit.

For many residential neighborhoods, a residential parking permit program is among the more common strategies for controlling the problem. Where the spillover is almost entirely employee or student parking, the on-street spaces may be restricted to one- or two-hour parking or a residential permit holder. The restrictions may only apply during certain hours of likely conflict, such as 8:00 a.m. to 6:00 p.m. Area residents pay a modest fee for a residential permit that allows a vehicle to be parked on the street. A time limit allows short visits by service vehicles and guests of the residents. Longer stays require the parker to obtain a residential perking permit program visitor pass (or similar) from the resident and return to place it in the vehicle. In other cases, the time limit does not work well.

To manage spillover by a particular class of parkers (such as students, tourists, employees, or visitors to a destination lacking adequate parking), all users may be required to display a permit. The environment of the residential neighborhood is not only enhanced by the reduction of nonresident parking, but also by the reduction of vehicular traffic resulting from hunting for a parking space.

A valid approach may be for a city to take the initiative with respect to residential parking management. The increasing spillover of public parking into residential areas may have already generated some resistance and ultimately will drive residents to demand solutions.

The following assumptions are made with regard to managing neighborhood parking issues:

1. Residential parking control may be inevitable.
2. Residential parking control may be desirable in order to support public parking goals.
3. Neighborhood permitting is becoming better known and supported.
4. Many models of neighborhood parking permit systems are available.
5. A city has the choice or opportunity to be proactive or reactive.

Time & User Restrictions

Time and user restrictions are used to manage parking supply and improve access. Signage is typically posted notifying drivers of the applicable restrictions.

Time limits are generally used in public parking supply, while user restrictions are typically used for private parking supply; but these are not hard and fast rules. Time limits are used as a way to generate turnover within the parking supply; parkers who arrive know that they have a specified time before they must leave the space, which then opens that space up for another user. These time limits are enforced and violators are issued a citation with an attached fine to encourage compliance. Enforcement is the shortcoming of this system of management because enforcement is not always consistent or diligently performed by the agency in charge.

New technology, license plate recognition ("LPR"), is available which uses the vehicle's license plate to "tag" the vehicle, GPS to locate it, and a time stamp to detail when it was observed. This technology can be mounted to a vehicle and increases the speed of enforcement for these restrictions. Still, receiving a citation, although being at fault, may also be a cause for frustration for parkers.

User restriction are typically signed as such and often involve a permit to identify whether a vehicle has the right to park where it has. Historically these permits were window decals, stickers, or hangtags. More recently, new technology, LPR, has enabled enforcement officers to use a license plate to verify whether or not they are on the permit list. This technology is also mounted to a moving vehicle which allows for increased coverage, and no need to perform a physical inspection of a vehicle unless it has been identified as not on the permit holder list and therefore should receive a citation.

Paid Parking

In locations that would support it, paid parking may be used to induce turnover. Typically paid parking is synonymous with parking meters in an on-street parking application. Paid parking can be very effective, in that it is a user fee, versus a penalty (time restrictions). And if a commercial patron would like to stay longer, they simply pay more for the right to do so. There are inherent costs related to collecting fees for parking, which include equipment costs, consumable costs, staffing (or contract) for maintenance, collecting and processing cash, processing credit card or other forms of payment, etc. Similar to time limits and user restrictions, enforcement is the shortcoming of this system of management because enforcement is not always consistent or diligently performed by the agency in charge. Investment in payment equipment may be made, but effectiveness of the system as a management tool, and its ability to collect revenue is a function of enforcement.

Paid Parking Rate and Fine Schedules

In recent years many large cities have engaged in a process to develop demand-based pricing in their busiest areas. In this scenario, fee increases if utilization is high (similar to many other businesses, cost is based on the scarcity and demand for a resource). Some cities have also developed rate strategies to collect a small fee for those parking for under two hours, but rates escalate after the first two hours to increase turnover and/or parking revenue. Fee setting can be based on the need to off-set costs, the desire to manage demand, or both.

Fine setting is a very important part of policy. Because the end goal is compliance, fines should be set in a way to shift people into compliance. A fine that is too low, encourages non-compliance. A fine that is too high could be dismissed by judiciary officials in some jurisdictions, if they believe it to be excessive. In recent years, many cities have shifted to a graduated fine schedule. These fines schedules may begin with a warning for the first violation, but subsequent violations would receive increasingly costly/harsh penalties to avoid creating a situation where parkers are attempting to game the system – hedging on the chance that they may not be caught complying with posted policies.

EQUIPMENT

Equipment is used to help make parking policies manageable from an operations and enforcement standpoint. New technology provides ever-improving efficiency, which allows for a reduction in staff or an increase in coverage per staff member. In turn, compliance with parking management policies improves and observed/experienced conditions come closer to the envisioned condition – a high level of accessibility for all users.

Parking Meters

Parking meters have become the most common un-gated parking control since their inception in 1935; however, by today's standards, conventional parking meters are severely lacking. They only accept coins, have small coin vaults, frequently jam, and are easily vandalized. They are 'stand-alone' machines with no form of communication. If a traditional coin-fed meter is full, malfunctions, is vandalized or stolen, it will go undiscovered until a staff person physically inspects it. During that time compliance with policy cannot be enforced, resulting in a loss of revenue and non-compliance with policy.

Meter collections for traditional coin-fed meters are costly and cumbersome. Large quantities of coins are heavy and time consuming to collect, transport, count and deposit into the bank. There is also limited audit control, as there is no record of payments to reconcile to the coins. Management has no real way of knowing if all the coins actually made it to the bank.

Over the past fifteen years, parking meters have been reconsidered in form and function, and a technological overhaul has taken place to make them less cumbersome to end users and smarter for those administering paid parking. Meters covering more than a single space – known as multi-space meters – are the most cost-effective new meter deployment.

Multi-space parking meters introduced three key technologies to on-street parking: computers, solar power, and wireless communication. This allows customers to pay by credit card, cities to set complex rate structures, and the meters to communicate wirelessly via a central management system, providing remarkable audit control and maintenance capability. Multi-space meters can also accept bills.

This new technology does not come cheaply, which is why the multi-space concept is commonly used versus a single-space meter. Until recently, it was not cost effective to put all this technology into every parking space, so the customer would be required to walk to the multi-space meter to pay for parking.

Multi-space meters come in a variety of payment modes: pay and display, pay by space, and pay by plate.

- **Pay and display** requires the customer to return to their vehicle to display a receipt. Enforcement is done by visually inspecting the receipts.
- **Pay by space** requires the customer to enter a space number into the meter. Enforcement is performed by viewing a web-based report of paid and/or unpaid spaces on a hand-held enforcement device or from any web-enabled computer. Some manufacturers have incorporated enforcement via a smart phone.

- **Pay by plate** requires the customer to enter the license plate number into the meter. Enforcement is done with a License Plate Recognition (LPR) system. Enforcement can be done with a vehicle mounted CCTV system that scans the license plates of all parked vehicles, or with a hand held unit, either scanning or manually entering the license plate.

The current cost for most multi-space meters is ±$10,000 per meter, which includes installation. In addition to the equipment cost, these smart meters are typically completely hosted for a monthly fee of $50 to $60 per meter per month. The monthly fee is part management fee and also pays for communication charges.

Maintenance of the machines is also required, and this could be performed through a service contract or in-house. If handled in-house, maintenance staff must be available every day (including weekends). The machines do self-monitor and send alerts if there are issues. Typically, a public works department would allocate 2-3 hours per day for potential maintenance.

Meters also require collections of any coins (or possibly bills) that are deposited to pay for parking. Because the meters are smart, each transaction is recorded, so there is a record of the amount that should be found in each vault. Similar to maintenance needs, the meter alerts staff that the vault needs to be emptied. Typically, a public works department would allocate 2 hours per week for collections. The vaults could be opened by the municipality, but best practice suggests dropping full vaults with a municipalities bank and picking up empty vaults to avoid the need for a secure cash counting room, etc.

LEP Systems

Currently the most efficient administration and enforcement of both time limit parking and permit parking utilize license plate enabled parking (LEP) systems. This technology makes use of mobile license plate recognition (Mobile LPR) in the field. LEP systems allow for reduced staffing costs while improving coverage areas for enforcement, which in turn increases compliance.

Mobile LPR enables parking enforcement officers to drive continuously, until a violation is identified by the system and a citation written. This is in contrast to walking or driving and stopping with handhelds to record valve stem locations (current operation). Enforcement officers must stop at every vehicle in these situations. Assuming the enforcement vehicle travels at an average speed of twenty miles per hour, and assuming the average enforcement officer covers two miles per hour on foot, Mobile LPR will enable enforcement to be conducted ten times faster than on foot – and much more efficiently. Alternatively, for vehicle enforcement using only handhelds officers must stop at each vehicle for an image capture – for the Mobile LPR system the vehicle only stops to issue a citation. This increases coverage and efficiency.

Figure 21: AutoVu LPR Cameras Mounted to Vehicle

Source: Walker Parking Consultants

Figure 22: Toughbook In-Vehicle Computer

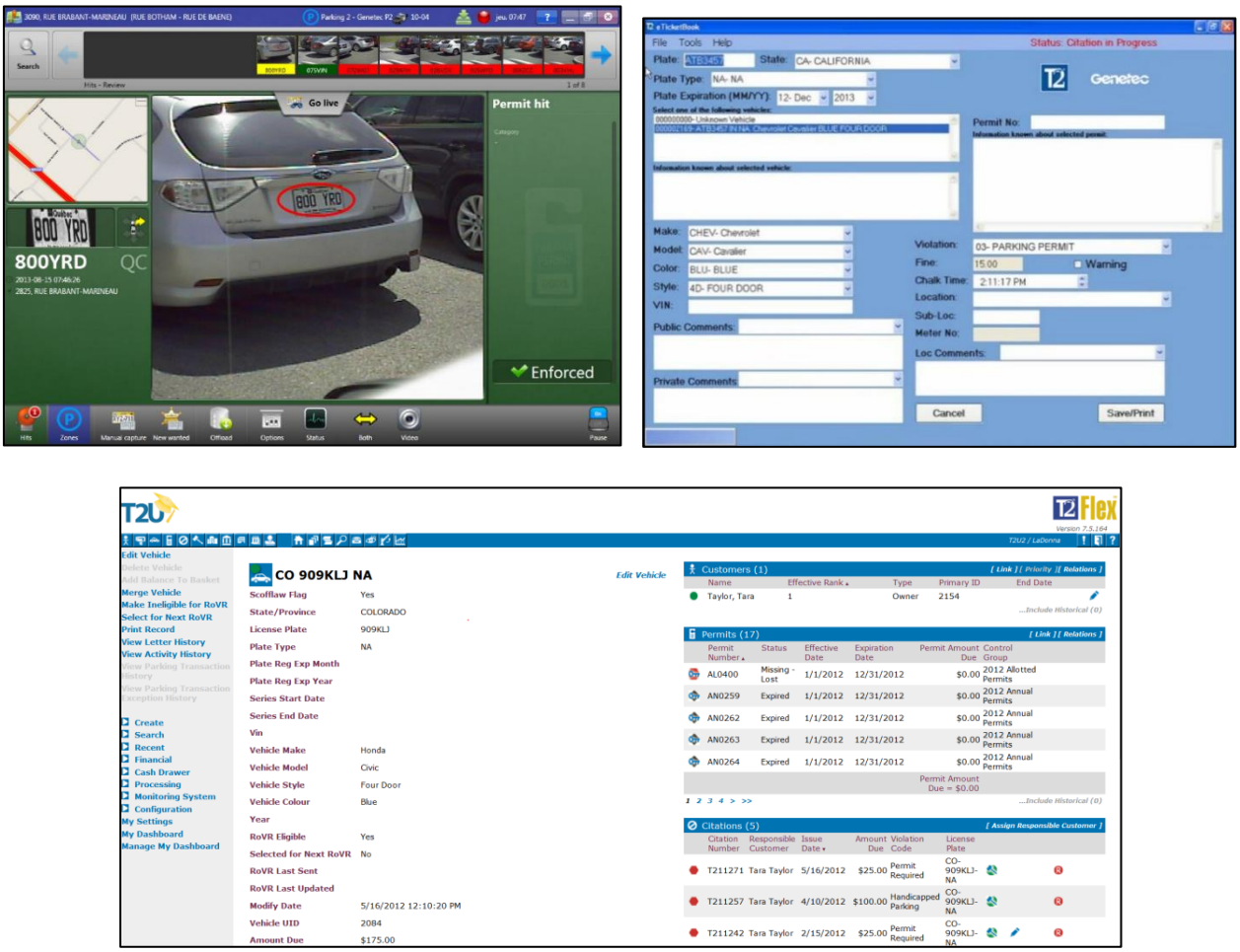
Source: Walker Parking Consultants

Vehicle-mounted cameras record the license plate data and interface with the permit database to identify valid/invalid vehicles. In a permit application, if an unidentified license plate is read by the camera, the software 'pings', signaling the enforcement officer that the license plate is not found in the permit list. In a "time restriction" setting, various time restrictions may be "geo-fenced" on a map within the system, and those vehicles recorded within that

area are then subject to the identified restriction. The system records license plate number, GPS location, and as an upgrade can also perform digital wheel imaging (high tech tire chalking).

Mobile LPR can also be used to identify unregistered vehicles, stolen vehicles – virtually any vehicle whose license plate has been previously identified. Scofflaw lists can also be preloaded before a shift to ensure those drivers/vehicles with outstanding fines or with excessive citations are identified and handled accordingly. Mobile LPR can also integrate with Pay-by-Plate multi-space meter paid parking systems and Pay-by-Cell phone systems in paid parking applications.

Figure 23: Software interfaces



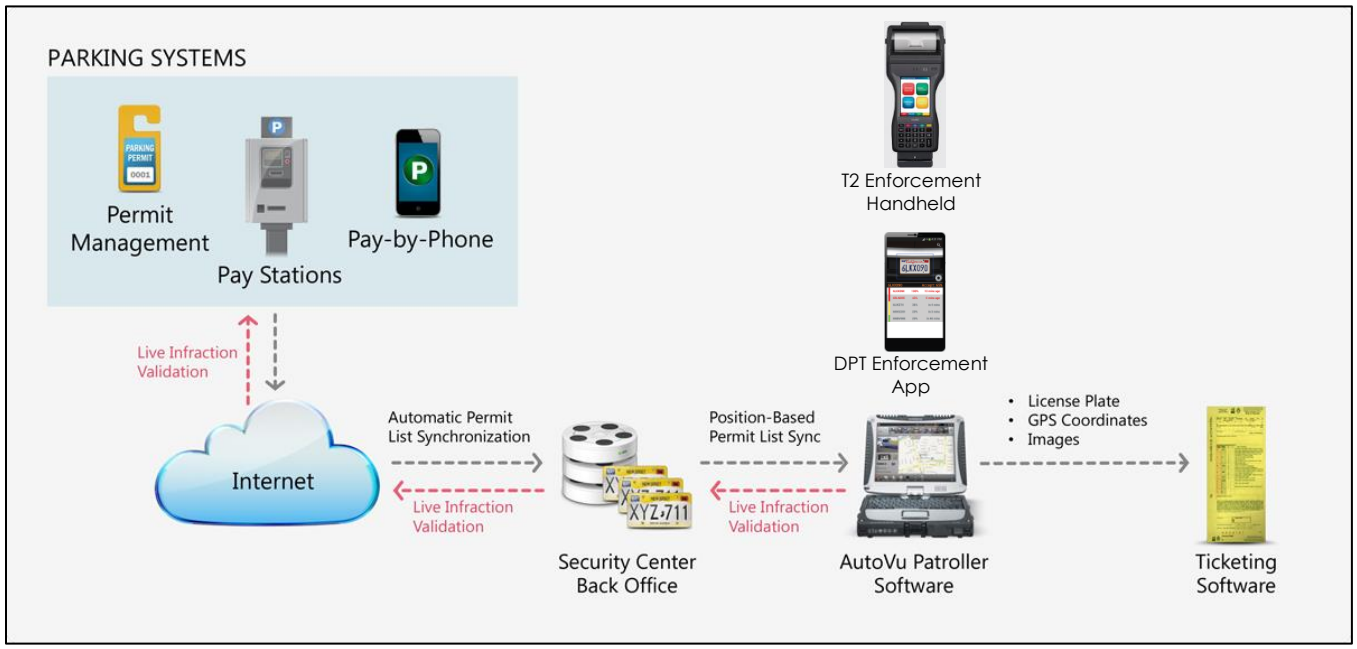
Source: Walker Parking Consultants

The vehicle-mounted camera systems have a proven track record of increased policy compliance due to faster identification of permit, time limit, and non-payment infractions due to an increase in enforcement productivity over traditional methods. In part this is due to travel speeds of up to 20mph (recommended limit) versus walking, automatic detection and alert of infractions, and automatic form fill using LPR capture data. Another benefit is that either through real-time data or data updated at the start of each shift scofflaws (multiple offenders) requiring

additional actions such as higher fines, wheel clamping or towing are identified in real-time during citation issuance.
Many people reason that enforcement cannot be everywhere, so they often challenge (and beat) the system by risking a citation with the hope of returning to their vehicle before enforcement arrives. Mobile LPR will force people to rethink the efficiency of enforcement. Compliance will likely improve; and if it doesn't; citations will. With improved compliance, parking demand for user groups is balanced as intended and access is improved across the parking system.

A typical city application utilizes the framework depicted in Figure 24.

Figure 24: LEP System Framework



Source: Walker Parking Consultants

EDUCATION

Educating the public about the parking system is vitally important to reaching compliance with policies and improving perceptions of the system itself. Information conveyed could include location and detail related to parking supply, parking restrictions (especially those with local emphasis), recent changes in policy, permit programs, citation payment options, and any associated maps – static or dynamic. Education comes in various forms; information made available online, on-site signage, local newspapers, and public notices.

Online Information

Most large cities have a parking department or parking authority, which facilitates the ability to provide information to the public regarding their parking system. Still, with advances in online resources and reductions in cost for creating and hosting an Internet and/or mobile site, many mid-size cities are also able to provide this service to visitors and residents. The basics that are

shared online include information and maps relating locations of off-street public parking facilities, restrictions and locations of on-street parking, ways to pay citations, and information and hosting of any permit programs. As opposed to providing a full website, some cities provide this in a static PDF format with a link from the city website. Examples of a static PDF format were collected and added to the report appendices.

Signage

Signage is the most obvious form of education provided to those who intend to park. Signage must be clear and simple - designed to be read by those driving. An easy to identify symbol and color should be selected to provide drivers with simple visual cues to aid in locating legal parking. Signage includes parking restrictions and also directional signage to additional nearby parking supply.

Signage also includes roadway markings which designate location and orientation of legal parking. The markings also indicate where not to park in some settings. Curb painting is found in many major cities to identify no parking zones, or to indicate when parking is not allowed between the marking and the intersection, or a fire hydrant. In some settings roadway and curb markings are impacted by weather conditions, when snow and ice may obstruct them from view. In these cases, to the extent possible, additional signage on posts should be provided to aid in conveying rules.

Local Newspaper

Some cities have a good relationship with the local newspaper. In these cases, the local newspaper will help inform those impacted by shifts in policy, new equipment, etc. These relationships can be very valuable in presenting information to the public and should not be overlooked at a resource.

Public Notices

Public notices are also used within areas where new policies are being implemented, or temporary changes to the parking supply will occur. Although costly to produce and deliver, they are often required by law. If not required by law these may be helpful if distributed to users who would be impacted by the change in policy.

ENFORCEMENT

Enforcement is the lynchpin for effective parking policies. Policies which cannot be or are not enforced have no value. When formulating policy, it is important to understand the limitations of enforcement. Staffing levels, enforcement times and possible coverage areas should be evaluated as well as the desired result from policy compliance. These factors can be increased, if merited, but there is an associated cost related to increased enforcement.

Staffing Evaluation

Evaluating how enforcement resources are allocated is best practice in the industry. This is not an evaluation of the staff, but an evaluation of where and when they are asked to patrol. Identifying problem areas, and patrolling those areas as priority is key. The goal is to have maximum impact (increased compliance with posted policy) with the staff allocated to parking enforcement.

Enforcement Blitz

An enforcement blitz is a tool used in enforcement to shift behavior to policy compliance through an increase in enforcement within a defined area – typically more staff or higher frequency of route are used to increase the impact. These blitzes can be especially effective for communities with small parking enforcement staffing. The area may be "blitzed" a few times a week so regular offenders change their behavior. After an initial blitz, these can be carried out intermittently if problems are believed to persist.

We suggest an enforcement blitz in the area shortly after the new parking regulations are implemented. Instead of citations, parkers would be issued a warning for any violations observed and also be provided a half-sheet description of the policy changes to help them figure out where and how to park legally moving forward.

Graduated Fines

Another key to compliance, which is related to enforcement is developing an effective parking fine strategy. Many cities have recently made changes to their fine strategy to utilize a graduated fine and penalty system. Graduated fine schedules typically provide a warning for first-time offenders, but then escalates with every additional infraction over the course of a year.

When fines are too low, or enforcement is infrequent some parkers will attempt to "game the system". They will risk getting caught because they believe that it is either unlikely, or the penalty is small enough to justify the risk. Enforcement and fine strategy must work in tandem to reduce the number of people who do not comply with posted policies.

Occasional increases in enforcement tend to reduce the number of repeat offenders. Graduated fines do as well. Reducing the number of scofflaws tends to have a disproportionate impact on overall compliance, and improvement in parking conditions. Based on these recommendations there would not be an increase in staffing, but possibly a re-allocation of hours from time to time.

RECOMMENDATIONS FOR CONSIDERATION

WALKER
PARKING CONSULTANTS

The following sections provide insight into the factors considered, and process utilized to develop Walker's recommendations. We began by providing background into recent thinking regarding parking planning, and a few of the tools which we didn't believe would be appropriate or effective in the current or near future contexts. Next we addressed specific challenges found during the course of the quantitative analysis and community engagement by providing findings and solutions. Lastly, a cohesive plan was developed which included programmatic specifics.

Many of the recommendations to improve a parking system are synergistic in that alone there may be limited impact, but in aggregate they would reach the intended results - improved parking in reality and perception. These recommendations work best in concert, building on one another to better balance parking demand and supply.

BEST PRACTICE AND LOCAL CONDITION CONSIDERATIONS

Walker documented parking conditions for a weekday and a Saturday to gain an understanding of typical peak periods that were experienced in the Rockton study area. The parking supply was found to be adequate within the study area overall. Community input stated that there are parking shortages, or very high utilization at times within downtown. Evidence from Walker field surveys suggested that parking along Main Street was much more highly utilized than the public on-street and off-street supply provided between Main Street and the Rock River. Although available supply existed within one or two blocks, these localized challenges may have formed perceptions for users that parking was inadequate, especially when on-street parking was full or near full.

The community can either address the localized and intermittent parking challenges by building more supply or better managing existing parking resources. Many suburban communities are rethinking how best to address the challenges of downtown parking and pursuing management solutions before committing to a long-term capital investment. This course of action may improve perceptions and increase access to available supply with minimal capital investment. Table 14 provides an overview of the recent shift in how communities are thinking about parking planning.

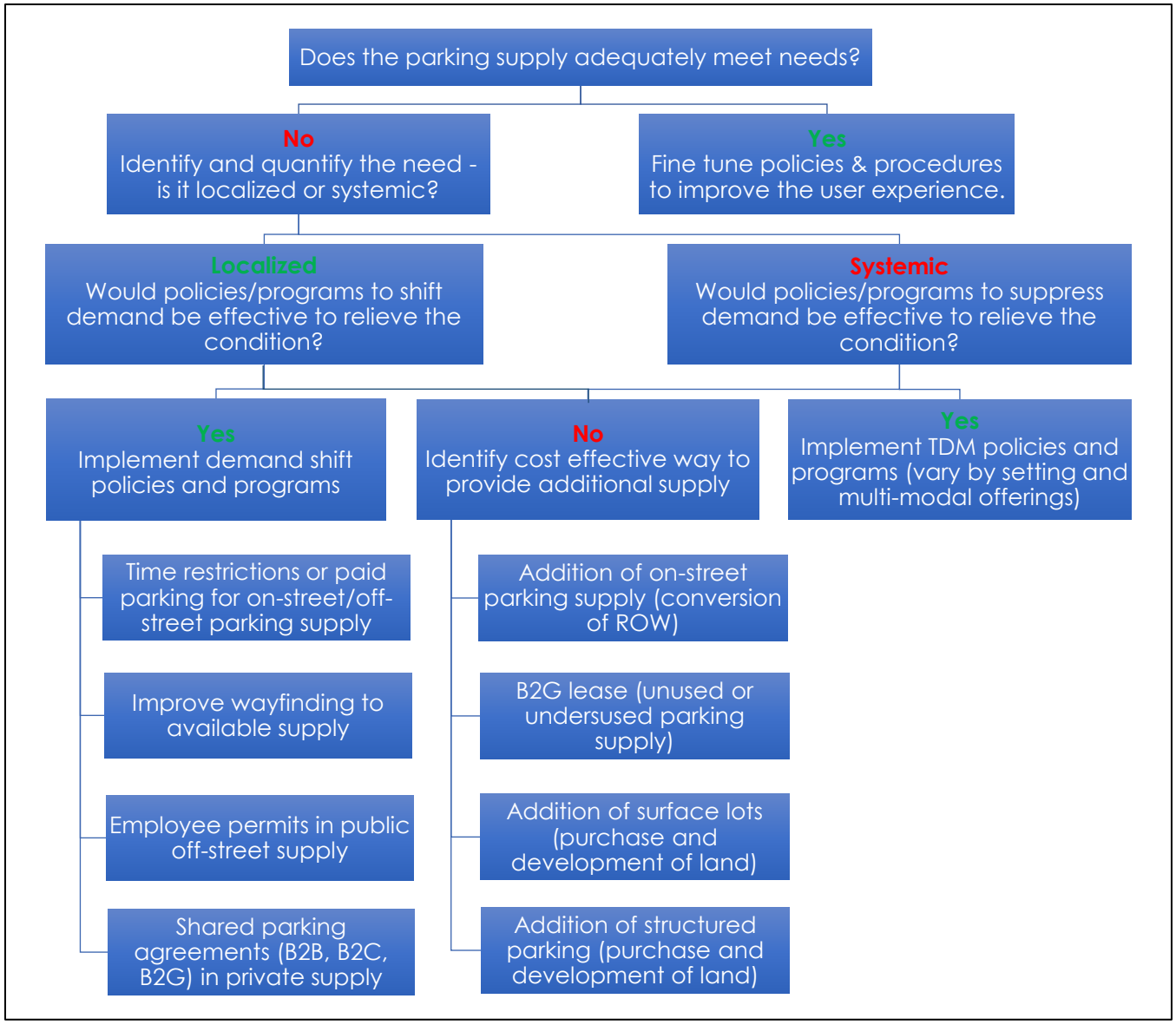
Table 14: Parking Planning Paradigms

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

Source: Walker Parking Consultants

Walker's recommendations are aimed at being fiscally responsible by providing cost-effective, and sustainable solutions. As such, Walker prefers to recommend solutions utilizing the following decision tree to improve real and perceived parking conditions when working with municipalities.

Figure 25: Parking Planning Decision Tree



Source: Walker Parking Consultants

Within the Discovery and Analysis section of the report we provided findings of occupancy and turnover. We also noted the role of on-street and off-street parking in relation to one another. Here, we reiterate that the most convenient (typically meaning proximate) parking be made available for short-term parkers. In most settings this means preferential access for short-term parkers is the goal for on-street parking supply. Off-street parking is therefore used to serve the

most proximate land uses, or as overflow from nearby on-street, and for long-term parkers whose destination is 1,200 to 1,600 feet away. Parking management policy related to on-street and off-street supply should reflect this intended relationship.

Walker's recommendations consider the recent shift in thinking from cities related to parking solutions, Walker's parking planning decision tree and policy statement related to on-street versus off-street parking priority. Within that context, as requested by SLATS, we explore two of the tools commonly considered to manage parking needs – Parking Structures and Paid Parking – and discuss whether they would be appropriate in the study area under current or future conditions.

IS A PARKING STRUCTURE APPROPRIATE?

A common theme heard from community members who participated in the online survey was the belief that more parking would alleviate parking problems in the study area. The following information details what construction and operation of a parking structure would entail, and when it is most appropriately utilized to meet parking needs. Although not applicable to Rockton under current conditions, or the foreseeable future, the information may be helpful in understanding whether the option would be appropriate at some later date.

This section provides a general overview of basic parking economics that an owner must consider when planning for a new parking structure. A brief discussion is provided on capital costs, operating expenses, breakeven pricing, and structural repair budget.

Capital Costs

Parking structures may be constructed as stand-alone parking or incorporated in the design of a future building (various uses). A parking facility that is incorporated in another building requires short-span construction to meet load (weight support) requirements. The efficiencies of short-span construction are less than long-span because the column grid (30' on center) interferes with the parking layout. A typical short-span parking structure has an efficiency range of 400-450 square feet per space; a typical long-span parking structure has an efficiency range of 315-350 square feet per space.

A general guideline for gauging the conceptual estimate of probable cost for a parking structure is to apply a cost per space figure to the target capacity. The cost for parking structures vary significantly based on location, architectural features, sustainability features, and whether the facility is above or below-grade. A reasonable range for an above-grade, 200-300 space parking facility is $15,000 to $18,000 per space, assuming long-span construction. The cost per space can increase significantly when built below ground.

Operating Expenses

Operating expenses can also vary widely based on numerous independent factors that make up an operating concept. Traditional expenses can include labor, utilities, daily maintenance, supplies, management and accounting, and insurance. Most expenses are variable and depend on either the size of the facility or hours of operation. More recently, labor from cashiering has been reduced or removed as owners are moving to automated cashiering options. Some facilities do not collect revenue, and therefore have no need for access and revenue control equipment or cashiers.

Operating expenses for a parking facility are typically presented on a cost per space basis. Walker's recent research indicates a cost per space range from $150 to $1,000 annually. The lower end of that range is for facilities with limited hours of operation which do not collect revenue; the higher end is for facilities that operate 24/7 with staffed cashiering and access and revenue control equipment. All facilities need some sort of daily janitorial service that includes trash removal, sweeping, and minor repairs and maintenance such as lighting replacement. These responsibilities are often assigned to a city's public works department, if a parking department does not exist.

Walker developed a table which indexes monthly income require to break even for various combinations of cost per space and annual operating expense per space. Table 15 presents this information. The high required monthly income to break even demonstrates why most municipal parking structures are financed and operated as part of a larger system. The insolvent parking facilities are often subsidized by more profitable on-street parking within a system. This allows for a municipality to charge fees that are below breakeven if lower market rates indicate.

Table 15: Monthly Income Required to Break Even

Cost per Space	Annual Operating Expense Per Space									
	$25	$50	$75	$100	$125	**$150**	$175	$200	$225	$250
$ 1,000	$9	11	13	15	17	19	22	24	26	28
$ 3,000	23	25	27	29	31	33	36	38	40	42
$ 5,000	37	39	41	43	45	47	49	52	54	56
$ 8,000	58	60	62	64	66	68	70	72	75	77
$ 9,000	65	67	69	71	73	75	77	79	82	84
$ 10,000	72	74	76	78	80	82	84	86	88	91
$ 11,000	79	81	83	85	87	89	91	93	95	98
$ 12,000	86	88	90	92	94	96	98	100	102	105
$ 13,000	93	95	97	99	101	103	105	107	109	111
$ 14,000	100	102	104	106	108	110	112	114	116	118
$ 15,000	107	109	111	113	115	**117**	**119**	**121**	123	125
$ 16,000	114	116	118	120	122	**124**	**126**	**128**	130	132
$ 17,000	121	123	125	127	129	**131**	**133**	**135**	137	139
$ 18,000	128	130	132	134	136	**138**	**140**	**142**	144	146
$ 19,000	135	137	139	141	143	145	147	149	151	153
$ 19,500	138	140	142	144	146	148	151	153	155	157
$ 20,000	142	144	146	148	150	152	154	156	158	160
$ 21,000	149	151	153	155	157	159	161	163	165	167

Assume 100% Financed, 20-Year Term, 5.5%

Source: Walker Parking Consultants

Sinking Fund

In addition to operating expenses, Walker highly recommends that funds be set-aside on a regular basis to cover structural maintenance costs at a minimum of $75 per structured space annually, to be placed in a sinking fund. These funds accumulate over time and are then available when needed for structural maintenance and repair. Owners tend to grossly underestimate these costs and do not budget adequately for timely corrective actions that must be performed to cost effectively extend the service life of the structure. Even the best designed and constructed parking facility requires structural maintenance; expansion joints need replacing and concrete deteriorates with time and exposure to the elements. Periodic structural maintenance includes items such as patching concrete spalls and delamination in floor slabs, beams, columns, walls, etc. Many of these maintenance items deteriorate exponentially if not corrected early.

When Structured Parking is Appropriate

Based on the quantitative analysis performed by Walker, we do not believe there to be significant localized or systemic shortfalls that would trigger the need for new parking supply in general. Aside from the High School area, there was one block projected to experience parking occupancy above 85%, but all of this can be accommodated within a reasonable walking distance.

For studies where we identify that additional parking supply is needed, we typically proceed through a series of considerations in an alternatives analysis to determine the need for structured parking. Parking structures are an appropriate solution when density of the built environment is high and when significant localized or systemic parking shortfalls are observed or projected. The density of the built environment is needed because a structured facility must be within a reasonable walking distance to their parking demand generators. The number of spaces needed within a 600-foot radius for visitors and a 1,200-foot radius for employees should be a starting point for sizing a parking facility (more proximate, competing supply would reduce this number).

There is also the question of who should be responsible for providing the parking supply and whether it should be constructed using public funds, private funds, or some mix. If minimum parking requirements are not being met on-site and are creating a shortfall in the community, at least partial payment for the parking facility should be borne by the owner of that site. Otherwise, the costs related to the structure are borne by the taxes collected by the municipality, and are going to serve a specific owner. Some cities allow for a reduction in the on-site parking requirement if owners provide a payment based on either a "payment in lieu" or a "parking credit" system. In this way the financial burdens of a public parking facility are offset somewhat by private funds based on their anticipated impact on the public parking system.

Another consideration is the number of spaces between the parking structure and the destination that exist on-street or within private, but publicly available, parking supply. Because many of these spaces would be more attractive to users, the restrictions and utilization of those spaces should be considered. Policy and enforcement to ensure availability of on-street parking for short-term users is required to shift long-term parkers into off-street supply and gauge public parking need.

IS PAID PARKING APPROPRIATE?

Another common theme heard from community members who participated in the online survey and focus groups was the desire to keep public parking free. There was interest from SLATS in understanding whether it would be appropriate to help manage the parking supply. Paid parking is an effective tool, which utilizes economic forces to help manage parking demand. Although effective, not all settings are appropriate for paid parking. Implementation of paid parking should be considered carefully due to the costs related to equipment, installation, operation and enforcement, and the potential impact on the community. The following information details what implementation of paid parking would entail, and when it is most appropriately utilized as a parking management tool.

This section provides a general overview of basic economics that a municipality must consider when planning for a paid parking system. A brief discussion is provided on capital costs and operating expenses.

Multi-space Meters

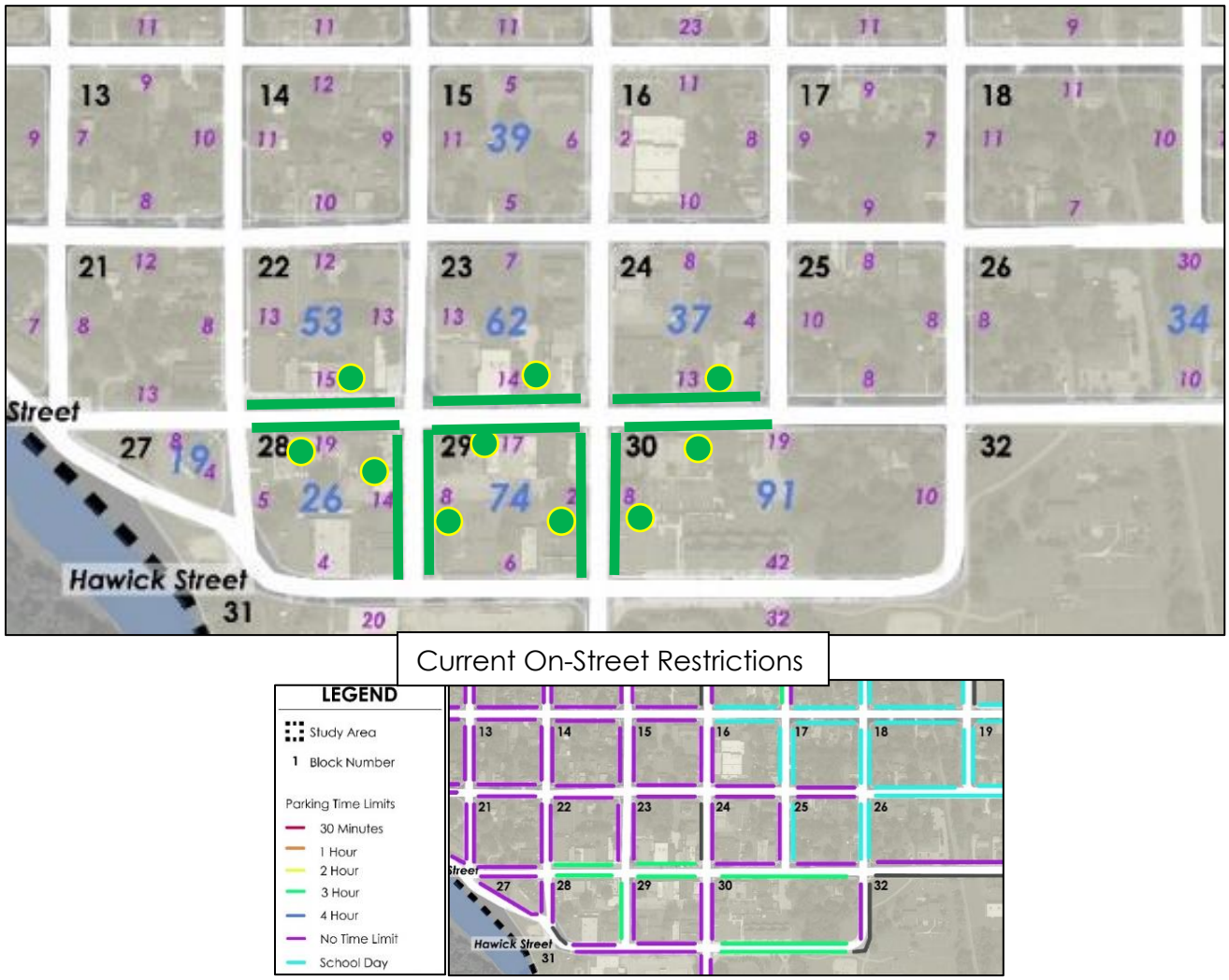
Multi-space meters operate in one of three payment modes – pay-by-plate, pay-by space, or pay-and-display. Equipment from some vendors can be used in more than one of these modes by making small changes to the interface. The pros and cons of these payment modes were discussed in the Best Practices section. Based on the Rockton setting, we believe that the most appropriate payment mode would be pay-by-plate. This requires that parkers enter their license plate information into the meter prior to payment. Pay-by-plate allows for simplified enforcement (LPR/LEP as described in Best Practice section), and a reduction in consumables – both of which require labor hours to perform those functions. Labor is typically the most significant non-capital cost of any parking system, therefore the form of operation should be efficient from a labor standpoint as a cost reduction goal.

Multi-space parking meters typically serve up to 24 on-street parking spaces. The intent is to provide these meters along a single block face so they are easily seen by parkers – therefore, the actual number of machines required may be higher than 1 per 24 spaces. These meters may also be deployed in an off-street setting, and serve more vehicles although we typically suggest redundancy for off-street settings to ensure a high level of service is still possible if one machine fails.

Capital Costs

Most multi-space meters on the market have an average cost of roughly $10,000 per machine, which includes installation and nearby signage directing parkers to the meter for payment. Given the parking utilization observed in the study area and known concentration of area businesses, there are potentially 10 machines that would be required.

Figure 26: Hypothetical Multi-space Meter Deployment



Source: Walker Parking Consultants

Operating Expenses and Labor Requirements

Most of the vendors who sell multi-space meters provide a completely hosted system for a monthly fee. The fee is typically $50-$60 per meter each month. The fee includes a management fee, pays for the wireless communication needs of the meters, data storage and retrieval, a portal and dashboard for back of house review of performance and administrative changes, and regular software updates. There are typically additional fees for transactions involving credit cards due to processing fees.

For a paid parking system, expedient maintenance is a requirement because the area where any meter is malfunctioning may not be enforced due to an inability to make payment. As such, someone (municipal staff or contract service) needs to be available every day (including weekends). Typical repairs may take up to an hour per machine. Most multi-space meters self-monitor and send alerts for errors or damage, but the equipment should also be inspected and

cleaned on a regular schedule. Typically, a public works department would allocate 2-3 hours per day to potential maintenance.

Meters also require collections of any coins (or possibly bills) that are deposited to pay for parking. Because the meters are smart, each transaction is recorded, so there is a record of the amount that should be found in each vault. Similar to maintenance needs, the meter alerts staff that the vault needs to be emptied. Typically, a public works department would allocate 2 hours per week for collections. The vaults could be opened by the Village, but best practice suggests dropping full vaults with a Village's bank and picking up empty vaults to avoid the need for a secure cash counting room, etc.

When Paid Parking is Appropriate

Based on the quantitative analysis performed by Walker and qualitative considerations provided by the community, we do not believe paid parking would appropriate at this time in the Rockton study area. Although an effective parking management tool, implementation of paid parking should be weighed carefully; considerations for implementation of paid parking are described below.

Similar to most parking management policies, paid parking requires active enforcement to improve compliance and generate economic choice – shifting long-term parkers to off-street lots; enforcement in the study area was noted to be reactive. Without active enforcement, compliance with paid parking would likely mirror current compliance with time limit parking; those parking on-street would not comply by providing payment and therefore no economic choice is generated. The revenue generated by a paid on-street parking system without support from enforcement typically does not offset capital and operating costs due to low compliance.

Parking demand in the area must also be high enough to support paid parking. Parking demand within the Rockton study area, for nearly all blocks, could be accommodated within off-street parking lots if those drivers currently parking on-street opted instead to utilize off-street parking lots. If the enforcement effort was increased and policy compliance improved, parkers may very well opt to park in the off-street lots, leaving the on-street parking vacant. An unintended side effect of that could be less pedestrian activity along main streets, which reduces the perception of a vibrant business district.

Based on input from the community, Rockton does not have a competitive advantage as a business district over other nearby business districts; other nearby business districts also currently do not utilize paid parking to manage on-street parking. Paid parking can be an effective parking management tool and a parking revenue generator in settings where competitive areas also have paid parking, or where the local setting is preferred to others nearby. We believe that Rockton needs to be a comparatively stronger destination before paid parking should be implemented.

As density increases and overall daytime and evening activity picks up, we believe that Rockton will be well-positioned for this transition. Parking enforcement should lead the way, as this will begin to remove long-term parkers from on-street parking and provide a better understanding of short-term parking and the desire for convenience. Paid parking could be added as a pilot

program along particularly busy block faces to test the impact over time. At times, a knee-jerk reaction occurs from the public and demand is reduced when paid parking is implemented; this reaction is typically resolved within a few months if the system is implemented well, and information is provided to the public in advance and as a follow-up.

ADDRESSING CHALLENGES

As a part of the process Walker utilized to develop recommendations we explored challenges expressed by the community, observed while performing field surveys, or generated through parking projections for future conditions. We documented recurring themes within the following section and presented findings and preliminary recommendations for each. Some recommendations address a reality, while others are intended to correct a misperception by parking system users.

In the step subsequent to Addressing Challenges, these solutions were aggregated and detailed further to provide policy and practice recommendations for the Village's consideration.

Challenge: Based on community input more parking was needed in downtown Rockton.

Finding/Solution:

- Walker observed no significant localized shortfalls in the study area. Aside from the area near Hononegah High School, only two on-street block faces were between 70% and 85% occupancy and one was above 85% occupancy. When including off-street supply all blocks were below 70% occupancy. The Hononegah High School parking lot and adjacent on-street parking had high occupancy. The high school lots were 86% occupied during the weekday peak period, but this is expected considering the land use type.
- The peak weekend period had only one block face above 85% occupancy, and two others between 70% and 85% occupancy. There were over 2,000 spaces available in the overall study area during the weekend peak period.
- Future projections suggest no significant change to businesses or parking needs in the downtown core, with two tenants south of Main Street near Prairie Street changing in the near future. Even with these two commercial spaces occupied there is adequacy in the downtown core. Only a single block is projected to be above 85%, but surrounding blocks have significant availability to provide parking if needed.
- The perception of a parking need may instead reflect ineffective communication related to the locations and restrictions of public parking supply. These should be communicated through signage and online information and maps (see appendices) regarding parking in downtown Rockton.
- Although there are no significant shortfalls, we recommend that the Village continue to expand their public parking supply to create a pool of public parking that can serve area businesses efficiently, and can be managed effectively (under Village control) to serve downtown needs.
- We recommend conversion of Hawick Street west of Blackhawk Boulevard to mirror improvements east of Blackhawk. The conversion and improvements would include

one-way away traffic from Blackhawk Boulevard to Main Street, angled parking on both sides, sidewalks, and lighting.

- Although requested, larger public lots are not needed on a day-to-day basis. Still, purchasing land and creating a land bank is done in some cities. Most times adjacent parcels do not come up for sale at the same time. As such, a developer may have difficulty accumulating a site large enough for a development they hope to build. If the Village would like to land bank in downtown, the land is often purchased and converted to parking. If needed as a strategic location of parking in the future it is held, if not the land may be sold to a developer. Two sites were identified as potentially valuable in the future and underutilized now; these are:
    - SE corner of Mechanic and Prairie; and
    - NE corner of Hawick and Prairie

Challenge: Based on community input the existing parking supply needs improvement and maintenance.

Finding/Solution:

- We recommend a regular maintenance plan to deal with trash and vegetation within public parking lots. One comment received suggested the lights in the public parking lot between Prairie Street and Blackhawk Boulevard were not working for a period of time, which should also be checked regularly. The plan should have a task item sign-off sheet, which is used to log when the maintenance occurs.
- There are several improvements we recommend for the public parking supply, which include:
    - Wayfinding signage is needed lead drivers to publicly available parking supply (current signage below and on following page). Signage at the entry of public lots is also needed to identify the supply easily – a common theme in municipalities is the circle "P". The example to the right also provides the message that parking is free and passively that the walk is reasonable.
    - The narrow lot west of Blackhawk will need to be resurfaced and restriped in the near future to avoid potholes. The entry from Blackhawk should also be regraded to reduce slope; vehicles bottom-out upon entry.
    - Improve lighting within parking supply and along the pedestrian route between parking supply and Main Street to quell safety and security concerns for those who park away from Main Street.
    - A defined and convenient pedestrian path of travel to Main Street from the downtown public parking supply is required. Currently the parking spaces south of Main Street and east of Blackhawk Boulevard have limited use. This may be caused in part due to a lack of pedestrian connection. There is no sidewalk connection (or space for it) along Blackhawk Boulevard, and there is a grade change between Main Street and the Hawick Street on-street space and new surface lot. The only connection from Main Street to the parking supply along Hawick Street in this area is the path between Village Hall and The Rocket Inn. The corridor between these buildings must be enhanced and signed to encourage the use of parking along Hawick Street. A ramp should also be considered to allow for stroller access for mothers/father, if not to fully

accommodate ADA standards (this may remove a few spaces in the off-street lot).

Challenge: Based on community input existing private supply could be better utilized to meet downtown Rockton parking needs.

Finding/Solution:

- The planning code allows for a parking reduction for cooperative or joint use of parking, but does not suggest it as a priority. There are also limits on the reduction and the location of cooperative or joint use spaces. In a downtown setting, each building and tenant should not have separate stand-alone parking requirements. Disregarding the downtown context creates inefficiencies and impacts density of development. Efficiencies can be gained through shared parking with other nearby sites.
- We recommend encouraging shared parking agreements between private parking lot owners and other businesses. This would begin by altering the existing planning code to allow for visitor parking to be accommodated within no greater than 600ft and employee parking within no greater than 1,200 feet. A sample agreement should also be made available online to make the process easier to participate in.
- The current land use mix and parking supply/demand in downtown Rockton is undergoing changes as (re)development occurs. Land uses complimentary from a shared parking standpoint should be encouraged to infill as space turns over in downtown. These land uses would have a different peak period and make use of currently underutilized parking.
- Optionally, a shared parking district could be set up and maintained in downtown Rockton, for which a shared parking study would be performed to create a baseline and model impacts of proposed land uses. If the Village elects to move forward with a shared parking district, zoning requirements for new developments within downtown Rockton should be adjusted to require a shared parking study to ensure adequate, but not excessive parking is built. The study would also highlight whether the proposed land use(s) create parking efficiencies or deficiencies in the existing context.
- One location which should be considered is the vacant Northwest Academy site, which has the potential capacity of nearly 100 spaces without major improvements needed to the lot. This site could be used as overflow for the high school (typical day and game days), and for events (visitor parking, or event staff and vendor/exhibitor parking).
- The former Sunoco site could also be utilized as event parking until redeveloped. This site is potentially strategic in pulling interest from Main Street toward the Rock River frontage and expanding downtown businesses and density in that direction. The first step in re-energizing this area as intended in the future land use plan (depicted below) is to mirror the improvements on Hawick Street east of Blackhawk Boulevard on the west side as well.

Challenge: Based on community input additional parking was needed for events.

Finding/Solution:

- Input from the community and from the Rockton Police Department suggest that event parking is an issue during Old Settlers Days and Hononegah High School football games. This issue is separate from day-to-day needs of downtown Rockton and should be considered separately.
- An event parking plan (and map) is needed for large events to ensure vendors and workers park remotely after assembling and stocking their stand. The plan format should be developed for the Rockton River Market and altered as needed for other events based on location and size of the event (shifted for high school events; expanded for Old Settlers Days).
- Provide information related to parking on websites and social media pages to inform visitors before they drive to the area. A PDF map is helpful, as it can be downloaded to a mobile device in advance prior to coming to downtown. This eliminates the need to download data using cellular service.
- Implement temporary wayfinding signage and online information to help shift visitors to nearby downtown public parking.
- If the event would require parking beyond a five-minute walk, determine where available remote parking is located, whether it is within the public supply downtown or a nearby land use with a large surface lot that has space availability when the event would need parking (mall, hotel, school, etc.).
- Shuttle services may be needed for a few events each year to make use of existing public supply, while not building for conditions that occur only a few times per year.
- Plan for additional ADA parking near the event to avoid the need to provide an ADA compliant shuttle. Plan for pick-up and drop-off for elderly and children, and if large goods are purchased.

Challenge: Based on community input better uniformity and enforceability of time limits for on-street parking is needed to improve the parking experience.

Finding/Solution:

- We support simplifying time limits in cities to help drivers keep focus on the task of driving. If possible, the same time restriction should be utilized within the core area of downtown Rockton. A second restriction (or no restricted) can be set for areas outside the core if needed to keep employees from parking on-street.
- On-street parking restrictions in downtown Rockton must be clearly displayed on signage to communicate the message at a glance. Typically, this means presenting prominently the number associated with the hourly restriction along with hours/days of enforcement (see example within Educate Those Impacted section).
- A single consistent restriction is recommended along a single block face. Changing restrictions along the same block face can be confusing and frustrating to drivers. Currently, this is not an issue in downtown Rockton.
- Short time limits should be avoided if they cannot be enforced. Typically, this means restrictions less than 1 hour should be avoided.

Challenge: Based on community input on-street time limits should be refined to improve the parking experience in downtown Rockton.

Finding/Solution:

- Walker observed parking turnover and found that 95% of on-street parkers within the area surveyed park for fewer than 3 hours. But, of the vehicles parked longer than 3 hours (27), 19 of them were parked in spaces marked as 3-hour parking. We believe that signage, education and enforcement would help shift these long-term parkers to more appropriate supply and improve compliance with policy and availability for short-term parkers.
- Time limits should take into account local norms and the needs of businesses. We believe that the 3-hour time limit is appropriate for downtown Rockton where visits may include a meal and some shopping for most days. Unrestricted parking on the periphery of downtown and in off-street lots allow for longer stays.
- We recommend that the 3-hour time restriction be applied to more parking in the study area. On-street parking along Main Street between Center Street and Bridge Street should be 3-hour, as well as parking between Main Street and Hawick Street on Center Street, Prairie Street and Blackhawk Boulevard. We recommend that parking on the north side of Hawick be 3-hour.
- We recommend on-street spaces on the south side of Hawick should be unrestricted to give a place to park for employees and those needing to be in downtown longer than 3-hours.
- Off-street parking supply should also remain unrestricted until a time when more remote off-street parking is made available and utilization of off-street parking near the core increases above 85% on average during busy times.

Challenge: Based on community input enforcement was lacking with regard to posted time limits and "No Parking" zones.

Finding/Solution:

- Walker contacted the Village of Rockton Police Department ("Rockton PD"). We gathered the following information from that discussion:
    - Rockton PD employs no full-time or part-time staff devoted solely to parking enforcement.
    - Rockton PD typically enforce 3-hour parking reactively – enforcement monitors if complaints are received, citations are issued to offenders. Typically, the police do not monitor parking turnover.
    - There is an ordinance that restricts overnight parking downtown Rockton (No Parking 2AM – 5AM for Main between Center and Green, and Prairie between Mechanic and Hawick). The restriction is used to remove vehicles from the streets so the Village can plow in winter.
    - Rockton PD provides traffic control for large events, which include high school events (football games, etc.), and Old Settlers Days. PD staff aid in moving vehicles out of the high school lot and direct traffic at nearby intersections. PD staff places additional signage at intersections noting illegal parking from location of the sign to the corner – although this is always a rule, there are rarely violations aside from event days so temporary signage is used during those times.

- Parking systems work best when policies intended to manage them efficiently and effectively are followed. Enforcement is mandatory to discourage non-compliance. Those in violation of laws should not benefit to the detriment of those in compliance – enforcement is required to ensure the system works.
- Enforcement could be more effective through the use of improved technology (LPR), enforcement blitzes, and a revised violation fine schedule that forgives a first-time offense, but increases with each occurrence thereafter. We recommend using these tools because they help shift behavior without a full-time effort.

Challenge: The current policy of providing public parking in downtown Rockton should be part of a strategic policy for economic development.

Finding/Solution:

- A decision is needed, with community input, to determine the strategic direction for parking policies and its goal as an economic development tool.
    - A trend in similar sized communities has been for the municipality to purchase properties in and near downtown for use as parking for those who need it (as a supplement to private development). Owners of new developments may choose to try and provide as much parking as possible on-site, but any additional needs (per code, possibly considering a shared parking study) must be offset through a parking credit or payment-in-lieu of providing on-site parking. These funds support development and maintenance of public parking resources.
    - Other communities have low or no parking requirements with their downtown, which allows owners to build parking to their need or share with neighbors to ensure the community is served adequately. This removes the burden from the municipality but also shifts the responsibility of providing adequate parking without a negative impact on neighbors.
- Based on conversations with Village staff, officials, business owners and residents there is a desire for downtown Rockton to be a vibrant mixed-use commercial area, (also per the 2001 Comprehensive Plan). To facilitate a mixed-use environment, public shared parking is typically utilized to meet community needs. The first step, which Rockton is undertaking and we encourage, is developing the pool of publicly available parking.

RECOMMENDED CHANGES TO PARKING MANAGEMENT POLICIES & PRACTICES

In the next section, we aggregated these solutions to develop recommendations for the Village's consideration. Walker formulated the following set of recommendations aimed at improving access for all user groups. These recommendations utilize the quantitative findings, and filter them through both qualitative concerns raised by the community and industry best practice. Although there is no perfect solution, Walker's goal was to improve access for all user groups while considering effects on the various communities impacted by parking in the study area (residents, business owners, employees, and visitors).

Recommendations for parking improvements generally require three pieces for effective implementation, which are: *ENGINEER* (the solution), *EDUCATE* (those impacted), and *ENFORCE*

(for compliance). The implementation plan developed for downtown Rockton is presented within that framework in the following sections.

RECOMMENDATIONS FOR CONSIDERATION

ENGINEER THE SOLUTION

WALKER
PARKING CONSULTANTS

The following section details Walker's efforts to *ENGINEER* a set of policy and practice recommendations to improve the parking condition for the study area now and into the foreseeable future. Because we observed no parking shortfalls, our recommendations consist of policies and practices to improve the user experience within the study area and ensure parking planning best practice is applied to land use planning requirements for the Village. These recommendations are intended to be implemented in concert to realize improvement in user experience and perception.

SHARED PARKING

Shared Parking is defined as parking spaces that are shared by more than one user (or user group), which in turn allows parking facilities to be used more efficiently. *Shared Parking* is a form of parking management that takes advantage of the fact that most spaces within a facility are only used part time by a particular vehicle. Moreover, many parking facilities often have a significant number of unused spaces with utilization patterns that follow predictable daily, weekly and/or monthly cycles.

Parking supply can often be shared among different buildings and facilities to take advantage of different peak periods (e.g. an office can efficiently share parking facilities with a church, because offices require maximum parking during weekdays, while churches and theaters require maximum parking primarily during weekends). As a result, the total amount of parking provided can be reduced 40-60% compared with standard off-street parking requirements for each destination.[1]

There are several ways to implement the concept of shared parking in the downtown Rockton context. We recommend that all of the following possibilities be considered to increase density and make better use of parking resources:

1. Adjust the zoning code pertaining to shared parking:
    a. Require a shared parking study for new developments and change in use within downtown Rockton.
    b. Allow for parking supply location to be up to 800 feet for visitors/patrons and 1,600 feet for employees within downtown Rockton.
2. Allow for existing businesses to benefit from shared parking. (frees up some parking lots for higher and better use)
3. Implement a Shared Parking District in which the Village strategically seeks agreements with private parking supply owners for use of their property during non-business hours.

Zoning Code Adjustments

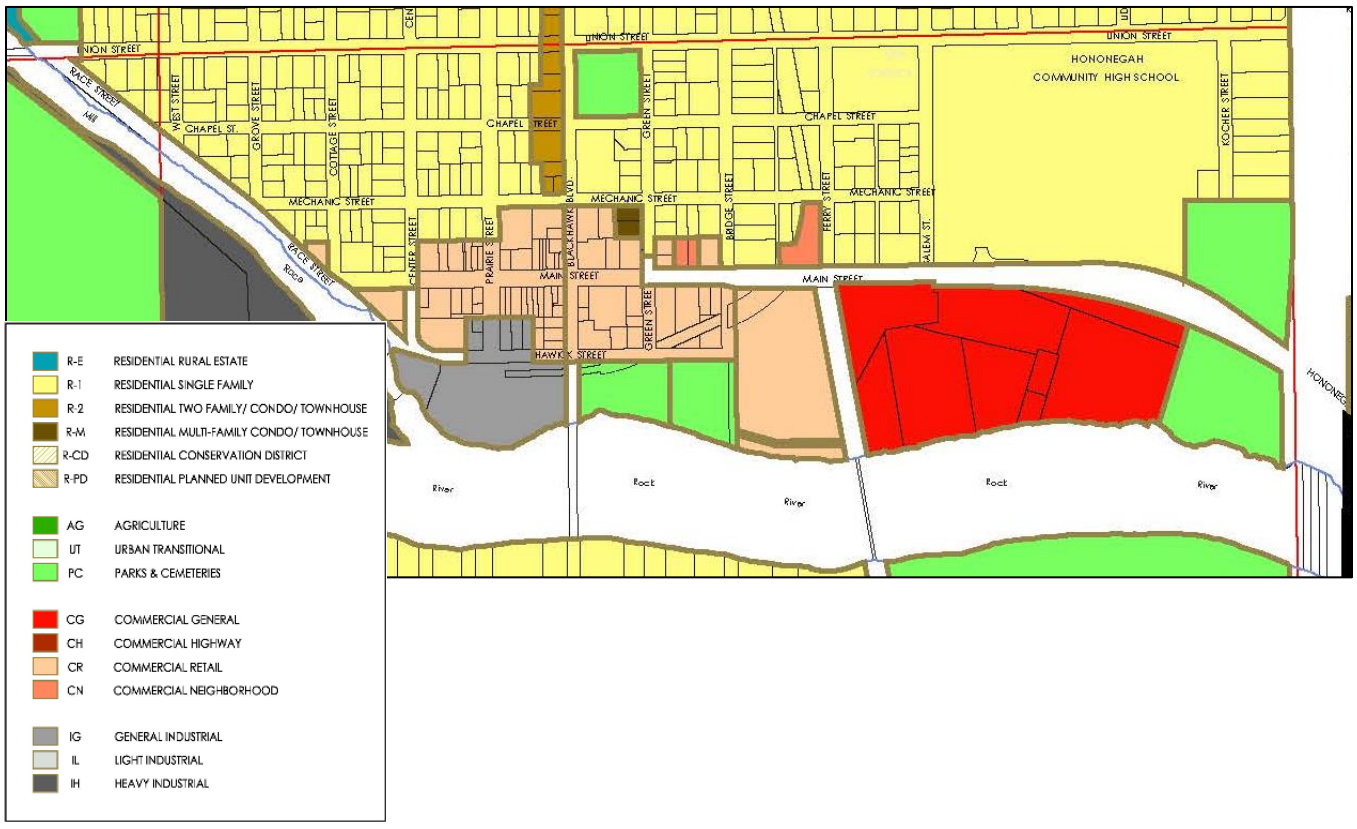
Each municipality may choose how it develops, and those rules are defined within the municipal code. Planning and zoning codes provide rules related to minimum parking requirements for new buildings, or changes in use for existing buildings. Under the current zoning code, per section 152.215(B), Planning Commission may allow for parking requirements to be met on-street. The zoning code states:

[1] TDM Encyclopedia, Victoria Transport Policy Institute http://www.vtpi.org/tdm/tdm89.htm

152.215(B). Amount and location of parking. Except as may be approved by the Planning Commission within the CR district, all parking and loading space needs generated by development shall be accommodated off-street.

The CR zone is shown in Figure 27. This zoning districts encompasses the core of downtown Rockton.

Figure 27: Current Study Area Zoning



Source: Rockton Village Website

A similar code section 152.220 allows for parking to be provided off the parcel for certain cases. The zoning code states:

152.220. An exception to parking space requirements in Appendix 2 of this chapter may be made in commercial districts or whenever required parking and loading spaces cannot be located on the parcel because of development restrictions imposed by the presence of an existing principal structure which is to continue in use, such as within the CR District. Required parking may then be provided off the parcel, for permitted uses only, subject to the following requirements:

(A) If the use is residential, hotel, motel or tourist home, the off-lot spaces shall be within 200 feet of the principal entrance or the entrance for individual occupants for whom spaces are reserved.

(B) If the use is other than residential, hotel, motel or tourist home, the farthest portion of the parking lot shall be within 1,000 feet of an entrance to the establishment.
(C) Distances indicated above shall be measured along routes generally available to the pedestrians involved.

The final related zoning code section is 152.218, which allows for Administrator approval for reduction in parking requirements for mixed occupancies, a reduction cooperative parking facilities, and a reduction for use of joint but alternate use of parking supply. The code section states:

152.218 Collective Usage. (A) Mixed occupancies. In the case of two or more uses in the same building, the total requirements for off-street parking facilities shall be the sum of the requirements for the several uses computed separately. Off-street parking facilities for one use shall not be considered as providing required parking facilities for any other use, except as approved specifically by the Administrator for joint but alternative uses.
(B) Cooperative parking facility. Up to 15% reduction in the number of required parking spaces for four or more separate uses; 10% for three separate uses; and 5% for two separate uses may be authorized by the Administrator following approval of a plan which provides for a collective parking facility of no less than 15,000 square feet, serving two or more buildings or under any parking district which may hereafter be provided by law.
(C) Joint but alternate use. The Administrator may authorize the joint use of parking facilities under the following conditions: (1) Up to 50% of the parking facilities by nighttime uses may be supplied by the off-street parking facilities by daytime uses. (2) Up to 50% of the parking facilities of daytime uses may be supplied by the off-street parking facilities of nighttime uses. (3) Up to 100% of the parking facilities of a church or auditorium incidental to a graded school may be supplied by the off-street parking facilities of daytime uses.

These code sections could be combined and simplified, as they relate to the CR district and a shared parking section could be added to the code.

By including a shared parking section within the code, the Village has more formalized influence on the land uses that exist and are planned within the area to create a mix of land uses that generate balanced activity night and day, weekday and weekend. There is also no funding mechanism to support increased capital and operational costs related to provision of public parking within downtown Rockton.

We recommend that the Village require a shared parking study for (re)development, enlargement of an existing building, or change in land use from a category with a lower parking requirement to a higher requirement. The study would aim at right-sizing the needs of the site within the context of existing downtown parking needs. The shared parking study would allow for on-site parking to meet the requirement. In addition, parking for visitors/patrons could be provided within 600 feet and employee parking could be provided within 1,200 feet. Similar to

the existing code, an agreement would need to be provided to the Village detailing the quantity and location of the off-site spaces. If spaces cannot be found within those catchment areas, the owner would have the option to offset the balance of the requirement by paying the Village through a Parking Credits fee or Payment in Lieu fee.

Implementation of shared parking policies allow for an increase in land use density and encourage a mix of land uses that result in balanced activity throughout the day. With these recommendations, creating a balance of land use within downtown is encouraged, and a funding mechanism is implemented to offset incremental capital costs, while not overburdening owners.

Regardless, of whether the CR shared parking recommendation above is implemented, we recommend that the current zoning code be amended and simplified regarding location requirements for parking. Several sections within the code overlap within the CR zone as it relates to allowable distance of off-site parking. We recommend that parking for visitors/patrons could be provided within 600 feet and employee parking could be provided within 1,200 feet.

Within the appendices, Walker provided text related to "Shared Parking for Code". This section should be considered, along with review of Recommended Zoning Ordinance Provisions as described within the Policy Review section of this report.

Encouraging Higher Utilization of Existing Parking Supply

We recommend that the Village implement / encourage a Shared Parking District / shared parking agreements between private parking lot owners and the Village or other businesses. For small or obscure lots, these could be utilized by off-site employees. For the large lots, these could have specific signage indicating their availability for public parking according to an agreement with the owner.

As documented within the quantitative analysis, there is a significant parking surplus within much of the private off-street parking supply throughout the day, including the peak periods.

We recommend that the Village implement a Shared Parking District in which the Village strategically seeks agreements with private parking supply owners for use of their property during non-business hours in locations where additional parking is regularly needed. In Shared Parking Districts individual owners of private parking supply are encouraged to include as many spaces as possible in a common pool of shared spaces. In some settings these spaces are intended for use by the public; typically, larger or more open and obvious parking supply. In other settings the space may be set aside for employees; typically, due to lack of visibility, remote location or limited number of spaces. These smaller lots could be part of the Shared Parking District, or simply shared through a business to business, or business to consumer agreement.

Figure 28: Private Lot with Low Utilization – Large and Open

Source: Google Earth

The Village should be the clearinghouse for all shared parking within the Shared Parking District, including business to business agreements. This is typically done for any off-site parking used to meet code requirements regardless of whether a Shared Parking District is in place or not. For those lots that are part of the Shared Parking District, the Village would provide program administration and signage, as well as maintain and insure the supply during times it is in the shared pool. The Village should work to develop mutually-agreeable operating and liability arrangements for use of the private lots; this agreement would be standard, with only hours of availability varying. Private lot owners may require payment for the use of their property in some cases, but in others maintenance and insurance are the only offset requested.

Some lots are available to the public during non-business hours, but signage with these lots is not inviting to the public. We believe that a clarification is needed for the public related to which lots are available to the public, and during what times. We believe that these large lots, in key locations, should be signed more officially to make it clear to drivers that the lot is available to the public between set times.

If these spaces are intended for public use, the municipality should purchase and install signage that suggests they are available for public use during specific periods. If lots are not signed as public or only have signs suggesting private parking, most drivers will avoid using them.

Some of the spaces we observed to be underutilized were located in small lots behind buildings, which were difficult to identify as available to visitors. These small and concealed lots would not be used by patrons even if signage were posted notifying them when it would be permissible to park there. Still, these lots are an important parking resource that should not be overlooked. Although they would not be ideal for visitor use, they could be utilized for off-site employee parking. Upon agreement to terms between business/land owners, employees could make use of these spaces.

We recommend development of a program to coordinate between business owners for the use of private parking supply for employees of off-site businesses during hours when the on-site business is not active. Shifting employees into off-street supply would eliminate their impact on on-street parking.

Figure 29 shows examples of private parking supply that would suit employee parking, but likely not visitor parking within a shared pool.

Figure 29: Private Lot with Low Utilization – Small or Concealed

Source: Google Earth

Employee parking within these small lots could be encouraged to be a business to business agreement, or the Village could work as a clearinghouse for these agreements. Both systems have been proven to work well. For business to business agreements some of the typical concerns are maintenance and liability – payment at times is taken in trade versus monetary. If the Village is the intermediary, there is typically a fee, which helps cover costs related to insurance, maintenance and administration of the program.

To encourage the policy, the Village should make available to private lot owners, a typical agreement for business to business use of private lots for employee parking.

For even these small and concealed lots there are secondary benefits to the Village related to an expanded tax base. There could be expansion or redevelopment of a site because on-site parking needs no longer limit them. Employee parking may be provided within a small nearby lot while visitor parking (if needed) would be provided within on-street spaces, public lots, or shared lots.

As administrator of the Shared Parking District, the Village should maintain records of these agreements, and administer the program by providing listings of the location of space availability, quantity and timing. The system could be managed online, or directly by Village staff.

The appendices provide a few sample agreements where a municipality has been the intermediary between the private owners, which helps to shift liability and possibly ensures basic maintenance of the private lots.

Other Items for Consideration

As a way to impact the future, policies should be developed to require as a condition of approval that all newly constructed private parking or adaptive reuse project be included in the Shared Parking District during non-business hours.

Contingencies for Failure of Shared Parking

Walker was asked to provide alternatives for the Village in case the business community does not buy in to the concept of Shared Parking as it is proposed to be applied in Rockton. First, it is important to understand that no significant localized shortfall exists. And only small shortfalls are projected on a few blocks in the future – these shortfalls could be easily accommodated within public supply. But, the public supply would be farther than a typical user in Rockton would hope to park – based on community input.

Shared Parking is industry best practice from a parking perspective and a smart growth planning perspective. Whether or not the business community buys in to the Shared Parking District or sharing their private lots with other businesses, the changes to planning code should occur to enable its implementation.

If the Village wishes to expand the available parking supply within the study area, there are several options that could be implemented. These include:

- Create angled on-street parking by reducing travel lanes where possible.
- Purchase plots/lots to create public pool of parking
- Operate a shuttle circulator in downtown Rockton for events to move people to available event parking supply.

ON-STREET PARKING POLICIES

On-street parking may be managed through the use of time limits, user restrictions and paid parking. Time limits have pros and cons, but are the most commonly used form of on-street parking management. Although helpful in some settings, Walker rarely recommends user restrictions. Paid parking is also very common in downtown settings and commercial zones where demand for convenient parking is high, and density creates competition with other users – both short-term and long-term

Time limits are used as a way to generate turnover within the parking supply; parkers who arrive know that they have a specified time before they must leave the space, which then opens that space up for another user. These time limits are enforced and violators are issued a citation with an attached fine to encourage compliance. Enforcement is the shortcoming of this system of management because enforcement is not always consistent or diligently performed by the agency in charge.

New technology, such as license plate recognition ("LPR"), is available which uses the vehicle's license plate to "tag" the vehicle, GPS to locate it, and a time stamp to detail when it was observed. This technology can be mounted to a vehicle and increases the speed of enforcement for these restrictions. Still, receiving a citation, although being at fault, may also be a cause for frustration for parkers. This is the key difference between paid parking and time limit parking – payment for paid parking is a user fee, while payment for time limit infractions is punitive. Studies show that actively engaging the time limit set for yourself by feeding a parking meter is more likely to result in not overstaying the prescribed time versus an arbitrary time limit.

The goals for time restriction on-street parking management for most settings are as follows:

- A single consistent restriction is recommended along a single block face. Changing restrictions along the same block face can be confusing and frustrating to drivers.
- The same, single time restriction should be utilized within the core area, If possible.
- A second time restriction can be set for areas outside the core if needed to keep long-term parkers from parking on-street where short-term parking is still needed, but outside of the commercial core.
- Short time limits should be avoided if they cannot be enforced; typically, this means restrictions less than 1 hour should be avoided (signed loading spaces are appropriate.

We recommend the following time restriction policy for the downtown Rocktonr study area, as detailed herein.

- 3-hour limit in downtown core commercial area (Enforced 8AM-8PM Mon-Sat)
- Unrestricted along non-core secondary streets

A time limit of **3** hours would be enforced for parking along the following block faces. The aim of this policy is to create a user-friendly experience for commercial patrons – while keeping downtown employees parked at the periphery of the commercial core.

- East – west block faces:
    - South and South side of Main Street from Center Street east to Bridge Street
    - North side of Hawick Street from Center Street east to Bridge Street

- North – south block faces:
  - East and West side of Center Street from Main Street south to Hawick Street
  - East and West side of Prairie Street from Main Street south to Hawick Street
  - East and West side of Blackhawk Boulevard from Main Street south to Hawick Street

After further development and commercial in-fill in downtown Rockton, we suggest implementing multi-space parking meters may be appropriate along the block faces currently recommended to be 2-hour parking. The meters would be adequate to encourage turnover with the increased parking demand.

Periphery block faces in edge areas outside of the commercial core would remain unrestricted. These areas currently see less demand and are not located in commercial areas or in front of retail and restaurant storefronts, so parked vehicle turnover is not as much a priority along these block faces. As mentioned earlier, we recommend keeping the same, single time restriction per block face to minimize confusion. This way it would be clear to parkers where the 2-hour parking zone ends and the unrestricted parking zone begins. Consistency in signage and parking zone identification is key to a successful parking system that is user friendly and easy to navigate for residents and visitors to the downtown.

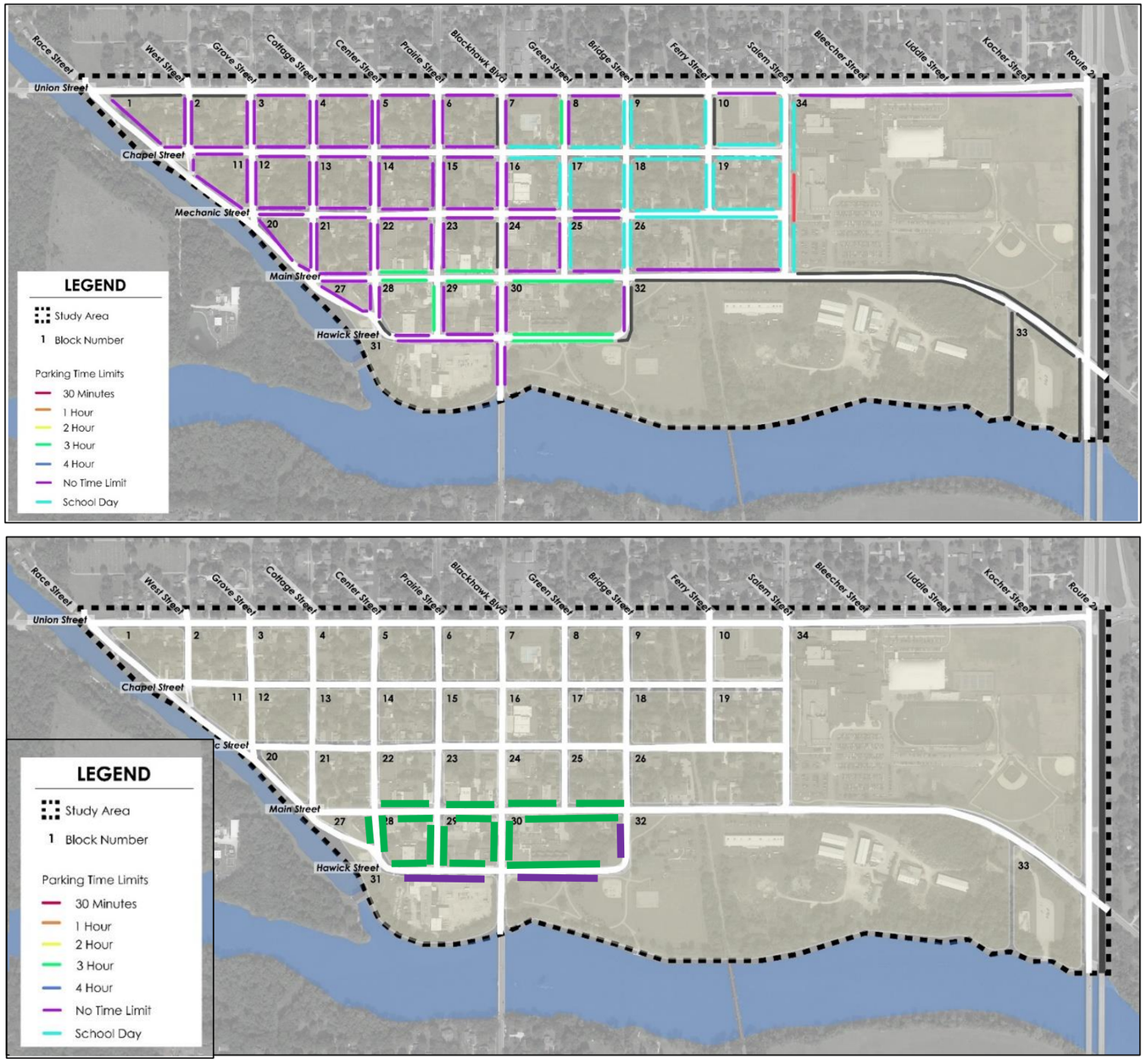
Figure 31 provides a graphic representation of the recommendations presented above, as they would change current policy.

We also recommend expansion of the parking supply along Hawick Street west of Blackhawk Boulevard. The improvement would provide additional overflow parking supply for long-term parkers west of Blackhawk. The infrastructure improvements made to Hawick Street west of Blackhawk should be mirrored, creating a one-way street travelling east to west. That would allow drivers who were unable to find parking along Main Street an easy right turn and another right turn onto Hawick and the new on-street diagonal parking supply.

Figure 30: Hawick Street west of Blackhawk – Existing Condition

Source: Google Earth

Figure 31: Existing and Proposed On-street Parking Restrictions



OFF-STREET PARKING POLICIES

Similar to on-street parking management, off-street supply can also be managed through time and user restrictions, or paid parking. Within the off-street setting there is typically a more balanced mix of management techniques overall. Time limits are used in many public lots where the setting is not appropriate for paid parking. Many parking lots are restricted to specific users who are patrons, tenants or employees of an adjacent building. Paid parking for off-street parking, similar to on-street parking must be in an appropriate setting to be successful. All three techniques are effective, but how effective is a function of the setting.

The existing public parking lots owned by the Village have no parking restrictions. Walker observed no significant localized shortfalls within the study area, on-street or within the off-street lots. We believe that at this time no time or user restrictions are needed.

At some future point, these restrictions may be needed to create better balance within the public off-street parking supply parking management policies are required. We believe that user restrictions and time limits would be effective to manage the public off-street supply in the study area. The goal of these restrictions would be to remove long-term parkers from some of the more highly utilized surface lots and ensure some spaces remain available for short-term parkers, where needed.

Time limits within public lots are reasonable and should be implemented to encourage turnover in areas where time-limited on-street parking supply is inadequate from a quantity standpoint. Based on Walker's parking occupancy counts, this was not the case in Rockton. When and where the policy is needed, only a few spaces nearest the businesses that generate short visits should be set aside as time-limited unless other nearby lots are highly underutilized. Public lots with no time restrictions should be provided further from the core of downtown.

Time limits can also be used to supplement a permit program. Policies may be introduced that exempt permit holders for time restrictions. The exemption from the time limit would serve to push long-term parkers into the program if they hope to park for an extended period of time within the lot. For this plan time limits were utilized to ensure turnover and to supplement the proposed permit program

EVENT PARKING PLANS

An event parking plan (and map) is needed for large events to better manage parking and traffic related to people who require access to the area for events. Although other events do take place in downtown Rockton, the Rockton River Market is a regularly recurring event, which should have a plan as a priority. The plan should consist of a few implementable steps to aid in shifting users to the most appropriate parking supply, and informing those users where their parking is located or direct them as to how to get there. The plan should be developed for the Rockton River Market and altered as needed for other events, such as the larger Old Settlers Days and more remote Hononegah High School events.

Vendors and workers may need access to the area initially to drop off, assemble and stock their stand. But, after unloading, these users should park remotely to allow the maximum number of visitors to park nearby. Visitors should be provided the most proximate parking, but as past events have shown, not all visitors will fit within the one-block radius in which they would prefer

to park. Plan for additional ADA parking near the event to avoid the need to provide an ADA compliant shuttle, if shuttles are needed. Plan for pick-up and drop-off for elderly and children, and if large goods are purchased. For the Rockton River Market consider turning a portion of Hawick Street into ADA parking and pick-up / drop-off only, as appropriate to shift users into large and more available supply while providing convenience for those who need it.

Implement temporary event wayfinding signage and online information to help shift visitors to nearby downtown public parking. For example, wayfinding signage can indicate the First National Bank and Trust lot is within a 2- to 3-minute walk from the Rockton River Market for most visitors.

If the event would require parking beyond a five-minute walk, determine where available remote parking is located, whether it is within the public supply downtown or a nearby land use with a large surface lot that has space availability when the event would need parking (mall, hotel, school, etc.). Shuttle services may be needed for a few events each year to make use of existing public supply, while not building for conditions that occur only a few times per year.

NON-PARKING INFRASTRUCTURE IMPROVEMENTS

Walker identified that there are physical and psychological barriers within downtown Rockton that effectively limit the use of parking supply. These barriers include Blackhawk Boulevard, which is a busy road and bisects downtown. Another barrier is limited north-south access from Main Street to Hawick Street east of Blackhawk Boulevard. And the last is the grade change from Main Street to Hawick Street.

Blackhawk Boulevard bisects downtown Rockton, which segments the parking supply in the minds of most visitors. This locational reality cannot be overcome, but should be acknowledged.

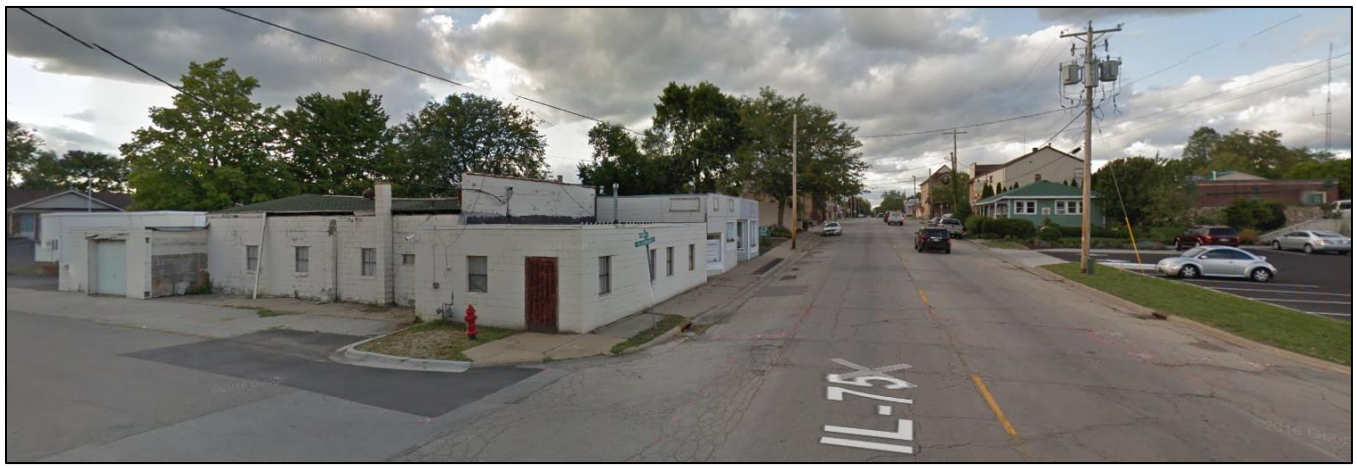
Figure 32: Intersection of Main Street and Blackhawk Boulevard

Source: Google Earth

The grade change between Main Street and Hawick Street is also a locational reality and for the most part cannot be overcome. But improvements to the streetscape could improve the pedestrian experience and open up the downtown from Main Street toward the Rock River.

Sidewalk and lighting improvements are needed along the west side of Blackhawk (the east side has no sidewalk), and along Prairie Street, show below.

Figure 33: Private Lot with Low Utilization – Small or Concealed



Source: Google Earth

Changes to these streetscapes would improve awareness of available parking south of Main Street and west of Blackhawk.

As shown below, the pedestrian experience south of Main Street and east of Blackhawk is more challenging. There is no room within the current alignment of Blackhawk to provide a sidewalk. The next street that runs from Main Street to Hawick Street is Bridge Street, which is fairly distant.

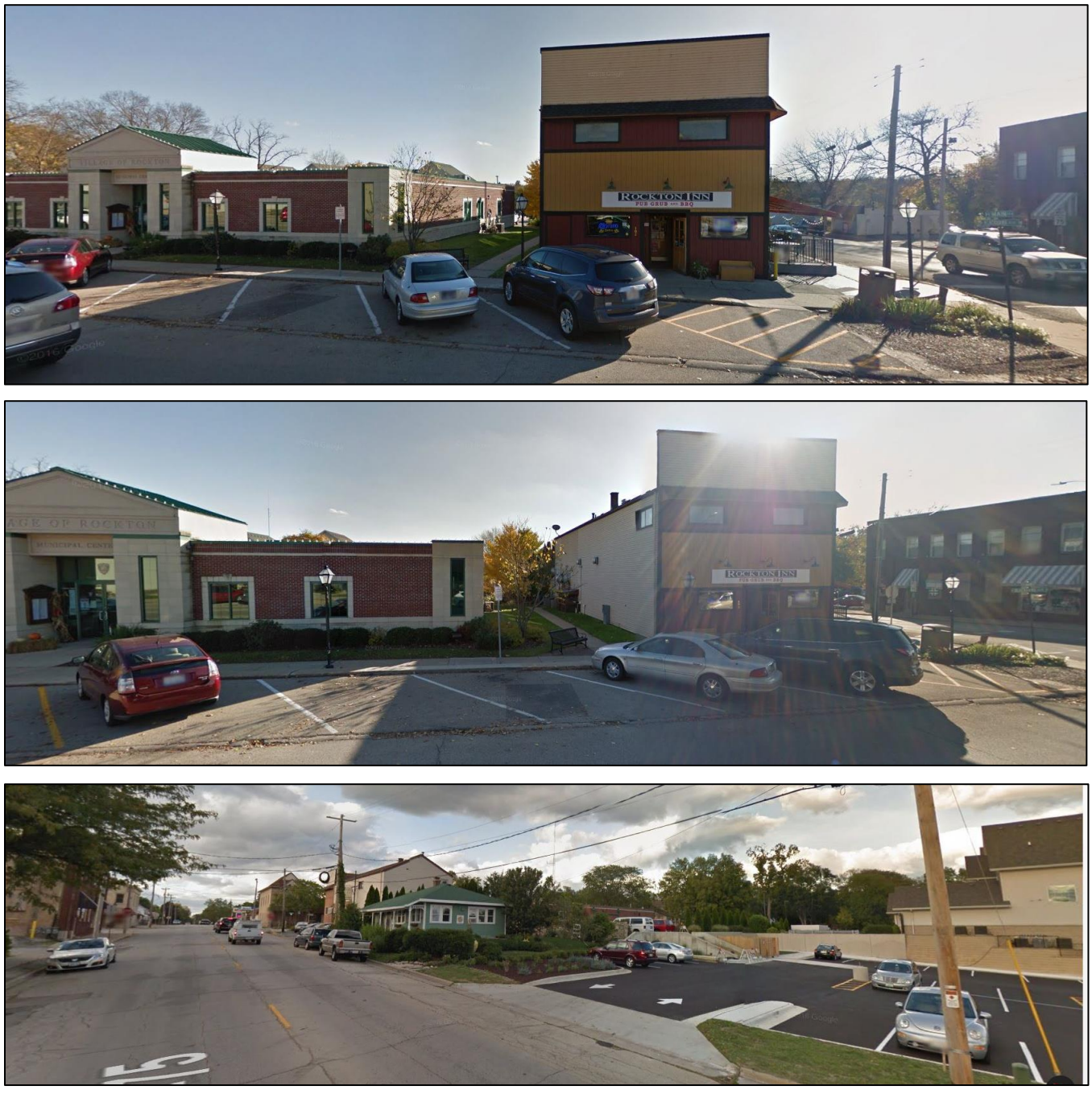
Figure 34: Private Lot with Low Utilization – Small or Concealed

Source: Google Earth

A path is paved between Village Hall and The Rocket Inn restaurant that provides access from Main Street, to the Village Hall lot, and down steps to the new public off-street surface lot. The path circumvents the condition shown above. Currently, this path is not highly utilized, and likely unknown to many visitors.

The corridor between these buildings must be enhanced and signed to encourage the use of parking along Hawick Street. A ramp should also be considered to allow for stroller access for mothers/father, if not to fully accommodate ADA standards (this may remove a few spaces in the off-street lot).

Figure 35: Private Lot with Low Utilization – Small or Concealed



Source: Google Earth

In support of the pedestrian-oriented environment and to help the downtown remain a vibrant civic, social, and commercial hub, Walker recommends the following improvements:

- Walking as a mode of transportation around downtown Rockton could be better encouraged through media such as "Walking Maps" of downtown. (See Northville, MI example in appendices)

Key to a successful downtown public parking system are parking lots that have adequate lighting, especially at pedestrian paths and points of entry and egress. Surface parking lots that are open to view from the outside, are well lit, and easy to enter and exit, are all ways to increase the sense of safety and security for parkers when arriving at or leaving their vehicles. In keeping with the pedestrian-oriented environment to help the downtown remain a vibrant civic, social, and commercial hub, Walker recommends a few minor improvements to downtown pedestrian safety and security.

- Lighting improvements are needed in some areas of downtown Rockton. Specifically, improving lighting along routes between public parking lots and Main Street.
- Continuous sidewalks are needed in downtown Rockton.

FRAMEWORK FOR DEALING WITH SPECIAL REQUESTS

Special requests are not uncommon, especially as they relate to public parking. Many community members believe that based on adjacency, this public resource should be made to suit specific needs and not the public good. This section provides insight into considerations and processes for handling special requests, and whether there is merit and benefit to the public or detriment.

On occasion, there are conditions that may be found to be hazardous and, if changed, would improve public safety. Most of these conditions were identified and considered within the State of Wisconsin Traffic Law where "No Parking" areas are detailed at length. Further the Village identified some areas and conditions believed to improve public safety, or a nuisance to residents ("No Parking School Days 7AM – 3:30PM"). Although a significant effort from the State and Village was made to identify potential hazards generated from parking, some specific conditions may have been missed. These requests should be considered, with follow-up by Village staff. A staff recommendation should be a reasonable basis for approval. If staff does not believe the condition is hazardous, the request would be put through a more detailed process. The municipal code for Beloit provides a detailed process within code sections 11.35 through 11.40.

Special requests should be evaluated as to whether they conflict with the Village's or SLATS transportation master plan and policy statement regarding parking and access to the community. If there is conflict with policies and practices adopted within a transportation master plan there is little chance of approval of the special request. Generally, best practice for parking planning includes the following:

- Public parking supply should be used to improve access to the community
- Policies should be consistent for the entire block face, where possible
- The fewer special conditions, the better from an enforcement perspective

This list is not exhaustive, but provides a basis to develop an official response. The master transportation plan, when updated, should include a "Parking and Curbside Management" element to help guide staff in making these kind of micro administrative decisions. If no conflict is identified, it should be considered from an enforcement standpoint. If a conflict is identified, the request would be put through the process we suggest being adapted from Beloit municipal code sections 11.35 through 11.40.

Special requests should also be evaluated with regard to whether enforcement is practical. A principal of parking enforcement is patrols have to occur in accord with the posted restrictions. Therefore, a one-hour posted duration requires twice as much enforcement effort (and staff) as two-hour parking. Similarly, while there might be some logic behind 5, 15, and 30-minute on-street parking durations, these spaces will generally function like long-term, unrestricted parking spaces simply because the enforcement officer only patrols the area every two hours (or more).

The details in Beloit's municipal code sections 11.35 through 11.40 are more thorough than typically found in municipal code language on the subject of policy change. The process is well-defined, and approvals require input both from the property owners and their City Council.

RECOMMENDATIONS FOR CONSIDERATION

EDUCATE THOSE IMPACTED

WALKER
PARKING CONSULTANTS

In the following section the recommendations are directed to *EDUCATE* those impacted by parking policy and practice. Educating those who are impacted by parking policies is very important to policy compliance and acceptance. The education process must come from the Village and would include information made available online, found on on-site signage or street/curb markings, and notices within the impacted areas.

WEB PRESENCE

We recommend to many municipalities that a parking webpage be added to their website. That page would allow for passive communication regarding where parking is legal and illegal (e.g. illegal to park within XX feet of an intersection), location of public off-street parking supply, on-street parking restrictions, and event parking specifics. The webpage would also provide links to the portals for the Shared Parking District and to an external page for violation payment. The webpage could also offer parking advice in specific areas such as, "Where is available parking likely, but not easily found?" and "Where should I park for the Rockton River Market?"

A parking map for various "hot spots" is also recommended for the webpage. The map would depict locations of off-street public lots, and note time/user restrictions. The map would also show locations and restrictions of on-street parking supply (also noting "No Parking" on the sides of the street where this is applicable). The map would be accompanied by limited text. This information and map could be made available to area businesses (and events) for their own websites, or via link to the Village website.

Some municipalities provide an interactive map, which details restrictions. We do not believe that is needed in Rockton. Many similar sized cities provide online resources via one or more PDF documents. PDF documents can be viewed on a computer and on a mobile device, and can be downloaded prior to coming to Rockton, so there would be no requirement to use wireless data to find parking.

We believe that a PDF "Walking Map" of Rockton, depicting locations of public parking (and shared parking) would be beneficial to visitors and business owners. The map should include location of on-street and off-street supply and time/user restrictions also noting the distinction between blue (public) and yellow (shared) lots. A second PDF could be provided for the community to gain a basic understanding of the parking programs – more detailed information would be provided within the website.

Examples of effective PDFs from Northville, MI are provided within the appendices.

SIGNAGE

Signage allows for passive communication with drivers. Parking signage relates rules and policies in a simplified form that is concise and easily understood. Aside from relating the policy changes we recommend, there are other signs that we recommend be added to the study area based on input from community engagement. These signs convey typical rules for location of legal parking versus illegal parking in Rockton.

On-street Wayfinding to Off-street Supply

Through observation while in the study area, and from comments made during community engagement, we believe that people have a difficult time locating public off-street parking. Many did not realize that the public lot on the corner of Blackhawk and Hawick existed. There are two reasons for this finding. First, there is limited or no signage at the entry. Second, when approaching and circulating within downtown Rockton there are no wayfinding signs directing drivers to public parking.

We recommend implementation of parking wayfinding signage on the street, which directs drivers to additional nearby public parking (overflow on-street and off-street). Some municipalities have an integrated signage package which provide wayfinding for destinations and noting the location of public parking. Examples of each are found in Figure 36. This signage would be added along Main Street to direct drivers to additional on-street supply along Hawick and the two Village-owned off-street lots. The signage could also indicate "Additional Long-Term Parking" so drivers are aware of the long-term parking option versus the 3-hour time restricted spaces.

Figure 36: Sample Signage – Simple Additional Parking & Integrated Destination/Parking Wayfinding

Source: Walker Parking Consultants

Entry to Off-street Supply

As noted within the On-street Wayfinding section, we believe that people have a difficult time locating public off-street parking. We believe that one reason that people have a difficult time locating public off-street parking is because there is small signage, or no signage identifying it as public parking. Lack of sufficient signage makes it difficult for drivers to identify the entry of the lot, and the lot as public parking. Existing entries are depicted in Figure 37 and Figure 38.

Figure 37: Existing Lot West of Blackhawk

Source: Google Earth

Figure 38: Existing Lot East of Blackhawk

Source: Google Earth

We recommend that the Village install signage to make public parking locations easily identifiable for drivers. As recommended for Beloit, the surrounding landscaping should also be evaluated regarding shadows or visual obstruction.

Signage should communicate to drivers which lots are available all day to the public versus during specific times (shared private lots). We recommend a blue "P" for public lots always available for public use (as already provided). Signage in downtown Rockton should communicate to drivers which lots are available to the public during specific times under a shared parking agreement. We recommend signage that reflects the following for shared private lots: a yellow "P" and "Free to the Public X:00 – X:00 M-F and X:00 – X:00 Weekends". Online information should also note the distinction between blue and yellow lots.

Figure 39 shows how simple the signage can be at the entry of a public lot, while conveying targeted messages – free parking, and walking from this location is reasonable.

Figure 39: Sample Signage – Simple Lot Entry Sign

Source: Walker Parking Consultants

On-street Parking Restrictions

On-street parking restrictions in downtown Rockton must be clearly displayed on signage to communicate the message at a glance. Signage should be easy to understand/read while driving. Typically, this means presenting prominently the number associated with the hourly restriction along with hours/days of enforcement. On-street parking time limits must be easily understood to help create turnover and availability for visitors. A sample of similar signage is provided in Figure 40.

We recommend that the signage note enforcement as follows:

- 3-Hour Parking – Enforced 8AM-8PM Mon-Sat

Figure 40: Sample Signage – 2-Hour Time Limit

Source: Walker Parking Consultants

STREET & CURB MARKINGS

Although these may not be fully visible during winter months, we believe that curb and street markings may improve compliance with current code restrictions on location of legal parking. We believe that signage, as presented above, could help reduce the instances of vehicles reducing safety by parking too near intersections. Many communities also provide a yellow line painted on the curb to note the end of legal parking near an intersection. It may be best to implement in spring and enforce heavily during that period so the policy is well understood by the following winter.

PUBLIC NOTICES

Finally, notices should be prepared to reflect policy changes. These notices should be provided to those in the impacted area, and also posted on the parking website (once developed), and possibly the Village's social media account (depending on content). Notices are especially important for those who do not have internet access, or an email account registered with the Village.

Printable/reproducible versions of some of this information should be made available to business owners so they may post the information in their establishments if desired. These notices should also be provided to local news outlets (print, radio, television, web).

RECOMMENDATIONS FOR CONSIDERATION

ENFORCE FOR COMPLIANCE

WALKER
PARKING CONSULTANTS

In the following section the recommendations are directed to *ENFORCE* policies for compliance – to realize the impact of the policies and programs put in place to improve the parking system. Parking systems work best when policies intended to manage them efficiently and effectively are followed. Enforcement is mandatory to discourage non-compliance. Those in violation of laws should not benefit to the detriment of those in compliance – enforcement is required to ensure the system works.

More proactive enforcement of the on-street time limits is needed to shift employees to off-street parking supply and more remote on-street supply, made available through policies discussed above. Enforcement could be more effective through the use of improved technology (LPR), enforcement blitzes, and a revised violation fine schedule that forgives a first-time offense, but increases with each occurrence.

In the context of downtown Rockton, the biggest impact to improving enforcement at the lowest cost would be to perform occasional enforcement blitzes in the study area (and other places in Rockton the police department may deem necessary). Enforcement blitzes are useful tools for municipalities with limited staffing. These blitzes are intended to identify scofflaws in a short period of time and encourage compliance with posted policies.

We recommend revising the fine setting strategy. The fines have not been increased in several years, and the cost of paying a citation is similar to the cost of parking for the day in most larger cities. We recommend consideration of a graduated fines/penalties schedule, which may begin with a warning, but escalates with recurring citations over the course of a year (from the initial infraction).

Although we strongly believe in the technology and its application for compliance, we do not recommend use of an LEP system at this time. If a possibility exists to share parking enforcement staff (or contract out with/to nearby municipalities, the technology would provide improved coverage with limited staff.

PARKING ENFORCEMENT STAFFING

Based on Walker's quantitative analysis and input from the community, enforcement is not occurring regularly. On-street time limits must be actively enforced to ensure availability for short-term parkers. This is especially true during key periods for downtown Rockton businesses (lunch and dinner periods for restaurants, and weekends for the antique shoppers).

There are two ways to approach enforcement; proactive and reactive. Proactive enforcement works to enforce posted parking regulations and those within the municipal code. Reactive enforcement responds to complaints from the public. Based on current technology and staffing levels the majority of enforcement occurs as reactive. To increase the amount of proactive enforcement occasional additional staffing is required.

Parking enforcement requires staffing to perform. Enforcement of time limit parking is more time consuming than enforcing paid parking. Enforcing paid parking requires only a single pass of a vehicle to identify whether it is complying with payment. Enforcing for time limit parking requires

multiple passes of the enforcement officer to identify whether vehicles have overstayed the posted limit.

We recommend performing enforcement blitzes. The area may be "blitzed" a few times a week so regular offenders change their behavior. After an initial blitz, these can be carried out intermittently if problems are believed to persist. We also suggest an enforcement blitz in the area shortly after the new parking regulations are implemented. Instead of citations, parkers would be issued a warning for any newly adopted violations observed and also be provided a half-sheet description of the policy changes to help them figure out where and how to park legally moving forward.

If staffing is severely limited, consider staffing only when needed, but on an irregular schedule to discourage parkers from "gaming the system".

PARKING ENFORCEMENT FINES

Fines for all parking violations are $25 unless a prior violation was issued within the same 12 months ($35), or unpaid for over 14 days (doubled to $50 or $70). The escalating scale for multiple fines is best practice, but may be further expanded.

We recommend an adjustment to the fine schedule used to parking violations in Rockton. The current best practice includes warnings for some citations and an escalating fine schedule for repeat offenders. We recommend that warnings be issued for any new policies or policy changes for the first six (6) months. After that period the Village may decide whether or not to continue to offer a warning for a first-time offender. The warning would provide information related to the escalating nature of the fine schedule as a way to encourage compliance. The fine for a second offense would be double the current fine (second tier). The fine for a third offense would be triple the current fine (third tier). If a fourth offense is cited within the same year (beginning on the date of the first offense), the vehicle would be fined quadruple the current fine and towed (fourth tier). Any offense after the fourth would result in the same (fourth tier) penalties. The escalating fines would reset each year, but once a warning has been issued, a second warning for the same offense would not be given – any citation received in the years after the original offense would result in a second tier fine. We recommend this fine schedule to allow for accidental infractions to be forgiven, but habitual offenders to be punished in a way that encourages a change in behavior and compliance with parking policies.

Discussions during community engagement provided input related to enforcement not removing long-term parkers (employees), but time limits scaring away visitors. We believe that this policy of leniency for first-time offenders will bode well in this environment with occasional visitors coming to buy antiques, etc.

We identified two violations that should be exempt from the 1st offense warning, and skip directly to a fine – Handicapped Parking Violation and Snow Emergency Violation. The proposed fine schedule for Rockton is found in Table 16.

Table 16: Proposed Fine Schedule

Fine Amounts				Violation Description
1st Offense	2nd Offense	3rd Offense	4th Offense	
Warning	$25.00	$50.00	$75.00	Improperly Parked / Improper Location (Various)
Warning	$25.00	$50.00	$75.00	Time Limits (Overtime)
Warning	$25.00	$50.00	$75.00	No Parking Private Property
Warning	$25.00	$50.00	$75.00	No Parking Public/Private
$50.00	$100.00	$150.00	$200.00	Handicapped Parking Violation
Warning	$25.00	$50.00	$75.00	Unlicensed/Unregistered Vehicle on Village Street
Warning	$25.00	$50.00	$75.00	36 Continuous Hours Streets, Alleys, Etc…

Source: Walker Parking Consultants

IMPLEMENTATION MATRIX

Walker prepared the following implementation matrix to provide basic guidance to implement the recommendations presented above. The matrix includes the various recommended actions, estimated timeframe for the action to take place, an estimate of probable cost, and the parties responsible for taking the action.

The recommended actions are presented in detail within prior sections, but here we provide a summary to guide implementation. The Village may wish to utilize the implementation matrix as a high-level checklist as they refine policies and practices as they should be applied in Rockton.

Walker provided estimated timelines within the matrix which are assumed to commence upon review by Village staff and officials. There are no existing parking conditions that require urgent action to correct shortfalls. Still, we do recommend installation of signage and enforcement of restrictions as soon as possible to improve the parking experience for visitors. Implementation of code changes related to planning policy should also be considered in the near-term due to their potential long-term impacts.

Walker utilized recent costs from similar work to provide the high-level (order of magnitude) estimate of probable costs. These estimates of probable cost represent typical costs for capital items, equipment, and maintenance; staffing costs are presented in typical hours per week, as labor costs are specific by market. The recent streetscape improvements within Rockton should provide the Village with a good gauge for any infrastructure changes they elect to undertake.

Within the final piece of the matrix Walker outlines the responsible parties for each action item. Identifying the responsible parties creates forward momentum as those identified are accountable to perform the required action, and ensure the implementation does not stall out on items for which they are responsible. Due to the decentralized nature of the parking responsibilities in Rockton this section may require adjustment by the Village upon review.

The implementation matrix developed for downtown Rockton is found in Figure 41.

Figure 41: Implementation Matrix

	Estimated Timeframe		Related Costs (order of magnitude)				Responsible Parties	
Recommended Action	**Start**	**Time Required**	**Capital**	**Equipment**	**Staffing**	**Maintenance & Repair**	**Primary**	**Secondary**
Create a "Parking" page on the Village's website to provide information to the public on the topic of parking - policies, practices, programs, violations, payments, etc. Develop content as described within report.	Immediate	6 months	$0	$0	Under 400 hours to develop webpage and content (includes reviews by several staff)	$0	Public Works	Technology
Introduce wayfinding signage to direct drivers to nearby off-street public parking supply, and overflow/long-term on-street supply.	Immediate	3 Months	$2,680	$0	None, cost includes installation	10-Year Replacement Cycle	Transportation / Planning / Public Works	Public Works
Improve visibility of off-street public parking supply with signage more easily seen on approach.	Immediate	1 Month	$1,500	$0	Initial removal of obstructions + regular landscaping maintenance	10-Year Replacement Cycle	Public Works	
Ensure lighting is adequate and sidewalks are well-maintained for pedestrian paths to public parking supply. Passive safety and security measures are needed within, and to and from, the public supply.	Immediate	6 Months	Unknown	$0	No Ongoing Increase	$0	Public Works	
Implement simplified on-street time restrictions; 3-hour core commercial area; unrestricted periphery.	Immediate	3 months	Minimal, signage already in Rockton can be reallocated	$0	Enforcement: 8hrs / day (weekdays); 8hrs / day (Saturday)	$0	Transportation / Planning / Public Works	Police
Require (re)development, expansion, or change to more intensive land use within CR zone to perform a shared parking study to right-size needs, and potentially share off-site parking supply.	Immediate	3 Months	$0	$0	Will require additional staff and/or consultant review	$0	Planning	
Adjust code to allow for shared parking with off-site parking supply within 600 feet for visitors/patrons and 1,200 feet for employees.	Immediate	3 Months	$0	$0	No Ongoing Increase	$0	Planning	
Develop a Shared Parking District in which the Village strategically identifies surface parking to utilize for the public during non-business hours. Replace signage on these lots as documented in the report.	6 Months	6 Months	$0	$0	Will require limited program administration + light routine maintenance	Assume $10 per space per month to lease for otherwise vacant spaces	Transportation / Planning / Public Works / Finance	
Develop sample or template agreements to support B2B, B2C and B2G shared parking.	Immediate	3 Months	$0	$0	No Ongoing Increase	$0	Planning / Finance	
Develop a fee-based system for property owners who opt not to provide required parking on-site or find off-site supply. (e.g. Parking Credit or Payment in Lieu of Parking)	Immediate	9 Months	$0	$0	Will require additional research to develop program and determine community-appropriate fees	$0	Planning / Finance	
Develop an event parking plan for Rockton River Market and use as a template for other downtown Rockton events. Purchase temporary, removable signage to notify visitors where nearby off-street and overflow/long-term on-street parking is available.	Immediate	1 Month	$2,010	$0	No Ongoing Increase - staff currently provided to block roads	5-Year Replacement Cycle	Transportation / Planning / Public Works	Public Works / Police
Adjust enforcement schedules to match peak parking periods. Add staff for occasional blitzes to improve compliance.	Immediate	3 Months	$0	$0	No Ongoing Increase	$0	Police	
Revise the current fine structure as described within the report.	Immediate	3 Months	$0	$0	No Ongoing Increase	$0	Planning / Finance	Police

APPENDIX A: COMMUNITY ENGAGEMENT

Provided Under Separate Cover

WALKER
PARKING CONSULTANTS

APPENDIX B: FIELD DATA COLLECTION

Provided Under Separate Cover

WALKER
PARKING CONSULTANTS

APPENDIX C: FUTURE PARKING NEEDS

Provided Under Separate Cover

WALKER
PARKING CONSULTANTS

APPENDIX D: POLICY REVIEW

Provided Under Separate Cover

WALKER
PARKING CONSULTANTS

APPENDIX E: EXAMPLE PARKING AND WALKING MAP

Provided Under Separate Cover

WALKER
PARKING CONSULTANTS