

## Appendix E: Amherst Parking Implementation Matrix

Goal	Task	Partner(s)	Priority	Cost	Impact	Level of Difficulty
<b>Goal 1</b>	<b>Create an efficient, responsive parking management structure that serves all downtown stakeholders</b>					
<b>1A</b>	<b>Create a dedicated Transportation and Parking leadership position in charge of all transportation policy, planning and implementation</b>		***	**	***	*
	<ul style="list-style-type: none"> <li>1A.1 Confirm Town department in which position is based. (Planning is preferred.)</li> <li>1A.2 Draft job description to include roles and a reporting structure for staff (e.g. enforcement personnel).</li> <li>1A.3 Allocate funding for position through annual budget process.</li> <li>1A.4 Initiate hiring process.</li> <li>1A.5 As an interim / backup plan, assign parking aspects of this role to an existing staff person.</li> </ul>					
<b>1B</b>	<b>Develop comprehensive parking implementation communication program</b>	Stakeholder groups, BID, DPWG	***	*	***	*
	<ul style="list-style-type: none"> <li>1B.1 Develop communication protocols (e.g. Town contact, press release guidelines, press requests, constituent inquiries/complaints, etc.).</li> <li>1B.2 Continue to engage key downtown stakeholders during the implementation process.</li> <li>1B.3 Engage with local educational institutions to ensure parking program changes and requirements are communicated and understood.</li> <li>1B.4 Develop informational materials highlighting parking changes.</li> <li>1B.5 Create a Parking in Amherst website with all parking information in one place (e.g. www.parkinginamherst.com).</li> </ul>					
<b>1C</b>	<b>Establish a Parking Benefit District (PBD) to fund downtown parking and infrastructure improvements.</b>	BID, DPWG	***	*	**	**
	<ul style="list-style-type: none"> <li>1C.1 Establish PBD Boundaries (e.g. Downtown Parking Study Area) in which parking revenues can be allocated for improvements.</li> <li>1C.2 Define PBD improvement program "buckets" – e.g. parking operations/equipment, streetscape improvements, parking facility enhancements/expansion.</li> <li>1C.3 Draft PBD and fund framework - e.g. Enterprise Fund or Special Fund (under General Fund).</li> <li>1C.4 Establish a parking revenue baseline (revenues collected in previous full fiscal year) to estimate total funds available for improvements.</li> <li>1C.5 Formally adopt PBD through Town Council process.</li> </ul>					
<b>Goal 2</b>	<b>Create a downtown parking system that provides convenient, predictable and flexible parking for all downtown residents, workers, and visitors</b>					
<b>2A</b>	<b>Set parking availability and turnover goals and define performance-based zones accordingly</b>	Partner(s)	Priority	Cost	Impact	Level of Difficulty
	<ul style="list-style-type: none"> <li>2A.1 Establish an 85% utilization target for all parking facilities to ensure parking is generally available within a short walk of most areas.</li> <li>2A.2 Establish a 2-hour turnover target for core on-street parking, and 3- or 4-hour turnover goal for off-street lots and discount areas.</li> </ul>	ParkMobile, Parkeon, other vendors, business owners, BID	***	*	***	*
<b>2B</b>	<b>Conduct routine parking counts to track utilization and inform future parking system changes</b>	ParkMobile, Parkeon, other vendors	***	*	***	*
	<ul style="list-style-type: none"> <li>2B.1 Analyze parking utilization monthly using available data including Parkeon kiosk data, ParkMobile data, and parking revenue collection (e.g. traditional meters) <ul style="list-style-type: none"> <li>&gt; Supplement parking technology data with revenue/hours parked data (based on calculations from monthly cash collections)</li> </ul> </li> <li>2B.2 Perform manual utilization counts quarterly to supplement data analysis and gain on the ground perspective to potentially identify parking behaviors not shown in data. <ul style="list-style-type: none"> <li>&gt; Explore opportunity to use students or interns to perform the counts (e.g. Amherst College, Amass Planning Students)</li> <li>&gt; Perform utilization counts at some intervals as in this parking study to maintain consistency over time. <ul style="list-style-type: none"> <li>- Prioritize on-street parking counts given lack of data until parking kiosks are installed systemwide.</li> <li>- Consider adding a late evening utilization counts on Thursday, Friday and Saturday (10pm)</li> </ul> </li> </ul> </li> <li>2B.3 Analyze all data (from 2.B.1 and 2.B.2) annually to identify potential changes in parking utilization.</li> <li>2B.4 Based on findings from 2.B.3. consider changes to the parking system as needed (e.g. pricing changes, supply changes, etc.).</li> </ul>					
<b>2C</b>	<b>Adopt a graduated pricing scheme with performance-based pricing</b>	ParkMobile, Parkeon, other vendors, business owners, BID	**	*	**	**
	<ul style="list-style-type: none"> <li>2C.1 Replace on-street meters with Parkeon kiosks for full implementation (on- and off-street).</li> <li>2C.2 Establish parking turnover baseline (Likely 2 hours in core areas, and 3 or 4 in outer zones and off-street lots). See 2A.2.</li> <li>2C.3 Formalize utilization and turnover count process on a quarterly basis (see 2B.1 and 2B.2).</li> <li>2C.4 Work with stakeholders to establish initial rate scheme (base rate extends up to desired turnover baseline). <ul style="list-style-type: none"> <li>&gt; To begin, keep current rates for first two hours.</li> <li>&gt; Work with stakeholders to determine rates for hours 3 and beyond.</li> </ul> </li> <li>2C.5 Contact vendors to implement new scheme (off-street lots to start since Parkeon kiosks are already available at these facilities). <ul style="list-style-type: none"> <li>&gt; Design "adaptable" signage that clearly displays rate structure and can easily be updated with stickers, etc. <ul style="list-style-type: none"> <li>- Ensure signage is consistent - on brand - with a comprehensive, holistic Downtown Wayfinding program. (See Strategy 7A)</li> </ul> </li> <li>&gt; Allocate funding to fabricate and install signage.</li> <li>&gt; Fabricate and install signage throughout Downtown.</li> </ul> </li> <li>2C.6 Install signage throughout downtown to convey rate structure.</li> <li>2C.7 Adjust rates to promote desired turnover by facility type until utilization and turnover targets are met. <ul style="list-style-type: none"> <li>&gt; If utilization continues above 85% systemwide, increase rates for long-term parkers (4+ hours).</li> <li>&gt; Add additional parking supply if graduated pricing does not increase availability of parking. (See Strategy 8B)</li> </ul> </li> </ul>					
<b>Goal 3</b>	<b>Maximize use of existing, underused private parking, for public use before making high cost municipal parking capital investments</b>					
<b>3A</b>	<b>Identify opportunities for shared parking in the Downtown</b>	Partner(s)	Priority	Cost	Impact	Level of Difficulty
	<ul style="list-style-type: none"> <li>3A.1 Create a database of private parking facilities/parcels with ownership, total parking, and existing use (e.g. customer, worker, resident, etc.). <ul style="list-style-type: none"> <li>&gt; Create two categories: Town-Managed Shared Opportunities (20 or more space lots); Private Shared Opportunities (Under 20 spots)</li> </ul> </li> </ul>	Private lot owners, business owners, BID	**	*	**	*
<b>3B</b>	<b>Develop sample Shared Parking agreement language in advance and to be ready to negotiate potential shared agreements</b>	Private lot owners, business owners, BID	**	*	**	*
	<ul style="list-style-type: none"> <li>3B.1 Draft Private Shared Parking agreement language that can be provided to parties interested in entering into a shared agreement (not operated by the Town).</li> <li>3B.2 Draft Public/Private Shared Parking agreement language for Town-initiated opportunities. (to be managed/operated by the Town.)</li> </ul>					
<b>3C</b>	<b>Facilitate shared parking agreements between individual property owners and as part of a town-wide shared parking system</b>	ParkMobile, private lot owners, business owners, BID	**	*	**	*
	<ul style="list-style-type: none"> <li>3C.1 Reach out to all property owners with private parking to determine interest in participating in shared parking program - private or shared. Highlight revenue opportunities to the owner as an added source of income. <ul style="list-style-type: none"> <li>&gt; Reach out to all business owners in downtown to determine interest in participating in a shared parking program - private or shared.</li> <li>&gt; Coordinate meeting with interested property owners and interested business owners.</li> <li>&gt; Maintain database of private shared parking agreements. (Part of database developed in 3A.1, above.)</li> </ul> </li> <li>3C.2 Implement public shared parking agreements between the Town of Amherst and private property owners. Refer to Strategy 3B for guidance on parameters. <ul style="list-style-type: none"> <li>&gt; When parking utilization surpasses 85% within large areas of downtown, contact property owners interested in entering into agreements.</li> <li>&gt; Negotiate lease parameters including term (multi-year preferred); compensation (payment, shared revenue, etc.); number of spaces; hours of use; liability; etc.)</li> <li>&gt; Once lease agreement signed, add lot to public inventory map, add signage (times, rates, tow etc.)</li> </ul> </li> <li>3C.3 Use current and other mobile parking apps to manage shared parking and to create additional low-effort sharing opportunities. Shared parking agreements can be brokered directly between lot owners and ParkMobile, with the Town serving as intermediary. <ul style="list-style-type: none"> <li>&gt; Use ParkMobile (current parking app) to manage Downtown Shared Parking system. (See Asheville example.)</li> <li>&gt; Explore opportunities to provide shared parking through parking reservation apps - e.g. SpotHero (See strategy 5C.3)</li> </ul> </li> </ul>					
<b>Goal 4</b>	<b>Move to a more user-friendly, accessible, and predictable parking permit program</b>					
<b>4A</b>	<b>Refine the Town Center Permit Program to best meet the needs of downtown stakeholders</b>	Partner(s)	Priority	Cost	Impact	Level of Difficulty
	<ul style="list-style-type: none"> <li>4A.1 Convert seasonal Town Center permit to be all year.</li> <li>4A.2 Expand Town Center Permit eligibility to include more employers/areas adjacent to downtown (e.g. Dickinson Museum). <ul style="list-style-type: none"> <li>&gt; Reach out to employers in areas just outside of current boundary to gauge interest/need to determine boundaries.</li> <li>&gt; Evaluate total number of passes issued compared to spaces available prior to expanding.</li> </ul> </li> <li>4A.3 Consider increasing Town Center Permit fee structure when utilization exceeds 85% during permit hours.</li> <li>4A.4 Convert to "virtual permit system" once LPR is procured. (See 5B)</li> <li>4A.5 Limit number of resident permits issued to downtown units (maximum of 2).</li> </ul>	Employers	***	*	**	**
<b>4B</b>	<b>Ensure other parking initiatives and recommendations complement and/or support parking permit programs</b>	Employers, BID	***	*	**	**
	<ul style="list-style-type: none"> <li>4B.1 Extend meter enforcement hours to 8 PM consistently across the study area to discourage employees from parking in front of businesses.</li> <li>4B.2 Ensure signage clearly indicates parking restrictions (see 7A).</li> </ul>					
<b>4C</b>	<b>Develop a more robust communication strategy for downtown stakeholders to increase awareness of parking permit programs.</b>	Employers, developers, BID	**	**	**	**
	<ul style="list-style-type: none"> <li>4C.1 Enhance communication efforts with business owners. <ul style="list-style-type: none"> <li>&gt; Develop presentation highlighting parking permit programs including cost savings to employees.</li> <li>&gt; Host information sessions for downtown businesses and employees highlighting program offerings/benefits (cost), etc.</li> </ul> </li> </ul>					
<b>Goal 5</b>	<b>Utilize parking technology that enhances parking availability, system performance, and convenience</b>					
<b>5A</b>	<b>Enhance parking experience through updated technologies to provide more information, consistency and predictability to parkers.</b>	Partner(s)	Priority	Cost	Impact	Level of Difficulty
	<ul style="list-style-type: none"> <li>5A.1 Replace on-street coin-only meters with kiosks that accept coins, cash, and credit cards. <ul style="list-style-type: none"> <li>&gt; If completed in phases, prioritize areas with highest parking utilization, then areas with lower.</li> <li>&gt; Ensure kiosks are compatible with other parking technology systems used in Amherst.</li> </ul> </li> <li>5A.2 Regularly research latest parking technologies available.</li> </ul>	BID, DPWG	***	*	**	*
<b>5B</b>	<b>Adopt License Plate Reader (LPR) technology for enforcement</b>	LPR and app vendors	**	**	**	**
	<ul style="list-style-type: none"> <li>5B.1 Research LPR systems both handheld (for Parking Ambassador use) and vehicle mounted.</li> <li>5B.2 Allocate funding to purchase equipment.</li> <li>5B.3 Use LPR for multiple purposes. <ul style="list-style-type: none"> <li>&gt; Use LPR to track and cite parking violations.</li> <li>&gt; Use vehicle-mounted LPR to track utilization. (Replace manual counts once procured.)</li> <li>&gt; Use for virtual permit program.</li> </ul> </li> </ul>					
<b>5C</b>	<b>Enhance communication efforts regarding available spaces in Downtown Amherst</b>	Parking apps, BID, DPWG	***	*	**	**

5C.1	Ensure all parking available to the public is communicated on parking maps (e.g. Town Center Permit areas available after 5pm).				
5C.2	Maximize current parking system capabilities (or explore installation of space counting systems) to display number of spaces available. > Reach out to Parkeon to understand capabilities of existing system. > Consider installing parking counter signage (integrated into comprehensive wayfinding program) at key Town parking facilities at highly visible locations.				
5C.3	Explore partnerships with real-time on- and off-street parking availability app integration with current systems. (e.g. Parkopedia, SpotHero, ParkWhiz, Parker, Parknav, etc.) > Enter into agreements that meet Town of Amherst needs. > Integrate real time parking information into Park Amherst website.				
<b>Goal 6</b>	<b>Implement programs that make parking in Downtown Amherst more inviting and convenient to customers</b>	<b>PARTNER(S)</b>	<b>PRIORITY</b>	<b>COST</b>	<b>IMPACT</b>
<b>6A</b>	<b>Create a parking validation system</b>	Parking apps, BID, DPWG	**	*	**
6A.1	Work with parking app vendor (currently ParkMobile) to allow parking validation app features to be available.				
6A.2	Distribute parking validation program information to Downtown businesses to notify them of the option. > Request information packets from parking app vendor to be distributed. > Optional: Customize/brand validation information packets to provide more "local" feel to encourage participation.				
6A.3	Explore Town validation program. > Consider discounted parking validation to encourage increased visitor traffic during slower times of the year. > Consider "free parking" to encourage unofficial-holiday and other special event shopping in the downtown. (e.g. Day after Thanksgiving, Christmas Eve, etc.)				
<b>6B</b>	<b>Advocate for a shared valet program</b>	Parking apps, BID, DPWG, business owners	*	*	*
6B.1	Reach out to downtown business owners to gauge interest in a valet parking program. > Draft letter and distribute to all downtown businesses to identify those interested in participating in a Downtown Shared Valet program. > Create database of interested businesses.				
6B.2	Draft Shared Valet Program policy including pick-up area requirements (use of public on-street spaces), participant contributions, service fee (cost to users), parking storage location (e.g. garage) and liability responsibilities (typically the service provider). > Identify drop-off/pick-up locations (2-4 on-street spaces) with the potential to serve multiple businesses based on interest identified from 6B.1.				
6B.3	Establish service fee framework for participating businesses (or BID, if sponsors/subsidizes service).				
6B.4	Contract with a valet service provider. > If sponsored in part by Town, develop and issue an RFP for a valet vendor. If run entirely by the BID, reach out to local valet vendors to submit service and cost proposals.				
6B.5	Develop communication/marketing program to announce program, including press release, valet signage, and more to promote program. > Draft press release to announce program including launch date, fees (for users), hours of operation, etc. > Design on-street signage to inform downtown users of the service including wayfinding (at intersection of Pleasant and Main) and drop-off locations.				
6B.6	Launch shared valet pilot program. > Track usage over 3 month period. > Make valet permanent if demand/use is sufficient to cover (or nearly cover) cost to operate. > Suspend pilot if demand/use is low and does not cover cost to operate.				
<b>6C</b>	<b>Shift to a Parking Ambassador model of enforcement</b>	ParkMobile and Parkeon	**	*	**
6C.1	Define Parking Ambassador roles and responsibilities (i.e. job description).				
6C.2	Revise parking enforcement practices to be more customer and business friendly. > Allow 8-minute grace periods. (Needs to be formalized - only possible with parking kiosk or smart-metered areas.) > Institute first time forgiveness program - instead of issuing ticket, provide pamphlet highlighting parking options.				
6C.3	Procure and provide new "Downtown Ambassador" uniforms to staff.				
6C.4	Hold training workshop with Parking Ambassadors. Reorient ambassadors toward helping visitors, providing information, and conducting wayfinding. Train Ambassadors on grace period and first-time forgiveness policies.				
6C.5	Implement program in concert with press release, on-street physical flyers and materials, online publication, and direct outreach to stakeholder groups.				
<b>Goal 7</b>	<b>Improve wayfinding and signage to intuitively guide visitors to, from, and between parking and downtown attractions and amenities</b>	<b>PARTNER(S)</b>	<b>PRIORITY</b>	<b>COST</b>	<b>IMPACT</b>
<b>7A</b>	<b>Implement high visibility and consistent signage in key locations</b>	Private and shared parking operators	**	*	**
7A.1	Identify trouble spots and prioritize them for implementation of improved signage. Ensure that new signage is consistent and matches the Town's parking brand both on the street and in online materials.				
7A.2	Update all signs in Downtown Amherst to match new parking regulations and branding. Communicate new enforcement policies, rate and time limit structures, and branding and labeling of facilities on all signs in the parking system.				
7A.3	Integrate facility names and branding into ParkMobile and all online parking materials. New parking system users may check online for information first. Ensure that branding, signage, and the ParkMobile interface align with the user's online experience.				
7A.4	Work with private parking and shared parking operators to integrate signage and wayfinding.				
<b>7B</b>	<b>Improve lighting, pedestrian infrastructure, and other safety amenities on side streets</b>		**	**	**
7B.1	Identify where lighting is lacking on Town Center Permit blocks and other key parking side streets. Poor lighting is a deterrent to utilization of Town Center permit spaces.				
7B.2	Improve crosswalks on primary corridors and ensure that sidewalks are well maintained.				
<b>Goal 8</b>	<b>Add new parking facilities when utilization regularly surpasses 85%</b>	<b>PARTNER(S)</b>	<b>PRIORITY</b>	<b>COST</b>	<b>IMPACT</b>
<b>8A</b>	<b>Expand the public parking supply through design interventions</b>		*	**	**
8A.1	Restripe Amherst's on-street parking stalls from 22 to 20 feet. Amherst's on-street parking stalls are 22 feet in length. Modern vehicles only require 20 feet to safely and easily park.				
8A.2	Shift from on-street meters to kiosks (see Strategy 5A).				
<b>8B</b>	<b>Add new parking facilities via public-private partnerships, dedicated private investment, or municipal investment</b>	Developers	**	***	**
8B.1	See shared parking recommendations (3A - 3C).				
8B.2	Although not required under current zoning, work with developers to provide on-site parking at new developments.				
8B.3	Identify parcels in the downtown parking district most able to provide additional public parking. > Assess potential of each publicly owned parcel to provide additional parking including North Pleasant lot, Amity lot, upper and lower Boltwood garage, and Town Common lots.				
8B.4	Explore opportunities to purchase undervalued parcels for future parking supply.				
<b>8C</b>	<b>Implement progressive mobility requirements to leverage private dollars for mobility improvements</b>	Developers	**	*	**
8C.1	Establish Access Management Requirements based on national best practices. > Allow developers to satisfy the requirement through a variety of mobility improvements, including shared parking, bike and pedestrian enhancements, and TDM incentives programs for tenants > Allow developers to pay directly into the Parking Benefit District to satisfy the requirement and support Downtown Mobility (see 1C)				
8C.2	Align funds and new improvements gained via AMRS with long-term transportation planning efforts for Amherst's downtown.				